

**AGENDA**  
**ORDER AND PROCEDURE OF COUNCIL MEETING**  
**THURSDAY, FEBRUARY 19, 2026**  
**5:30 P.M.**

- 1. CALL TO ORDER**
- 2. INVOCATION:**
- 3. PLEDGE OF ALLEGIANCE:**
- 4. ROLL CALL:**
- 5. ANNOUNCE BUSINESS FROM AUDIENCE PROCEDURE:**
- 6. MAYOR'S REPORT:**
- 7. COUNCILMEMBERS' CONCERNS, COMMENTS, LIAISON REPORTS:**
- 8. CONSENT AGENDA:**
  - A. Approval of minutes: Haley
  - B. Announcement of upcoming meetings: Haley
  - C. Utility Service Agreements: Noethlich/Boggus
  - D. Annual Agreement/School Board and City of Sebring/Resource Officer Program: Hoglund
  - E. Easter Sunrise Service: Pastor Altman
  - F. Waiver of Civic Center alcohol variance request: Colleen Polatty
  - G. Centennial Mural Agreement: Noethlich
- 9. OLD BUSINESS:**
- 10. NEW BUSINESS:**
  - A. RFP #26-001 Lease of Sebring Municipal Golf Course Property: Stewart
- 11. BUSINESS FROM AUDIENCE:**
- 12. CITY ATTORNEY'S BUSINESS:**
- 13. CITY ADMINISTRATOR BUSINESS:**
  - A. Project Report
- 14. CITY CLERK'S BUSINESS AND ANNOUNCEMENTS**
  - A. Bills for Approval
  - B. Appointment to Planning and Zoning Board Vacancy

Any person who might wish to appeal any decision made by the City Council of Sebring, Florida, in public hearing or meeting 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 based. The City Council of Sebring, Florida does not discriminate upon the basis of any individual's disability status. This non-discrimination policy involves every aspect of the Council's functions, including one's access to, participation employment or treatment in its programs or activities. Anyone requiring reasonable accommodation as provided for in the Americans with Disabilities Act should contact Mrs. Kathy Haley, CMC, City Clerk, at 471- 5100.

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Stewart

AGENDA ITEM#: 8 – Consent Agenda

BACKGROUND: Item 8 A through 8 G are on the consent agenda for Council action. Should any member of Council wish that an item be removed from the agenda, they should so indicate. That particular item will be removed and discussed individually at the appropriate place on the agenda. All remaining items will be presented for approval collectively.

REQUESTED MOTION: Approve consent agenda as presented.

COUNCIL ACTION:

\_\_\_\_ APPROVED                      Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_  
\_\_\_\_ DENIED                        Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_  
\_\_\_\_ TABLED TO: \_\_\_\_\_ OTHER

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTOR: Haley

AGENDA ITEM#: 8A – Approval of Minutes

**BACKGROUND:** The minutes from your regular meeting held on February 3, 2026 were emailed to you on January 26, 2026. The revised minutes from your workshop held on February 3, 2026 were emailed to you on February 16, 2026.

REQUESTED MOTION: Approve minutes as presented.

COUNCIL ACTION:

- APPROVED
- DENIED Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_
- DEFERRED Bishop\_\_ Carlisle\_\_ Havery\_\_ Kogelschatz\_\_ Stewart\_\_
- OTHER

CITY OF SEBRING

AGENDA ITEM SUMMARY

MEETING DATE: February 19, 2026

PRESENTER: Haley

AGENDA ITEM#: 8 B – Announcement of Upcoming Meetings

BACKGROUND: The following meetings and/or workshops are scheduled between February 20, 2026 and March 3, 2026.

<u>Date</u>	<u>Time</u>	<u>Meeting</u>	<u>Participant(s)</u>
02/23/26	5:30 p.m.	Community Redevelopment Agency	Liaison Kogelschatz
02/24/26	5:30 p.m.	Code Enforcement Board	Liaison Havery
<b>03/03/26</b>	<b>5:30 p.m.</b>	<b>City Council Meeting</b>	<b>Mayor/City Council/City Clerk</b>

COUNCIL ACTION:

APPROVED                      Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_  
 DENIED                            Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_  
 TABLED TO: \_\_\_\_\_ OTHER

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Noethlich/Boggus

AGENDA ITEM#: 8 C – Utility Services Agreement requests for Service

BACKGROUND: Please find below the parcel id or address for Utility Services requests and Declaration of Covenants for service per Ordinance# 1538 requiring City Council approval for connections to the City Utility System for properties located outside of the City limits.

1. 3305 ASTON-MARTIN DR
2. 3313 ASTON-MARTIN DR
3. 806 LOLA DR
4. 3925 MURIEL AVE
5. 2511 PONCE DE LEON PKWY
6. 6001 PRAISE AVE
7. 6630 SPARTA RD
8. 209 VANWALL TER

REQUESTED MOTION: Approve the Utility Services Agreements for the above properties as presented.

COUNCIL ACTION:

\_\_\_\_ APPROVED                      Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_  
\_\_\_\_ DENIED                         Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_  
\_\_\_\_ TABLED TO: \_\_\_\_\_ OTHER

**CITY OF SEBRING**  
**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Hoglund/Swaine

AGENDA ITEM#: 8 D – Revised annual agreement (Attachment “A”) between the School Board of Highlands County and the City of Sebring for the School Resource Officer Program at Sebring Middle School, Woodlawn Elementary School, and the Academy for the period 10/1/2025 through 09/30/2026. This agreement stipulates the services that our School Resource Officers (SRO) provide for local schools, and the “invoicing schedule” for the costs of City resources as “Exhibit A” within the annual agreement.

BACKGROUND: The School Board of Highlands County and the City desire to continue to provide law enforcement and related services to the public schools of Highlands County, and to provide a positive image of law enforcement through interaction with students by law enforcement officers.

REQUESTED MOTION: Approve the School Resource Officer Program agreement and “invoicing schedule” between the School Board of Highlands County and City of Sebring to continue the School Resource Officer Program as presented.

COUNCIL ACTION:

\_\_\_\_\_ APPROVED                      Moved by: \_\_\_\_\_ ; Seconded by: \_\_\_\_\_  
\_\_\_\_\_ DENIED                        Bishop \_\_\_\_\_ Carlisle \_\_\_\_\_ Havery \_\_\_\_\_ Kogelschatz \_\_\_\_\_ Stewart \_\_\_\_\_  
\_\_\_\_\_ TABLED TO: \_\_\_\_\_ OTHER \_\_\_\_\_

**AGREEMENT BETWEEN  
THE SCHOOL BOARD OF HIGHLANDS COUNTY, FLORIDA  
AND  
THE CITY OF SEBRING, FLORIDA  
FOR  
THE SCHOOL RESOURCE OFFICER PROGRAM**

THIS AGREEMENT made and entered into this 12th day of December 2025, by and between the SCHOOL BOARD OF HIGHLANDS COUNTY, FLORIDA, hereinafter referred to as the "SCHOOL BOARD," and THE CITY OF SEBRING, FLORIDA, hereinafter referred to as "CITY," on the following terms and conditions, to-wit:

**WITNESSETH:**

1. The SCHOOL BOARD and the CITY desire to provide law enforcement and related services to the public schools of Highlands County beyond those normally provided, and to provide a positive image of law enforcement through interaction with students by law enforcement officers; and
2. A School Resource Officer Program has been implemented for the public school system within Highlands County as hereinafter described; and
3. The SCHOOL BOARD and the CITY recognize the potential outstanding benefits of the School Resource Officer Program to the citizens of Highlands County, Florida, and particularly to the students of the public schools within Highlands County, Florida; and
4. It is in the best interests of the SCHOOL BOARD, the CITY, and the citizens of the City of Sebring to establish this School Resource Officer Program.

**ARTICLE I**

**School Resource Officer Program**

This Agreement governs the School Resource Officer Program in the public school system at Sebring Middle School, Woodlawn Elementary School, and the Sebring Pre-K Center, with the City of Sebring for the period 10/1/2025 through 9/30/2026.

**ARTICLE II**

**Rights and Duties of the City**

The CITY shall provide a School Resource Officer Program, hereinafter referred to as SRO, as follows:

- A. Assignment of School Resource Officer.

The CITY shall assign a regularly employed police officer to the following designated schools: The Academy (formerly Sebring Pre-K Center), Woodlawn Elementary School and Sebring Middle School for the 2025/2026 school year. In the event that an SRO is unavailable for a period of thirty (30) days or more, the CITY will use their best efforts to provide a permanent replacement SRO. During the pendency of a replacement, the CITY will utilize personnel assigned to the police department to provide temporary coverage on an as- available basis. All personnel assignments will be in the sole discretion of the CHIEF OF POLICE.

B. Regular Duty Hours of School Resource Officer.

The SRO shall be assigned to his/her school on a full-time or part-time basis on those days and during those hours that the school is in regular session. The SRO may be temporarily re-assigned by the CHIEF OF POLICE during school holidays and vacations, for training, or during the period of a law enforcement emergency. The SRO may be temporarily unavailable due to sickness, leave, law enforcement emergency, or other matters requiring the SRO's absence in the discretion of the CHIEF OF POLICE without need for temporary replacement of the SRO.

C. Equipment of School Resource Officer.

All equipment purchased by the CITY for the SROs to perform his/her duties will become the property of the CITY.

D. Duties of the School Resource Officer.

1. The SRO may act as an instructor for specialized short-term programs at the school with the approval of the CHIEF OF POLICE, when invited to do so by the principal or a member of the facility, when this function is appropriate and does not interfere with other related law enforcement functions.
2. The SRO shall seek coordination, advice, and guidance prior to enacting any programs within the school from administration.
3. The SRO shall develop expertise in presenting various subjects to students. Such subjects shall include a basic understanding of the laws, the role of the police officer, and the law enforcement mission.
4. The SRO shall encourage individual and small group

discussions with students, to further establish rapport with the students.

5. When requested by the principal, the SRO shall attend parent faculty meetings to solicit support and understanding of the program, subject to the availability of the SRO in the sole discretion of the CHIEF OF POLICE.
6. The SRO shall make himself/herself available for conference with students, parents and faculty members in order to assist them with problems of a law enforcement or crime prevention nature. Confidential information obtained pursuant to Chapter 39, Florida Statutes (proceedings relating to juveniles), shall not be disclosed except as provided by law or court order.
7. The SRO shall become familiar with all community agencies which offer assistance to youths and their families, such as mental health clinics, drug treatment centers, etc. The SRO shall recommend referrals to such agencies when necessary, thereby acting as a resource person to the students, faculty, and staff of the school.
8. The SRO shall assist the principal in developing plans and strategies to prevent and/or minimize dangerous situations, which may result from student unrest.
9. Should it become necessary to conduct formal police interviews with students, the SRO shall adhere to SPD policy, SCHOOL BOARD policy, and legal requirements with regard to such interviews.
10. The SRO shall take law enforcement action as required. As soon as practical, the SRO shall make the principal of the school, or other school administrator if the principal is unavailable, aware of such action. The SRO shall take appropriate law enforcement action against intruders and unwanted guests who may appear at the school and related school functions, to the extent that the SRO may do so under the authority of law.
11. The SRO shall give assistance to other law enforcement officers and government agencies in matters regarding

his/her school assignment, or other law enforcement matters.

12. The SRO shall not act as a school disciplinarian, as disciplining students is a school responsibility. However, if the principal believes an incident is a violation of the law, the principal may contact the SRO, and the SRO shall determine whether law enforcement action is appropriate.
13. The SROs will participate as a member of the SCHOOL BOARD's threat assessment teams and provide guidance to the SCHOOL BOARD in order for the SCHOOL BOARD to remain compliant with all Florida Statutes governing school safety.

### **ARTICLE III**

#### **Rights and Duties of the School Board**

The SCHOOL BOARD shall provide to all full-time SROs the following materials and facilities, which are deemed necessary to the performance of the SRO's duties:

1. Access to an air-conditioned and properly lighted office, equipped with a telephone, which may be used for general business purposes.
2. A location for files and records, which can be properly locked and secured.
3. A desk with drawers, a chair, work table, filing cabinet and office supplies.
4. Access to a computer to complete reports and assigned work.

### **ARTICLE IV**

#### **Financing the School Resource Officer Program**

The School Board shall reimburse the CITY for a portion of the cost incurred by the Sebring Police Department to provide the School Resource Officers to be assigned to the various schools CITY shall invoice the SCHOOL BOARD for such services.

The Total Budget for the FY 2025/2026 SRO Program is set forth in Exhibit "A." The SCHOOL BOARD hereby agrees to pay 50% of the SRO Program budget, not to exceed \$197,842.94 for FY 2025/2026 unless otherwise agreed in writing.

## **ARTICLE V**

### **Employment Status of the School Resource Officer**

The SRO shall remain an employee of the CITY and shall not be an employee of the SCHOOL BOARD. The SCHOOL BOARD and the CITY acknowledge that the SRO is a police officer who shall uphold the law under the direct supervision and control of the CHIEF OF POLICE. The SRO shall remain responsive to the chain of command of the CHIEF OF POLICE.

Nothing herein shall be construed as giving the SCHOOL BOARD Superintendent, Principal, or other agent of the SCHOOL BOARD the right to control the professional judgment or actions of the SRO. The CITY has agreed to make personnel who are qualified available to the SCHOOL BOARD, and the CITY covenants and agrees that it will instruct all SRO employees to (i) use diligent efforts and appropriate skills and judgment and (ii) provide services in accordance with and in a manner consistent with customary and recognized standards of the law enforcement profession.

The CITY understands that the SROs will not participate in any employee benefit provided by the SCHOOL BOARD, and it represents to the SCHOOL BOARD that it will pay all compensation for its employees, will withhold income tax and social security tax for its employees, and will maintain workers compensation insurance for each employee.

## **ARTICLE VI**

### **Dismissal of School Resource Officer; Replacement**

A. In the event that the principal of the school to which the SRO is assigned feels that the particular SRO is not effectively performing his/her duties and responsibilities, the principal shall recommend to the Superintendent of the Schools that the SRO be removed from the program at his/her school, and shall state the reasons therefore in writing. Within a reasonable time after receiving the recommendation from the principal, the Superintendent or his designee shall advise the CITY of the principal's request. If the CITY so desires, a designee of the police department shall meet with the SRO to discuss or resolve any problems which may exist. At such meetings specified members of the staff of the school to which the SRO is assigned may be requested to be present. If, within a reasonable amount of time after commencement of such discussion the problem cannot be resolved, after due consideration of input from the Superintendent of Schools, the status of the SRO shall be determined by the CITY.

B. The CHIEF OF POLICE may dismiss or reassign a SRO based upon department rules, regulations, and/or operational orders.

C. In the event of the resignation, dismissal, illness, reassignment or other good and sufficient reason for unavailability of the SRO, or in the case of long-term absences by a SRO, the CITY shall utilize their best efforts to provide a temporary replacement for the SRO within thirty (30) days of such officer's unavailability and to otherwise cover the position as best feasible utilizing existing personnel. As soon as practical, a permanent replacement will be recommended.

## **ARTICLE VII**

### **Exchange of Information**

CITY shall ensure that an SRO uses any information made accessible to him or her pursuant to this Agreement only for the purposes for which the disclosure was made or as otherwise authorized pursuant to The Family Education Rights and Privacy Act (FERPA) and its implementing regulations.

## **ARTICLE VIII**

### **Termination of Agreement**

Should either party breach any of the covenants, terms or conditions of this Agreement the other party may give written notice to remedy said breach within thirty (30) days. In the event the breaching party fails to remedy the breach within thirty (30) days of written notice, the non-breaching party may (a) continue this Agreement in effect and enforce all its rights and remedies hereunder, or (b) terminate this Agreement.

## **ARTICLE IX**

### **Good Faith**

The SCHOOL BOARD and the CITY, and their respective agents and employees agree to cooperate in good faith in fulfilling their terms of this Agreement. Unforeseen difficulties or questions will be resolved by negotiation between the Superintendent and the CITY, or their designees.

## **ARTICLE X**

### **Modifications**

This document constitutes the full understanding of the parties, and no terms, conditions, understandings or agreement purporting to modify or vary the terms of this document shall be binding unless hereafter made in writing and signed by the party to be charged.

**ARTICLE XI**

**Duplicate Originals**

This agreement may be executed in duplicate copies, each copy of which shall be deemed an original.

IN WITNESS WHEREOF, the parties have caused this Agreement to be signed by their duly authorized officers.

ATTEST:

THE SCHOOL BOARD OF HIGHLANDS  
COUNTY, FLORIDA

\_\_\_\_\_  
Dr. Brenda Longshore,  
Superintendent and ex officio Secretary

By: \_\_\_\_\_  
Dr. Isaac Durrance  
Chairperson

ATTEST:

THE CITY OF SEBRING, FLORIDA

\_\_\_\_\_  
Kathy Haley, City Clerk

By: \_\_\_\_\_  
John Shoop  
In his official capacity  
As Mayor of the City of Sebring, Florida

# Exhibit "A"

**JOHN SHOOP, MAYOR**

**COUNCIL:**

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



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

**KATHY HALEY, CMC**  
 CITY CLERK/TREASURER

**SCOTT NOETHLICH**  
 CITY ADMINISTRATOR

**PENNY ROBINSON, CGFO**  
 ASSISTANT CITY ADMINISTRATOR

## MEMORANDUM

**TO:** Chief Hoglund, Sebring Police Department

**FROM:** Penny Robinson, Assistant City Administrator

**DATE:** December 12, 2025

**RE:** School Resource Officers

As requested, the below table reflects the total cost to staff three (3) School Resource Officers in Sebring schools for Fiscal Year 2025/2026. If you need anything further, please let me know.

Est. Annual Salary Officer 1 - \$33.1418x85x26	\$	73,243.38
Est. Annual Salary Officer 2 - \$32.6155x85x26	\$	72,080.30
Est. Annual Salary Officer 3 - \$30.2714x85x26	\$	66,899.73
Est. Overtime	\$	4,000.00
Est. Wages	\$	<u>216,223.41</u>
Est. Health/Dental/Vision/Life Insurance	\$	59,283.00
Est. Social Security & Medicare (7.65%)	\$	16,541.09
Est. Worker's Compensation Insurance (3.36%)	\$	7,130.71
Est. Retirement Benefit Officer 1 - DB (62.57%)	\$	46,662.44
Est. Retirement Benefits Officers 2 & 3 - FRS (35.19%)	\$	<u>49,845.24</u>
Est. Personnel Expenditures	\$	<u>395,685.89</u>



Karl J. Hoglund  
Chief of Police

# SEBRING POLICE DEPARTMENT

307 North Ridgewood Drive, Sebring, Florida 33870-7206

[www.mysebring.com](http://www.mysebring.com)

(863)471-5107

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December 12, 2025

Andrew Lethbridge  
Deputy Superintendent  
The School Board of Highlands County  
426 School Street  
Sebring, Florida 33870-4098

Re: Annual FY 2025/2026 expenses for the Sebring Police Department's School Resource Officer Program.

Dear Deputy Superintendent Lethbridge,

The City of Sebring's Finance Department has calculated the annual cost of salary, benefits, and other expenses for three School Resource Officers to be \$395,685.89 for the 2025/2026 fiscal year. In addition to funding our portion of the officers' salary, benefits, and overhead expenses, the Sebring Police Department is providing the officers' marked patrol vehicles. A 50/50 partnership toward sharing these expenses would be a cost of \$197,842.94.

I look forward to continuing our relationship with The School Board of Highlands County in keeping Sebring Middle School, Woodlawn Elementary School, and The Academy safer places for students, staff, and parents alike.

If you have any questions regarding these costs, please feel free to contact me.

Respectfully,

Karl J. Hoglund  
Chief of Police

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026                      PRESENTER: Pastor David Altman

AGENDA ITEM#: 8 E – Use of Circle Park for Easter Sunrise Service

BACKGROUND: Attached please find a Special Event Application submitted by the Southside Baptist Church located at 379 S. Commerce Ave. The Church is asking to use Circle Park for an Easter Sunrise Service on the following date and time:

Sunday, April 5, 2026  
6:00 a.m. to 8:00 a.m.

The expected attendance is estimated to be 200. There will be no need to close streets and no City services are required. There are no City fees to be charged for the event. The Church is also requesting permission to hang two signs between the palm trees advertising the service.

REQUESTED MOTION: Approve event as presented conditioned upon providing a Certificate of Liability Insurance in the amount of one million dollars and listing the City as additional insured.

COUNCIL ACTION:

\_\_\_\_\_ APPROVED  
\_\_\_\_\_ DENIED  
\_\_\_\_\_ TABLED TO: \_\_\_\_\_  
\_\_\_\_\_ OTHER

Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_  
Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_

**City of Sebring  
Special Event Application**

Section 01 - Organization Information			
Name of Organization <b>Southside Baptist Church</b>			
Street Address <b>379 S. Commerce Ave</b>	City <b>Sebring</b>	State <b>FL</b>	Zip Code <b>33870</b>
Telephone Number <b>863 214 6702</b>	Fax Number	Are you a 501(C)3 or other non-profit Organization? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes, Corporate Name: <b>Southside Baptist Church of Sebring</b>	
Person in Charge / Contact Person <b>Pastor David C. Altman</b>		Affiliation <b>Pastor</b>	
Street Address <b>647 Wilson Terr</b>	City <b>Sebring</b>	State <b>FL</b>	Zip Code <b>33876</b>
Email Address <b>daltman@gmail.com</b>	Telephone Number <b>863 214 6702</b>	Mobile Phone Number <b>863 214 6702</b>	Phone Number on Day of Event: <b>863 214 6702</b>

Section 02 - Event Information			
Name of Event <b>Easter Sunrise Service</b>		Event Repetition <input type="checkbox"/> Monthly <input checked="" type="checkbox"/> Annual <input type="checkbox"/> Other:	Date(s) of Event (mm/dd/year) <b>04-05-2026</b>
Rain Date (if applicable)	Multi-day? <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, how many?	Starting Time of Event <b>6 AM</b>	Ending Time of Event <b>8 AM</b>
Desired Location of the event: <i>You must include an overview map that outlines the location and layout of your event.</i> <b>Sebring Circle</b>			
General description of the event: <b>A public church service celebrating Easter</b>			
Event Participation - Anticipated Number of: Participants: <b>20+</b> Spectators: <b>200+</b> Vendors: <b>none</b> Vehicles: <b>none</b>			

Event Questionnaire - Please answer EACH question so that we may adequately assist you with planning for your event.	
Issue	Special Events Coordinator Action
Do you need any streets or roadways closed for the event? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", permission will be needed to close roadways. State Road closures (US 27, SR 17, etc.) require DOT approval. County and local roads require City Council or County Commission approval.
Do you need any parking restrictions enacted for the event? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", permission to close city parking lots and public parking spaces must be granted by the city council
Will you be using a city park to hold your event? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	Facility availability must be verified and City Council approval may be required.
Is the event considered "high-risk"? (e.g. sea-plane fly-in, boat races, water-related athletic event, balloon fest, etc.) <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", safety aspects of the special event need to be coordinated with public safety entities.
Will there be any special demonstrations at the event? (i.e. stunt shows, driving exhibitions, burnout contests, etc.) <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", safety aspects of the special event need to be coordinated with public safety entities.
Does the event pose any special concern for public safety due to the presence of hazardous materials, chemicals or other conditions? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", safety aspects of the special event need to be coordinated with public safety entities.
Will there be any fireworks or pyrotechnics? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", the vendor must be licensed and the safety aspects of the special event need to be coordinated with public safety entities.
Will you be selling, serving or distributing alcohol at the event? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", the event needs to be licensed through the Division of Alcoholic Beverages and Tobacco (DABT). Licensure information can be obtained at (850) 488-8284.
Will people be allowed to consume alcohol while at your event? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", in addition to an alcohol license, an "alcohol variance" may have to be granted by the Sebring City Council.
Will food vendors be cooking or serving food at the event? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", provide the event coordinator with a copy of DBPR Form HR 5030-034 which outlines food vendor notification and licensure requirements.
Will there be a band, DJ or other music/entertainment at the event? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	If "yes", a variance for the city's "Noise Ordinance" might be necessary. This should be requested through the Sebring City Council.
Does your event necessitate the use or setup of any temporary structures such as tents, canopies, buildings, stages, etc.? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", permits may be necessary and these structures may have to be inspected
Will your event utilize the City Stage? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", rental may be arranged through the City of Sebring.
Do you want to display or hang any banners or signs above the roadway in reference to your event? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	If "yes", then approval may be necessary. For banners on state roads, a DOT Banner Request must be completed and approved.
Is the event "animal related" (animal rides, rodeos, zoos, races, etc.)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	If "yes", ensure that safe and appropriate animal handling measures have been put in place.

\*\*\* Local road closures require application submittal **30** days prior to event\*\*\*

\*\*\* State road closures require application **45** days prior to event \*\*\*

\*Return Hold Harmless Agreement

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Colleen Polatty

AGENDA ITEM#: 8 F – Waiver of Civic Center Alcohol Variance Request

BACKGROUND: Attached please find correspondence and Civic Center Rental Agreement from Mrs. Colleen Polatty. Mrs. Polatty has rented the civic center for a wedding on June 13, 2026. Per the Civic Center rules, to have alcohol on the back patio, Council must approve an alcohol variance.

REQUESTED MOTION: Approve waiver of alcohol variance for rental of the Civic Center on June 13, 2026 as requested.

COUNCIL ACTION:

\_\_\_\_\_ APPROVED

\_\_\_\_\_ DENIED

\_\_\_\_\_ TABLED TO: \_\_\_\_\_

\_\_\_\_\_ OTHER

Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_

Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_

## Scott Noethlich

---

**From:** Robin Ballard  
**Sent:** Wednesday, January 14, 2026 4:41 PM  
**To:** Scott Noethlich  
**Subject:** FW: June 13 Wedding Civic Center

See below request from Mrs. Polatty.

□ Robin Ballard □  
Administrative Secretary/Local Business Tax Official

368 S Commerce Ave  
Sebring FL 33870  
863.471.5100

-----Original Message-----

**From:** Jim And Colleen <polatty@earthlink.net>  
**Sent:** Monday, November 3, 2025 10:48 AM  
**To:** Robin Ballard <robinballard@mysebring.com>  
**Subject:** June 13 Wedding Civic Center

Per our conversation this am. We are looking to see if we can have approval to allow drinking of alcoholic beverages on the civic center back patio for a June 13 wedding. I imagine it will be hot so that no one will go outside but we were doing this as a precaution as we noticed that rule six requires a waiver . We intend to get insurance for the event either way. Thank you. Colleen and Jim Polatty polatty@earthlink.net (mailto:polatty@earthlink.net) 8632739358

JACK STROUP CIVIC CENTER  
355 W CENTER AVE  
SEBRING FL 33870



Sebring City Hall  
368 S Commerce Ave  
Sebring FL 33870  
863-471-5100 Ph/863-471-5142 Fax

FACILITY RENTAL AGREEMENT

Date of Application: 10/22/2025

Application Received by: RRB

Name of Individual/Organization Responsible for Rental Agreement\*  
Colleen Poletty or Jim Poletty

Organization Name (if applicable)

Street address, City, State, Zip:  
5236 Lime Rd Sebring, FL 33875

Contact Phone Number: 863-273-9358 Email: poletty@earthlink.net

**Individual must be 21 years of age and the person executing this Agreement. Must present Photo ID Address on Agreement and Photo ID must be the same.**

Date of Event: <u>June 13, 2026</u>	City Resident/Business: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Microphone Needed: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Type of Event: <u>Wedding Reception</u>		

WEEKDAY RENTAL RATE - 8:00 AM TO 5:00 PM (MONDAY THROUGH FRIDAY)

	Flat Rate:	Total:
City Resident	\$150.00	
Non-City Resident	\$200.00	
After 5:00PM there will be an additional \$35 (inside city limits)/\$50 (outside city limits) per hour fee	Number of additional hours requested:	
Sales Tax**		
Deposit (\$250.00 For Resident/\$300.00 For Non-Resident)		
Total Due:		

WEEKEND RENTAL RATE - 8:00 AM TO MIDNIGHT (SATURDAY - SUNDAY)

	Flat Rate:	Total:
City Resident	\$1,000.00	
Non-City Resident	\$1,250.00	1250.00
If the renter wishes to reserve the Civic Center the day prior and/or the day after the scheduled event for the purpose of decorating, etc, the rental rate would be \$200.00 per day plus tax for these purposes only		
Sales Tax**		18.75
Deposit (\$600.00 For Resident/\$700.00 for Non-Resident)		700.00
Total Due:		1968.75

\* Projector 1.  
8 Ft Rectangular (8 people)  
60" Round (8 people)  
folding chairs.

8:00 AM - midnight.

int @ 12:30 @ CC on 11/1/25

JACK STROUP CIVIC CENTER  
355 W CENTER AVE  
SEBRING FL 33870



FACILITY RENTAL AGREEMENT

Sebring City Hall  
368 S Commerce Ave  
Sebring FL 33870  
863-471-5100 Ph/863-471-5142 Fax

Approximately 14 working days are required for processing of the rental deposit refund. Refunds will be sent to the individual/organization that is responsible for the Rental Agreement.

\*\*Is your organization exempt from Florida Sales Tax? Yes \_\_\_ No \_\_\_ If yes, please attach a copy of your DR-14 tax exemption form. \*\*\*Government Entity using facility for a government purpose = No Charge \*\*\*\* Deposit Fees may be waived for frequent users.

Official Use Only	Amount Paid: <u>1968.75</u>	Paid by: Check <u>3393</u>	Credit Card _____	Cash _____
Receipt No: <u>708371</u>	Payment Received By: <u>RRB</u>	Verified By: _____		
Amount to be Refunded: _____	Authorized By: _____	Date: _____		

I have received a copy of the rules for use of the Jack Stroup Civic Center (page 4 of this agreement) and will abide by those rules. It is understood and agreed that the Responsible Party, upon execution of this agreement, assumes all liability for destruction of property, injury to person or property during the period of the use of the facility, and that all rules are followed. The Responsible Party further agrees, by the execution of this agreement, to defend any suits or causes of action brought against the City and to hold the City harmless for any causes of action of its acts or omission arising out of the use of the premises. Also, Responsible Party agrees to pay the City of Sebring for any additional overtime charges that are incurred because of your event.

10/22 / 2025  
Date

*Cilleen S. Polatty*  
Signature of Responsible Party  
Cilleen S. Polatty  
Printed Name of Responsible Party

**Keys/Microphone Pick-Up**  
Keys picked up on \_\_\_\_\_ by \_\_\_\_\_

Microphone picked up on \_\_\_\_\_ by \_\_\_\_\_

**Keys/Microphone Returned**  
Keys returned on \_\_\_\_\_ by \_\_\_\_\_

Microphone returned on \_\_\_\_\_ by \_\_\_\_\_

**CITY OF SEBRING**

Receipt: 0000708371 10/22/25

368 S COMMERCE AVENUE  
SEBRING, FL 33870  
United States

(863) 471-5100

[HTTPS://WWW.MYSEBRING.COM/](https://www.mysebring.com/)

Cashier: ballar  
Received Of: COLLEEN POLATTY

5226 LIME RD.  
SEBRING FL 33875

The sum of: 1,968.75

BL CC	CIVIC CENTER RENTAL			1,250.00
		001-4030-347.50-00	1,250.00	
CC	CIVIC CNTR.DEPOSITS			700.00
		001-0000-220.20-00	700.00	
SALESTAX	CIVIC CENTER RENTAL	Sales Tax		18.75
		001-0000-208.20-00	18.75	
			<b>Total</b>	<b>1,968.75</b>
<b>TENDERED:</b>			<b>CHECK</b>	<b>2393</b>
				<b>1,968.75</b>

Signed: \_\_\_\_\_

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Noethlich

AGENDA ITEM#: 8 G – Centennial Mural Agreement

BACKGROUND: The City of Sebring and the Sebring Community Redevelopment Agency have agreed to jointly fund a refresh of the Centennial Mural located on the South Ridgewood side of the building located at 116 Magnolia Ave. The Highlands Art League has agreed to perform the work for \$5,500.00.

Further, as requested by the CRA, please find attached an agreement between the City of Sebring and the property owner KIAPITA, LLC agreeing not to paint over the mural for a period of at least five (5) years.

REQUESTED MOTION: Approve agreement as presented and instruct staff to contract with the Highlands Art League to refresh the Centennial Mural.

COUNCIL ACTION:

\_\_\_\_\_ APPROVED

\_\_\_\_\_ DENIED

\_\_\_\_\_ TABLED TO: \_\_\_\_\_

Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_

Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_

\_\_\_\_\_ OTHER

## CONTRACT

(Mural at 116 Magnolia Avenue, Sebring)

**THIS IS AN AGREEMENT** effective 5th day of February, 2026 (the "Contract Date"), by and between the **CITY OF SEBRING** (herein called "CITY") and **KIAPITA LLC** (herein called "Owner").

1. **PROJECT.** Owner owns the real property located at 116 Magnolia Avenue, Sebring and has a Sebring Centennial mural painted on the West wall of the building. The City would like to refresh that mural and will pay the Highlands Art League \$5,500 to refresh the mural so (\$2,750 from the City and \$2,750 from the Sebring CRA). The payment will be made directly to the Highlands Art League. Owner is not obligated to make any payment to Highlands Art League for this project, but shall permit the City and Highlands Art League, and their agents reasonable access to the building to refresh the mural. Owner agrees not to paint over any portion of the mural until May 1, 2031.

2. **NOTICES.** Whenever any notice is required or permitted by this contract to be given, such notice shall be by certified mail or overnight delivery addressed to:

Owner:  
KIAPITA LLC  
4715 US 27 South  
Sebring, FL 33870

CITY:  
Scott Noethlich  
City Administrator  
City of Sebring  
368 South Commerce Avenue  
Sebring, FL 33870

Notice shall be considered given when deposited with the U.S. Postal Service or commercial carrier, postage prepaid. Each party will be responsible for notifying the other of any change in their address.

3. **GOVERNING LAW.** This contract will be governed by and construed in accordance with the laws of the State of Florida and the parties agree to submit to the jurisdiction of the Tenth Judicial Circuit, in and for Highlands County, Florida.

4. **AMENDMENTS.** No amendments or variations of the terms or conditions of this Contract shall be valid unless in writing and signed by the parties.

5. **INSURANCE.** City shall request Highlands Art League provide Owner with a Certificate of Insurance prior to beginning work on the property.

6. **PROVISIONS REQUIRED BY LAW DEEMED INSERTED.** Each and every provision of law and clause required by law to be inserted in this document shall be deemed to be inserted herein and the contract shall be read and enforced as though it were included, and if, through mistake or otherwise, any such provision is not inserted, or is not correctly inserted, then upon application of either party, the contract shall forthwith be physically amended to make such insertion or correction.

AGREED TO by CITY this 5th day of February, 2026.

Two Witnesses as to CITY:

**CITY OF SEBRING**

\_\_\_\_\_  
(Printed Name) \_\_\_\_\_

By: \_\_\_\_\_  
Joshua Stewart, Council President

\_\_\_\_\_  
(Printed Name) \_\_\_\_\_

Attest:

By: \_\_\_\_\_  
Kathy Haley, City Clerk

AGREED TO by Owner this 5th day of February, 2026.

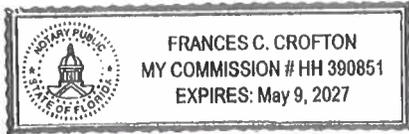
Two Witnesses as to Owner:

  
(Printed Name) Jennifer deBree

  
(Printed Name) Frances C. Crofton

OWNER:

  
Matthew W. Griffin, Manager



**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Stewart

AGENDA ITEM#: 10 A – RFP #26-001 Lease of Sebring Municipal Golf Course Property

BACKGROUND: At your September 2, 2025 meeting, Council instructed staff to issue an RFP for the lease of the Sebring Municipal Golf Course. Through Addendum #2 to RFP #26-001, the deadline was extended to January 20, 2026 from the original submission deadline of January 12, 2026.

Subsequent to receiving the RFP submissions, a workshop for each proposer to present their respective proposal was scheduled and held on February 3, 2026, whereby Council and the public were provided the opportunity to comment and ask questions.

The purpose of this agenda item summary is to make an award of lease and direct staff to enter into negotiations of said lease.

Attached for Council’s consideration are the following:

- 1. RFP #26-001 and Addendums 1, 2 and a boundary survey of the property subject to the lease
- 2a. Blackmon Family Golf Course proposal
- 2b. Response from Blackmon Family to additional information request
- 3a. H&L Golf Group Inc. proposal
- 3b. Response from H&L Golf Group to additional information request
- 4a. SPORTSMED Properties proposal
- 4b. Response from SPORTSMED Properties to additional information request
- 5. Draft minutes from workshop held on February 3, 2026

REQUESTED MOTION: Whatever Council deems appropriate.

COUNCIL ACTION:

APPROVED                      Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_  
 DENIED                            Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_  
 TABLED TO: \_\_\_\_\_ OTHER \_\_\_\_\_

# **ATTACHMENT 1**



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

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### I. Introduction

The City of Sebring is seeking proposals for the lease of the Sebring Municipal Golf Course, located at 3122 & 3150 Golfview Road, Sebring, Florida 33870. (Refer to map in Appendix A for exact area.) The lease will be effective no later than October 1, 2026. This property encompasses approximately 123 acres and includes the following amenities:

- An 18-hole golf course with irrigation system
- Driving range
- Pro shop with office space
- Cart barn
- Maintenance facility
- On site, off-street parking lots
- (52) golf cart sheds

In addition, there is an on-site restaurant facility approximately 8,000 sq. ft. in size currently leased to a private operator under a separate agreement. This lease will transfer to any future leaseholder at the current rate until the contract expires on 9/30/2026. The restaurant has water, electricity, natural gas, and telephone lines.

The City desires to identify a qualified operator who can improve the long-term financial sustainability of the facilities while maintaining its role as a public recreational amenity.

***Any interested parties should contact Jamee Cook, Purchasing Agent, in writing at [purchasing@mysebring.com](mailto:purchasing@mysebring.com) or by mail at 368 S. Commerce Ave., Sebring, FL 33870 to be placed on a communications list.***

### II. Background

The Sebring Municipal Golf Course is a well-known community facility with historic significance to Sebring and Highlands County. It has served the public by hosting numerous tournaments, recreational programs, and community events.

The City's objective is to transfer operations (via lease) to a qualified entity that can revitalize the facility, operate it in a financially sustainable manner, and serve the public and the existing members of the course.

### III. Site Restrictions

The property is designated for public recreation. Any proposed use must maintain the site's accessibility to the public for recreational purposes.

#### **IV. City Goals**

The City seeks proposals that will:

- Enhance tourism in Sebring and Highlands County
- Foster job creation and economic growth
- Provide a financially sustainable plan for the long-term operation and improvement of the property

#### **V. Scope of Proposals**

Proposals must include plans for the golf course, clubhouse/pro shop, and restaurant facility. The city will not consider partial proposals.

#### **VI. Proposal Requirements**

Each proposal must include the following elements:

1. Business Plan outlining:

- Operational strategy
- Financial projections
- Marketing and tourism promotion plans
- Requested due diligence period, if any

2. Experience & Qualifications:

- Summary of related projects successfully completed within the last 10 years
- References from similar projects

3. Financial Terms:

- Amount of compensation to the City, including lease terms
- Date proposed for the lease to start

4. Site Utilization Plan:

- Plan for maintaining and improving the property and facilities
- Capital improvement plan for the property
- Timeline for anticipated improvements and property closure

5. Supporting Documentation:

- Organizational background
- Proposed management team and their qualifications
- Proposed subcontractors and management companies with detailed qualifications schedule
- Any additional information demonstrating ability to successfully operate the property

6. Financial Accountability:

- Financing plan with supporting documentation

#### **VII. Notice of non-mandatory pre-bid site visit**

The City will host a non-mandatory pre-bid site visit at the Sebring Municipal Golf Course on Monday, December 1, 2025 at 1:00 pm. All interested parties are encouraged to attend. The meeting will begin promptly at 1:00 pm at the Caddyshack Restaurant located at 3122 Golfview Rd, Sebring, FL 33870. Attendees will be given the opportunity to tour the restaurant and the golf course property and ask questions about the site.

This is the only site visit opportunity that will be scheduled, and the city will not entertain individual walk-thru's thereafter.

### **VIII. Timeline**

- Pre-Bid Site Visit (Non-Mandatory): December 1, 2025 @ 1:00pm
- Proposal Submission Deadline: January 12, 2026 @ 3:00pm
- Submittals must arrive in a sealed envelope to:  
City of Sebring – Purchasing Department  
Attn: Jamee Cook  
368 South Commerce Ave.  
Sebring, FL 33870
- City Council Presentations: February 3, 2026
- City Council Decision: February 17, 2026

### **IX. Evaluation Criteria**

Proposals will be evaluated based on:

- Financial feasibility and benefit to the City
- Experience and qualifications of proposer
- Quality and innovation of business plan
- Commitment to maintaining public recreation and community access
- Contribution to tourism, job creation, and community programming
- Financial ability/finance plan

### **X. Contact Information**

For questions or clarifications regarding this RFP, please contact:

City of Sebring – Purchasing Department  
Attn: Jamee Cook  
purchasing@mysebring.com

### **XI. Attachments**

- Exhibit A: Site Map (3118 Golfview Road, Sebring, FL 33870)

Exhibit A:

RFP 26-001

City of Sebring Municipal

Golf Course, Pro Shop & Restaurant



[https://earth.google.com/web/data=1kEKpwo9CIE\\_Qjh6ei0r1kEOM311VZ/BuHVEz7M7kijjMLWJOckplWhit-Sf-g0UMI-RCNky4NE-kN1NCMDA\\_RKJfMTAgAUICCArKCAIn1bIDBxAB](https://earth.google.com/web/data=1kEKpwo9CIE_Qjh6ei0r1kEOM311VZ/BuHVEz7M7kijjMLWJOckplWhit-Sf-g0UMI-RCNky4NE-kN1NCMDA_RKJfMTAgAUICCArKCAIn1bIDBxAB)



**Addendum #1**  
**Questions & Answers**

---

*This addendum is being created to answer questions received and provide further clarification about the above-mentioned solicitation.*

**Q's & A's**

**1. Question:**

What items will stay at the restaurant?

**Answer:**

List of equipment that will stay with the restaurant is attached.

**2. Question:**

What date was the roof last replaced at the restaurant?

**Answer:**

On or around May 1, 2018.

**3. Question:**

Can the City provide a 5-year loss run on both restaurant and golf course?

**Answer:**

Yes, attached.

**4. Question:**

What are the current taxes on the property?

**Answer:**

Restaurant: \$11,946.35 (11/2025)

Golf Course/Pro Shop: \$-0- currently, because this property is being used by municipal government. For an outlook of what taxes will be, proposers are encouraged to contact the Highlands County Property Appraiser's Office. Strap #'s: S-01-35-28-A00-0050-0000, S-36-34-28-A00-0010-0000, S-36-34-28-010-0AA0-0370, and S-36-34-28-030-2120-0100

**5. Question:**

Does the new lessee of the golf course have to honor the City's agreement with the Sebring Golf Association (SGA) from 2004? If so, can you provide a copy of said agreement and Answer Questions 6 - 9

**Answer:**

Yes. Agreement attached.

**6. Question:**

How many SGA memberships exist?

**Answer:**

Family- 7 and Single- 11

**7. Question:**

How many SGA members have a cart shed?

**Answer:**

13

**8. Question:**

What are the SGA annual rates?

**Answer:**

\$925 single membership  
\$1,450 family membership  
\$300 shed fee

**9. Question:**

Can you provide further details about any other SGA freebies?

**Answer:**

- Office space adjacent to pro shop will be used by SGA at no charge.
- 1 shed will be used by SGA at no charge.

**10. Question:**

Is the merchandise for sale included with the pro shop?

**Answer:**

No, the City will sell the merchandise prior to the new lease takeover.

**11. Question:**

Can the City provide information about the current lease agreement with Yamaha for the golf carts?

**Answer:**

(65) DR2E Yamaha carts, 48-month lease, May 2024 – April 2028, if credit application is approved, the new entity could assume the contract per Yamaha Motor Finance Corporation, USA. \$ 6,348.55/month.

**12. Question:**

What is the current 12-month average on the utilities for the cart sheds and cart (charging) barn?

**Answer:**

Golf Cart Barn - \$495.27/month  
Member Shed 1 - \$95.28/month  
Member Shed 2 - \$33.96/month

*\*Rate was calculated at the last 12-month average.*

**13. Question:**

Is any maintenance equipment included in the lease of the golf course property?

**Answer:**

NO equipment is included in this RFP, however, there will be equipment the City will no longer need that will be available for purchase. The available equipment is attached, and the City may negotiate with the awarded party.

**14. Question:**

Can the City provide a lease-end value statement on the current leased equipment?

**Answer:**

Other than the golf carts, the City will not have any other equipment under lease at the time of new lease takeover.

**15. Question:**

Will the City conduct a hazmat clean-up ahead of the lease of the property? Specifically, at the maintenance barn and chemical storage facilities.

**Answer:**

Should the potential lessee wish to have these inspections done, that should be detailed in their proposal and address a due-diligence period.

**16. Question:**

What is the age of the irrigation equipment? Specifically, the pump, VFD, and spare pump.

**Answer:**

- Significant upgrade done in 2009. Lines are of varying age.
- Irrigation well 12" casing diameter, 555' casing depth, 1,260 total depth, 129,800 WD Average GPD, 335,400 WD Peak GPD. Purchased US Motor H0100P2SLG HP 100 RPM 1800 Frame Size 404TP Voltage 460 Type Premium Efficient Vertical in August 2023 and Simplex Pumping Control Panel and Yaskawa 100 HP, 230V, 250A, iQ1000 VFD in February 2024.

**17. Question:**

Will the City provide a record of repairs to the irrigation system?

**Answer:**

The City does not have documentation for repairs other than what is detailed in question #16.

**18. Question:**

Will the City provide a survey/boundary map of the course?

**Answer:**

\*\*We are working to get this information and intend to provide it in addendum #2, publish date: TBD.

**19. Question:**

What is the term of this lease?

**Answer:**

The term of the lease is to be proposed by and negotiated with the potential awarded party.

**20. Question:**

Is there a conservation easement that would prevent the lessee from making changes to the course?

**Answer:**

No.

**21. Question:**

Why is the "Boot" area left out of the proposed leased property?

**Answer:**

The portion of the proposed property at hole #5 was carved out of the leased offer because the city wishes to keep that land for city use.

**22. Question:**

Is the irrigation well based or pond based?

**Answer:**

The irrigation is well based.

**23. Question:**

Will the Fire Department service road be accessible to the potential lessee?

**Answer:**

Only by lessee and employees and for the purpose of accessing the golf course and/or maintenance barn.

**24. Question:**

Will the City grind the 20-year accumulation of brush pile and debris located near hole #15?

**Answer:**

\*\*The city is looking into the removal of debris. Further update will be provided in addendum #2.

**25. Question:**

What would be required to connect to City Water if the well goes down?

**Answer:**

Establish a water account with the City of Sebring Utilities Department. Physical improvements may need to be made depending on the extent of the need.

**26. Question:**

How many days has the golf course had to remain closed due to standing water/flooding in the past year?

**Answer:**

No less than two days, due to standing water/flooding issues. The golf course was closed for additional days throughout the year due to maintenance and greens aerification.

**27. Question:**

Where does the property line begin and end at hole #18, which side of the swale/side ditch area? Will the lessee be responsible for the maintenance of the vegetation in that ditch or is that the responsibility of the owner on the other side?

**Answer:**

Golf course lessee has that obligation

**28. Question:**

Will current employees stay with the golf course?

**Answer:**

Unknown

**29. Question:**

How many full time/part time employees are there and what are their positions/titles?

**Answer:**

- 20 employees
  - 9 full time
  - 11 part time

Current budgeted positions for the golf course are as follows: *(not all positions are currently filled)*

- General Manager – full time
- Assistant General Manager/Golf Pro – full time
- Pro Shop Clerk – full time
- (3) Pro Shop Clerk – part time
- Mechanic/Equipment Tech – full time
- Lead Groundskeeper/Spray Tech – full time
- (4) Greenskeepers – full time
- (3) Greenskeepers – part time
- (5) Golf cart attendants – part time

**30. Question:**

Can you provide the deadline for questions/RFI's to this RFP?

**Answer:**

January 5, 2026, is the last date the City will accept questions.

**31. Question:**

Can you provide historical financials or P&L for the golf course?

**Answer:**

This information can be found by visiting the city's website and navigating to:

[www.mysebring.com](http://www.mysebring.com)

- Government (drop-down)
- Departments → Finance
- Scroll down to "Financial Statements"
- Click the year you wish to view
- Then, search for key word "Golf"

---

ACKNOWLEDGEMENT

It is the vendor's responsibility to ensure their receipt of all addenda.

Run Date: 12/18/2025 12:42:38 PM

Sort By: Claim Ascending

Filter: Tier 3 = GOLF COURSE and LOB in ('General Liability, Property, Vehicle/Auto') and Date of Loss is between '01/01/2020' and '12/17/2025'

Arguments: Date-As Of Date = '12/17/2025', Date-Begin Date = '01/01/1950', Date-End Date = '12/17/2025', Num-Min Paid = '0', Num-Min Incurred = '0'

Company	Division	Department	Claim	Type	O/C	lossDate	Time	Date Entered	Closed Date
Public Risk Management of Florida	CITY OF SEBRING	GOLF COURSE	1016269	General Liability	Closed	7/28/2020	17:15	8/4/2020	9/1/2020
Public Risk Management of Florida	CITY OF SEBRING	GOLF COURSE	1017584	General Liability	Closed	8/11/2020	0:00	8/21/2020	9/23/2020
Public Risk Management of Florida	CITY OF SEBRING	GOLF COURSE	1125198	Property	Closed	9/21/2022	0:00	11/3/2022	12/28/2022
<b>Grand Totals</b>									

Johns Eastern Co. Inc.  
 10E T2Div-Bod-Nat-Cause

Policy Effective Date	Policy Expiration Date	Policy Num	Claimant	Accident Description	Loss PTD	Def Atty PTD
10/1/2019	9/30/2020	MPEMGR002-17-2	[REDACTED]	Claimant was pulling into parking space at Caddy Shack Bar & Grill and did not see the concrete car stop was moved and not in the proper location (turned sideways). He pulled into the spot and damaged the underneath of his vehicle when the vehicle struck the turned car stop.	\$436.67	\$0.00
10/1/2019	9/30/2020	MPEMGR002-17-2	[REDACTED]	Golf course employee was mowing the grass on the golf course and run over a golf ball, not visible, that was in the grass and the mower kicked the ball out the side of the mower and through the homeowner's screened lanai.	\$0.00	\$0.00
10/1/2021	9/30/2022	MPEMGR002-17-2	City of Sebring,	Theft of 2013 Club Car Carry-all Gas Utility vehicle	\$0.00	\$0.00
					\$436.67	\$0.00

Expense PTD	Total PTD	Loss Reserve	Def Atty Reserve	Expense Reserve	Total Reserve	Indemnity Incurred	Expense Incurred	Total Incurred
\$0.00	\$436.67	\$0.00	\$0.00	\$0.00	\$0.00	\$436.67	\$0.00	\$436.67
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>\$0.00</b>	<b>\$436.67</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$436.67</b>	<b>\$0.00</b>	<b>\$436.67</b>

Recoveries PTD	Body Part	Nature	Cause	Party Count
\$0.00			Prem-Climt Hit Object on Road	1
\$0.00			Property-Misc.	1
\$0.00	No Injury	None	Theft-Mysterious Disappearance	1
<b>\$0.00</b>				
				<b>3</b>



Johns Eastern Co. Inc  
 10E T2Div BNC

Policy Effect	Policy Expire	Last Name	First Name	Description	Indemnity PTD	Medical PTD	Expense PTD
10/1/2022	9/30/2023			Employee was trimming a tree near the maintenance barn and turned to move out of the way of the falling branch.	\$0.00	\$119.00	\$21.45
10/1/2024	9/30/2025			Stepped off spray rig, stepped in a small hole and felt left knee pop.	\$0.00	\$618.25	\$27.80
					\$0.00	\$737.25	\$49.25



Expense Incurred	Total Incurred	Recoveries	PTD	Body Part	Nature	Cause	litigated	Party Count
\$21.45	\$140.45		\$0.00	Knee	Sprain or Tear	Twisting	N	1
\$27.80	\$646.05		\$0.00	Knee	Strain or Tear	From Different Level (Elevation)		1
<b>\$49.25</b>	<b>\$786.50</b>		<b>\$0.00</b>					<b>2</b>

**GOLF COURSE FUND**

**7200 - GOLF COURSE**

Asset #	Purchase Date	Type	Serial/VIN	Description
000000211	02/21/1996	HEAVY	JIG0209374	LOADER/BACKHOE/TRACTOR, 1996
000000859	10/01/1996	AGRLAWN	ATTACHED TO #860	CUSHMAN SPIKER
000000860	10/01/1996	AGRLAWN	97013682	CUSHMAN GROOM MASTER
000002435	04/21/2008	VEH	AQ0517-498129	Golf Cart, used #AQ0517498188
000002434	01/09/2008	PROSHOP	AQ0517-498129	Golf Cart, USED
000002795	08/13/2010	AGRLAWN	TC250BG040213	JD 2500BG PRECISIONCUT MOWER
000003307	03/18/2014	AGRLAWN	6798202633	JACOBSEN FAIRWAY MOWER
000003935	08/07/2018	AGRLAWN	62706011143	JACOBSEN GP400 GREENSMOWER '17
000003944	09/18/2018	AGRLAWN	6270611220	JACOBSEN GP400 GAS MOWER '18
000004446	11/09/2022	AGRLAWN	GZ500539	JACOBSEN GP400 GREENS MOWER
000004447	11/09/2022	AGRLAWN	GZ500542	JACOBSEN GP400 GREENS MOWER

**7220 - RESTAURANT**

Asset #	Purchase Date	Type	Serial/VIN	Description
000002250	09/30/2006	IMPRVMT		RESTAURANT AIRCONDITIONING SYS
000002289	11/02/2006	RESTRNT		Refrigeration System
				Walk-In Freezer 4.5'W x 11.5'L x 7'H (est)
				Walk-In Cooler 10.5'W x 11.5'L x 7'H (est)
				Vulcan Griddle
				Vulcan Range
				Bar for serving/seating (2)

**7230 - PRO SHOP**

Asset #	Purchase Date	Type	Serial/VIN	Description
000003910	07/03/2018	PROSHOP	SEE COMMENTS	HOSHIZAKI 450LB ICE MACHINE
000004449	12/20/2022	PROSHOP	RG1208-862987	GOLF CART FOR DRIVING RANGE
000004440	11/07/2022	IMPRVMT		DIGITAL AND MESSAGE SIGN
000002288	11/02/2006	IMPRVMT		Sidewalk Pro Shop-Golf Course

GEORGE HENSLEY, JR., MAYOR

COUNCIL:

JOHN GRIFFIN, PRESIDENT  
JEFF CARLSON, PRO-TEMPORE  
ANNETTE DAFF  
MARGIE RHOADES  
BUD WHITLOCK

THE CITY OF  
**SEBRING**

366 SO. COMMERCE AVE.  
SEBRING, FL 33670  
(863) 471-5100  
(863) 471-5142 (FAX)

KATHY HALEY, CMC  
CITY CLERK/TREASURER

ROBERT H. HOFFMAN  
CITY ADMINISTRATOR

MIKE EASTMAN, CPA, CPFO, CGFM  
FINANCE DIRECTOR

December 23, 2004

Mr. Ed Sager  
Commercial Coordinator  
Highlands County Property Appraiser  
560 South Commerce Avenue  
Sebring, FL 33870-3899

RE: Sebring Golf Association Property (SGA)

Dear Mr. Sager:

Please be informed that on January 1, 2005 the Sebring Golf Association will convey all assets owned by them to the City of Sebring. Also, effective January 1<sup>st</sup> the City will lease the clubhouse/restaurant to T R Bogey's. Please note that this is the clubhouse/restaurant only and not the parking lot, cart sheds and pro shop.

Attached please find the following:

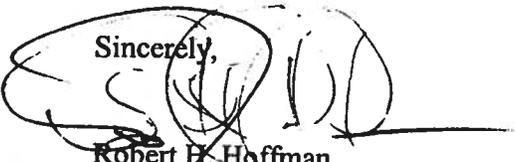
**Attachment A** – Agreement with the SGA dated November 16, 2004. This agreement will convey SGA assets as define in the agreement to the City effective January 1, 2005.

**Attachment B** – Commercial lease between the City and T R Bogey's, Inc. effective January 1, 2005 leasing the SGA clubhouse/restaurant. Please note that this lease is for only the clubhouse and restaurant not the pro shop, cart shed, parking lot, etc.

Would you please advise as to the assessment value of the clubhouse/restaurant.

Thank you.

Sincerely,

  
Robert H. Hoffman  
City Administrator

RHH:kh

cc: City Clerk, with attachment

ATTACHMENT A

GEORGE HENSLEY, JR., MAYOR

COUNCIL:

JOHN GRIFFIN, PRESIDENT  
JEFF CARLSON, PRO-TEMPORE  
ANNETTE DAFF  
MARGIE RHOADES  
BUD WHITLOCK

THE CITY OF  
**SEBRING**

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CITY CLERK/TREASURER

ROBERT H. HOFFMAN  
CITY ADMINISTRATOR

MIKE EASTMAN, CPA, CPFO, CGFM  
FINANCE DIRECTOR

November 17, 2004

✓  
Mr. Earl Wilkins, President  
Sebring Golf Association  
3129 Golfview Road  
Sebring, FL 33875

RE: Agreement with Sebring Golf Association (SGA)

Dear Earl:

Attached please find one original signature and a copy of the above referenced agreement. Please execute the agreements with signatures as required on page five. Please return the original signature to my attention at the City office.

Should you have any questions, please let me know.

Thank you.

Sincerely,



Robert H. Hoffman  
City Administrator

RHH:kh

**AGREEMENT**

**THIS IS AN AGREEMENT** between the **SEBRING GOLF ASSOCIATION, INC.**, a Florida non-profit corporation (herein called the "Association") and the **CITY OF SEBRING**, a Florida municipal corporation (herein called the "City").

**WHEREAS**, Association owns the real property described on Schedule "A" attached hereto, which includes the Association's clubhouse, parking lots and golf cart storage sheds (herein called the "Property"), together with the golf carts, range balls, tools, furniture, fixtures and equipment in connection with the Association's golfing operation and driving range, the food and beverage inventory in the restaurant and lounge, the money held by Association in various accounts, the accounts receivable and certain insurance proceeds for damaged facilities (herein with the Property collectively called the "Association Assets"); and

**WHEREAS**, Association owes \$226,000 to City for prior capital improvements; and

**WHEREAS**, Association wishes to convey the Association Assets, less \$25,000 and less the personal property shown on Schedule "B," to City in return for City assuming the Association liabilities as set forth on Schedule "D," forgiveness of the debt owed by the Association to the City and providing special terms for the continued use of the golf course by current Association members,

**NOW THEREFORE**, in consideration of the mutual promises set forth herein, and other good and valuable considerations, the parties hereby agree as follows:

1. **CONVEYANCE**. Association will convey to City all of Association Assets less \$25,000 and less the personal property shown on Schedule "B," free and clear of all liens and encumbrances except those listed on Schedule "C."
2. **FORGIVENESS OF DEBT**. As part of the consideration for the conveyance of the Association Assets by Association to City, City will forgive the \$226,000 debt owed by Association to City for prior capital improvements.
3. **ASSUMPTION OF LIABILITIES**. As additional consideration for the conveyance, City will assume the liabilities of Association described on Schedule "D" attached hereto as of December 31, 2004.
4. **INSURANCE PROCEEDS**. Association is scheduled to receive insurance proceeds for hurricane damages to the Property. Those proceeds will be turned over to City, which will use it only for rebuilding or repairing the golf cart storage sheds and repairing other damages and making improvements on the Association Assets.
5. **GOLF COURSE OPERATION**. Effective January 1, 2005 City will take over operation of the golf course, including the driving range, pro shop, restaurant, lounge and golf cart rentals, at City's expense. City will be responsible for the allocation of tee times and Association members will be treated equal to all other customers. The City will not create another class of members which will receive priority over Association members. The City may lease or operate the clubhouse as a restaurant, lounge or other facility, as it deems to be appropriate.

6. **EXISTING ASSOCIATION MEMBERS.** Persons who are members of the Association as of September 22, 2004 shall elect by December 31, 2004 either to:

- a. **CERTIFICATE REFUNDS.** Receive refunds of their \$500 membership certificates in a timely manner; or
- b. **CONTINUED ANNUAL FEES.** Turn in their certificates to the City and in return:
  - i. **GREENS FEES.** Have their future annual greens fee frozen at \$925 plus tax per year for a single player or \$1,450 plus tax per year for a family, so long as that member continues to pay the annual greens fee or is on a leave or absence by the date they are due allowing for a ten day grace period.
  - ii. **SHED TRAIL FEES.** If the member is storing his or her golf cart in a cart shed as of the date of this Agreement, the member shall have the future shed trail fee frozen at \$300 per year plus tax, so long as that member pays their annual fees as set forth herein.
  - iii. **HOME TRAIL FEES.** Have future Home Trail Fees frozen at \$230 per year plus tax, so long as that member pays their annual fees as set forth herein. Shed Trail Fees can be changed to Home Trail Fees, at the member's option. Existing Association members who no longer wish to pay a greens fee can pay a Home Trail Fee for access to the clubhouse.
  - iv. **AIR COMPRESSOR.** The air compressor will be available to be used by members who have continued to pay the annual greens fees under this paragraph to fill golf cart tires.
  - v. **LEAVE OF ABSENCE.** Any member may request a leave of absence based on a medical or compassionate situation. Such leave of absence would start at the beginning of any year and continue until the situation is resolved. If the member resumes playing golf during any year, the fees would be prorated for the remaining portion of that year. Members must request a leave of absence annually.
  - vi. **CONTINUATION.** In the event the Association ceases to function or disbands, members who have elected to pay the annual greens fee will continue to receive the benefits set forth herein.

7. **USE OF STORAGE SHED.** The Association will be allowed to continue to use the storage shed, where their files are currently being kept, without charge until the Association ceases to function or disbands. Any files or other property left in the shed thereafter may be disposed of by City.

8. **FRED HAWKINS.** The City will waive the annual greens fee and other fees for Fred Hawkins, so long as he wishes to continue playing golf at this course.

9. **ASSOCIATION TOURNAMENTS AND GROUP PLAY.** The City will make every effort to make the golf course available for Association tournaments and group play and to continue a men's day and a women's day.

10. **SURVEY.** *TC MS 11/23/04 -- He will get Survey* City may obtain, at City's expense, a survey of the Property prepared by a surveyor registered and licensed in the State of Florida. The survey must confirm that there are no encroachments from or upon any abutting property. The surveyor shall provide certification to the City and the title company issuing the title insurance commitment and policy.

11. **EVIDENCE OF TITLE.** *TC MS 11/23/04 -- He will get title Ins.* City may obtain, at City's expense, a commitment for owner's title insurance issued by a title company chosen by City in the amount of the value of the Property carried on the Highlands County tax rolls and showing that the Association has good and marketable fee simple title to the Property, free and clear of all liens and encumbrances except for the following permitted encumbrances:

- a. Those created by City;
- b. Those specifically set forth in this Agreement;
- c. Zoning and building laws, ordinances and regulations; and
- d. Real estate taxes that are liens on the Property as of the closing but are not then due and payable.

12. **CLOSING.** Closing shall be held on December 27, 2004 at the offices of Swaine, Harris & Sheehan, P.A., 425 South Commerce Avenue, Sebring, Florida or at such other location mutually agreed upon by the parties. At closing, Association shall convey marketable fee simple title to the Property to City by general warranty deed, free and clear of all liens and encumbrances except for the permitted encumbrances set forth herein. Association shall convey the Association Assets to City by a bill of sale free and clear of all encumbrances except as shown on Schedule "C" attached hereto.

13. **DAMAGE OR DESTRUCTION.** Risk of loss to the Association Assets from fire or other casualties shall be born by Association until closing. If any part of the Association Assets is substantially damaged or destroyed by fire or other casualty prior to closing, City may elect to proceed with the transaction, in which event City shall be entitled to all insurance proceeds payable to the Association under any and all policies of insurance covering the Association Assets, or elect to rescind this Agreement, in which case both the City and the Association shall be released from all further liability hereunder.

14. **BROKER.** Each party hereby warrants and represents to the other that no broker or agent is or will be owed any fee or commission in connection with this transaction. Should either party have dealt with a broker who makes a claim for commission in regard to this transaction, the party dealing with such broker shall protect the other party from any claim for commission.

15. **WARRANTIES AND REPRESENTATIONS.** The Association hereby makes the following warranties and representations to the City to induce the City to enter into this Agreement and to consummate the transactions contemplated hereunder:

- a. All labor and work performed upon or furnished to the Property have been or will be paid prior to closing;
- b. There are no rights of any tenants in and to the Property, except the rights of Association members to use the golf cart sheds under shed agreements;
- c. To Association's best knowledge, no hazardous substances as defined by the Comprehensive Environmental Response, Compensation and Liability Act of 1980 ("CERCLA"), 42 USC 9604 (14), pollutants or contaminants as defined in CERCLA, 42 USC 9604 (A) (2), or hazardous waste as defined in the Resources Conservation and Recovery Act ("RCRA"), 42 USC 6903 (5), or other similar applicable Federal or State Laws or regulations, including, but not limited to, asbestos, PCB's and urea formaldehyde, have been generated, released, stored, or deposited over, beneath, or on the Property from any source whatsoever;
- d. The buildings, fixtures and improvements comprising the Association Assets are in good operating condition and repair except for hurricane damage and are adequate for the uses to which they are being put. The Association has no knowledge of, has not observed, nor been notified of any roof leaks, water damage or mold growth with respect to any of the buildings, fixtures or improvements located on the Property except for the damaged cart sheds. None of the Property is in need of maintenance or repairs except for hurricane damage and ordinary, routine maintenance and repairs that are not material in nature or cost;
- e. Until closing, Association shall, at no expense to City, maintain the Association Assets in the physical condition and state of repair which exists on the date of this Agreement, ordinary wear and tear excepted; and
- f. The Association shall not enter into, execute or renew any material lease, agreement, license or other contract affecting the Association Assets without the prior written consent of the City, which may be withheld in the City's sole discretion.

16. **CONTINUATION OF GOLF COURSE.** The golf course property was given to the City with the understanding that it would be used solely for recreational purposes. The City has no intention to discontinue the golf course operation in the foreseeable future.

17. **OFFICE SPACE.** The Association may continue to use the small storage room adjacent to the pro shop, during normal pro shop business hours, at no cost to Association, including utilities and air conditioning.

18. **DEFAULT.** If either party seeks to enforce the terms of this Agreement through the courts, the prevailing party shall be entitled to recover from the other party all reasonable attorney's

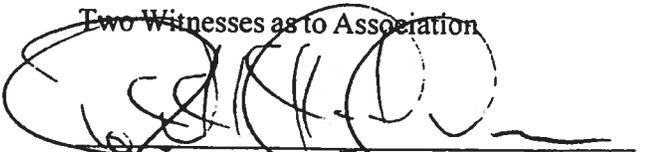
fees, paralegal fees, court and other costs, whether incurred before or at trial, on appeal, in bankruptcy or in post judgment collections.

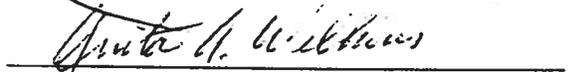
19. **SURVIVAL OF CLOSING.** The terms of paragraphs 4, 5, 6, 7, 8, 9, 14, 15, 16, 17 and 18 shall survive closing.

20. **MULTIPLE ORIGINALS.** This contract is executed in multiple copies, each of which shall be deemed an original.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals this 16<sup>th</sup> day of November, 2004.

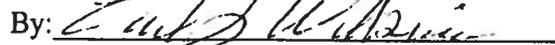
Two Witnesses as to Association

  
(Printed Name) Robert H. Harmon

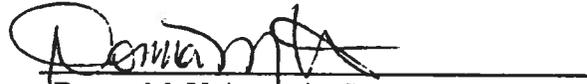
  
(Printed Name) Anita A. Wilkins

[corporate seal]

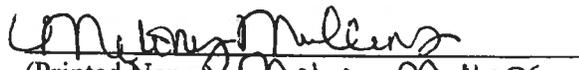
**SEBRING GOLF ASSOCIATION, INC.,** a  
Florida non-profit corporation

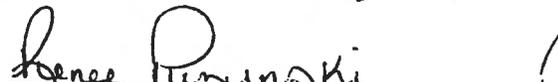
By:   
Earl F. Wilkins, as its President

ATTEST:

  
Donna M. Units, as its Secretary

Two Witnesses as to City:

  
(Printed Name) Melony Mullens

  
(Printed Name) Renee Puzynski

[corporate seal]

**CITY OF SEBRING,** a Florida municipal  
corporation

By:   
John Griffin, Council President

ATTEST:

  
Kathy Haley, City Clerk

SCHEDULE A

# SEBRING GOLF ASSOCIATION and the CITY OF SEBRING AGREEMENT

## SCHEDULE "A"

### ASSOCIATION ASSETS

DESCRIPTION	DATE ACQUIRED	UNITS
<b><u>BUILDINGS</u></b> - See attached Property Tax description - 2 Pages		
CLUB HOUSE - 90' X 90' with AIR-CONDITIONING	11/15/85	1
MAIN DINING AREA WITH BANDSTAND & DANCE FLOOR -w/10 TON A/C		
LOUNGE OVERLOOKING PRACTICE GREEN - w/10 TON A/C		
REST ROOMS FOR LADIES AND MEN		
OFFICE with SEPARATE AIR-CONDITIONER		
LADIES LOUNGE AREA		
MEN'S CARD ROOM		
AUDIO CLOSET		
BAR AREA WITH LIQUOR ROOM		
LINEN STORAGE CLOSET		
KITCHEN WITH WALK-IN COOLER AND FREEZER & STORAGE AREA - w/10 TON A/C		
ATTACHED PROSHOP AND STORAGE - 30' X 42' with AIR-CONDITIONING	11/15/85	1
0.00		
<b>CART SHEDS BUILDING</b>		
CART SHED BUILDING #2 Cart Shed Stalls		32
CART SHED BUILDING #4 Cart Shed Stalls		40
CART SHED BUILDING #5 Cart Shed Stalls		40
CART SHED BUILDING #6 Cart Shed Stalls		40
CART SHED BUILDING #7 Cart Shed Stalls		40
CART SHED BUILDING #8 Cart Shed Stalls		20
	* Total Sheds	212
* NOTE: These are the remaining sheds - The other sheds were destroyed by the Hurricanes.		
STARTER SHED	1995	1
ALARM SYSTEM - CENTRAL SECURITY	3/25/92	1
<b><u>PAVING</u></b>		
EXTENSIVE PAVING INCLUDING CART PARKING		1
PAVED PARKING SPACES		108
INCLUDING 7 HANDICAP SPACES		
PAVED DRIVEWAYS BETWEEN SHED BUILDINGS		1
PAVED PATHWAYS LEADING TO GOLFCOURSE		1

DESCRIPTION	SERIAL # (IF AVAIL.)	DATE ACQUIRED	UNITS
<b><u>ASSOCIATION OFFICE</u></b>			
FITTED WALL CABINET (14 DOORS)		1990	1
50"X30" DESK (Office)		1993	1
COMPUTER CART 4SHELF 28 "X 23 1/2"		1/17/92	1
COMPUTER PRINTER TABLE 23"X 18 1/2"		7/26/88	1
TELEPHONE RADIO SHACK 2 LINE			1
CHAIR, SECRETARY, SWIVEL		3/16/85	1
CHAIR, SECRETARY, SWIVEL		2/16/4	1
Brothers Fax Machine 4600		4/01/01	1
ACT Intel 233 MMX Computer System		4/29/99	1
APC POWERCELL		4/29/99	1
GATEWAY MONITOR		4/29/99	1
NETWORK SYSTEM - INCLUDING INSTALLATION		4/29/99	1
CALCULATOR, CASIO DL-220A	1240916	10/3/90	1
KENMORE DEHUMIDIFIER	QE3134601	6/10/96	1
CARPETING		1993	1
FILE CABINET 4 DRAWER GREY		11/01/02	1
24 X 24 WHITE TABLE			1
24 X 50 BOOK SHELF		11/01/02	1

DESCRIPTION	SERIAL # (IF AVAIL.)	DATE ACQUIRED	UNITS
<b><u>GRILL ROOM</u></b>			
FIRE EXTINGUISHER (HALL)		11/30/85	1
CHAIR, BROWN UPHOLSTERED		2/1/85	64
TELEVISION on WALL SHELF		1994	1
WALL HANGING 42" X 39"		8/16/86	2
TABLE, LAMINATED 30" X 30"		5/12/86	3
TABLE, REG., DINING (30 X 42)		5/12/86	8
TABLE, ROUND, 5' RADIUS		6/15/89	5
TABLE, 2 X 2, METAL BASE		6/30/87	2
POPCORN POPPER, COMMERCIAL SIZE	88055440	11/30/88	1
ICE DISPENSER		3/17/97	1
CARPETING & OUTSIDE PATIO		8/24/97	1
FANS - CEILING		6/30/87	3
ASSOC. ANNIVERSARY FLAG		1996	1
PICTURES - WALL			8
VCR SYMPHONIC 4 HEAD			1
COFFEE WARMER - BUNN MODEL RL35	129181		1
CLOCK - BUDWEISER (DONATED)		2001	1

DESCRIPTION	SERIAL # IF AVAIL.	DATE ACQUIRED	UNITS
<b><u>KITCHEN</u></b>			
BULLETIN BOARD 36' X 24'			1
HEAT LAMP			2
TRIPLE SINK		10/31/85	1
DUKE AEROHOT 5 UNIT MODEL E2305 72" X 29.5"		10/31/85	1
DOUBLE SINK		10/31/85	1
HAND WASHING SINK		10/31/85	1
GRIDDLE, VULCAN (EGG GRILL)	85H428	10/31/85	1
CAN OPENER, EDLUND COMMERCIAL		10/31/85	1
TABLE (SANDWICH) 71X32 1/2, 2-SHELF		10/31/85	1
PANS		2/10/88	22
RANGE, VULCAN, COMMERCIAL		10/3/85	1
MICROWAVE, SOLID STATE		12/6/86	1
SHELVES, WIRE 36' X 18'			1
SHELVES, WIRE 60" X 18"			4
SHELVES, WIRE 48" X 24"			1
SHELVES, METAL		10/31/85	5
TABLE, STAINLESS STEEL-1 SHELF		10/31/85	2
TABLE, STAINLESS STEEL 96"X 29" 1-SHELF		10/31/85	1
TABLE, STAINLESS STEEL 72"X 23" 1-SHELF		10/31/85	1
TABLE,STAINLESS 30" X 30" 1 SHELF		1995	1
TABLE, LAMINATED 30" X 30"		5/12/86	2
CABINET, 2 METAL DOOR 14" X 24"			1
MEDICINE CABINET ,WOOD		1993	1
THERMO - TAINER (WARMER)			1
FOOD GRINDER - HAMILTON BEACH		1-2001	1
MIXER" GENERAL	012291-A49	1-2001	1
ORDER BARS (TICKET HANGERS)			2
MEAT SLICER (GLOBE) #574321		7/21/89	1
DISHWASHER, AUTOMATIC, MODEL 10		10/31/85	1
SERVICECART 24"X13 1/2" STNL STL 3-SHELF		10/31/85	2

SALAD BAR (AEROHOTO STNLS STL,	16185	10/31/85	1
REFRIGERATOR, FRIGIDAIRE 18'		8/13/03	1
DAECO WALK IN FREEZER - BUILT-IN		1986	1
DAECO WALK IN REFRIGERATOR - BUILT-IN		1986	1
CUPBOARD 71"X34 1/2",3-SHELF FOR DISHES		10/31/85	1
COOLER-REFRIGERATOR, SUPERIOR 27 X 27 X42H		9/25/79	1
WALL CABINET, 4-DOOR		3/18/89	1
WALL CABINET, 5 DOOR		3/18/89	1
BROILER OVEN, VULCAN, COMMERCIAL / CONVECTION		10/31/85	1
DEEP FRYER, VULCAN, 2 BASKETS		8/17/87	2
SOUP SERVER (WELLS) 2-WELLS		12/31/86	1
BREAD RACK 62"X 47", METAL 4-SHELF		10/31/85	2
BAKERRACK 59"X 26-1/2" ADJ SHELF, WHEELS		10/31/85	1
TOASTER, G E, 4 SLICE		4/2001	3
FIRE EXTINGUISHER SMALL		11/30/85	1
RANGE HOOD FIRE SUPPRESSION SYSTEM		7/24/92	1
FOOD SCALE- PELOUZE 32 OZ			1
HAND TRUCK (BEER KEG)		10/30/90	1
COFFEE MAKER - 30 CUP			1

DESCRIPTION	SERIAL# IF AVAIL.	DATE ACQUIRED	UNITS
<b><u>KITCHEN PASSAGE WAY</u></b>			
SOUP BAR (WOOD) OVAL		11/2000	1
ICE TEA MAKER-BUNN			1
ICE MACHINE (HOSHIZAKI) WITH FILTER	KM500MAF	1/12/01	1
CARTS BUS RUBBERMAID TUFFMADE	218999	1995	2
TIME CLOCK, CENTRAL FLA		1991	1
TIME CARD RACK		1991	1
FOOD WARMER, STAINLESS STEEL		10/31/85	5
FORMICA WORK STATION-5 DRAWER/2 DOOR/3 SHELVES			1
<b><u>BAR</u></b>			
BEER DISPENSER & COOLER 28" X 69"		8/1/90	1
CASH REGISTER (SANYO ECR 338		03/2000	1
COOLER, SMALL - MUG FREEZER		8/25/97	1
COOLER, LARGE - 2 DOOR		10/3/90	1
UTILITY TABLE, 3-SHELF		10/31/85	2
GLASS RACK (OVERHEAD)		11/6/87	2
UTILITY CABINET, 45"X44"X36" (CENTER)		10/31/85	1
REFRIGERATOR-KENMORE			1
SINK - 2 HOLE STAINLESS			1
<b><u>LIQUOR ROOM</u></b>			
CALCULATOR CANNON		2004	1
BOOK CASE 24" X 10" x 51 "		5/16/87	1
CHAIR, BROWN, FOLDING		2/1/85	2
DESK 41" X 15 1/2 " X 29 1/2"			1
WIRE SHELVES			1
SAFE		12/31/02	1
WOOD SHELVES, FULL WALL			1

DESCRIPTION	SERIAL # IF AVAIL.	DATE ACQUIRED	UNITS
<b><u>BALL ROOM</u></b>			
CHAIR, METAL STACK, BROWN UPHOLSTERED		2/1/85	14
CHAIR, METAL STACK, GREEN UPHOLSTERED		2/1/85	73
CHAIR, WOOD, GREEN UPHOLSTERED		2/1/85	60
TABLE, WOOD 30" X 30"		5/12/86	4
TABLE, 5' RADIUS, ROUND		6/15/89	15
TRAY TABLES, WOOD		10/31/85	2
TRAY HOLDER, METAL		10/31/85	4
BANQUET TABLE (FOLDING)		3/12/85	12
CARD TABLE - SOFT TOP - BROWN		Various	4
CARD TABLE - HARD TOP		Various	6
FLAG & STAND		3/20/84	1
SPEAKERS		11/30/85	4
MIKE SOUND SYSTEM, REALISTIC		11/30/85	1
MICROPHONE STAND	T18886849	6/5/85	1
ORGAN & BENCH, YAMAHA 1675 MODEL DK400		7/23/82	1
PIANO & BENCH, KRAYHULER		10/20/85	1
FIRE EXTINGUISHER (STOP) MODEL CM0-5	83-984B	11/30/85	2
TABLE LAMP		9/26/87	2
WALL PICTURES		9/26/87	19
BAND STAND - 3 SECTIONS (RAISED)		1994	3
BANDSTAND DRAPERIES		1994	1
DOLLY (PIANO) HAND CRAFTED		6/14/85	1
DOLLY (ORGAN) HAND CRAFTED		6/14/85	1
HANDCRAFTED STORAGE CABINET		1993	1
CEILING FANS		8/30/86	9
CARPETING - WALL TO WALL		12/15/94	1
FLOWER ARRANGEMENTS			8
ARTIFICIAL PLANTS			6
STORAGE BENCH			1

DESCRIPTION	SERIAL # IF AVAIL.	DATE ACQUIRED	UNITS
<b><u>LADIES LOUNGE</u></b>			
FAN - CEILING			1
SEE SCHEDULE "B"			
<b><u>MENS CARD ROOM</u></b>			
TABLE, POKER		3/15/84	3
CHAIR, BROWN METAL, STACK		8/16/86	8
TABLE, CARD 34 X 34 (SMALL)		2/16/83	3
TABLE, 30 X 30 LAMINATED			1
FAN - CEILING			1
<b><u>STORE ROOM</u></b>			
FAN - CEILING			1
CHAIR, BLACK UPHOLSTERED		2/1/85	1
CHAIR, METAL STACK, GREEN UPHOLSTERED		2/1/85	1
COOLERS- COLEMAN 48 ( 24" X 13")			1
RUBBERMAID ROUND COOLER			2
HOT DOG MACHINE			1
VACUUM EUREKA		3/19/97	1
TABLE LANTERNS			25
BUNN ICE TEA DISPENSER			1
COFFEE URN 58 CUP			1
BOOKCASE 3 SHELF			1
COMPUTER CART 4SHELF 28 "X 23 1/2"		1/17/92	1
DESK 48 X 60			1

DESCRIPTION	SERIAL # IF AVAIL.	DATE ACQUIRED	UNITS
<b><u>EXTERIOR EQUIPMENT</u></b>			
PUBLIC ADDRESS SYSTEM- RADIO SHACK #MRA 45 (32-3025)		1994	1
BENCHES			2
RADIO PHONES- SP 50		1989	1
RADIO PHONES -SP 56		1996	0
CHAIRS, BROWN UPHOLSTERED		2/1/85	2
STRING EDGER		1998	1
WHEEL BARREL		1990	1
SHOVEL		1989	1
RAKES		1989	1
PUSH BROOMS		1990	1
BLOWER, 5 HP/ SWEEPER		11/16/89	1
WET VACUUM ( SMALL) SHOP VAC #125		1993	1
BOLT CUTTER		1994	1
HAND HEDGE TRIMMER		1994	1
LIMB LOPPER TOOL		1996	1
STEP LADDERS 6' MODEL #W376S		1991	1
STEP LADDERS 8' FIBERGLASS		2001	1
MTD RIDING MOWER Model #13AM665G301		1998	1
EDGER -ELECTRIC LAWN		2000	1
YARD TRAILER		2003	1
RANGE PICK-UP MACHINE		Unknown	1

**PRO SHOP**

SAFE		12/1/02	1
ACROPRINT TIME CLOCK		7/1/03	
MONITOR-TECHMEDIA-TCM-1448	J70155064	11/18/97	1
COMPUTER-AST (HANDICAP)	394ANV00060Z	10/12/96	1
COMPUTER - PIONEX ELETE			1
MONITOR-DELL (INCLUDED WITH ABOVE)	27222ATGIG	10/2/93	1
PRINTER - H P 89C			1
POWER BACKUP - APC	PB9714041134	10/15/97	1
PRINTER STAND			2
COMPUTER DESK			1
PRINTER-LEXMARK 231			1
CHAIR, BROWN UPHOLSTERED		2/1/85	3
FILE CABINET BEIGE 4 DRAWER			1
FILE CABINET BEIGE 2 DRAWER			1
GREEN SWIVEL CHAIR		12/1/03	1
WHITE TABLE 30 X 60			1
BOOK SHELF 6 X 30			1
CASIO CASH REGISTER		4/1/04	1
CASH REGISTER ER-4940			1
GE PHONE		11/03	1
WALKIE TALKIE-COBRA		6/04	1
CANNON COPIER		10/03	1
PRINTER STAND 3 SHELF			1
GE MESSAGE SYSTEM		11/03	1
CASIO CALCULATOR		11/03	1
PIONEER POWER PAK0		11/01	1
GREY SWIVEL CHAIR		12/02	1
RANGE BALLS - ESTIMATED			4,500
RANGE BASKETS - ESTIMATED			38
RENTAL CLUBS SETS - 1 Man's RH, 1 Man's LH & 1 Women's RH			3
RENTAL PULL CARTS			2
CLOTHING DISPLAYS - RACKS , etc.			

**GOLF CARTS**

No.	DESCRIPTION	SERIAL # IF AVAIL.	DATE ACQUIRED	UNITS
1	GOLF CART - CLUB CAR - BEIGE	A001: 878246	11/18/02	1
2	GOLF CART - CLUB CAR - BEIGE	A0012 878257	11/18/02	1
3	GOLF CART - CLUB CAR - BEIGE	A0012 878264	11/18/02	1
4	GOLF CART - CLUB CAR - BEIGE	A0012 878271	11/18/02	1
5	GOLF CART - CLUB CAR - BEIGE	A0012 878263	11/18/02	1
6	GOLF CART - CLUB CAR - BEIGE	A0012 878268	11/18/02	1
7	GOLF CART - CLUB CAR - BEIGE	A0012 878236	11/18/02	1
8	GOLF CART - CLUB CAR - BEIGE	A0012 878298	11/18/02	1
9	GOLF CART - CLUB CAR - BEIGE	A9001196804	11/18/02	1
10	GOLF CART - CLUB CAR - BEIGE	A9235298438	11/18/02	1
11	GOLF CART - CLUB CAR - BEIGE	A9235298457	11/18/02	1
12	GOLF CART (RANGER)	A9001196749	02/01/88	1
13	GOLF CART - CLUB CAR - BEIGE	A9235298418	11/18/02	1
14	GOLF CART - CLUB CAR - BEIGE	A852177398	11/18/02	1
15	GOLF CART - CLUB CAR - BEIGE	A9415374693	11/18/02	1
16	GOLF CART - CLUB CAR - BEIGE	A9426384686	11/18/02	1
17	GOLF CART (RANGER)	A862098858	9/3/01	1
18	GOLF CART - CLUB CAR - GREEN	A0102 980312	9/24/03	1
19	GOLF CART - CLUB CAR - GREEN	A0102 980662	9/24/03	1
20	GOLF CART - CLUB CAR - GREEN	A0102 980655	9/24/03	1
21	GOLF CART - CLUB CAR - GREEN	A0102 980278	9/24/03	1
22	GOLF CART - CLUB CAR - GREEN	A0102 980674	9/24/03	1
23	GOLF CART - CLUB CAR - GREEN	A0102 980317	9/24/03	1
24	GOLF CART - CLUB CAR - GREEN	A0102 980293	9/24/03	1
25	GOLF CART - CLUB CAR - GREEN	A0102 980314	9/24/03	1
26	GOLF CART - CLUB CAR - GREEN	A0102 980265	9/24/03	1
27	GOLF CART - CLUB CAR - GREEN	AA0107 991305	9/24/03	1
28	GOLF CART - CLUB CAR - GREEN	A0102 980303	9/24/03	1
29	GOLF CART - CLUB CAR - GREEN	A0102 980311	9/24/03	1
30	GOLF CART - CLUB CAR - GREEN	A0102 980343	9/24/03	1
31	GOLF CART - CLUB CAR - GREEN	A0102 980661	9/24/03	1
32	GOLF CART - CLUB CAR - GREEN	A0102 980300	9/24/03	1
33	GOLF CART - CLUB CAR - GREEN	A0102 980347	9/24/03	1
34	GOLF CART - CLUB CAR - GREEN	A0102 980256	9/24/03	1
35	GOLF CART - CLUB CAR - GREEN	A0102 980269	9/24/03	1
36	GOLF CART - CLUB CAR - GREEN	A0102 980253	9/24/03	1
37	GOLF CART - CLUB CAR - GREEN	A0102 980290	9/24/03	1

38	GOLF CART - CLUB CAR - GREEN	A0102 980285	9/24/03	1
39	GOLF CART - CLUB CAR - GREEN	A0102 980257	9/24/03	1
40	GOLF CART - CLUB CAR - GREEN	A0102 980654	9/24/03	1
41	GOLF CART - CLUB CAR - GREEN	A0102 980648	9/24/03	1
42	GOLF CART - CLUB CAR - GREEN	A0102 980680	9/24/03	1
43	GOLF CART - CLUB CAR - GREEN	AA0107 990905	9/24/03	1
44	GOLF CART - CLUB CAR - BEIGE	A911239430	11/18/02	1
	GOLF CART - CLUB CAR - RED Maintenance	A851875764	Unknown	1
				45

**NOTE: CHAIRS AND TABLES MAY BE MOVED FROM PLACE TO PLACE DEPENDENT UPON REQUIREMENTS**

C. Raymond McIntyre, C.F.A.  
 Highlands County Property Appraiser  
 560 S. Commerce Ave.  
 Sebring, FL 33870

**NOTICE OF PROPOSED  
 PROPERTY TAXES  
 DO NOT PAY  
 THIS IS NOT A BILL**

S 36 34 28 030 2120 0100

The taxing authorities which levy property taxes against your property will soon hold Public Hearings to adopt budgets and tax rates for the next year.

The purpose of these Public Hearings is to receive opinions from the general public and to answer questions on the proposed tax change and budget Prior To Taking Final Action.

Each taxing authority may Amend or Alter its proposals at the hearing.

SEBRING GOLF ASSOCIATION  
 3129 GOLFVIEW RD  
 SEBRING FL 33875-5003

RECREATION PARK ADD  
 PB 1-PG 99  
 BLK 212 N OF BLVD INCL  
 PORT LOT 14 IN GOLF COURSE

20 Taxing Authority	Your property taxes last year	Your taxes this year if proposed budget change is made	A public hearing on the proposed taxes and budget will be held:	Your taxes this year if no budget change is made
County	4,327.34	4,629.31	September 9, 2004 at 05:30 pm/GOV CTR BOARD RM	4,381.85
Public Schools: By State Law By Local Board	2,903.64 1,297.24	2,976.65 1,382.62	September 7, 2004 at 05:05 pm/SCH ADM BLDG SEB	2,940.08 1,313.49
CITY	3,125.30	3,343.39	September 8, 2004 at 05:30 pm/CITY ADM BLDG	3,182.91
Water Management District	296.66	317.37	September 14, 2004 at 05:01 pm/SERVICE OFC TAMPA	306.51
Independent Special Districts* Voter Approved* Debt Payments	*	*		*
* ANY NON-AD VALOREM ASSESSMENTS, SUCH AS ASSESSMENTS FOR ROADS, DRAINAGE, GARBAGE, FIRE, LIGHTING, WATER, SEWER, OR OTHER GOVERNMENTAL SERVICES AND FACILITIES WHICH MAY BE LEVIED BY YOUR COUNTY, CITY, OR ANY SPECIAL DISTRICT WILL BE INCLUDED ON YOUR ANNUAL TAX BILL.				
AD VALOREM Total Property Taxes	11,950.18	12,649.34		12,124.84
	COLUMN 1*	COLUMN 2*		COLUMN 3*
Your property value last year:	Market Value	Assessed Value	Exemptions	Taxable Value
2003	480,815	480,815	0	480,815
Your property value this year:	Market Value	Assessed Value	Exemptions	Taxable Value
2004	514,368	514,368	0	514,368

• SEE REVERSE SIDE FOR EXPLANATIONS

• IF YOU FEEL THE MARKET VALUE OF YOUR PROPERTY IS INACCURATE OR DOES NOT REFLECT FAIR MARKET VALUE, CONTACT YOUR COUNTY PROPERTY APPRAISER AT: (863) 402-6659

• IF THE PROPERTY APPRAISER'S OFFICE IS UNABLE TO RESOLVE THE MATTER AS TO MARKET VALUE, YOU MAY FILE A PETITION FOR ADJUSTMENT WITH THE VALUE ADJUSTMENT BOARD; PETITION FORMS ARE AVAILABLE FROM THE COUNTY PROPERTY APPRAISER AND MUST BE FILED ON OR BEFORE:

Sept. 9, 2004

• YOUR FINAL TAX BILL MAY CONTAIN NON-AD VALOREM ASSESSMENTS WHICH MAY NOT BE REFLECTED ON THIS NOTICE SUCH AS ASSESSMENTS FOR ROADS, DRAINAGE, GARBAGE, FIRE, LIGHTING, WATER, SEWER, OR OTHER GOVERNMENTAL SERVICES AND FACILITIES WHICH MAY BE LEVIED BY YOUR COUNTY, CITY, OR ANY SPECIAL DISTRICT.

DR-474  
 R. 01/02

10:06 AM  
 11/16/04  
 Accrual Basis

**Sebring Golf Club  
 Balance Sheet  
 As of November 15, 2004**

Nov 15, 04

<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Account Heartland Checking	105,086.56
Building Repair Fund	7,770.04
Certificate of Deposit	68,063.58
Lounge Cash on Hand	300.00
Money Market	60,620.68
Petty Cash	200.00
Pro Shop Cash on Hand	300.00
Redemption Fund	3,342.87
<b>Total Checking/Savings</b>	245,683.73
<b>Accounts Receivable</b>	
Accounts Receivable	1,535.00
<b>Total Accounts Receivable</b>	1,535.00
<b>Other Current Assets</b>	
<b>Inventory</b>	
Beer	156.04
Food	3,767.32
Liquor	762.77
Supplies	1,553.26
Wine	378.85
<b>Total Inventory</b>	6,618.24
<b>Total Other Current Assets</b>	6,618.24
<b>Total Current Assets</b>	253,836.97
<b>Other Assets</b>	
Accumulated Depreciation	-349,691.00
Assoc. Property Improvement	39,133.02
Building Improvements	2,066.00
Buildings	408,923.00
Equipment	90,016.48
Furn & Fixtures Assoc.	13,602.00
Furn & Fixtures Lounge	534.99
Kitchen Equipment	618.46
Land	12,101.00
Pro Shop Equipment	71,441.86
Vending Machines	34.00
<b>Total Other Assets</b>	288,779.81
<b>TOTAL ASSETS</b>	542,616.78
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Accrued Salaries	1,891.28
Daily Green Fees	7,102.19
Gift certificates	29.82
Hurricane-Insurance	126,110.89
Money on Books	1,485.37
Party Tips	-75.75
Payroll Liabilities	1,430.92
Sales Tax Payable	1,228.93
<b>Total Other Current Liabilities</b>	139,203.65
<b>Total Current Liabilities</b>	139,203.65

10:06 AM  
11/16/04  
Accrual Basis

**Sebring Golf Club  
Balance Sheet  
As of November 15, 2004**

	Nov 15, 04
<b>Long Term Liabilities</b>	
Certificate of Membership	197,400.00
<b>Total Long Term Liabilities</b>	197,400.00
<b>Total Liabilities</b>	336,603.65
<b>Equity</b>	
*Retained Earnings	-11,259.84
Opening Bal Equity	3,356.16
Paid in Captial	
Association	18,258.00
Lounge	11,334.00
<b>Total Paid in Captial</b>	29,592.00
<b>Retained Earnings</b>	
Association	339,039.63
Lounge	-202,883.55
<b>Total Retained Earnings</b>	136,156.08
<b>Net Income</b>	48,168.73
<b>Total Equity</b>	206,013.13
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>542,616.78</b>

SCHEDULE B

# BRING GOLF ASSOCIATION and the CITY OF SEBRING AGREEME

## SCHEDULE "B"

### PERSONAL PROPERTY AND OFFICE EQUIPMENT

DESCRIPTION	UNITS
<b>ASSOCIATION OFFICE - TO BE RETAINED BY THE SGA FOR NEW OFFICE.</b>	
60"X30" TABLE	1
50"X30" DESK (Secretarial)	1
30"X18" TYPEWRITER TABLE	1
BOOKCASE 4 SHELF 10" X 24"	1
STAND 23 1/2" X 15 1/2"	1
COPIER TABLE 40"X 20"	1
COMPUTER DESK 42" X 24"	1
PRINTER STAND 15 1/2 X 23 1/2	1
FILING CABINET,4DRWR METAL 15"X31",LOCKED	1
FILING CABINET,4DRWR METAL 15"X31"	1
FILING CABINET, 4 DRAWER GREY	1
TELEPHONE ANSWERING SYSTEM - GE	1
TELEPHONE RADIO SHACK 1 LINE	1
CHAIRS, SECRETARY, SWIVEL	2
XEROX XD125F PRINTER/COPIER	1
PENTIUM INTEL COMPUTER - Mike Myers	1
VIEWSONIC (Monitor) INCLUDED IN ABOVE	1
PRINTER HP LaserJet 1200	1
SHREDDER	1
SURCHARGE MAX	1
BROTHER TYPEWRITER	1
CALCULATOR, CASIO DL-220A 1286920	1
WALL PICTURES	2
GOLF CARD CLOCK	1
MISC. OFFICE SUPPLIES	1

SCHEDULE "B"

DESCRIPTION	UNITS
<b>BALL ROOM - SEBRING WOMEN'S GOLF ASSOCIATION PROPERTY</b>	
CARD TABLE - SOFT TOP - BLUE	5
CARD TABLE - SOFT TOP - GREEN	2
CARD TABLE - SOFT TOP - BROWN	3
LAMP TABLES, WICKER	2
ARMCHAIRS, WICKER	4
BAMBOO TABLE	1
STACK TABLES	19
<b><u>LADIES LOUNGE</u> - SEBRING WOMEN'S GOLF ASSOCIATION PROPERTY</b>	
TABLE, RATTAN GLASS TOP, 35'	1
CHAIR, WICKER	2
DIVAN, RATTAN SECTIONAL	1
CHAIR, RATTAN UPHOLSTERED	2
CHAIR, WICKER (BURRIE)	2
COFFEE TABLE	1
END TABLE	1
SCORE CARD CONTAINER	1
FILE CABINET, METAL	2
CLOCK	1
WALL PICTURE (3 PCTURES NEW - 1 NEW ALL HANGING)	6
SWGA PLAQUE	1
WICKER WASTE BASKETS	2
DECORATIVE FLOWERS	2
BULLETIN BOARD	3
LAMP	1
<b>PRO SHOP - PROPERTY OF GOLF PROFESSIONAL</b>	
PRO SHOP MERCHANDISE	1
DISPLAY - CLOTHING - GLASS RACK & TABLE	1
<b>BAR</b>	
SODA DISPENSER - PROVIDED BY COCOA COLA	
ICE CONTAINER - PROVIDED BY COCOA COLA	
<b>KITCHEN PASSAGE WAY</b>	
COFFEEMAKER, AUTO, 5 BURNER - PROVIDED BY SYSCO	

SCHEDULE "B"

SCHEDULE C

SEBRING GOLF ASSOCIATION and the CITY OF SEBRING AGREEMENT

**SCHEDULE "C"**

LIENS AND ENCUMBRANCES

NONE

SCHEDULE D

SEBRING GOLF ASSOCIATION and the CITY OF SEBRING AGREEMENT

SCHEDULE "D"

LIABILITIES AS OF NOVEMBER 15, 2004

CURRENT LIABILITIES

*ACCOUNTS PAYABLE	3,357.80
ACCRUED SALARIES	1,891.28
DAILY GREEN FEES-(CITY)	7,102.19
GIFT CERTIFICATES	29.82
MONEY ON BOOKS (MEMBERS)	1,485.37
PAYROLL LIABILITIES	1,430.92
PROPERTY TAXES	14,313.32
SALES TAX PAYABLE	1,228.93
TANGIBLE TAXES	2,088.57
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,908.00</b>

LONG TERM LIABILITIES

CERTIFICATE OF MEMBERSHIP	197,400.00
<b>TOTAL LONG TERM LIABILITIES</b>	<b>197,400.00</b>

TOTAL LIABILITIES

230,308.00

\*ACCOUNTS PAYABLE DETAIL

Carts Parts, Inc.	124.41
Coca Cola	10.70
John Goddard Produce	38.25
National Linen Service	360.83
Prescott Pest Control	55.00
Progress Energy	2,447.04
Sprint	194.58
Sysco	126.79

TOTAL ACCOUNTS PAYABLE 3,357.80

**ATTACHMENT B**

## COMMERCIAL LEASE

This is an agreement between **CITY OF SEBRING**, Florida municipal corporation (herein called "City") whose mailing address is 368 South Commerce Avenue, Sebring, FL 33870 and **T R BOGEY'S, INC.**, a Florida corporation (herein called "Tenant") whose mailing address is 1090 Hyacinth Avenue, Sebring, FL 33870.

1. **PROPERTY; LEASE AND DURATION.** City hereby leases the building formerly known as the Sebring Golf Association building on Golfview Road, Sebring, Florida, including the restaurant, lounge and joint use of the parking lot with customers of the Sebring Municipal Golf Course (herein collectively called the "Premises"), together with the furniture, fixtures and equipment described on Schedule "A" attached hereto (herein called the "Personal Property") to Tenant upon the terms and conditions set forth below for ~~five~~three years beginning January 1, 2005 and ending December 31, ~~2010~~2008.
2. **MANAGEMENT AGREEMENT.** City has entered into a Management Agreement with Tenant to manage the City Golf Course. Any default in that Management Agreement shall constitute a default in this lease.
3. **OPTION TO RENEW.** City hereby grants to Tenant an option to renew the lease for ~~one~~four additional terms of ~~five~~three years upon terms agreeable to both parties at that time. ~~The~~Each option period shall commence at the expiration of the ~~original~~prior term of this lease. Said option shall be exercised by Tenant's delivery of notice thereof to City, in writing, not less than six (6) months prior to the end of the ~~initial~~each preceding term, if at all, and shall be effective only if Tenant is not in default under this lease. If the parties cannot agree on terms, the option withll terminate.
4. **RENT.** Tenant shall pay to City rent of \$2,000.00 per month during the first year, \$2,500.00 per month during the second year, and \$3,000.00 per month during the third, ~~fourth~~ and fifth years of this lease, together with any sales or use taxes thereon, in advance, at City's mailing address as shown above, or at such other place as City may direct in writing, on the first day of each month during the term hereof. Any rent not received ~~on~~by the fifth day after the due date shall be increased by a late fee of ten percent (10%) of said rent.
5. **TAXES.** All real and personal property taxes have been paid for the year 2004. Tenant shall pay all real property taxes ~~as the same become due in November of each year during~~ the term of this lease. ~~Should said taxes not be paid by Tenant, the City has the right to pay said taxes which shall be considered unpaid additional rent and failure to pay said taxes shall be considered a default hereunder~~ by escrowing one-twelfth of the estimated property taxes for the year with the monthly rent beginning February 1, 2005. Any balance due in any year shall be paid with November's rent.
6. **USE.** Tenant shall use the Premises only as Tenant's restaurant and lounge and will make no unlawful, improper, or offensive use of the Premises. Offensive uses include but

are not limited to nude or seminude performances, performances that simulate nudity, sexually provocative activity, lap dancing, wet t-shirt contests, and similar uses.

7. **UTILITIES.** OwnerCity shall not be obligated to pay any charges for any telephone service, gas, electricity, sewer, water or other utility service or commodity procured or consumed by Tenant. To the extent that the existing electrical service provides service to the Golf Course and the Premises, the City will have the service divided (except for the pro shop) if at all possible. If not possible, the parties will agree on an equitable division of the bills.

8. **ON COURSE SALES.** Tenant may establish and operate beverage and food carts on the City municipal golf course without the payment of any fee to the City so long as they are properly operated and insured with the City named as an additional insured.

9. **HOURS OF OPERATION.** That portion of the Premises traditionally referred to as the "19<sup>th</sup> Hole" will be open seven days a week during the hours of operation of the municipal golf course in order to serve customers of the golf course. Tenant will establish all other hours of operation of the balance of the facility.

10. **MAINTENANCE.** Tenant will be responsible for the maintenance, repair, and upkeep of the Premises, will make all repairs required to the inside and outside of the building, including the roof and structural elements of the building, and all other repairs necessary during the term of this lease, including ~~to the~~ electrical, air-conditioning and plumbing systems and the replacement of any broken glass and shall keep the Premises, ~~including the landscaping,~~ in good order and repair. City will have the air conditioning system inspected and, if necessary, brought up to good working condition, at City's expense. Thereafter Tenant will maintain the air conditioning system. City will be responsible for repairs to the parking lot. Reasonable repairs shall be made in a timely manner and if Tenant refuses or neglects to make any repairs to the reasonable satisfaction of City within a reasonable period of time after receipt of written notice of need for such repair from City, City may make such repairs without liability to Tenant for any loss or damage that may occur to Tenant's property or business and Tenant shall pay City's costs for making such repairs, including City's administrative costs. Such costs advanced for repairs shall bear interest at the rate of 18% per annum from the tenth day after billing therefor. Tenant will also be responsible for the maintenance, repair, and replacement of the Personal Property. The City will finalize repairs for damage incurred in the 2004 hurricanes, at City's expense. The parties recognize that the scarcity of labor and materials may cause delays in these repairs and then will probably not be completed by the beginning date of this lease.

11. **INSURANCE.** Tenant shall maintain fire and casualty insurance on the structure located on the Premises, at Tenant's expense. If the structure is damaged by fire, tornado, hurricane or other casualty, Tenant shall promptly apply such insurance proceeds and such other money as is necessary to the repair and rehabilitation of said structure. If the structure is destroyed by such casualty, City may, at City's option, require that Tenant repair and rebuild the structure or terminate this lease and accept the insurance proceeds for the loss. Tenant shall, at Tenant's expense,

maintain comprehensive general liability insurance on the Premises, with minimum combined single limit coverage of \$500,000.00, which insurance shall name City as an additional insured, and provide proof thereof to City. Tenant shall assume all liability for damage or injury to persons or property which may occur on the Premises or which may arise from Tenant's use of the Premises. Assumption of liability extends to the damage or injury to persons and property of Tenant, Tenant's agents, employees, invitees, licensees, as well as persons and property of third parties.

12. **ALTERATIONS**. Tenant shall make no material additions or alterations in or to the Premises without the written consent of City, which consent will not be unreasonably withheld. Tenant shall be responsible for the cost of any additions or alterations made by Tenant and shall protect and reimburse City against possible mechanics', laborers' and materialmen's liens upon the Premises. All exterior signage must first be approved in advance by City Administrator, in writing, as to size, location, content, color and material.

13. **ASSIGNMENT**. Tenant shall not assign this lease or sublet the Premises without the written consent of City, which consent will not be unreasonably withheld.

14. **ENVIRONMENTAL PROTECTION**. Tenant will not allow any hazardous substances including without limitation, any and all pollutants, wastes, flammables, explosives, radioactive materials, hazardous materials, hazardous wastes, hazardous or toxic substances and all other materials defined by or regulated under any Environmental Law, including those defined by the Comprehensive Environmental Response, Compensation and Liability Act of 1980 ("CERCLA"), 42 U.S.C. § 9604 (14), pollutants or contaminants as defined in CERCLA, 42 U.S.C. § 9604 (A) (2), or hazardous waste as defined in the Resources Conservation and Recovery Act ("RCRA"), 42 U.S.C. § 6903 (5), or other similar applicable Federal or State Laws or regulations, to be generated, released, stored, or deposited over, beneath, or on the Premises or on any structures located on the Premises from any source whatsoever.

15. **REMEDIES FOR BREACH**. If any rental payment or any other payment required by this lease shall not be paid when due, or at least five days thereafter, or if Tenant shall breach any other term or condition of this lease, City may terminate this lease, resume possession of the Premises for City's account and recover immediately from Tenant the rent specified in this lease for the remaining unpaid term of the lease, but City's failure to so terminate shall not be a waiver of City's right to terminate in case of a continuing or subsequent default or breach. In any action brought by either party for the enforcement of the obligations of the other party, the prevailing party shall be entitled to recover from the losing party all reasonable attorney's fees, paralegal fees, court and other costs, whether incurred before or at trial, on appeal, in bankruptcy or in post judgment collections.

16. **ENTRY BY CITY**. Tenant shall allow the City or City's agent to enter the premises at all reasonable times and upon reasonable notice for the purpose of inspecting or maintaining the Premises or to show it to prospective Tenants or purchasers.

17. **NO LIENS CREATED.** Tenant has no power to incur any indebtedness giving a right to a lien of any kind or character upon the Premises. No third person shall be entitled to any lien against the Premises or any structure thereon, derived through or under Tenant. All persons contracting with Tenant, or furnishing materials or labor to Tenant, shall be bound by this provision. Should any such lien be filed, Tenant shall have the same discharged within sixty (60) days thereafter by paying the same or by filing a bond, or otherwise as permitted by law. Tenant is not the agent of City so as to confer upon a laborer bestowing labor upon the leased Premises, or upon a person who furnishes material incorporated in the construction of improvements upon the leased Premises, a construction lien upon City's estate under the provision of Chapter 713, Florida Statutes, or any subsequent revisions of that law.

18. **RECORDING.** This Lease may not be recorded without City's written approval.

19. **SEVERABILITY.** It is the intention of both of the parties hereto that the provisions of this lease agreement shall be severable in respect to a declaration of invalidity of any provisions hereof.

20. **SUCCESSORS AND ASSIGNS.** Except as otherwise provided, the covenants and conditions herein shall be binding upon and inure to the benefit of the successors and assigns of the parties hereto.

21. **TIME.** Time is of the essence of this agreement.

22. **MULTIPLE ORIGINALS.** This agreement is executed in multiple copies, each of which shall be deemed an original.

DATED this \_\_\_\_ day of December, 2004.

Two Witnesses as to City:

**CITY OF SEBRING**

\_\_\_\_\_  
(Printed Name) \_\_\_\_\_

By: \_\_\_\_\_  
John Griffin, Council President

Attest:

\_\_\_\_\_  
(Printed Name) \_\_\_\_\_

\_\_\_\_\_  
Kathy Haley, City Clerk

(corporate seal)

Two Witnesses as to Tenant

**T R BOGEY'S, INC.**, a Florida corporation

\_\_\_\_\_  
(Printed Name)

By: \_\_\_\_\_  
Thomas E. McClurg, President

(corporate seal)

\_\_\_\_\_  
(Printed Name)

H:\Terri\Forms\CITY\AGREEMENT\TR Bogey lease-blk.wpd



**Addendum #2**  
**Questions & Answers & Updated Due Date**

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*This addendum is being created to answer questions received and provide further clarification about the above-mentioned solicitation, and to extend the due date.*

**Q's & A's**

**1. Question:**

What are the SGA annual rates?

**Answer:**

- \$925 single membership
- \$1,450 family membership
- \$300 shed fee

**\*\*Further clarification:** *Per the SGA Agreement, included in the above shed fee price is a \$230/year trail fee. If the shed is not needed, the member will only be responsible for the trail fee. That would technically make the shed fee \$70/year.*

**2. Question:**

Can you provide golf rates for the full year?

**Answer:**

It is important to note, the new lessee will not be required to keep the city's golf rates, however, rates are per 18-holes. The Muni does not offer monthly membership rates.

**18-hole rates (2025)**

Jan – Apr	\$42	\$30 after 1pm
May – Sept	\$25	All day
Nov	\$35	\$25 after 3pm
Dec	\$45	\$25 after 2:30pm

**3. Question:**

Will the City provide a survey/boundary map of the golf course?

**Answer:**

We are working with the survey company to get this completed. We hope to be able to provide this in addendum #3.

**\*\*EXTENDED DUE DATE: Please be advised, this bid due date has been extended from Monday, January 12, 2026 to Tuesday, January 20, 2026 at 3:00 pm.**

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ACKNOWLEDGEMENT

It is the vendor's responsibility to ensure their receipt of all addenda.





## **ATTACHMENT 2a**

## **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**

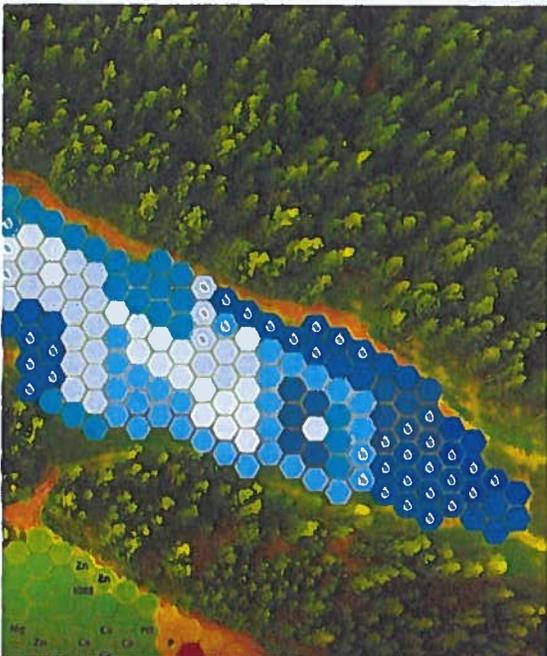
- Begin irrigation system corrections/ repairs based on findings.
- Conduct turf replacement if required and approved.
- Landscape replacement and enhancements for the clubhouse areas(s).

# 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	Brigate	Fertilizate	Date	Hi TEMP	Lo	Rainfall	Brigate	Fertilizate
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 (See # Turf/Crop)	Total Size of Treatable Area	4. Product Brand Name 5. EPA Registration Number	Total Amount of Product Applied Gallons/Pounds	Application Method

Working Agent: \_\_\_\_\_ Rate: \_\_\_\_\_ Other Material: \_\_\_\_\_  
 Target Pest (s): \_\_\_\_\_  
 Events and Type of Plant Injury: \_\_\_\_\_  
 Weather Date: \_\_\_\_\_ Pressure Maintained: \_\_\_\_\_  
 Weather Conditions During Application: \_\_\_\_\_  
 Air Temperature: \_\_\_\_\_ Wind Velocity: \_\_\_\_\_ Wind Direction: \_\_\_\_\_  
 Cloudy: \_\_\_\_\_ Number of Days Since Last Run: \_\_\_\_\_ Amount of Rain: \_\_\_\_\_  
 Observations and Notes: \_\_\_\_\_

### Down to Earth Golf Course Standards

Rating Month:  Date:

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

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

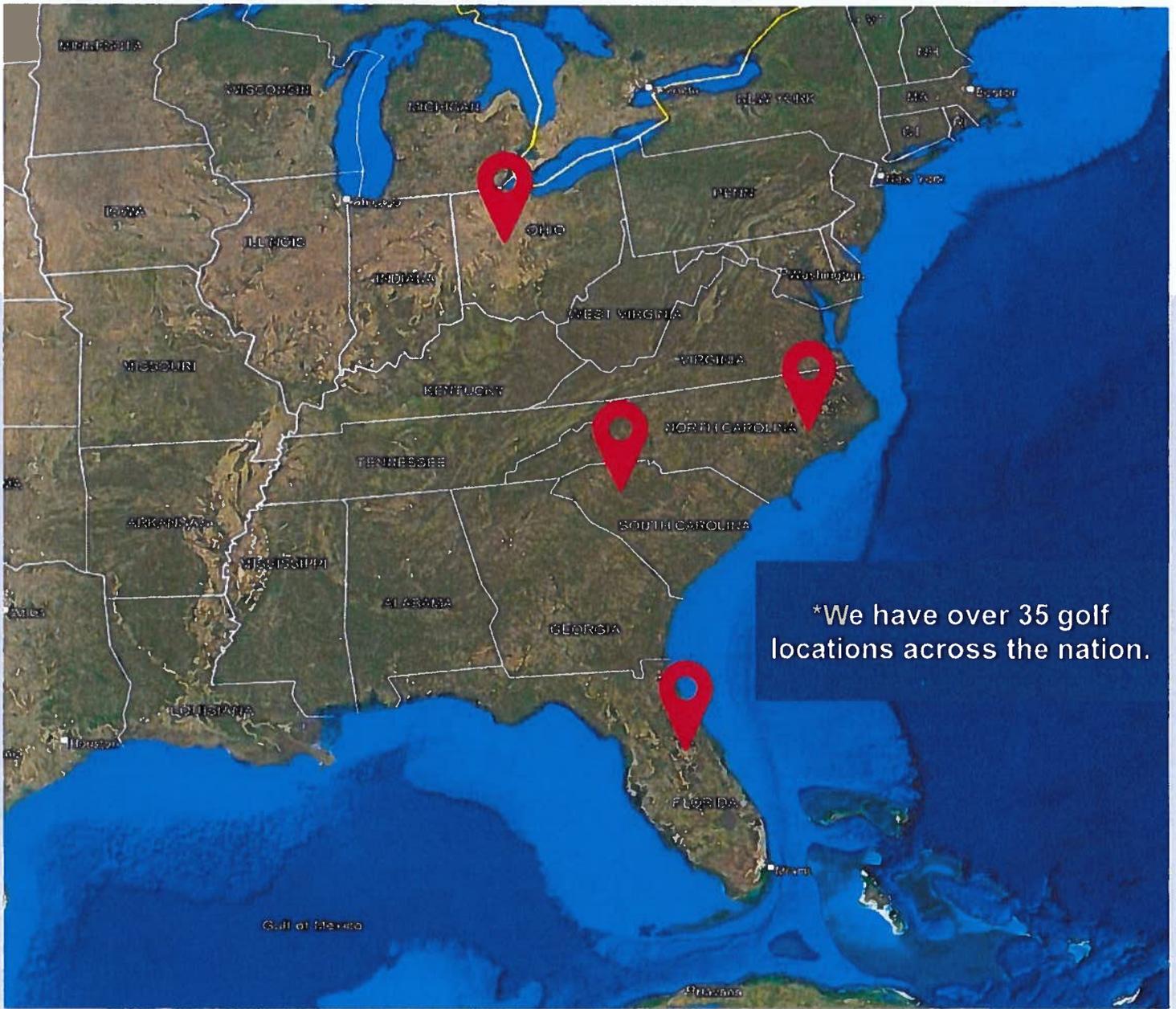
Final Rating:

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.

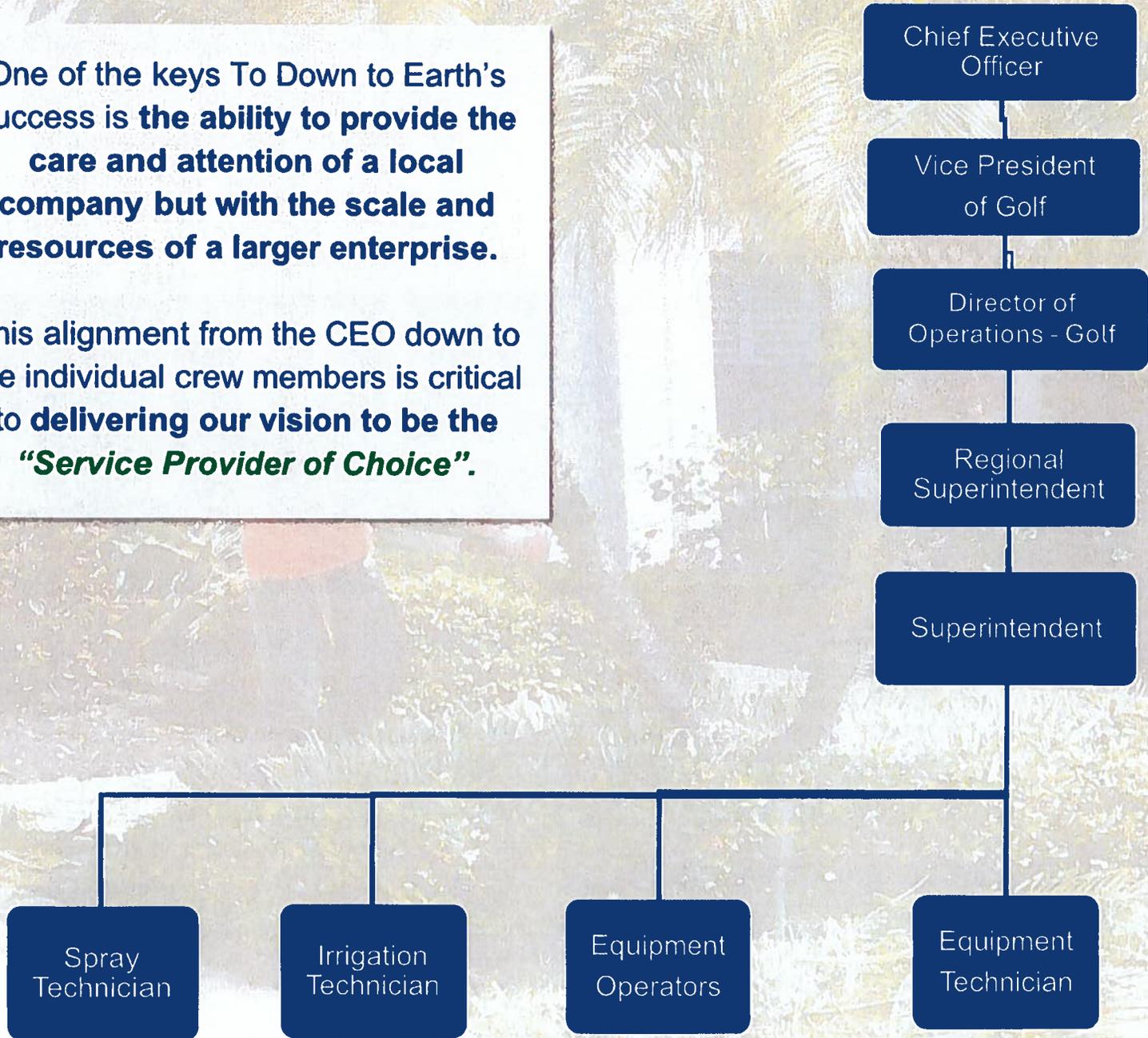
## SAFETY TRAINING PROGRAM

- 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**

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

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

<b>Down To Earth</b> – Regional Golf Course Superintendent	2021 - Present
<b>Down To Earth</b> – Branch Manager	2018 – 2021
<b>Davey Management at Silver Dollar Golf Club, Tampa, FL</b> – 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**

<b>Down To Earth</b> – Regional Golf Club Manager	2016 - Present
<b>Mystic Dunes Golf Club, Celebration, FL</b> – General Manager	2013 -2016
<b>Rio Pinar Country Club, Orlando, FL</b> – 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**

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

<b>Down To Earth</b> – Regional Golf Course Superintendent	2009 – Present
<b>Ginn Reunion Resort, Orlando, FL</b>	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

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





# 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 Dubsdread 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  
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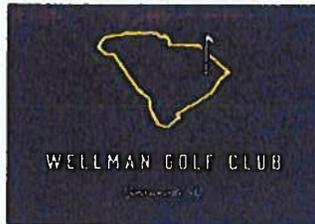
**DTE**  
**GOLF**

GOLF FACILITY SERVICES

**CONTACT US TODAY**

 **321-263-2700**

 **[www.dte.golf/contact](http://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

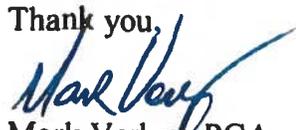
To Whom It May Concern:

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,

  
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.

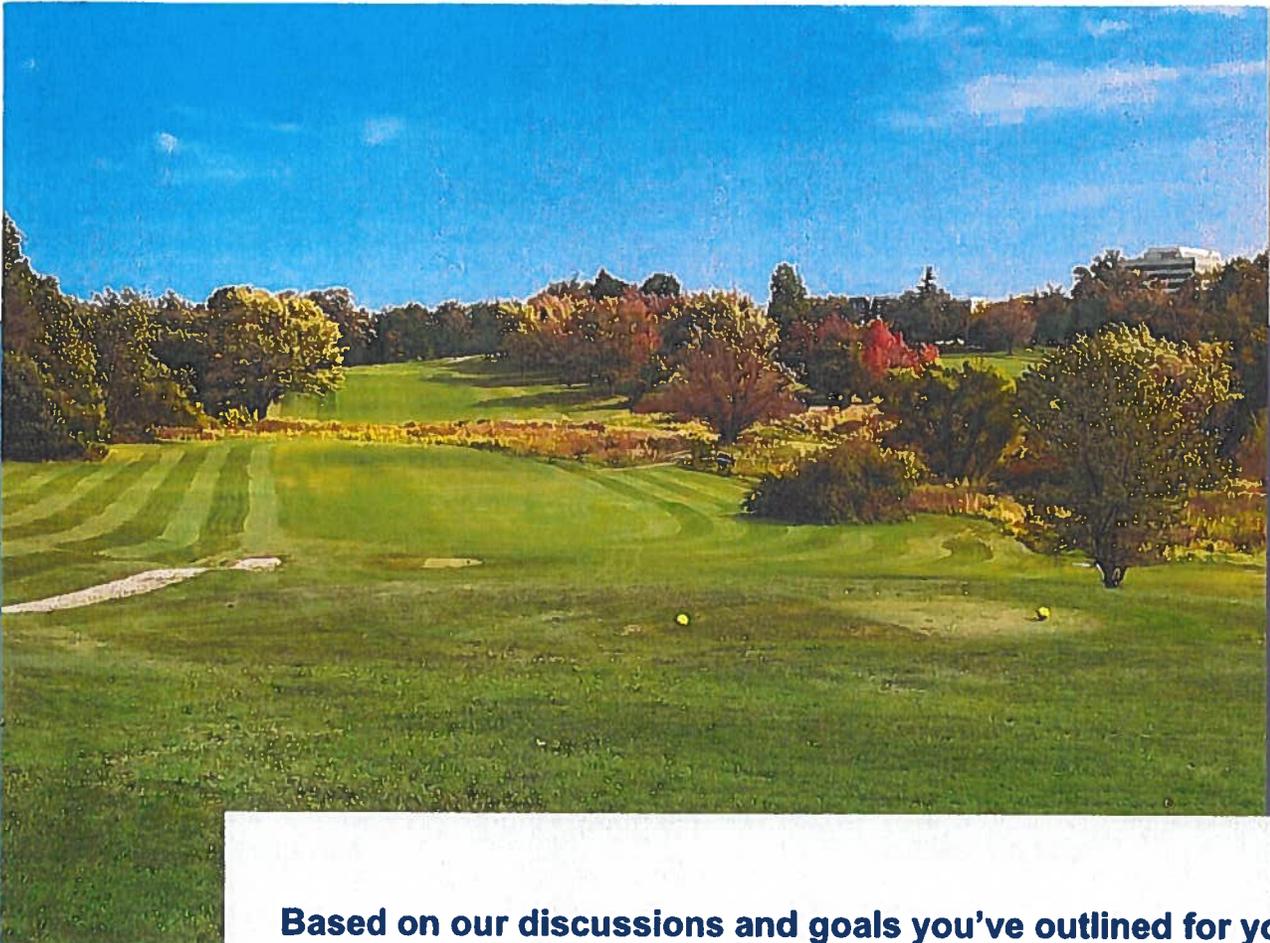
Sincerely yours

A handwritten signature in black ink that reads "ChiPing C." in a cursive style.

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 FACILITY SERVICES

## 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

<b>Professional Golf Maintenance</b>			
<b>Total Annual Fee</b>		<b>\$ 840,000.00</b>	*
<b>Monthly</b>		<b>\$70,000.00</b>	*

<b>Professional Golf Management</b>			
<b>Total Annual Fee</b>		<b>\$ 612,000.00</b>	*
<b>Monthly</b>		<b>\$51,000.00</b>	*

## **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:

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

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	} <b>By use of dynamic pricing in Highlands County</b>
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://aesce.com/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://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

Certificate of Training Best Management Practices Florida Green Industries. The undersigned hereby acknowledges that Tom Lazzaro has successfully completed the Green Industries Best Management Practices Program developed by the Florida Department of Environmental Protection with the University of Florida Institute of Food and Agricultural Sciences. Includes signatures of T. Wichman and Esen Momet, and date 6/13/2021.

# 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  
Director  
The University Center for Continuing Education



  
Kris Chambrot, CTP  
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 atifton, Georgia, on this twenty eighth day of July 2005.

  
Thomas R. Call  
President



  
Thomas R. Call  
President

  
Elizabeth M. ...  
Registrar

  
Elizabeth M. ...  
Registrar

# 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 S. SUERMAN, 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).

<b>PRODUCER</b> The Baldwin Group Southeast 4211 W. Boy Scout Suite 800 Tampa FL 33607	<b>CONTACT NAME:</b> Susanne Fischer <b>PHONE:</b> 813.931.2309 <b>FAX:</b> 813.931.5904 <b>EMAIL:</b> susanne.fischer@baldwin.com
<b>INSURED</b> SSS Down to Earth Opco, LLC dba Down to Earth 500 Winderley Place Suite 222 Matland FL 32751	License: LC02281 CLASSIFICATION:

INSURER(S) AFFORDED COVERAGE	NAIC#
INSURER A: Greenwich Insurance Company	22322
INSURER X: Specialty Insurance Company	37885
INSURER C: Westchester Surplus Lines Inc	10172
INSURER D: GenU Insurance Company	10873
INSURER E: CNA Insurance Co	36289
INSURER F: Seaboard Insurance Company	26387

**COVERAGES** CERTIFICATE NUMBER: 1478977646 REVISION NUMBER: MASTER25

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

TYPE	TYPE OF INSURANCE	ADDRESS (Town, State)	POLICY NUMBER	POLICY PERIOD (MM/DD/YYYY)	UNITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> AHS-WIDE <input checked="" type="checkbox"/> OCCUR GENL. AGGREGATE LIMIT APPLIES PER POLICY <input checked="" type="checkbox"/> PRO. <input type="checkbox"/> LOC.		RO0302006-01	1/1/2025 - 1/1/2026	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADJ INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMMODITY \$4,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ON Y <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ON Y <input type="checkbox"/> NON-OWNED AUTOS ON Y		RAD9416100-01	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"/> UNREPLENISHABLE <input checked="" type="checkbox"/> EXCESS LIAB. <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CLAIMS-MADE		ASCI16880300 14000274	1/1/2025 - 1/1/2026	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY OTHER TO PARTICIPATE IN OUTSIDE OFF-CEREMONY (MUST BE USED) (Mandatory in FL) (Yes, describe under DESCRIPTION OF OPERATIONS)	Y/N N/A	R/D1002006-01	1/1/2025 - 1/1/2026	<input checked="" type="checkbox"/> PERMANENT TOTALITY <input type="checkbox"/> OTHER EI - EACH ACCIDENT \$1,000,000 EI - DISEASE - 24 EMPLOYEES \$1,000,000 EI - DISEASE - POLICY LIMIT \$1,000,000
C	Pollution Coverage		07444745A 001	2/28/2024 - 2/28/2025	Each Occurrence \$1,000,000
D	Professional coverage		WFLD13755	7/31/2024 - 7/31/2025	Each Occurrence \$1,000,000
E	Marine		7018035545	2/28/2024 - 2/28/2025	1 annual Marine Equipment \$100,000

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 14000274 QBE Insurance Company NAIC# 39217  
 Proof of Insurance

<b>CERTIFICATE HOLDER</b>  *For Informational Purposes Only*	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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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**

333 Pierce Road, Suite 300, Itasca, IL 60143

Phone: 630-760-3026



**DTE**  
**GOLF**

GOLF FACILITY SERVICES

# Thank You!

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**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](http://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 thorough 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**

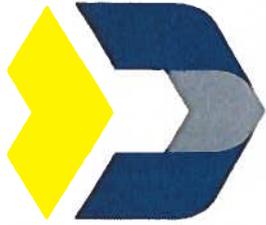
**Spindle Bar-Charlotte, NC**

**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](mailto: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  
First Vice President

## **ATTACHMENT 2b**

Jamee Cook City of Sebring, Sebring Mayor and City Council

**Requested Additional Information For Golf Course RFP**

The Blackmon Family has previously provided a bank reference on the last page of our RFP submission. Therein the First Vice President of Valley Bank stated "The net worth of the Blackmon family is quite sufficient to operate and renovate the Sebring Municipal Golf Course and buildings." And we allowed Mayor Shoop to speak directly with the author of the letter of reference for further vetting.

While much information gathering is still necessary during Due Diligence, Joe Haynes of Down to Earth (DTE) has provided the attached 5 year Golf Course Proforma Income Statement. Suffice it to say that we anticipate losses going forward for at least years 1 through 3 or 4, and hope to be at or close to breakeven by year 5.

We have the wherewithall to weather that storm. In addition our plans are to contribute approximately \$250,000 per year in capital improvements to the course and buildings.

During the Due Diligence period our elite partners will investigate the facilities and determine what the five year capex plan will entail, as well as our likely yearly income or loss from the combined two ventures, golf, and food and beverage sales. Since we have no information on the prior restaurant earnings, we have not included the restaurant in our pro forma.

We have already scheduled the Due Diligence investigative golf course visit by a team from DTE, our golf operations and management partner. And representatives from the Landon Group, our food and beverage operations and management partner, will be surveying the facility to determine what renovations are required. Also, both of these firms will be speaking with current employees of the course and restaurant to determine their willingness to continue their employment and their wage and benefit requirements. We are pleased to note that a full set of plans for the restaurant and proshop have been located by City staff and are being made available to us in the near future.

(Regarding the requested balance sheets for the golf course and restaurant, since they are leaseholds with leasehold improvements in the form of capital improvements, it is hard to conceive of rebuilt tee boxes, for example, being listed as assets on a balance sheet and liabilities will simply be equipment and cart leases payable.)

Thank you for your consideration of our RFP submission. We look forward to a positive outcome on the 19<sup>th</sup> and a smooth transition thereafter.

The Blackmon Family



**SEBRING MUNICIPAL GOLF COURSE  
5 YEAR PROFORMA  
FOR THE YEARS 2026 TO 2031**

	Current Budget 2025-2026	Forecasted 2026-2027	Forecasted 2027-2028	Forecasted 2028-2029	Forecasted 2029-2030	Forecasted 2030-2031
MEMBERSHIPS	\$ 117,000	\$ 120,510	\$ 144,612	\$ 217,000	\$ 325,000	\$ 488,000
GREEN FEES	600,000	618,000	741,600	852,840	938,124	1,073,825
DRIVING RANGE	12,000	12,360	14,832	17,057	18,762	41,583
HOTEL GREEN FEES	12,000	12,000	15,000	75,000	125,000	220,945
PRO SHOP SALES	40,000	41,200	49,440	56,856	65,385	75,190
OTHER	8,000	8,240	9,888	11,371	12,508	13,759
<b>OPERATING CASH IN</b>	<b>\$ 789,000</b>	<b>\$ 812,310</b>	<b>\$ 975,372</b>	<b>\$ 1,230,124</b>	<b>\$ 1,484,780</b>	<b>\$ 1,913,302</b>
<b>GROWTH CHECK</b>		<b>2.95%</b>	<b>20.07%</b>	<b>26.12%</b>	<b>20.70%</b>	<b>28.86%</b>
LABOR	589,000	589,000	726,000	755,040	785,242	816,651
OPERATING	415,000	415,000	726,000	755,040	785,242	816,651
CAPITAL OUTLAY	20,000	20,000	250,000	250,000	250,000	250,000
DEBT SERVICE	37,000	-	-	-	-	-
OTHER EXPENSES	88,000	88,000	30,000	30,000	30,000	30,000
<b>OPERATING CASH OUT</b>	<b>\$ 1,149,000</b>	<b>\$ 1,112,000</b>	<b>\$ 1,732,000</b>	<b>\$ 1,790,080</b>	<b>\$ 1,850,483</b>	<b>\$ 1,913,303</b>
<b>INCREASE</b>		<b>-3.22%</b>	<b>55.76%</b>	<b>3.35%</b>	<b>3.37%</b>	<b>3.39%</b>
<b>NET CASH FLOW</b>	<b>\$ (360,000)</b>	<b>\$ (299,690)</b>	<b>\$ (756,628)</b>	<b>\$ (559,956)</b>	<b>\$ (365,703)</b>	<b>\$ (0)</b>

Notes:

- 1 No income or expenses from restaurant is included on this proforma
- 2 \$250,000 Capital Improvement (outlay) for the restaurant is planned for fiscal year 2026-2027

3  
4  
5  
6

## **ATTACHMENT 3a**

**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 12<sup>th</sup> 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**

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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

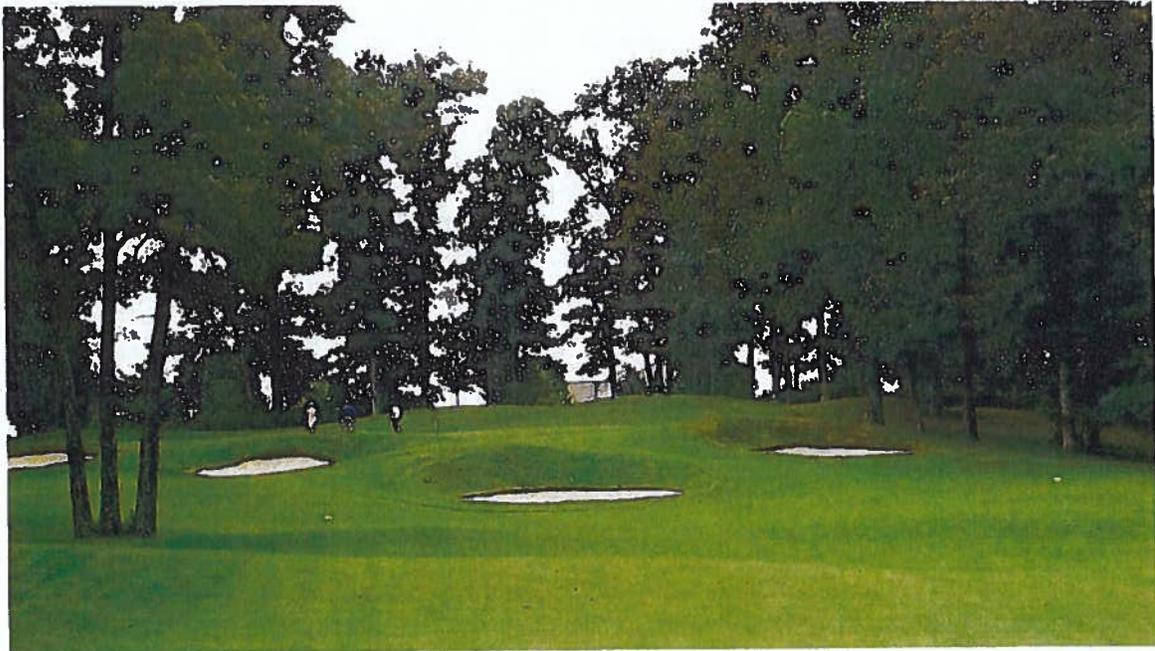
The 18-hole Westlake Golf and Country Club facility in Jackson, New Jersey features 6,337 yards of golf from the longest tees for a par of 71. The course rating is 70.5 and it has a slope rating of 128 on Bent grass. Designed by Arthur Hills, ASGCA, H&L grew in the course and it opened for play in 2001.

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**

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**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](mailto:tuckergolfinc@gmail.com)  
[www.linkedin.com/in/fred-tucker863](http://www.linkedin.com/in/fred-tucker863)

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## 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.

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## 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

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## 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.

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### **REFERENCES**

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

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

**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

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## **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



**METEDECONK**  
NATIONAL GOLF CLUB

- 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)*



**JIM MCLEAN**  
GOLF SCHOOLS

- 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)*



1899

- 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](mailto:gbw104@psu.edu)

- **Mr. Brent Studer, PGA**

Director of Golf and Membership Services

Metedeconk National Golf Club

Jackson, NJ, 08527

[pgabrent@pga.com](mailto:pgabrent@pga.com)

- **Mr. Derek Kopp, PGA**

General Manager

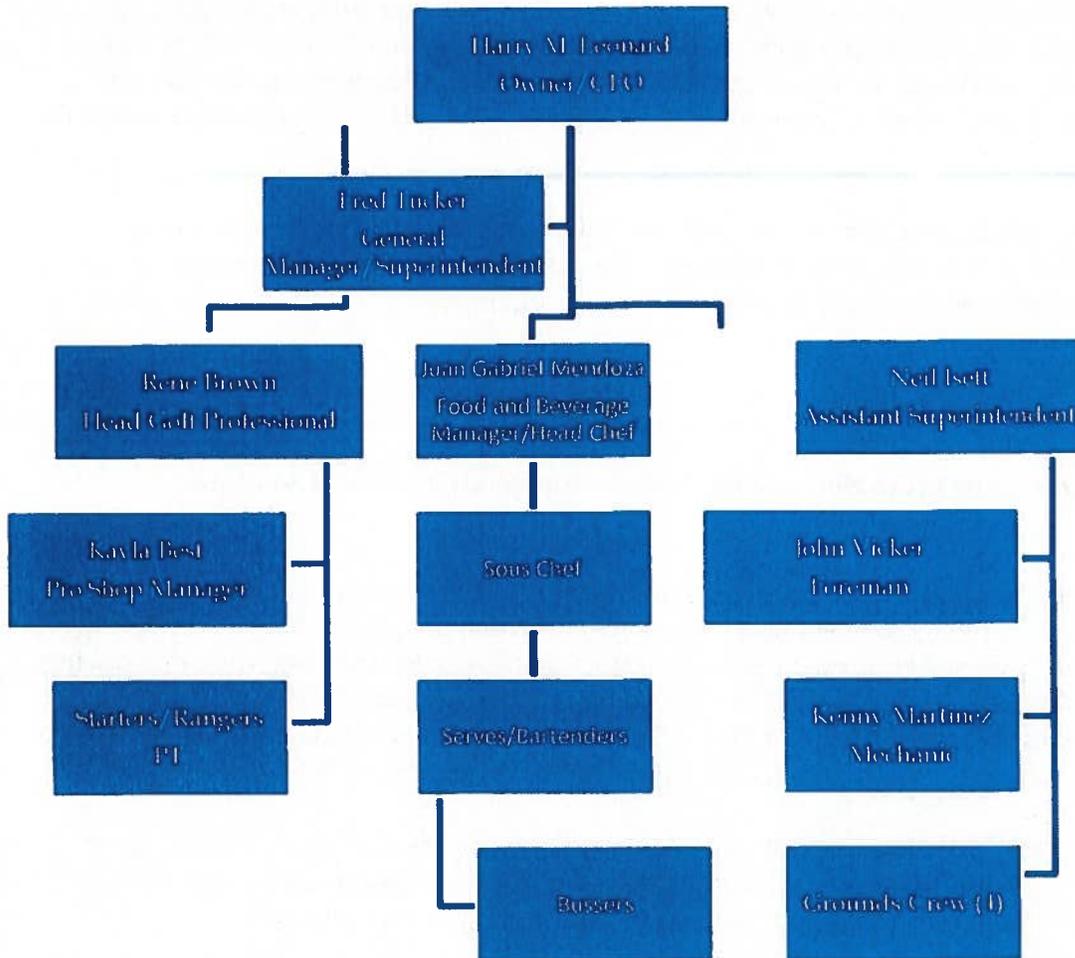
Metedeconk National Golf Club

Jackson, NJ, 08527

[derekk@metedeconk.org](mailto: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.

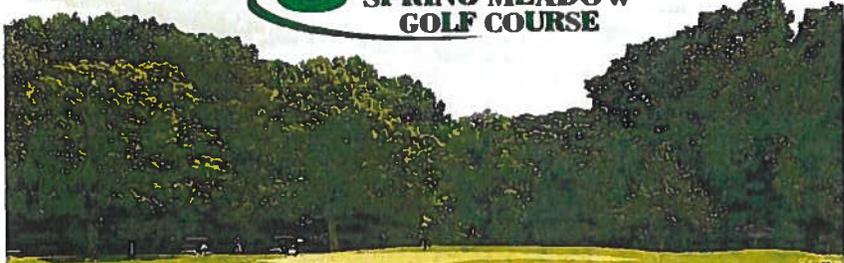
#### *Golf Course Promotion and Marketing*

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.



**SPRING MEADOW  
GOLF COURSE**



★ **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 1<sup>st</sup> for a  
10% Early Pay  
Discount

**SPRING MEADOW GOLF COURSE**  
4181 Atlantic Ave., Farmingdale, NJ 07727  
732-449-0806 • [www.springmeadowgc.com](http://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 Handing 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

<b>Driving Range</b>	
Small Bucket	\$5.00
Large Bucket	\$10.00

\*Pricing includes Tax

<b>Membership Type</b>	<b>Single</b>	<b>Couple</b>
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**

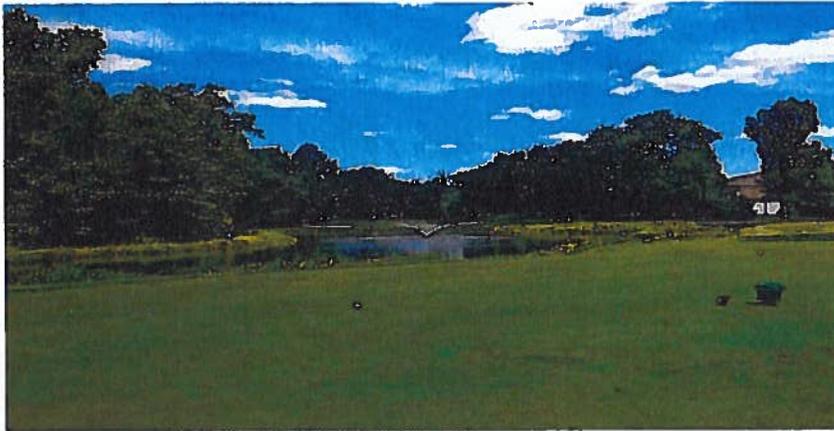
Having healthy manicured, and weed free bunkers is critical to the success of any golf course. Bunkers will be mechanically raked 5-7 times per week. They will be inspected and any necessary hand raking will be performed on day's bunkers are not mechanically raked. Sand replenishment will be ongoing 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*

<b>Action</b>	<b>Completion Dates</b>
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*

<b>Action</b>	<b>Completion Dates</b>
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*

<b>Action</b>	<b>Completion Dates</b>
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
<b>Projected Sales</b>	\$1,653,478.60	\$1,703,082.90	\$1,754,175.30	\$1,806,800.50	\$1,861,004.60
<b>Revenue to City</b>	\$200,000.00	\$206,000.00	\$212,180.00	\$218,545.40	\$225,101.76
<b>Operating Expenses</b>	\$1,288,904.00	\$1,327,571.12	\$1,367,398.25	\$1,408,420.20	\$1,450,672.81
<b>Capital Spending</b>	\$150,000.00	\$130,000.00	\$125,000.00	\$125,000.00	\$120,000.00
<b>Net Income</b>	\$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
<b>Projected Sales</b>	\$1,916,834.70	\$1,974,339.80	\$2,033,570.06	\$2,094,577.17	\$2,157,414.48
<b>Revenue to City</b>	\$231,854.81	\$238,810.45	\$245,974.76	\$253,354.00	\$260,954.62
<b>Operating Expenses</b>	\$1,494,192.99	\$1,538,018.78	\$1,584,159.34	\$1,631,684.12	\$1,680,634.64
<b>Capital Spending</b>	\$110,000.00	\$110,000.00	\$100,000.00	\$100,000.00	\$100,000.00
<b>Net Income</b>	\$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*  
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 25	Jan - Dec 25
<b>Ordinary Income/Expense</b>		
Income		
Daily Sales	81,864.38	81,864.38
Driving Range Sales-CC		
Daily Sales - Other	3,687,126.30	3,687,126.30
<b>Total Daily Sales</b>	<b>3,768,990.60</b>	<b>3,768,990.60</b>
Rent	15,570.00	15,570.00
Sales Tax	-71,879.57	-71,879.57
<b>Total Income</b>	<b>3,712,681.10</b>	<b>3,712,681.10</b>
<b>Gross Profit</b>	<b>3,712,681.10</b>	<b>3,712,681.10</b>
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 Purchase	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
Workers' Comp	29,613.99	29,613.99
Insurance Expense - Other	2,546.00	2,546.00
<b>Total Insurance Expense</b>	<b>186,894.44</b>	<b>186,894.44</b>
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

11:19 AM

01/06/26

Accrual Basis

**H&L Golf Group Corporation**  
**Profit & Loss YTD Comparison**  
 January through December 2026

	Jan - Dec 2 5	Jan - Dec 2 5
<b>Payroll Expenses</b>		
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
<b>Total Payroll Expenses</b>	<b>1,397,608.87</b>	<b>1,397,608.87</b>
<b>Pro Shop Supplies</b>	66,428.67	66,428.67
<b>Professional Fees</b>	25,049.73	25,049.73
<b>Reconciliation Discrepancies</b>	-39.48	-39.48
<b>Reimbursement</b>	216,975.71	216,975.71
<b>Rent Expense</b>	246,845.58	246,845.58
<b>Repairs and Maintenance</b>	384,273.71	384,273.71
<b>Seed</b>	258.30	258.30
<b>Telephone Expense</b>	16,479.16	16,479.16
<b>Trash Removal</b>	10,288.61	10,288.61
<b>Travel Expense</b>	2,475.30	2,475.30
<b>Utilities</b>	88,419.98	88,419.98
<b>Total Expense</b>	<b>3,715,409.41</b>	<b>3,715,409.41</b>
<b>Net Ordinary Income</b>	<b>-2,728.31</b>	<b>-2,728.31</b>
<b>Other Income/Expense</b>		
Other Income		
Bank Transfer	37,525.47	37,525.47
ERTC	55,598.47	55,598.47
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
<b>Total Other Income</b>	<b>132,043.70</b>	<b>132,043.70</b>
<b>Other Expense</b>		
Ask My Accountant	0.00	0.00
<b>Total Other Expense</b>	<b>0.00</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>132,043.70</b>	<b>132,043.70</b>
<b>Net Income</b>	<b>129,315.39</b>	<b>129,315.39</b>

## **ATTACHMENT 3b**

**Additional Information Requested for:  
Lease of Sebring Municipal Golf Course Property  
RFP #26-001**

Prepared especially for

**The Sebring City Council  
368 South Commerce Ave  
Sebring, FL 33870**

Due Date: February 13, 2026



**Respectfully Submitted by**

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



February 13, 2026

Dear Mayor and Members of the City Council,

Enclosed is the comprehensive Five-Year Pro Forma P&L and Balance Sheet for Sebring Municipal Golf Course property including The Caddyshack Bar & Grill with an April 1, 2026 transition date. This plan reflects conservative revenue growth of 3% annually and expense growth of 2% annually, with sales and use tax increasing 3% annually. The model includes over \$50,000 in scheduled equipment reinvestment and \$350,000 in capital improvements over the first five years, which are spread out in the P&L in their respected departments. These expenditures will be fully funded through operating cash flow and without debt financing. If the need for more financing ever does arise, my financial backer and partial owner of H&L Edward Beach has guaranteed to invest monies, attached you will find his letter of reference and guarantee.

This five-year plan demonstrates long-term financial sustainability for Sebring Municipal Golf Course and The Caddyshack Bar & Grill. The operation produces positive cash flow, expanding operating margins, internally funded capital improvements, and no reliance on municipal subsidy or borrowing. We will begin with \$200,000 in the operating account and by year 5, projected net income exceeds \$82,000 with cash reserves of approximately \$398,000.

Some of the budget figures have changed from my proposal after getting a more detailed walkthrough of the premises and also expense breakdown from the golf course and restaurant over the previous three fiscal years.

Thank you,

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

Harry Leonard

Owner, H&L Golf Group Inc.

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# 5 Year Pro Forma Profit and Loss

Beginning 4/1/2026 and Ending 3/31/2031

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Sales</b>	<b>\$1,844,656.80</b>	<b>\$1,899,996.50</b>	<b>\$1,956,996.30</b>	<b>\$2,015,706.10</b>	<b>\$2,076,177.20</b>
<b>Payroll</b>	<b>\$689,000</b>	<b>\$702,780</b>	<b>\$716,835.60</b>	<b>\$731,172.31</b>	<b>\$745,795.75</b>
<b>Lease to Sebring</b>	<b>\$200,000</b>	<b>\$206,000</b>	<b>\$212,180</b>	<b>\$218,545.40</b>	<b>\$225,101.76</b>
<b>Food Cost</b>	<b>\$232,000</b>	<b>\$236,640</b>	<b>\$241,372.80</b>	<b>\$246,200.25</b>	<b>\$251,124.25</b>
<b>Beverage Cost</b>	<b>\$64,000</b>	<b>\$65,280</b>	<b>\$66,585.60</b>	<b>\$67,917.31</b>	<b>\$69,275.66</b>
<b>Restaurant Supplies</b>	<b>\$105,000</b>	<b>\$107,100</b>	<b>\$109,242</b>	<b>\$111,426.84</b>	<b>\$113,655.37</b>
<b>Insurance</b>	<b>\$100,000</b>	<b>\$102,000</b>	<b>\$104,040</b>	<b>\$106,120.80</b>	<b>\$108,243.21</b>
<b>Property Tax</b>	<b>\$26,000</b>	<b>\$26,520</b>	<b>\$27,050.40</b>	<b>\$27,591.41</b>	<b>\$28,143.24</b>
<b>Merchant Fees</b>	<b>\$27,000</b>	<b>\$27,540</b>	<b>\$28,090.80</b>	<b>\$28,652.62</b>	<b>\$29,225.67</b>
<b>Pro Shop Supplies</b>	<b>\$23,000</b>	<b>\$25,000</b>	<b>\$26,000</b>	<b>\$27,000</b>	<b>\$30,000</b>
<b>Golf Cart Lease</b>	<b>\$76,182.60</b>	<b>\$76,182.60</b>	<b>\$76,182.60</b>	<b>\$78,468.08</b>	<b>\$78,468.08</b>
<b>Utilities</b>	<b>\$68,441</b>	<b>\$69,779.22</b>	<b>\$71,174.80</b>	<b>\$72,598.30</b>	<b>\$74,050.27</b>
<b>Accounting</b>	<b>\$5,200</b>	<b>\$5,304</b>	<b>\$5,410.08</b>	<b>\$5,518.28</b>	<b>\$5,628.65</b>
<b>Advertising</b>	<b>\$5,000</b>	<b>\$5,100</b>	<b>\$5,202</b>	<b>\$5,306.04</b>	<b>\$5,412.16</b>
<b>Chemicals/Fert</b>	<b>\$70,000</b>	<b>\$71,400</b>	<b>\$72,828</b>	<b>\$74,284.56</b>	<b>\$75,770.25</b>
<b>Seed</b>	<b>\$10,000</b>	<b>\$10,200</b>	<b>\$10,404</b>	<b>\$10,612.08</b>	<b>\$10,824.32</b>
<b>Fuel</b>	<b>\$12,000</b>	<b>\$12,240</b>	<b>\$12,484.80</b>	<b>\$12,734.50</b>	<b>\$12,989.19</b>
<b>Office / Admin</b>	<b>\$5,000</b>	<b>\$5,100</b>	<b>\$5,202</b>	<b>\$5,306.04</b>	<b>\$5,412.16</b>
<b>Licenses &amp; Permits</b>	<b>\$3,000</b>	<b>\$3,060</b>	<b>\$3,121.20</b>	<b>\$3,183.62</b>	<b>\$3,247.29</b>
<b>Equipment Purchase</b>	<b>\$10,000</b>	<b>\$10,200</b>	<b>\$10,404</b>	<b>\$10,612.08</b>	<b>\$10,824.32</b>
<b>Top Dressing</b>	<b>\$5,000</b>	<b>\$5,100</b>	<b>\$5,202</b>	<b>\$5,306.04</b>	<b>\$5,412.16</b>
<b>Equipment Repairs</b>	<b>\$28,000</b>	<b>\$28,560</b>	<b>\$29,131.20</b>	<b>\$29,713.82</b>	<b>\$30,308.10</b>
<b>Irrigation Expense</b>	<b>\$15,000</b>	<b>\$15,300</b>	<b>\$15,606</b>	<b>\$15,918.12</b>	<b>\$16,236.48</b>
<b>Grounds Repairs</b>	<b>\$20,000</b>	<b>\$20,400</b>	<b>\$20,808</b>	<b>\$21,224.16</b>	<b>\$21,648.64</b>
<b>Course Products</b>	<b>\$3,000</b>	<b>\$3,060</b>	<b>\$3,121.20</b>	<b>\$3,183.62</b>	<b>\$3,247.29</b>
<b>Sales &amp; Use Tax</b>	<b>\$25,000</b>	<b>\$25,500</b>	<b>\$26,010</b>	<b>\$26,530.20</b>	<b>\$27,060.80</b>
<b>Total Expenses</b>	<b>\$1,826,823.60</b>	<b>\$1,866,645.82</b>	<b>\$1,907,685.08</b>	<b>\$1,950,625.48</b>	<b>\$1,994,104.82</b>
<b>Total Net Income</b>	<b>\$17,833.20</b>	<b>\$33,350.70</b>	<b>\$49,311.22</b>	<b>\$65,080.62</b>	<b>\$82,072.38</b>

## 5 Year Pro Forma Balance Sheet

Beginning 4/1/2026 and Ending 3/31/2031

	Year 1	Year 2	Year 3	Year 4	Year 5
Cash	\$207,833	\$231,184	\$270,495	\$325,576	\$397,648
Accounts Receivable	\$35,000	\$36,050	\$37,132	\$38,246	\$39,393
Inventory	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Total Current Assets	\$282,833	\$308,434	\$350,063	\$407,531	\$482,061
Net Equipment	\$8,000	\$14,000	\$18,000	\$20,000	\$20,000
<b>TOTAL ASSETS</b>	<b>\$290,833</b>	<b>\$322,434</b>	<b>\$368,063</b>	<b>\$427,531</b>	<b>\$502,061</b>
<b>LIABILITIES &amp; EQUITY</b>					
Accounts Payable	\$65,000	\$68,000	\$71,000	\$74,000	\$77,000
Accrued Expenses	\$35,000	\$37,000	\$39,000	\$41,000	\$43,000
Total Liabilities	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000
Owner Equity	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Retained Earnings	(\$9,167)	\$17,434	\$58,063	\$112,531	\$182,061
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$290,833</b>	<b>\$322,434</b>	<b>\$368,063</b>	<b>\$427,531</b>	<b>\$502,061</b>

To: City Council of Sebring, FL

My name is Edward Beach and I have been in the banking business for over 32 years. I oversee H&L Golf Group and take care of all the financial decision making. To date, I have invested \$750,000.00 over the last decade and have been asked to do the same with Sebring Municipal Golf Course, which I will gladly do. Harry is well versed in the golf business and I have all the confidence in the world that he will make Sebring very profitable. While I do not foresee this happening, if there are any financial hiccups along the way, I will invest monies to make sure it is cured immediately.

Harry and I have a very strong and successful relationship working together and there is no doubt in my mind that we will take this golf course to the next level. With the Council's help, this will be a long and trusting relationship for the entirety of the contract. I, along with Harry, are very much looking forward to our new relationship and if any questions may arise, please feel free to contact me at the number at the bottom of this letter.

Thank you,

Edward Beach

732-740-9738



MUNICIPAL COMPLEX  
627 Pinewald Keswick Road  
P.O. Box B  
Bayville, NJ 08721



Mayor John A. Bacchione  
Phone: 732-244-7400, Ext.1203  
Fax: 732-341-8968  
[mayor@berkeleytownship.org](mailto:mayor@berkeleytownship.org)

February 10, 2026

City of Sebring  
368 S Commerce Avenue  
Sebring, FL 33870

To the Honorable Members of the Sebring City Council,

I am writing to offer my strong recommendation for Harry Leonard's consideration regarding golf course management, based on proven experience with our Golf Course in Berkeley Township, New Jersey. This letter is submitted in support of golf course operations and management within the City of Sebring, Florida.

During my tenure here with Berkeley Township, I have observed firsthand a consistent commitment to excellence in course maintenance, fiscal responsibility, environmental stewardship, and community engagement. The management approach emphasized high standards of turf care, efficient staffing, adherence to local and state regulations, and a strong focus on providing exceptional experience for both residents and visiting golfers.

Mr. Leonard has demonstrated the ability to balance operational efficiency with community needs as well as long-term planning, and collaboration with our municipality, while also promoting the golf course as a valuable recreational and economic asset. These skills are directly transferable and well suited to Sebring's community-oriented values and its reputation as a destination for outdoor recreation.

Based on this experience, I am confident that the same level of integrity, competence, and dedication would be brought to golf course management efforts in Sebring, Florida. I believe this background would be an asset to the City of Sebring and contribute positively to the quality, sustainability, and public enjoyment of its golf facilities.

Thank you for your time and consideration. Please feel free to contact me if you require additional information or clarification.

Sincerely,

A handwritten signature in black ink that reads "John A. Bacchione". The signature is written in a cursive style.

Mayor John Bacchione



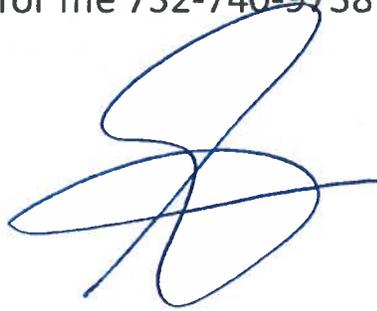
1-28-26

TO:City Council of Sebring,

This is a letter in reference to Harry Leonard in Managing the golf course for the township. I've know Harry for a period of 10 years now and in that 10 years I've loaned him money to get through the rough spots in the winter time. Harry has always paid back the money no problem. But in 2024-2025 he got into trouble with these 'MCA'S" in which these companies are legal loan sharks with no care about anything but money!!! So in 2025, as a good friend of Harry and his father, I stepped in and really helped him to lets say "stop the bleeding" First we hired a good attorney and I became more involved with the company and put a decsent amount of money in to get everything turned around and get the company back on track. In the mean time Harry filed for chapter 11 and wanted to pay everyone back and "do the right thing" I as the one that is owed the most am involved with everything he does as I am a company owner for 32 years in the financial field and over see it all and help harry with decision making. I will also be involved with this project

and together we will make this a GREAT thing for all of us. Harry is the best at the golf course and I watch over finances for him.

Any questions for me 732-740-9738 thanks ED BEACH

A stylized, handwritten signature in blue ink, consisting of several overlapping loops and a horizontal line extending to the right.

EDWARD G BEACH

---

## Jamee Cook

---

**From:** Harry Leonard <hleonard140@gmail.com>  
**Sent:** Tuesday, February 3, 2026 2:12 PM  
**To:** Jamee Cook  
**Subject:** Re: H&L recommendation letters

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

January 27, 2026

To The Sebring City Council,

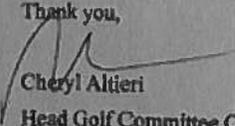
I am writing this recommendation letter for Harry Leonard and H&L Golf Group. My name is Cheryl Altieri and I am the head of the Berkeley Township Golf Committee that oversees Cedar Creek Golf Course which Harry and his company has been managing for the last 8 years. It has been a pleasure to work alongside Harry over the years to not only turn Cedar Creek into a very successful municipal golf course, but to also see him grow as a person/business owner.

He's attentive, quick to fix problems that may arise, communicative, knowledgeable and cares deeply about the partnership he has with the Town of Berkeley. As a lifelong resident of Berkeley Township, it was a shame to witness what was happening with the golf course before Harry and his company took over. The turnaround since then with not only monies going to the town, but also the conditions of the golf course has been exceptional.

By choosing H&L, I believe the City of Sebring is making a terrific call and I am certain they will exceed your expectations in all facets. Harry and his team has certainly done that with us and the Township of Berkeley.

Please feel free to reach out to me directly if need be.

Thank you,

  
Cheryl Altieri

Head Golf Committee Chairwoman

732-581-4919

Thank you,

## Jamee Cook

---

**From:** Keith Bennett <keith.bennett@griturf.com>  
**Sent:** Thursday, February 5, 2026 5:00 AM  
**To:** Jamee Cook  
**Subject:** H & L Golf Group

You don't often get email from keith.bennett@griturf.com. [Learn why this is important](#)

Ms. Jamee Cook and the City Council of Sebring,

My name is Keith Bennett, and I am the Sales Manager at Grass Roots Turf Products, Inc., based in Randolph, New Jersey. We are a premier supplier of turf care products serving the golf and landscape markets throughout the New York metropolitan area.

Over the past ten years, we have worked closely with Harry Leonard at multiple properties, supplying products used to maintain his facilities in excellent condition.

Despite their bankruptcy, we have remained committed to our business relationship with Mr. Leonard. Throughout this period, we have experienced no issues with receiving payment, and the property he manages continues to thrive under his care.

If you have any questions or would like to discuss this further, please do not hesitate to contact me at (908) 489-6769 or by replying to this email.

All the best,

Keith



**Keith M Bennett, CGCS**

*Sales Manager*

**Grass Roots Turf Products**

e: [keith.bennett@griturf.com](mailto:keith.bennett@griturf.com)

p: 973-252-6634 | m: 908-489-6769

w: <http://www.griturf.com>

a: 4 Middlebury Blvd, Suite 7, Randolph, NJ 07869



**Atlantic Golf Management, Inc.  
Cedar Creek Golf Course**

**Audit of Schedule of Gross Revenue  
For the Twelve Months  
May 1, 2018 thru April 30, 2019**

*Weising and Loux, LLC*  
*A Full-Service Accounting Firm*  
*56 Newton's Corner Road*  
*Howell, NJ 07731*  
*(732) 244-8448*

June 25, 2020

Auditors' Report

To the Board of Directors  
Atlantic Golf Management, Inc.  
Farmingdale, NJ

We have examined the schedule of gross revenue of Atlantic Golf Management, Inc. Cedar Creek Golf course location located in Berkeley Township, New Jersey for the twelve month Period May 1, 2019 to April 30, 2020.

**Management's Responsibility for the Schedule of Gross Revenue**

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

**Auditors' Responsibility**

Our responsibility is to express an opinion on the schedule of gross revenue based on our examination. We conducted our examination in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the schedule is free from material misstatement.

An examination involves performing procedures to obtain evidence about the amounts and disclosures in the schedule. The procedures selected depends on the examiner's judgement including the assessment of material misstatement of the schedule, whether due to fraud or error. In making these risk assessment the examiners consider internal control relevant to the entity's preparation and fair presentation of the schedule in order to design examination procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly we express no such opinion. An examination also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the schedule. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis four our examination opinion.

### **Opinion**

In our opinion, the schedule of gross revenue present fairly in all material respects, the gross revenue at Cedar Creek Golf Course for the period May 1, 2019 to April 30, 2020 specified in the lease agreement referred to below, in accordance with accounting principles generally accepted in the United States of America.

### **Purpose of Presentation**

The schedule of gross revenue is prepared in accordance with the lease agreement between The Township of Berkeley NJ as lessor and Atlantic Golf Management, Inc. as lessee, and is not to be intended to be a complete presentation of the Company's financial statements. Our opinion is not modified with respect to this matter.

Weising & Loux, LLC  
A full service accounting firm

Howell, NJ  
June 25, 2020

ALTANTIC GOLF MANAGEMENT, INC.  
CEDAR CREEK GOLF COURSE  
SCHEDULE OF GROSS REVENUE  
FOR THE TWELVE MONTHS MAY 1, 2019 TO APRIL 30, 2020

Gross Revenue

Greens Fees	\$ 473,923.88
Cart Fees	122,116.54
Driving Range	40,066.96
Memberships	18,613.50
Pro Shop Merchandise	17,835.49
Pro Shop Services	3,527.13
Gift Cards	<u>11,701.50</u>
Total Gross Revenue	\$ <u>687,785.00</u>

**ATLANTIC GOLF MANAGEMENT CORPORATION  
(SPRING MEADOW GOLF COURSE)**

**SCHEDULE OF GROSS REVENUE**

**FOR THE YEAR ENDED DECEMBER 15, 2023**

**DRAFT SUBJECT TO CHANGE**

ATLANTIC GOLF MANAGEMENT CORPORATION  
(SPRING MEADOW GOLF COURSE)  
FOR THE YEAR ENDED DECEMBER 15, 2023

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DRAFT SUBJECT TO CHANGE

## INDEPENDENT AUDITOR'S REPORT

Atlantic Golf Management Corporation  
Farmingdale, New Jersey

### Opinion

We have audited the accompanying schedule of gross revenue of Atlantic Golf Management Corporation's Spring Meadow Golf Course location, as defined in the lease agreement between The State of NJ as lessor (the "agreement"), and Atlantic Golf Management Corporation (the "Company") for the year ended December 15, 2023, and the related notes to the schedule.

In our opinion, the schedule of gross revenue referred to above presents fairly, in all material respects, the gross revenue of the Company for the year ended December 15, 2023, in accordance with the financial reporting provisions of the lease agreement.

### Basis of Opinion

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

### Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule of gross revenue is prepared by the Company on the basis of the financial reporting provisions of the agreement, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the provisions of the agreement referred to above. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified with respect to that matter.

### Responsibilities of Management for the Financial Information

Management is responsible for the preparation and fair presentation of this schedule in accordance with the agreement; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the schedule that is free from material misstatement, whether due to fraud or error.

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

In performing an audit in accordance with generally accepted auditing 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 audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of 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 audit, significant audit findings, and certain internal control related matters that we identified during the audit.

**Restriction on Use**

This report is intended solely for the information and use of the State of NJ, 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

5/30/2024

**ATLANTIC GOLF MANAGEMENT CORPORATION**  
**SCHEDULE OF GROSS REVENUE**  
**(SPRING MEADOW GOLF COURSE) FOR THE**  
**YEAR ENDED DECEMBER 15, 2023**

Greens Fees	\$ 1,498,659
Cart Fees	485,997
Driving Range	106,227
Memberships	93,342
Pro Shop Merchandise	30,906
Outings	10,978
Rentals and Other Revenue	4,667
	<hr/>
	<u>\$ 2,230,776</u>

DRAFT SUBJECT TO CHANGE

See note to schedule of gross revenue and independent auditor's report.

**ATLANTIC GOLF MANAGEMENT CORPORATION  
(SPRING MEADOW GOLF COURSE)  
NOTE TO SCHEDULE OF GROSS REVENUE  
FOR THE YEAR ENDED DECEMBER 15, 2023**

**NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Nature of Business**

Atlantic Golf Management Corporation ("AGM") is privately owned, provides golf course management and maintenance services for Spring Meadow and Cedar Creek golf courses located in the state of New Jersey. AGM was organized in March 2011.

The schedule of Gross Revenue presented relates to the Spring Meadow Golf Course location only.

**Basis of Accounting**

The accompanying schedule of gross revenue has been prepared by the Company on the basis of the financial reporting provisions of the above referenced agreement, which is a basis of accounting other than accounting principles generally accepted in the United States of America ("GAAP"), to comply with the provisions of the agreement.

The primary difference between the basis of the financial reporting provisions of the agreement and GAAP is the schedule of gross revenue is intended to present only revenue. All other financial information about the Company required by GAAP, including the Company's balance sheet, its statements of income, changes in equity, and cash flows, and the related notes to those financial statements, are not required under the basis of the financial reporting provisions of the agreement.

**Revenue Recognition**

Revenue is recorded at a point in time when golf related services are provided or when the title of merchandise sold is transferred to customers.

**Subsequent Events**

AGM has evaluated all events and transactions that occurred after December 15, 2023 for potential recognition or disclosure through 5/29/2024, the date the schedule of gross revenue was available to be issued.



DRAFT SUBJECT TO CHANGE

ATLANTIC GOLF MANAGEMENT CORPORATION  
(CEDAR CREEK GOLF COURSE)

SCHEDULE OF GROSS REVENUE

FOR THE YEAR ENDED APRIL 30, 2025

ATLANTIC GOLF MANAGEMENT CORPORATION  
(CEDAR CREEK GOLF COURSE)  
FOR THE YEAR ENDED APRIL 30, 2025

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## INDEPENDENT AUDITOR'S REPORT

Atlantic Golf Management Corporation  
Bayville, NJ

### Opinion

We have audited the accompanying schedule of gross revenue of Atlantic Golf Management Corporation's Cedar Creek Golf Course location, as defined in the lease agreement between The Township of Berkeley NJ as lessor (the "agreement"), and Atlantic Golf Management Corporation (the "Company") for the year ended April 30, 2025, and the related notes to the schedule.

In our opinion, the schedule of gross revenue referred to above presents fairly, in all material respects, the gross revenue of the Company for the year ended April 30, 2025, in accordance with the financial reporting provisions of the lease agreement.

### Basis of Opinion

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

### Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule of gross revenue is prepared by the Company on the basis of the financial reporting provisions of the agreement, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the provisions of the agreement referred to above. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified with respect of that matter.

### Responsibilities of Management for the Financial Information

Management is responsible for the preparation and fair presentation of this schedule in accordance with the agreement; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the schedule that is free from material misstatement, whether due to fraud or error.

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

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

- Exercise professional judgement 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 audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of 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 audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### **Restriction on Use**

This report is intended solely for the information and use of the Township of Berkeley, which is a municipal corporation of the State of New Jersey, 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  
5/31/2025

**ATLANTIC GOLF MANAGEMENT CORPORATION  
SCHEDULE OF GROSS REVENUE  
(CEDAR CREEK GOLF COURSE) FOR THE  
YEAR ENDED APRIL 30, 2025**

Greens Fees	\$ 932,491
Cart Fees	305,865
Driving Range	160,200
Memberships	26,215
Pro Shop Merchandise	23,371
Outings	38,030
Rentals and Other Revenue	19,768
	<hr/>
	<u>\$ 1,505,940</u>

See note to schedule of gross revenue and independent auditor's report.

**ATLANTIC GOLF MANAGEMENT CORPORATION  
SCHEDULE OF GROSS REVENUE  
(CEDAR CREEK GOLF COURSE) FOR THE  
YEAR ENDED APRIL 30, 2025**

**NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Nature of Business**

Atlantic Golf Management Corporation ("AGM") is privately owned, provides golf course management and maintenance services for Cedar Creek Golf Course located in the state of New Jersey. AGM was organized in March 2011.

AGM entered into an operation agreement with the Township of Berkeley, a municipal corporation of the State of New Jersey. Under this operating agreement, AGM is to pay, \$17,910.78 per month for eight (8) months, ("base payments") plus an additional payment of fifteen percent (15%) of gross revenue in excess of \$600,000 ("Variable Payment"). The base payment shall increase annually by three (3) percent in accordance with the terms of the agreement which expires on April 30, 2028.

**Basis of Accounting**

The accompanying schedule of gross revenue has been prepared by the Company on the basis of the financial reporting provisions of the above referenced agreement, which is a basis of accounting other than accounting principles generally accepted in the United States of America ("GAAP"), to comply with the provisions of the agreement.

The primary difference between the basis of the financial reporting provisions of the agreement and GAAP is the schedule of gross revenue is intended to present only revenue. All other financial information about the Company required by GAAP, including the Company's balance sheet, its statements of income, changes in equity, and cash flows, and the related notes to those financial statements, are not required under the basis of the financial reporting provisions of the agreement.

**Revenue Recognition**

Revenue is recorded at a point in time when golf related services are provided or when the title of merchandise sold is transferred to customers.

**Subsequent Events**

AGM has evaluated all events and transactions that occurred after April 30, 2025 for potential recognition or disclosure through 5/31/2025, the date the schedule of gross revenue was available to be issued.

**Atlantic Golf Management, Inc.  
Spring Meadow Golf Course**

**Audit of Schedule of Gross Revenue  
For the Twelve Months  
January 1, 2019 thru December 31, 2019**

*Weising and Loux, LLC*  
*A Full-Service Accounting Firm*  
*56 Newton's Corner Road*  
*Howell, NJ 07731*  
*(732) 244-8448*

September 3, 2020

Auditors' Report

To the Board of Directors  
Atlantic Golf Management, Inc.  
Farmingdale, NJ

We have examined the schedule of gross revenue of Atlantic Golf Management, Inc. Spring Meadow Golf course location located in Wall Township, New Jersey for the year 2019.

**Management's Responsibility for the Schedule of Gross Revenue**

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

**Auditors' Responsibility**

Our responsibility is to express an opinion on the schedule of gross revenue based on our examination. We conducted our examination in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the schedule is free from material misstatement.

An examination involves performing procedures to obtain evidence about the amounts and disclosures in the schedule. The procedures selected depends on the examiner's judgement including the assessment of material misstatement of the schedule, whether due to fraud or error. In making these risk assessment the examiners consider internal control relevant to the entity's preparation and fair presentation of the schedule in order to design examination procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly we express no such opinion. An examination also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the schedule. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis four our examination opinion.

### **Opinion**

In our opinion, the schedule of gross revenue present fairly in all material respects, the gross revenue at Spring Meadow Golf Course for the period January 1, 2019 to December 31, 2019 specified in the lease agreement referred to below, in accordance with accounting principles generally accepted in the United States of America.

### **Purpose of Presentation**

The schedule of gross revenue is prepared in accordance with the lease agreement between The State of New Jersey as lessor and Atlantic Golf Management, Inc. as lessee, and is not to be intended to be a complete presentation of the Company's financial statements. Our opinion is not modified with respect to this matter.

Weising & Loux, LLC  
A full service accounting firm

Howell, NJ  
September 3, 2020

ALTANTIC GOLF MANAGEMENT, INC.  
SPRING MEADOW GOLF COURSE  
SCHEDULE OF GROSS REVENUE  
FOR THE TWELVE MONTHS January 1, 2019 TO December 31, 2019

Gross Revenue

Greens Fees	\$ 693,612.83
Cart Fees	283,302.36
Driving Range	24,835.99
Memberships	43,134.80
Pro Shop Merchandise	13,868.54
Pro Shop Services	4,354.43
Outings	7,600.00
Gift Cards	<u>12,870.00</u>
Total Gross Revenue	<u>\$1,083,578.95</u>

**ATTACHMENT 4a**



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 2<sup>nd</sup> and 3<sup>rd</sup> 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.

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### **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.

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### **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.

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### **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.

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## **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.

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## **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.

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## **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.

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### **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/Multituse Fields (8)
4. New Restroom/Concession Buildings
5. New Entry Road



STUDIOGKA

**ATTACHMENT 4b**



February 12, 2026

Mr. Noethlich and Councilmembers,

We are pleased to present the additional information as requested. Below, you will find the conceptual five-year Profit and Loss Statement and five-year Balance Sheet for the reimagined Sebring Municipal Golf Course. Through golf memberships, per-round play, lessons, sports field rentals, tournaments, events, and ancillary revenue streams, we believe this redesigned amenity can become a valuable community asset and a compelling sports tourism destination.

As previously outlined, under our proposed partnership structure, any excess revenue (profit) generated will be returned to the City.

We are confident that redeveloping the municipal golf course into a hybrid facility is the optimal long-term solution for Sebring. Together with our partners, we possess the resources to privately fund the renovations through a public-private partnership framework.

Sincerely,

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

Randy Russell

President, SportsMed Properties

<b>Revenue</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
Tenant Space	162,000	181,063	225,129	231,883	238,840
Advertising	324,000	362,126	450,259	463,766	477,679
Golf Course Revenue	720,000	804,725	1,000,575	1,030,592	1,061,510
Field Revenue	1,650,000	1,844,162	2,292,984	2,361,774	2,432,627
Parking/ Ticket/ Gate	150,000	167,651	208,453	214,707	221,148
Naming Rights	900,000	1,005,907	1,250,719	1,288,240	1,326,887
<b>Total Revenue</b>	<b>\$ 3,906,000</b>	<b>\$ 4,365,635</b>	<b>\$ 5,428,119</b>	<b>\$ 5,590,962</b>	<b>\$ 5,758,691</b>
<b>Cost of Goods Sold</b>					
Tenant Space	32,400	36,213	45,026	46,377	47,768
Advertising	64,800	72,425	90,052	92,753	95,536
Golf Course Revenue	180,000	201,181	250,144	257,648	265,377
Field Revenue	324,000	362,126	450,259	463,766	477,679
Parking/ Ticket/ Gate	30,000	33,530	41,691	42,941	44,230
Naming Rights	180,000	201,181	250,144	257,648	265,377
<b>Total Cost of Goods Sold</b>	<b>\$ 811,200</b>	<b>\$ 906,657</b>	<b>\$ 1,127,314</b>	<b>\$ 1,161,134</b>	<b>\$ 1,195,968</b>
<b>Gross Margin</b>	<b>3,094,800</b>	<b>3,458,978</b>	<b>4,300,804</b>	<b>4,429,828</b>	<b>4,562,723</b>
<b>Payroll</b>	<b>1,011,857</b>	<b>1,214,228</b>	<b>1,578,496</b>	<b>1,625,851</b>	<b>1,674,627</b>
<b>Operating Expenses</b>					
Advertising	30,000	31,500	33,075	34,067	35,089
Landscaping	54,000	56,700	59,535	61,321	63,161
Janitorial/ Trash/ Misc. Services	42,000	44,100	46,305	47,694	49,125
Management Fee (8%)	144,000	151,200	158,760	163,523	168,428
Insurance (other than health)	108,000	113,400	119,070	122,642	126,321
Legal and Professional Services	18,000	18,900	19,845	20,440	21,054
Office Expense	48,000	50,400	52,920	54,508	56,143
Repairs and Maintenance	48,000	50,400	52,920	54,508	56,143
Supplies	60,000	63,000	66,150	68,135	70,179
Utilities	144,000	151,200	158,760	163,523	168,428
Miscellaneous	120,000	126,000	132,300	136,269	140,357
<b>Total Operating Expenses</b>	<b>\$ 816,000</b>	<b>\$ 856,800</b>	<b>\$ 899,640</b>	<b>\$ 926,629</b>	<b>\$ 954,428</b>
<b>Income (Before Other Expenses)</b>	<b>\$ 1,266,944</b>	<b>\$ 1,387,950</b>	<b>\$ 1,822,668</b>	<b>\$ 1,877,348</b>	<b>\$ 1,933,669</b>
<b>Other Expenses</b>					
Master Lease	1,092,629	1,033,828	1,058,567	1,090,324	1,123,034
<b>Total Other Expenses</b>	<b>\$ 1,092,629</b>	<b>\$ 1,033,828</b>	<b>\$ 1,058,567</b>	<b>\$ 1,090,324</b>	<b>\$ 1,123,034</b>
<b>Net Income Before Income Tax</b>	<b>\$ 174,315</b>	<b>\$ 354,122</b>	<b>\$ 764,101</b>	<b>\$ 787,024</b>	<b>\$ 810,635</b>
<b>Income Tax</b>	<b>\$ -</b>				
<b>Net Income/Loss</b>	<b>\$ 174,315</b>	<b>\$ 354,122</b>	<b>\$ 764,101</b>	<b>\$ 787,024</b>	<b>\$ 810,635</b>

## Conceptual 5-Year Balance Sheet

<b>ASSETS</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
Current Assets					
Cash	1,849,734	1,862,670	2,268,129	2,336,173	2,406,258
<b>Total Current Assets</b>	<b>\$ 1,849,734</b>	<b>\$ 1,862,670</b>	<b>\$ 2,268,129</b>	<b>2,336,173</b>	<b>2,406,258</b>
				-	-
Fixed Assets					
Leasehold Improvements	20,000,000	20,000,000	20,000,000	20,600,000	21,218,000
<b>Total Fixed Assets</b>	<b>\$ 20,000,000</b>	<b>\$ 20,000,000</b>	<b>\$ 20,000,000</b>	<b>20,600,000</b>	<b>21,218,000</b>
(Less Accumulated Depreciation)	-	-	-	-	-
<b>Total Assets</b>	<b>\$ 21,849,734</b>	<b>\$ 21,862,669</b>	<b>\$ 22,268,128</b>	<b>22,936,172</b>	<b>23,624,257</b>
				-	-
<b>LIABILITIES &amp; EQUITY</b>					
Liabilities					
Master Lease Payment	21,675,420	21,334,233	20,975,591	21,604,859	22,253,004
Line of Credit Balance	-	-	-	-	-
<b>Total Liabilities</b>	<b>\$ 21,675,420</b>	<b>\$ 21,334,233</b>	<b>\$ 20,975,591</b>	<b>21,604,859</b>	<b>22,253,004</b>
Equity					
Retained Earnings	174,315	528,437	1,292,538	1,331,314	1,371,254
<b>Total Equity</b>	<b>\$ 74,315</b>	<b>\$ 528,437</b>	<b>\$ 1,292,538</b>	<b>1,331,314</b>	<b>1,371,254</b>
<b>Total Liabilities and Equity</b>	<b>\$ 21,849,734</b>	<b>\$ 21,862,669</b>	<b>\$ 22,268,128</b>	<b>22,936,172</b>	<b>23,624,257</b>

CITY HALL, SEBRING, FLORIDA, FEBRUARY 3, 2026

Minutes of the workshop of the Council held this date at 12:00 p.m.

PRESENT: John Shoop: Mayor; Josh Stewart, President; Harrison Havery, Pro-Tempore; Roland Bishop, Lenard Carlisle and Rebekah Kogelschatz, Councilmembers; Bob Swaine, City Attorney; Scott Noethlich, City Administrator and Kathy Haley, City Clerk.

President Stewart stated the purpose of the workshop is 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 and to provide City Council with an opportunity to ask clarifying questions. Mr. Stewart stated no formal action will be taken at this meeting.

Mr. Stewart stated the following process for the workshop. The Mayor will draw the names on the order that the presentations will be made. Each presenter will have 30 minutes followed by 30 minutes for the Mayor and Council to ask questions then they will move on to the next presenter. Following the third and final presentation, the Mayor and Council will have another opportunity for comments and questions then it will be opened to the public with each person who wishes to speak will have five minutes. At Council's next regular meeting this issue will be on the agenda for official action. Mr. Stewart stated the next meeting has been changed from February 17, 2026 to February 19, 2026 at 5:30 pm.

Mayor drew the names for the order of presentations.

#1 – Blackmon Family, #2 – H & L Golf Group and #3 – Sports Med

Mr. Robert Blackmon introduced his family with him that owns the Harder Hall Hotel and then his team: Mr. Drew Locher, Construction Manager, Joe Hayes, owner of DTE (Down to Earth) – golf management company. Mr. Blackmon discussed the history of the hotel and the significance of having the golf course and stated the City golf course was always intended as a golf course for Harder Hall. Mr. Blackmon discussed their plan and then introduced Mr. Joe Hayes of DTE. Mr. Hayes discussed his primary focus would be the maintenance of the golf course and explained what his company does and would do on this course. Mr. Drew Locher, Construction Manager for the Harder Hall project, explained his job and that they have brought in the Landon Group as the food and beverage provider for the resort, golf course and the clubhouse restaurant.

Questions: Mayor – this will still be a public course and asked if the Blackmon’s would honor the lifetime memberships and make it affordable for the public to be able to play. Mr. Blackmon stated that he will make it an affordable course and will honor the lifetime memberships. Mr. Stewart – what changes do they envision for the layout of the course. Mr. Hayes stated there are no layout changes but irrigation and cart paths need to be redone and will also need to address the greens. Mr. Blackmon stated they don’t want to make any major changes and they want to keep the history of the course and put in a couple of ponds for drainage. Mr. Havery – are there any plans for additional structures on the property for amenities. Mr. Blackmon stated they want to renovate the clubhouse and take what is there and make it better but there are no plans to add anything. Mr. Locher stated they may add some outdoor dining area and possibly do some renovation to match a little to the hotel. Mr. Havery – expressed his concerns that this property was entrusted to the City for public use and the land is locked up for that purpose and condos or something like that are not built on this property. Mr. Blackmon stated the property would still be publicly owned and would have to get permission from the owners (City) to do this. Mr. Locher stated the property is not zoned for apartments, etc. Mr. Carlisle - concerned about the drainage issue. Mr. Blackmon explained about the swales, etc. Mr. Locher further explained this is a much bigger problem and they will work with the City and the SWFWMD to fix the issue. Mr. Stewart – feels that 99 years is a long term for the lease and stated he would like to see more of a 20–25-year lease. Mr. Blackmon stated that 99 years is a common lease term and wants to show a true buy in to feel ownership and not cut corners. Mr. Stewart asked about a 50-year lease. Mr. Blackmon stated this could be a possibility with an option to extend. Mr. Carlisle – why were there two golf courses (Harder Hall golf course and the City golf course) if the City was to be connected to Harder Hall. Mr. Blackmon explained about the original nine-hole golf course and it grew from there. Mr. Havery – how confident does Mr. Blackmon feel that we can have a contract by October 1, 2026 when the other contract was worked on for two years. Mr. Havery stated he feels better with a 50-year lease with a 50-year option. Mr. Havery stated he also wants to set milestones and if they are not met the property would revert back to the City. Mr. Blackmon stated if that is in the contract and everyone is ok with claw backs. Mr. Carlisle – what would be the projected day of opening. Mr. Locher stated the status of the Harder

Hall building is June 2026 for the outside and then start inside and if there are no problems it would be approximately two years. Mr. Stewart – would the golf course remain open. Mr. Hayes stated there is nothing planned that would not leave the course open. Mr. Stewart asked if the Operator left for any reason are they open to the City to appoint an Operator. Mr. Locher stated they would present the replacement Operator to the City but the City would not find a person just to approve who they would present. Mr. Carlisle – what about the current City employees working there. Mr. Hayes stated the plan is to keep the current employees and to look at what they are being paid. Mr. Havery stated that it was mentioned they are not making money on this so where is the money coming from. Mr. Blackmon stated that Sebring has so much to offer that they are planning to make money from the hotel that will be a stand-alone project. Mr. Stewart – the Harder Hall building would be back on the tax roll. Mr. Blackmon stated yes, that is correct. Mr. Havery – are there plans for the Blackmon's to come back to the City to ask for a tax abatement for the hotel, golf course, etc. Mr. Blackmon stated no. Mr. Havery – the Blackmon's just asked the CRA for additional money for the downtown building and wants to make sure they are not coming back before the City to ask for additional money. Mr. Blackmon stated no and explained what happened with the other project. Mr. Locher explained the status of the downtown bank building and now the project is moving quickly.

H & L Golf Group – Mr. Harry Leonard. Mr. Leonard explained the organization of his company. Mr. Leonard stated he can make golf courses profitable and stated what he would do to improve the course and the drainage issues. Mr. Leonard also discussed landscaping. Mr. Leonard stated he has talked with local companies because he feels the current staff does not have the time to do all what needs to be done. Mr. Leonard stated he would keep the restaurant as is and he would honor the lifetime memberships but possibly adjusting some of their tee times. Mr. Leonard explained some financial issues he has had and disclosed he did file for Chapter 11 but has settled those issues and making payments. Mr. Leonard stated he wants to work with the Harder Hall Hotel. Mr. Leonard stated he would not change the structure of the course and would work on the irrigation and would share the fuel and maintenance costs with the Max Long Field Complex. Mr. Leonard stated he has talked with Gabriel from the CaddyShack Restaurant and Mr. Fred Tucker, current General Manager of the golf course and they have agreed to stay on board if

he were to be awarded the contract. Mr. Leonard explained the financing and stated if he does not prove himself the City can take the course and restaurant back.

Questions – Mr. Stewart – bankruptcy is a concern because this is still on going. Mr. Leonard explained what happened. Mr. Stewart – looking at projections if they are off does he have a backer. Mr. Leonard stated he does have a backer and explained. Mr. Stewart – asked how he is saving money on the cost of personnel. Mr. Leonard stated he will offer the same benefits but it would not cost as much as the City pays. Mrs. Kogelschatz – why did he pick Sebring. Mr. Leonard stated he is from the north and likes the weather here and he has family that lives in South Florida. Mr. Carlisle – Chapter 11 is not a big concern because he understands this could happen to anyone. Mr. Carlisle stated he would like to get a letter from the creditor assuring them that Mr. Leonard is paying the debt. Mr. Leonard stated this would not be a problem. Mr. Carlisle stated that the owners of the restaurant are present and appreciates that he is offering for them to stay. Mr. Carlisle discussed the irrigation issues. Mr. Havery – projections for the 1<sup>st</sup> year seemed low. Mr. Leonard stated he purposely kept the numbers low for the 1<sup>st</sup> year. Mr. Stewart – would Mr. Leonard qualify for a performance bond. Mr. Leonard stated yes, it is a rolling bond and goes up. Mr. Stewart explained the performance bond. Mr. Stewart – are there any capital improvements plans. Mr. Leonard explained.

Took a break for 10 minutes.

Sports Med – Mr. Mike Stewart appeared by Zoom. Mr. Stewart stated they specialize in design, development and scheduling for public sports and recreational activities. Mr. Stewart stated he feels the demographics in our area would meet the demand of their proposal for a sports complex. Mr. Stewart stated their proposal is not dependent just on one sport such as golf but would have a 9-hole executive course. Mr. Stewart stated they would keep the restaurant running as it is but make improvements. Mr. Stewart went over their profitability projections and explained how his project would connect with the Max Long Field Complex. Mr. Stewart stated he works closely with Air Stream Ventures and would get their help with this program. Mr. Stewart stated he would recommend getting a highly recognized national organized operator to run their type of facility and feels this type of program would be sustainable all-year round. Mr. Stewart went over the lease structure at a 30-year lease term and explained the credit-tenant lease.

Questions – Councilman Stewart – clarified that Sports Med would be the development company but the City would be the one on the hook for profits or losses. Mr. Mike Stewart stated yes. Councilman Stewart discussed updating the turf, etc. asked how does the proposal exactly work. Mr. Mike Stewart stated they would work together (golf course and Max Long) on a national level and see it as an attachment. The operator would do both facilities but an operator may be needed strictly for golf. Councilman Stewart stated there may be changes in the State Legislature regarding ad valorem taxes and we may not have the tax base we have now. Mr. Mike Stewart stated he would have to look at those changes in the structure. Councilman Stewart asked if there are projects similar to this in other cities in Florida that he could provide the list and how long they have been doing this. Mr. Mike Stewart stated he can provide this information. Mr. Havery – asked if the municipalities he has worked with have shown a profit. Mr. Stewart stated it depends on the investment and what types of facilities you have but usually profitable by year 3 or 4 but there is usually a gap between 1 and 2 years. Mr. Havery – when would the lease payments start. Mr. Stewart stated at the completion of the facility. Mr. Havery – what happens after 30 years. Mr. Stewart stated the 30-year agreement is the lease payment agreement but the Operator agreement is a different proposal.

Closing Questions from Mayor and Council –

Mr. Stewart stated his concerns with the Blackmon proposal is a lease proposal for \$1.00 a year for 99 years and he would like to see money coming in and would like to see a 20 to 25-year term. Regarding the H & L Golf proposal, Mr. Stewart stated he is concerned with delivering on the performance especially with a bankruptcy and on the Sports Med proposal he feels this puts the City more at risk, especially since we do not get tourism money.

Mr. Carlisle stated he would also like to see a 20 to 25-year lease on the Blackmon proposal. Regarding H & L Golf, he feels anyone in business has had financial trouble and feels with a performance bond we can't lose. Mr. Stewart stated it is a rolling bond from year to year. Mr. Carlisle stated the TDC liked the Sports Med proposal but financing is an issue.

Mrs. Kogelschatz stated she agrees with Mr. Carlisle.

Mr. Havery commended City Purchasing Agent, Jamee Cook, on all her hard work in putting all of this together and he is concerned about what is best for the City's future and felt every

proposal had something good. Mr. Havery stated he would like to meet with the County to see if they would want to work together on what is best for our City and County and likes working with the TDC but is also concerned about the financial end. Regarding the H & L Golf proposal he liked the idea of having money coming in. On the Blackmon proposal, he would like to see the lease term changed from 99 years. Mayor Shoop stated we need a long-term projection for the City and we need to weight in what we see is the best economic side.

There being no further comments from the Mayor and Council, comments are now open to the public. President Stewart reminded everyone they have five minutes and again there will be no vote taken today but vote will be taken at the regular Council meeting that has been changed to Thursday, February 19, 2026.

Mrs. Terry Mendel stated she has kept her eye on this project and is running for Council to be more business friendly and bring common sense to the Council. Mrs. Mendel stated there was an agreement for the Blackmon's to have this property and they are doing a great job for our City.

Mr. Jeff Carlson stated Council can still get other options and does have to choose one. Mr. Carlson stated the County just purchased additional land for more recreation facilities and usually all these facilities lose money. Mr. Carlson asked Council to think outside the box for multi-recreational facilities.

Mr. Christopher Tuffley stated he agrees with Mr. Carlson and this is a unique opportunity to think outside the box.

Former Mayor George Hensley asked how much longer is the City going to work on this issue and does not support a 9-hole golf course.

A lady from the audience stated she is happier with the idea of a proposal that someone is going to bring in money to the City and another lady spoke and stated she supports the Blackmon's and their vision for a resort.

A member of the Sebring Historical Society stated he does not see how Harder Hall can make it profitable and the ability for the Blackmon's to grow and the City should let them have the golf course as previously discussed with them.

Mr. Charlie Lowrance, past Councilmember, stated there was no promise made to the Blackmon's when he was on Council back in 2017. The Blackmon's stated they did not buy the property until 2022 and did not have conversations with Mr. Lowrance.

Mrs. Jackie Andrews discussed the drainage issues. Mrs. Andrews stated her property is behind the golf course property and feels if there is a sports complex there will traffic and lighting issues in the neighborhood and she does not want to see the property turned over to people who do not live here and feels that the Blackmon's proposal makes the most sense.

A lady from the audience stated businesses can last longer than 100 years and this is something that Mr. Blackmon could pass down to his children and why would the City put a mark on that when a 99-year lease is historical. A gentleman from the audience stated property values are different if they are next to a golf course or a sports facility so there are tax implications and asked if the City had an estimate on what they would pay in property taxes. The gentleman also asked if H & L would also pay property taxes on the property in addition to the money they would pay to the City and feels maybe it should be longer than a 25-year lease but agrees a 99-year lease is a long time and this is a prime piece of property.

Mr. James Shoop stated golf is on the decline and sports are exploding and feels this is the future of our City.

Mr. Greg Griffin stated all these are good options and he has a firsthand view of many sports facilities that he goes to with his family and feels this is a prime spot for a sports facility. Mr. Griffin stated that the Blackmon family received the bank building downtown plus are receiving an additional \$600,000 from the CRA along with a 5-year tax abatement and now they have closed the parking lot to the public which has greatly affected our downtown businesses and if it is closed for construction purposes it should have the construction tape around it. Mr. Griffin stated he hopes they will do what they say they will do but they have already made numerous changes to their plans.

Mr. Blackmon stated they are appreciative for the opportunity and thankful for Council's service and public comments and feels it is offensive for the City Building Official to say negative comments regarding he and his family and feels the Sports Med program is good but at the wrong location and should be coordinated with the County.

Mr. Harry Leonard of H & L Golf stated if Council needs any more information, he will be happy to provide.

Mr. Mike Stewart of Sports Med stated their RFP was based on that location as presented and feels this is the future vision of the City and if not at this location is there another location that could be provided but feels they would be an asset to the hotel. Mr. Mike Stewart stated they would follow setbacks and buffers required by local ordinance and are available for additional information.

Clerk Haley stated that it was very offensive for someone to come before Council and state that they wanted to bring more common sense and be more business friendly. Mrs. Haley stated that Council works very hard and spends a lot of time on many issues trying to make the best decisions for the City for very little money and little or no appreciation. Clerk Haley also stated for clarification that Mr. Blackmon may have been told by previous Councilmembers at one-on-one meetings that it would be a good idea for them to have the golf course property but there was never official actions or a written agreement for this to happen so this is not true when this is stated that there was an agreement.

President Stewart announced again that the next meeting to vote on this issue and for the regular Council meeting has been changed to Thursday, February 19, 2026 at 5:30 pm.

There being no further business, the workshop was adjourned.

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Josh Stewart, President

ATTEST: \_\_\_\_\_  
Kathy Haley, CMC, City Clerk

**CITY OF SEBRING**  
**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTER: Noethlich/Robinson

AGENDA ITEM#: 13 A – Project Report

BACKGROUND:

- West Lake Jackson Project – CivilSurv has completed 100% deliverables for Phase I, II, III and IV and is working on the required easements and environmental resource permitting.
- Potential FDOT road swap of a portion of SR17 – Update from 01/29/26 meeting is FDOT is working on the documents for Sebring and unrelated paving of SR17 from Kenilworth to Parkway is tentatively scheduled for May 2026
- Relocation of Public Works/Utilities – Contract for land purchase has closed. Staff is reviewing site plan cost proposal from engineering firm. Grove clearing has been suspended until Environmental resource permit(s) can be obtained. Staff has visited two other public works / utilities sites in Central Florida.
- Purchase of building & parking lot at 126 W. Center Ave. City Attorney is working on contracts for recently Council approved library of architects. Recommendation of Architectural firm will follow.
- Foreclosure on Liens process. Weidner Law Firm agreement has been executed and Code Enforcement is in contact with the firm. Weidner Law Firm is working on ten properties provided by code enforcement.
- Illinois Pondweed: City staff has published instructions on how to obtain a permit for vegetation removal. FWC contact information will be provided on social media by January 20<sup>th</sup>. Staff is awaiting potential legislative action/appropriation.
- Staff is working on RFP for Women’s Club.
- TDC passed a motion at their 01/29/26 to recommend a 50 percent cost share to the County Commission of the Synergy Proposal that Council approved at your 01/20/26 meeting. Initial contact has been made with Jason Boudrie with Synergy Sports.
- Merit system for employee evaluations – staff will be undertaking soon to have it ready to implement for budget year 26/27

REQUESTED MOTION: None; for informational purposes

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 19, 2026

PRESENTOR: Haley

AGENDA ITEM#: 14A - City of Sebring Bills

BACKGROUND: The bills for the February 19, 2026 meeting were emailed to you on February 13, 2026.

REQUESTED MOTION: Approve the payment of bills as presented.

COUNCIL ACTION:

APPROVED

DENIED Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_

DEFERRED Bishop\_\_ Carlisle\_\_ Havery\_\_ Kogelschatz\_\_ Stewart\_\_

OTHER

**CITY OF SEBRING**

**AGENDA ITEM SUMMARY**

MEETING DATE: February 3, 2026

PRESENTER: Noethlich

AGENDA ITEM#: 14 B – Appointment to Planning & Zoning Board Vacancy

BACKGROUND: The term of the following Planning & Zoning Board member expired on December 31, 2025.

- Meredith MacBeth Keiber

The vacancy has been posted on the City’s webpage and announced at a public meeting. To date, the City has received two applications, from Ms. Jennet Machete and Mr. Jeff Carlson. The applications are attached for Council’s consideration. The term is for two years (1/1/26-12/31/27).

To be a member of this board you must be a resident of the City of Sebring or a non-resident of the City but have an ownership interest in real property and a resident of Highlands County.

REQUESTED MOTION: No motion requested; fill vacancy as Council deems.

COUNCIL ACTION:

\_\_\_\_ APPROVED

\_\_\_\_ DENIED

\_\_\_\_ TABLED TO: \_\_\_\_\_

Moved by: \_\_\_\_\_; Seconded by: \_\_\_\_\_

Bishop \_\_\_ Carlisle \_\_\_ Havery \_\_\_ Kogelschatz \_\_\_ Stewart \_\_\_

\_\_\_\_ OTHER

P&Z Board

- \*Council President Stewart will instruct the City Clerk to read the names in alphabetical order.
- \*A Councilmember may vote "yes" or "pass".
- \*Each Councilmember has one vote per vacancy.
- \*The candidate with the majority vote will be appointed to serve as a **P&Z Board** member.
- \*The process will be repeated with the name of the appointed member deleted in each subsequent ballot

NOMINEE	BISHOP	CARLISLE	HAVERY	KOGELSCHATZ	STEWART
Vacancy #1 (Regular voting member)					
Jeff Carlson					
Jennet Machete					



# BOARD MEMBER APPLICATION

Please type or print the following information

Last Name: Carlson First Name: Jeff M.I.

Physical Home Address: 2637 Jasmine Way

City: Sebring State: FL Zip: 33870

Mailing Address (If different from physical):

City:  State:  Zip:

Do you own a business? yes Carlson Accounting  
If so provide name and address: Multiple 1295 Commerce Ave Sebring FL 33870

Home Phone: NA Business Phone: 863-382-4141 Cell Phone:

Email Address: jeff@carlsonaccounting.com

Are you registered to vote? Sebring  
If so, where are you registered?

What Board(s) are you interested in serving? Please list in order of preference: Plannif + zoning

List all City Boards on which you have previous served, including dates. (Please note that if you are currently serving on a City Board you may have to resign from that Board if appointed to another Board.)  
City Council 1998-2006 ish

Educational qualifications: 2 Bachelors + MBA

List any related professional certifications and licenses you hold: Former Sebring City Council  
Former Highlands County Commissioner  
Former Chair CFRPC

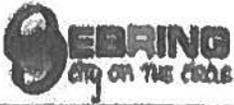
Give your present or most recent employer, employer address, and position: Carlson Accounting 30 years  
1295 Commerce  
Sebring FL 33870

Describe experiences, skills, or knowledge which qualifies you to serve on the board: (Please attach a brief resume)

I hereby certify that all the above statements are true, and I agree and understand that any misstatement if material facts contained in this application may cause forfeiture upon my part of any appointment.

Signature: [Handwritten Signature]

Date: 2/3/26



# BOARD MEMBER APPLICATION

Please type or print the following information

Last Name: Machete First Name: Jennet M.I.

Physical Home Address: 2234 Pinewood Blvd

City: Sebring State: FL Zip: 33870

Mailing Address (if different from physical):

City:  State:  Zip:

Do you own a business? Yes EPC Motors LLC  
If so provide name and address: 913 N Ridgewood Dr Sebring FL 33870

Home Phone:  Business Phone:  Cell Phone: 561-558-7015

Email Address: epcinfo@yahoo.com

Are you registered to vote? Yes  
If so, where are you registered? Sebring

What Board(s) are you interested in serving? Please list in order of preference: Zoning / Planning

List all City Boards on which you have previous served, including dates. (Please note that if you are currently serving on a City Board you may have to resign from that Board if appointed to another Board.) Never have been on a board

Educational qualifications: Some college

List any related professional certifications and licenses you hold: Dealership license

Give your present, or most recent employer, employer address, and position: Self employed

Describe experiences, skills, or knowledge which qualifies you to serve on the board: (Please attach a brief resume) Working close with community, keeping relationships, motivated to constantly grow.

I hereby certify that all the above statements are true, and I agree and understand that any misstatement of material facts contained in this application may cause forfeiture upon my part of any appointment.

Signature: [Signature]

Date: 1/27/26

**Kathy Haley**

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**From:** Jennet Tirban <epcinfo@yahoo.com>  
**Sent:** Tuesday, January 27, 2026 8:23 PM  
**To:** Kathy Haley  
**Subject:** Board member application  
**Attachments:** attachment 1.pdf

You don't often get email from epcinfo@yahoo.com. [Learn why this is important](#)

Kathy,

I am writing to express my interest in serving on the City Zoning and Planning Board. As a newer resident, I bring a fresh and young perspective on the city's future growth, development, and long-term planning.

I am passionate about responsible development that supports families, local businesses, and sustainable community growth. I believe thoughtful planning today plays a critical role in shaping a city that remains vibrant, inclusive, and forward-thinking for future generations.

I would be honored to contribute my time, ideas, and willingness to learn while collaborating with fellow board members to serve our community.

Thank you for your consideration. I look forward to the opportunity to discuss my interest further.

Sincerely,  
Jennet Machete  
561-558-7015