

SUN N LAKE OF SEBRING IMPROVEMENT DISTRICT
Request for Proposals
Management, Operation and Maintenance of
Sun N Lake Golf Courses, Country Club, Clubhouse,
Island View Lake Front Restaurant and Pub

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SUN 'N LAKE

A GOLF COMMUNITY

REQUEST FOR PROPOSALS

FOR

MANAGEMENT, OPERATION AND MAINTENANCE OF

SUN N LAKE GOLF CLUB

ISLAND VIEW LAKEFRONT CLUBHOUSE, BANQUET HALL, BAR & PUB

1. Introduction

Sun N Lake of Sebring Improvement District (hereafter, "District") is pleased to offer an exceptional and exciting opportunity for a well-qualified entity (hereafter, "Proposer") to enter into a management agreement for the management, operation, and maintenance of the Sun N Lake Golf Club ("Golf Club"). The Golf Club includes the golf courses, clubhouse, Island View Lakefront Pub, Banquet Hall. The proposal must also address the maintenance of Tennis and Pickleball Facility and the set up and break down of Community Center events. The District is requesting qualified proposers to submit proposals to provide golf course and pro shop operations, golf course maintenance, food, beverage and banquet services, and facility maintenance and management services in accordance with the specifications and conditions in this Request for Proposal (hereafter, "RFP").

The District will receive proposals at:

Sun N Lake of Sebring Improvement District
Attn: Michael Wright
Sun 'N Lake Improvement District General Manager
5306 Sun N Lake Blvd.
Sebring, Florida 33872

Written proposals must be received at this address no later than April 9th, 2014 at 2:00 pm. For more information, please contact Michael Wright at Sun N Lake's Improvement District Office at (863) 382-2196 or e-mail at: mwright@snldistrict.org

2. Background

The Golf Courses consist of two eighteen hole championship golf courses: “Deer Run” and “Turtle Run”. Deer Run is a par-72 golf course opened in 1976. Turtle Run is a par 72 golf course opened in 1999.

The property is home to more than 7,500 full-time residents plus another 1,500 winter seasonal residents that utilize the club for recreational and personal use.

3. Facilities

The Golf Club’s facilities and golf course include a full driving range, modern clubhouse with full service bar and grill, banquet facilities, three offices, maintenance facility, club and private cart storage buildings, fully stocked pro-shop with PGA-certified golf pro on staff.

Golf Courses

Deer Run features six sets of tees ranging from 5,083 yards to 7,027 yards and has become one of the finest 18-hole, par 72 courses in Highlands County. The practice facility includes a 15 stall driving range, short game area and practice putting green.

Turtle Run features four sets of tees ranging from 5,098 yards to 6,496 yards.

Clubhouse

The clubhouse opened in 2009 with features including a bar & grill, banquet room that accommodates 160, outdoor covered patio, full-service golf pro shop and restroom facilities and three offices. Clubhouse grounds include a banquet lawn for weddings and other special events.

Website

Additional information about the District and the Golf Club is available on the website at: <http://www.sunlakegolfclub.com/>

4. Scope of Work

General Scope of Work

The services desired at the Golf Club for the District will include, but are not limited to operating and managing the golf course facilities, providing all golf course maintenance functions, marketing, golf instruction, and managing the food, beverage, and banquet services. The Proposer’s work will be performed under a management agreement, for a negotiated term tentatively commencing on or around November 18, 2014.

The successful Proposer will operate under a management agreement with the District, and the proposal may include all services under one agreement. As an alternative, the Proposer may instead describe an arrangement whereby the food, beverage and banquet center operations are performed by a separate individual or firm, through a joint venture, lease, or other contractual agreement with the Proposer. However, the District must approve any such agreement and the District will not be a party to the agreement to provide such food, beverage, and/or banquet functions. The successful Proposer will be the primary responsible party under an agreement with the District, and the golf operation will serve in the lead role.

The District's desired outcome is the seamless delivery of golf operations, course maintenance, facility management, and food, beverage and banquet services.

The selected Proposer must have staff with a demonstrated ability to work in harmony with each other, the golfing community, banquet and food service customers, District staff and administration and the general public to meet golf club goals and customer expectations. The Proposer must also have a qualified golf staff that stays current with golf industry practices and trends, implement current standards of turf maintenance, hold insect and pesticide applicators licenses, and are knowledgeable of environmental issues and mitigations specific to Central Florida. The selected Proposer must also provide qualified food and beverage staff who stay current on industry food preparation standards and trends.

The selected Proposer will work cooperatively with District staff in the development of the District's operating and capital budgets and shall prepare monthly updates of budget status, business performance, and future activity plans.

Representatives of the selected Proposer shall meet at such times as may be required meet with representatives of the District to review performance under the agreement, review monthly financial reports, and discuss overall management and operation as well as marketing strategies of the Sun N Lake Golf Club.

The selected Proposer shall assign a representative to attend meetings with District staff and the District's Board of Supervisors, as necessary.

Specific Scope of Work

The following description is provided as a minimum guideline only. The operator shall be expected to work with the District to clarify and finalize a detailed scope of services described within each of the following business units within the general budget approved by the District Board of Supervisors:

Golf Course Operation

As part of the operating expenses of the Golf Club, the successful Proposer shall procure all materials, labor, tools, equipment, furnishings, inventory, supplies and services required for the Proposer to manage all professional services for the golf course, driving range, practice areas, golf pro shop, cart storage and other areas of golf operations. It must ensure the availability and use of a sufficient number of trained personnel each day of the year that the golf course is open.

Specific areas of professional services include, but are not limited to: processing tee time reservations and tee sheet management; clubhouse merchandising, on-course player assistance; provision and maintenance of golf car fleet; enforcement of golf course rules and regulations; facilitation of play during operating hours; tournament and outing promotion and reservations; golf instructional program; support for men's and women's clubs/leagues and youth programs; providing oversight and working cooperatively with the food and beverage staff; developing and implementing golf course and clubhouse marketing strategies; collecting and accounting for all fees received; appropriate cash handling and reporting. A qualified, experienced, full-time manager shall directly oversee and implement all golf facility operations. The Golf Club is open to the public on a daily, year-round basis. The successful operator will also be responsible for marketing and guest relations, promotions, staff training, and special events.

Fees

Greens fees are set by the District based on recommendations from the Operator. The range of prices are reviewed and set by the District Board of Supervisors, with greens fee pricing being reviewed annually and implemented based upon comparable golf facility pricing.

Golf Course and Facility Maintenance

As part of the operating expenses of the Golf Club, the successful Proposer shall procure all materials, labor, tools, equipment, licenses, supplies and services required to maintain the golf course property in a manner that promotes and supports operations of golf course maintenance standards and at established frequencies. It must ensure availability and use of sufficient number of trained personnel each day of the year that the golf course is open. Specific areas of care and maintenance include, but are not limited to: golf course tees, greens and collars; fairways; irrigated and non-irrigated rough; bunkers; water features; cart paths; bridges and crossings; practice areas; markers and tee signs; putting/chipping surfaces; fencing and turf; golf pro shop; driving range turf, hitting areas, and building; signage; storage areas; maintenance yard; cart storage; parking areas; and all restrooms including those on-course, within the maintenance facility, and in the clubhouse, as budgeted and approved by the District.

The operator will be responsible for all standard golf course maintenance activities, including greens mowing, fairway mowing, rough mowing, seasonal aeration and top dressing of greens, tees, and fairways, tree trimming and chipping, weed abatement, bunker cleaning, watering as appropriate on a regular basis, irrigation operation and repair, fertilization of turf, maintaining the turf areas at the driving range, pest control, maintenance of landscaping/horticulture adjacent to and around the clubhouse building, entryways and parking lot, plowing, course cleaning and repairing after major storms, maintenance of the golf facility, equipment maintenance and repair, any and all necessary seasonal adjustments and responses to changes in weather, and other industry standard maintenance activities throughout the golf complex. The operator will have specific knowledge of the care and maintenance of greens repair.

Duties will also include implementing and managing an Integrated Golf Course Management Plan (for chemicals and pest management) and satisfying all environmental requirements related to the maintenance of a golf course and the adjacent open space lands and trails. A qualified,

experienced, full-time “Class A” member of the Golf Course Superintendents Association of America (GCSAA) shall directly supervise all golf course maintenance. The operator will maintain all areas of the facility according to local, and state clean water, hazardous material, and safety regulations.

Clubhouse and Food & Beverage Services

The successful Proposer shall operate the clubhouse and banquet center facilities using a sufficient number of trained personnel each day of the year that the golf course and the restaurant and bar & grill is open. The successful Proposer shall develop golf and food & beverage business, procure and maintain all materials, labor, supplies, services, furniture, food and beverage inventory, and kitchen and dining equipment and accessories required to provide a high quality food and beverage experience and to attract the maximum volume of business available.

Specific areas of responsibility include, but are not limited to, managing all food preparation and service facilities; menu planning and development; providing high quality food and beverages; operating a restaurant facility; managing special events; providing on-site banquet catering services; coordinating tournament food and beverage services; operating on-course snack cart services; developing and implementing marketing strategies; working cooperatively with the golf course staff; collecting and accounting for all revenues, cash handling and reporting; and maintaining the clubhouse interior, including all interior restrooms and lobby areas; provide setup and break down of chairs and tables for events held at the Community Center; clean tennis courts and pickleball courts daily and supply ice and water.

Taxes

The District is responsible for payment of all property taxes and all other fees as required by law. Collection of sales taxes are the responsibility of the successful Proposer.

Utilities

The Proposer is responsible for the payment of all utilities for the Clubhouse and all functions hereunder, except the tennis and pickleball courts.

Records and Audits

Proposer shall keep full, complete and proper books, records and accounts of the gross receipts both for cash and or credit of each separate concession, division, and subsidiary activity at any time operated on the premises. Said books, records and accounts, including any sales tax reports that proposer may be required to furnish (including any concession, division or subsidiary activity) to any government or governmental agency are deemed a public record under Florida law including the requirements under Florida Statutes 119.0701.

Miscellaneous

1. Liquor License – The District maintains a liquor license. All alcoholic beverage services shall be provided pursuant to the District liquor license.

Indemnification Insurance

1. Indemnification – The successful Proposer agrees to indemnify and hold harmless the District, its Board of Supervisors, employees, officers, supervisors, agents and owners from any and all claims, actions, and/or suits (including attorneys’ fees) arising directly or indirectly from any act or omission of its manager, its employees, officers or supervisors. Proposer and its manager shall similarly protect, indemnify and hold and save harmless the District, its officers, officials, employees, volunteers and agents against and from any and all claims, costs, causes, actions and expenses including but not limited to legal fees, incurred by reason of any action if Proposer, Proposer’s employees, agents, officers or directors inclusive of Proposer’s breach of any of its obligations under, or Proposer’s default of, any provision of the Contract.
2. Insurance – During the term of this agreement, the Proposer agrees to maintain the types and in the amounts listed below:

- A. Commercial General and Umbrella Liability Insurance

Proposer shall maintain commercial general liability (CGL) to include wind, flood and hurricane, if necessary, commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence. If such CGL insurance contains a general aggregate limit, it shall apply separately to this project/location.

CGL insurance shall cover liability arising from premises, operations, independent contractors, products-completed operations, employment practices, personal injury and advertising injury, and liability assumed under an insured contract (including the tort liability of another assumed in a business contract).

- B. Professional Liability Insurance

Proposer shall maintain professional liability and, if necessary, commercial umbrella liability insurance with a limit of not less than \$1,000,000 each wrongful act arising out of the performance or failure to perform professional services.

- C. Business Auto and Umbrella Liability Insurance

If applicable, Proposer shall maintain business auto liability and, if necessary, commercial umbrella liability insurance with a limit of not less than \$1,000,000 each accident. Such insurance shall cover liability arising out of any auto including owned, hired and non-owned autos.

D. Workers Compensation Insurance

Proposer shall maintain workers compensation and employers liability insurance. The commercial umbrella and/or employers liability limits shall not be less than \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

E. General Insurance Provisions

1. Evidence of Insurance

Prior to beginning work, Proposer shall furnish District with a certificate(s) of insurance and applicable policy endorsement(s), executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth above.

All certificates shall provide for 30 days written notice to District prior to the cancellation or material change of any insurance referred to therein. Written notice to District shall be by certified mail, return receipt requested.

Failure of District to demand such certificate, endorsement or other evidence of full compliance with these insurance requirements or failure of District to identify a deficiency from evidence that is provided shall not be construed as a waiver of Proposer's obligation to maintain such insurance.

District shall have the right, but not the obligation, of prohibiting Proposer from beginning work until such certificates or other evidence that insurance has been placed in complete compliance with these requirements is received and approved by District. Failure to maintain the required insurance may result in termination of this Contract at District's option.

Proposer shall provide certified copies of all insurance policies required above within 10 days of District's written request for said copies.

2. Acceptability of Insurers

For insurance companies which obtain a rating from A.M. Best, that rating should be no less than A VII using the most recent edition of the A.M. Best's Key Rating Guide. If the Best's rating is less than A VII or a Best's rating is not obtained, the District has

the right to reject insurance written by an insurer it deems unacceptable.

3. Cross-Liability Coverage

If Proposer's liability policies do not contain the standard ISO separation of insured's provision, or a substantially similar clause, they shall be endorsed to provide cross-liability coverage.

F. Subcontractors

Proposer shall cause each subcontractor employed by Proposer to purchase and maintain insurance of the type specified above. When requested by District, Proposer shall furnish copies of certificates of insurance evidencing coverage for each subcontractor.

Employees

It is recommended that upon successful negotiation of a management agreement, the successful Proposer will consider the hiring of current Golf Club staff for continued employment with Proposer.

Leases/Service Agreements

Upon the start date of a management agreement, the District shall fund all existing leases of equipment, or other lease/service arrangements relating to the Golf Club and its operations, together with all existing licenses and service, agreements with third parties. Upon negotiation of potential agreement with Proposer, it may be determined that perpetual or annual lease/service agreements may be discontinued. This will be determined during the management agreement development process. Lease/service agreements anticipated to be in effect upon November 18, 2014 as attached as Exhibit A

Management Agreement & Proposed Incentives

The District envisions that the successful Proposer would provide these services in exchange for an annual management fee, in the form of a base management fee, which shall be subject to the approval of the Board of Supervisors pursuant to the annual budgeting process.

The annual management fee will be paid in equal monthly installments unless otherwise agreed to by Proposer and the District in the contract negotiation phase. Any incentive payments will be paid within 120 days from the end of the fiscal year. Percentages and fixed amount for proposed incentives will be specified as part of the Proposer's submittal.

Management Agreement Term

A formal management agreement with specifications will be entered into between parties. The proposal, submitted along with the requirements included within this RFP, shall constitute the preliminary substance of the agreement between the District and the Proposer. A formal written agreement will be drawn and will not be binding on or in any force until approved by both parties. All agreement provisions not stated herein, will be drafted and included as necessary.

The proposed initial term will be a minimum of five (5) years, with one five year option at the discretion of the District. The terms and conditions of any option period shall be subject to the mutual agreement of the parties including District Board of Supervisors' approval of the specific additional term prior to its commencement. The initial term of the agreement is initially proposed to begin on or around November 18, 2014. Renewal terms will be considered in the negotiations of the agreement with the successful proposer.

Confidential Information: The parties recognize and agree that District is subject to the provisions of the Florida Public Records Law, as codified in Chapter 119, Florida Statutes. The District also recognizes that Proposer may assert that the one or more aspects of their proposal is a trade secret of Proposer, as defined under Fla. Stat. section 812.081. Any claim by Proposer that any portion of its proposal is confidential or a trade secret must be made in compliance with s. 812.081 and s. 815.045, Florida Statutes. If District receives a public records request for materials which Proposer has previously and specifically indicated in writing to District is a trade secret, then District agrees to notify Proposer of such public records request within twenty-four (24) hours, at which time Proposer may independently pursue a court order protecting the disclosure of such information. Proposer shall notify the District in writing of its initiation of court action to seek protection of the confidential information within three days of receipt of the District's notification. Proposer's failure to timely notify the District of its initiation of a court action to seek protection of the confidential information shall authorize the disclosure of the requested information and shall authorize the District to comply with the disclosure request within the District's discretion. If Proposer timely notifies the District of its initiation of a court action to seek protection of the confidential information, then the District will refrain from disclosing the information until the conclusion of the court action or directed to do so via court order. In any court action indicated under this section, Proposer will name the party requesting the materials as a defendant and will not name the District as a party to the action. Proposer agrees to indemnify and hold the District harmless from any award to a plaintiff for damages, costs, or attorney's fees based on nondisclosure of information asserted to be confidential and exempt.

Compliance with Applicable Laws

In the Management Agreement, "Applicable Law" and "Applicable Laws" mean all present and future state, federal, and municipal laws, ordinances, regulations, orders, rules, official opinions and interpretations, and requirements, that apply to the Management Agreement and operation of the Facilities. The Management Agreement shall require compliance with all Applicable Laws, including but not limited to:

- All federal, state, and local licenses, approvals, certificates and permits required for operation of the Facilities
- The tax requirements of all governmental authorities having jurisdiction over the Entities subject to the Management Agreement.

Capital Improvements

All interested parties should understand that capital improvements may be required over the life of the agreement to keep the course and facilities in top condition. It is expected that the Proposer shall recommend all such improvements and such expense will be an expense of the District. All improvements must be pre-approved by the District and Board of Supervisors approval may be required. Proposers will be required to submit an annual capital improvement plan as part of the budget process and all capital improvements are subject to the budgeting process of the District.

Golf Course Operating and Maintenance Equipment

All existing on-site operating equipment including restaurant, software, pro shop inventory, and maintenance equipment shall be provided by the District in “as is” condition. This shall also include the existing furniture, fixtures and equipment used for the clubhouse and office operations. If any additional equipment is deemed necessary by the Proposer, proposer shall recommend such. All maintenance, repair, and upgrading/updating services for existing equipment and future equipment replacement or other equipment needs shall be provided by the Proposer at the expense of the District as set forth in the adopted Annual Operating Budget. Upon entering into an agreement with the Proposer, the completion of a joint inventory of equipment and assets will occur.

Utilities and Equipment

Successful Proposer is responsible for the ensuring the payment of all utilities of the Sun N Lake Golf Club and is responsible for the repair costs of all equipment upon the start date of the management agreement. Supply and material costs are considered an operating expense as set forth in the adopted budget.

Safety Guidelines

In accordance with the management agreement, the successful Proposer is required to develop and implement effective safety protocols subject to review by the District in accordance with safety guidelines recommended by the District’s risk management provider. Firms must demonstrate a Safety and Risk program specific to Florida with dedicated personnel to ensure compliance.

5. Pre-Bid Meeting and Facility Tour

A mandatory pre-proposal meeting will be held on March 26th 2014 at 10:00 a.m. at The Golf Club House. The meeting will include the following:

- A tour of the Sun N Lake Golf Club, Clubhouse, Restaurant, Bar & Grill, Turf Management Center, Community Center and other areas of the complex as necessary;
- Discussion of the District's short and long-range goals;
- Further explanation of the selection process; and
- An opportunity to ask questions.

Prospective proposers should allow 2-3 hours for the meeting/tour. Only those respondents attending the mandatory pre-proposal meeting and signing the official sign-in sheet at the meeting will be eligible to submit a proposal in response to this RFP.

Interested Proposers must contact Michael Wright at Town Hall by 2:00 p.m. March 25, 2014 to confirm attendance of the proposer's designated attendees at the meeting. Proposers should plan to bring with them any personnel needed to evaluate site conditions.

The District may respond verbally to questions, requests for information and requests for clarification pertaining to the RFP at the mandatory pre-proposal meeting. District responses to questions will be made in the presence of all attendees.

6. Reservations and Rights

Reservations

Additional information regarding RFP submittal, content, processes and procedures is listed below:

- This RFP does not obligate the District to contract for management and operation of the Golf Club, either now or in the future.
- Documents submitted in response to this RFP are subject to public disclosure as permitted by the State of Florida public record laws. Specifically, all proposals received in response to this RFP shall become the exclusive property of the District.
- The District reserves the right to reject any and all proposals, whether or not minimum qualifications are met, and to modify, postpone, extend, or cancel this Request For Proposal, in whole or in part, or decide to award a contract to perform only some of the services outlined in this Request For Proposal, without liability, obligation, or commitment to any party, firm, or organization.
- The District reserves the right to request and obtain additional information from the proposer, investigate the qualifications, character, financial status, and record of the proposer, and to determine the sufficiency of experience and qualifications of all proposers and to select the Proposer with which it desires to negotiate the final scope of services.

- The District is not liable for any costs incurred by Proposers prior to issuance of an agreement. Costs of developing the proposals, oral presentations or any other such expenses incurred by the contractor in responding to the RFP are entirely the responsibility of the Proposer, and shall not be reimbursed in any manner by the District. No materials or labor will be furnished by the District.
- Only the Board of Supervisors can legally approve the District to a management agreement for the management and operation of the Golf Club.
- There will be no private or unilateral consultations prior to the stated deadline for the District's receipt of proposals. Any clarifications or requests for information must be received by the close of the pre-proposal meeting scheduled for March 26th, 2014. The District, in its sole discretion, may respond to relevant requests for information or clarification of the RFP by Proposers. If the District elects to respond to such a request for information or clarification to the RFP, it will do so in writing, and such response from the District will be distributed to all potential Proposers who attend the mandatory pre-proposal meeting. At its sole discretion, however, the District may respond verbally to questions, requests for information and requests for clarification at the mandatory pre-proposal meeting.
- Proposers must independently evaluate the information in this RFP and any conflicts, errors, ambiguities or discrepancies that a proposer has discovered in the RFP or between referenced documents should be communicated to the District promptly and no later than April 4th, 2014.
- The District has used its best efforts to ensure the accuracy of the information as set forth in the RFP and its referenced exhibits. However, the District makes no guarantee of data accuracy and shall not be liable for any inaccuracies contained therein.
- The District reserves the right to waive or permit cure of minor informalities and/or insignificant mistakes such as matters of form rather than substance and to conduct discussions and negotiations with any qualified respondent in any manner deemed necessary by the District to serve its best interests. The District also reserves the right, based on its sole judgment and discretion, to award a contract based upon the written proposals it receives without conducting discussions, interviews or negotiations.
- If, in the opinion of the District, a proposal contains false or misleading statements or references, it may be rejected.
- The District reserves the right to obtain written or oral clarification of any point in a proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a Proposer to respond to such a request for additional information or clarification may result in rejection of the proposal.

- The Proposer may withdraw their proposal at any time prior to the date and time which is set forth herein as the deadline for acceptance of proposals, upon written request for same to the District.
- All communications between the District and the Proposer shall be through the Sun N Lake of Sebring Improvement District's Administrative Office with the following address and contact:

Sun N Lake of Sebring Improvement District
Mr. Michael Wright
General Manager
5306 Sun N Lake Blvd.
Sebring, Florida 33872
Telephone: (863) 382-2196
Facsimile: (863) 382-2988
E-mail: mwright@snldistrict.org

At the District's sole discretion, communications by the Proposer with members of the District staff or Board of Supervisors for the purpose of unfairly influencing the outcome of this RFP process may be cause for the Proposer's proposal to be rejected and disqualified from further consideration.

- The District reserves the right, without qualification, to select a Proposer for further discussions based solely on the content of the RFPs and relevant information obtained from others concerning the proposer's respective records of past performance.
- Elaborate brochures, sales literature, and other presentations beyond that which is sufficient to present a complete and effective proposal are not desired.
- The proposal shall not be made contingent upon uncertain events or engineering, which shall not have occurred until after the RFP is completed.
- In the event that it becomes necessary to revise any part of this RFP due to inquiries raised, an email notifying an addendum, supplement or amendment to this RFP will be provided to proposers who attended the March 26th, 2014 pre-bid meeting. Changes to the RFP shall be accomplished by an amended page or pages.
- The Proposer agrees that any proposal submitted to this RFP will remain current and valid for a period of not less than 180 calendar days from the proposal deadline.

Grounds for Disqualification

Although not intended to be an exhaustive list of causes for disqualification, anyone or more of the following may be considered sufficient for the disqualification of a proposer and the rejection of a proposal, in the sole discretion of the District:

- Failure to comply with these instructions, and the other specific provisions of the RFP.
- Evidence of collusion among Proposers except for proposed Joint Ventures or other mutual submission which shall be considered as a single Proposer.
- Evidence of any real or apparent conflict of interest that is disclosed in the proposal or any other data available to the District.
- Lack of business skills or financial resources necessary to fulfill the obligations of any resulting agreement, as revealed by either financial statements or other data.
- Lack of responsibility as shown by past work, references, or other factor, or failure to faithfully perform any previous agreement with the District.
- Submission of a proposal that is incomplete, conditional, ambiguous, obscure, which contains alterations not called for, or irregularities of any kind.

7. Minimum Qualifications

To be deemed qualified for consideration to be awarded a management agreement for the management, operation and maintenance of the Golf Club, Clubhouse, Restaurant, Bar & Grill, a Proposer must:

- Possess the necessary financial resources to fulfill the obligations of the Agreement.
- Possess a competent record of employment or history of contract service in the maintenance of a minimum of three (3) residential golf communities, and one or more local government owned golf courses or similar facilities as verified and supported by references, letters and other necessary evidence from all employers and/or public agencies.
- Have a minimum of five (5) years of direct golf course and golf food and beverage operations and facility maintenance experience at a comparable golf facility within the last ten years performing similar functions under a full service management agreement including:
 - Green and golf car fee revenue management
 - Overall facility management, including course and building maintenance
 - Guest relations, pro shop operations and merchandise procurement

- Practice area/golf learning center management, including oversight of teaching professionals
- Food and beverage operations
- Familiarity with implementation of a golf course capital improvement plan and Program
- Tournament and outing management
- Marketing, sales, promotions, and pricing

8. Proposal Content

The Proposer must submit a proposal with the following information, items (1) through (15) or the proposal may be considered unresponsive at the sole discretion of the District:

<u>Proposal Content Outline</u> <i>(each requirement is explained in detail below)</i>
1. Transmittal Letter
2. Executive Summary
3. Qualifications and Responsibilities of Key Personnel
4. Proposer’s Qualifications and Capabilities
5. Proposer’s Philosophy
6. Description of Proposed Services
7. Experience with Capital Improvements
8. Description of Customer Service Approach
9. Marketing Plan
10. Non Compete Requirement
11. Financial References
12. Financial Statements
13. Administrative and Operational Support Capabilities
14. Proposed Terms, and Conditions
15. Pro Forma

(1) Transmittal Letter

The letter will express the respondent's interest in management and operation of the golf course, maintenance, and food service at the Golf Club. The proposal will include the name, address, telephone number, web site, and e-mail address for the respondent's primary contact with the District during the review and selection process.

A legal representative of the Proposer, authorized to bind the proposer in contractual matters, must sign the transmittal letter and have the signature notarized. Depending on the Proposer's organizational structure, the following procedures shall be followed:

Proposer	Transmittal Letter Process
Partnership	An authorized general partner shall sign letter with the partnership name and the full name and address of each general partner shall be given.
Joint Venture	Signed with the full name and address of each member thereof.
Corporation	Signed by the president and secretary in the corporate name and the corporate seal (if available) shall be affixed.

(2) Executive Summary

The proposal will include a concise (no more than four (4) pages) synopsis of the proposal and its benefits to the District in general, and the Golf Club, specifically. Specific points the Proposer may want to highlight include the Proposer's understanding of, and vision for, the Golf Club's Clubhouse, Golf Course(s), Restaurant, Bar & Grill, the Proposer's qualifications and experience, and a description of the Proposer's capabilities that pertain to this RFP and that distinguish the Proposer from other potential respondents. The summary may also describe the anticipated organizational structure at the Golf Club and the reporting relationships within that organization (particularly between the golf and the food/beverage/banquet side) and the overall reporting relationship with the District.

(3) Qualifications and Responsibilities of Key Personnel

The proposal will include a description of the Proposer's key personnel, as follows:

➤ *Firm Overview*

A brief overview of the firm, including the names and roles of all officers of the responding firm, any knowledge of the Golf Club and experience and ability in working with public entities.

➤ *On-Site Team*

An overview and organizational structure of the on-site management team, resumes of individuals who will work at the Golf Club (if known at this time) and how the project team will report to the District should include information about each individual's relevant background, qualifications and experience conducting similar golf course management. If staff are not known at this time, the proposal shall provide a job description and statement of skills that will be applied to the recruitment of these positions, and a recruitment plan that also describes the involvement (if any) of the District in the process.

➤ *Staffing Plan*

A staffing plan for the specific areas of responsibility at the Golf Club, including golf course maintenance, golf course and driving range operations, clubhouse and banquet services, and facility management.

The staffing plan shall include specific proposed staffing levels in different seasons of the year, and different days of the week. The staffing plan shall also include a summary overview of the qualifications for the individuals responsible for delivery of services at the Golf Club.

(4) Proposer's Qualifications and Capabilities

A description of the Proposer qualifications shall include, but is not limited to, experience and references of similar work performed in the last five (5) years. Proposer shall provide a total of five (5) references - three (3) references for similar residential golf course facility contracts managed within the last five (5) years and a minimum of two (2) for government owned golf courses, ideally from other public jurisdictions by the personnel proposed for this contract. References should identify the organization, nature and date of the contract, and the name, title, telephone number, web site, and e-mail address of the contact person for each reference.

The Proposer's experience shall be evidenced by demonstrating exceptional performance within contracts of similar size and scope. The proposal shall include a description of the proposer's specific experience as follows:

- A listing of all golf course and/or food and beverage operations managed by the respondent within the last five years (with the name, address, phone number, web site and primary responsible contact at each golf course), an overview of the management responsibilities, and specifically whether the work involved golf operations, maintenance, food and beverage, or a combination of the three;
- Names and contact information for all facilities, method of operation (e.g., management contract, lease, etc.), annual gross revenues for golf operations and food and beverage operations at each facility, dates of contract, compensation structure and payments received, dates of actual operation and reasons for contract termination, if applicable;
- Experience managing clubhouse and banquet centers and operating food and beverage services at a municipal or public golf course;
- Specific examples of successful approaches used by the Proposer within each of the business units to effectively deliver exceptional service to enhance the overall

experience and improve customer service, while also effectively managing costs and building revenue. These examples shall include the demonstrated results of these approaches over time;

- Specific examples of successful approaches used by the Proposer to develop positive and collaborative relationships with the municipality or other ownership entity, the food and beverage operator (if not under the respondent's supervision), the golfing community, and the neighbors, and systems used to increase golf play, golf-related food and beverage operations, and event bookings, including creative marketing strategies, and the demonstrated results over time;
- Programs for ongoing education and training of the Proposer's golf operations and maintenance staff and the food and beverage staff, and the demonstrated results over time.
- A description of why the Proposer's qualifications and capabilities are the best fit for the District.
- List of all contracts lost or not renewed in the past five years. Include explanation as to why the contract was terminated if desired.

(5) Proposer's Philosophy

The proposal shall also include a general narrative description of the Proposer's overall philosophy, operating principles, and approach to the operation of golf facilities, and specifically, the vision for, and approach to, operating the Golf Club.

(6) Description of Proposed Services

The proposal shall include a full description of the nature, methods and processes that will be used by the Proposer to achieve the level of services described in the Scope of Work, and specifically within each of the business units, as follows:

The proposal shall describe an implementation plan for each of these business units that details activities for the planning period up to the November 18, 2014 contract commencement date, the first three (3) months of operation and the remaining quarterly intervals of the first twelve (12) months of operation. The plan shall include specific milestones the Proposer expects to reach within all of these intervals and the anticipated results when each of these targets is met.

Golf Operations

The proposal shall include a detailed service plan that describes the nature of all services to be provided within the golf operations (including the pro shop, practice area/learning center, lessons, golf car rental and other aspects of the golf business unit). In addition, the proposal shall include a general description of pro shop inventory, such as brand

name and the Golf Club logo merchandise and hard goods, as well as any proprietary teaching and lesson technical equipment.

The assigned staff for golf operations shall at all times include at least one member of the PGA of America and/or LPGA. In the event this individual(s) is not a “Class A” member of either organization, the management company shall assign a “Class A” PGA professional from another location to provide advice and support as needed.

Golf and Facility Maintenance

The proposal shall include a detailed description of full range of maintenance services and programs and will specifically include a description of any seasonal activities that will be completed. The proposal shall describe how turf and planted areas including golf course and practice areas will receive the routine maintenance necessary to maintain the areas in a healthy and safe manner. The proposal shall also explain the frequency that the maintenance activities will be completed

The Proposer is encouraged to provide independent input in preparing the maintenance proposal for the course and may seek to incorporate industry-standard approaches to maintenance, including but not limited to United States Golf Association (USGA) and Golf Course Superintendents Association of America (GCSAA) turf management information.

Specific areas of this section of the proposal shall describe preventive maintenance practices, how utility obligations will be met, the anticipated timeline for making all necessary repairs, and the planned coordination with District staff on facility upkeep issues.

Clubhouse and Banquet Services

The proposal shall specifically include a description of the full range of services to be provided at the restaurant facility, the on-course snack cart, banquets, and all other aspects of the food, beverage and banquet operations. The proposal shall describe the organizational structure for clubhouse and on-course services, staffing levels for the restaurant, on-course service, and banquets, sample menus, and sales and marketing plans.

(7) Experience with Capital Improvements

The proposal should identify past experiences (including the specific roles played by the Proposer) regarding golf course upgrades, construction, and clubhouse capital improvements. The proposal shall identify key personnel that may be available during capital construction activities at the Golf Club and these individuals' past experience in capital improvements should be detailed. The proposal may also identify any physical changes to the Golf Club facility the proposer believes need to be considered by the District.

The Proposer will provide a recommended capital improvement plan on an annual basis with the amount of capital improvements recommended for the District to fund.

(8) Description of Customer Service Approach

The proposal shall include the Proposer's approach to quality guest services, including the Proposer's service philosophy, the specific methods used by the Proposer to accomplish it, and the expected results over time. The proposal shall also include specific guest service plans for each of the business units of the Golf Club.

The proposal shall also include a description of how guest services will be evaluated and how complaints will be resolved, including:

- Evaluation tools to assess the satisfaction of all guests;
- The amount of time a complaint resolution will typically take and steps the proposer will take to resolve the complaint and to prevent similar issues in the future;

(9) Marketing Plan

The proposal shall describe the Proposer's specific experience in marketing and promoting golf course and banquet centers and a description of the Proposer's demonstrated effectiveness in identifying targeted market segments and capturing a percentage of such segments in existing golf and banquet center markets. Specific examples such as customer retention, increase in membership and loyalty programs shall also be identified.

The proposal shall also describe business development strategies to maximize the capacity of the Golf Club's facilities, including but not limited to, strategies for promotion of overall play at the golf course, tournaments, weddings and special events, merchandising, food service, instruction facilities, and growing the game of golf through youth programs.

The proposal shall describe a conceptual marketing plan that begins on or before the November 18, 2014 contract commencement date and include the specific activities during the first three (3) months of operation and the remaining quarterly intervals of the first twelve (12) months of operation. The plan shall include specific milestones the proposer expects to reach within all of these intervals and the anticipated results when each of these targets is met.

The proposal shall include a description of proposed community outreach efforts that involve customers, user groups, the neighbors and various other stakeholders. The Proposer shall also describe past successful outreach efforts, particularly those efforts that took place following a transition from another operator. Specifically, the Proposer shall demonstrate through examples, references, etc., a history of positive and effective approaches to public communications and community involvement; and demonstrate a

history of effective relationships and communications with golf club members and other customers, community groups, and local governmental officials.

(10) Non Compete Clause

District shall require the successful Proposer to sign a non-compete agreement not to own or operate any other golf operation in Highlands County, Florida.

(11) Financial References

The proposal will include a minimum of two (2) financial references giving the name, address, telephone numbers and e-mail address of each reference. At least one (1) of the references must be a bank or savings and loan institution and the type of relationship shall also be indicated, for example: checking accounts, savings accounts, and real estate or construction loans. The proposal shall include a history of litigation involving the Proposer and in particular any litigation between the Proposer and the owner of any other facility managed by the proposer.

(12) Financial Statements

The proposal will include a full and detailed presentation of the true condition, as of December 31, 2013, or the most recent fiscal year-end, of the Proposer's assets, liabilities and net worth. The report must include a balance sheet and income statement. If the Proposer is a partnership or joint venture, individual financial statements must be submitted for each general partner or joint venture partner/s thereof. A financial statement for the Proposer's parent corporation shall also be provided, if the Proposer is owned by a parent corporation. The proposal will include financial statements for 2011 and 2012, as prepared by a certified public accountant.

(13) Administrative and Operational Support Capabilities, Procedures and Systems

The proposal will include a description of the types and level of support to be provided by off-site administrative resources, if applicable. Proposer shall provide the District an Organizational Chart indicating support services provided by the Proposer for services other than those on-site. Such support may include accounting and finance, personnel/labor relations, purchasing, safety, and overall management and operations support. The Proposer may be requested to provide copies of relevant documents (such as safety manuals, employee handbooks and operational memoranda) to the District for further analysis or reference. The proposal shall also describe all management information systems that proposer plans to use to support golf operations, golf course maintenance, and the food, beverage and banquet services, including any technical support that the proposer's systems may require from the District.

(14) Proposed Terms and Conditions

The proposal shall identify a preferred agreement term length, the preferred compensation structure under a proposed management agreement, and the specific relationship between the golf and food and banquet operations. Specifically, if the Proposer is interested in establishing an arrangement whereby the food and banquet business unit operates under a license agreement or any other type of agreement with the golf operation, the Proposer shall describe how this structure serves the best interests of the proposer and the District.

(15) Pro forma

The proposal shall include three (3) year pro forma based on philosophy that identifies:

- projected annual cash flow, gross revenues from all sources within each business unit (green fees, golf cars, driving range, lessons, merchandise and all food and beverage and banquet business); and
- anticipated operating, general and administrative expenses;
- cost per hole for operation and maintenance of the golf course

The pro forma shall include a projected golf course and clubhouse facility maintenance schedule and an estimated annual maintenance budget, as well as an estimated annual budget associated with operating the golf course and banquet services. To assist in this regard, two years of audited financial statements are attached.

9. Proposal Structure

An original and six copies of the proposal must be submitted. Color proposals are acceptable, but content should not be lost by black and white copying. **Responses must be received by 2:00 p.m. April 9th 2014 to the address provided below.** Faxed copies and e-mails of proposals will not be accepted.

This RFP does not commit the District to pay any costs of proposers in development of their proposal; all costs related to the development and preparation of the proposal is the responsibility of the proposer.

Proposals received after the deadline may not be considered. E-mail submissions shall not be accepted.

Written proposals shall be delivered to:

In Person	By U.S. Mail
<p>Sun N Lake of Sebring Improvement District Administration Office Mr. Michael Wright General Manager 5306 Sun N Lake Blvd. Sebring, Florida 33872</p> <p>Telephone: (863) 382-2196 Facsimile: (863) 382-2988</p> <p>Business hours Monday – Friday 8:00 a.m. - 4:30 p.m.</p>	<p>Sun N Lake of Sebring Improvement District Administration Office Attn: Mr. Michael Wright General Manager 5306 Sun N Lake Blvd Sebring, Florida 33872</p>

All questions relating to interpretation of the RFP subsequent to the March 26th, 2014 mandatory pre-proposal meeting must be submitted in writing (via mail, e-mail or fax) to the Sun N Lake of Sebring Improvement District Administration Office. An addendum will be issued no later than April 1st, 2014 to all recorded holders of the RFP if a substantive clarification is in order.

10. Selection Process

The District reserves the right to act as the sole judge of the content of all responses. In soliciting the proposal, it is the intent of the District to seek and identify the best possible combination of qualifications, understanding of the District's vision, ability to perform, and financial performance and capital improvement plan implementation.

Subject to the District's right to reject any and all proposals, the final scope and services to be provided will be negotiated with the highest rated Proposer after completion of the selection process. If it is not possible to negotiate a satisfactory agreement with the highest rated Proposer, that Proposer will be dismissed and negotiations will commence with the candidate with the next highest score, and so on, until an agreement can be reached.

Receipt and evaluation of proposals or the cancellation of interviews do not obligate the District to award a contract. If the District elects to award a contract, the contract will be awarded to what the District believes to be the most qualified Proposer whose proposal has the best possible combination of qualifications and ability to meet the District's long-term vision for the Golf Club.

*Tentative Timeline for Selection **

RFP issued to qualified proposers	February 17, 2014
Pre-bid meeting at Sun N Lake Golf Club	March 26, 2014, 10:00 am
Written proposals due to the District	April 16, 2014, 2:00 p.m.
Screening committee interviews, if necessary	Week of May 5th, 2014
Board Of Supervisor Presentations	Week of May 19 th
Board Selection	June 13, 2014
Potential contract period begins	November 20, 2014

**The District reserves the right to make adjustments to the above noted schedule as necessary.*

All proposals received by the deadline will be evaluated on experience and the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for further evaluation.

The District may designate an evaluation committee to review, compare and analyze all proposals. A short list of the most qualified Proposers shall be selected by the District for oral interviews. A Proposer who submits a fully responsive proposal determined to represent the best qualifications and experience, demonstrated competence, and response to the specific elements identified in the RFP may be selected as a finalist and may be invited to an interview with a District-appointed interview panel to continue further in the selection process. The District reserves the right to increase or decrease the number of Proposers on the interview list depending on whether the proposers have a reasonable chance of being awarded an agreement.

11. Evaluation Criteria

An interview panel may be designated by the District to conduct interviews and make recommendations. Following reference checks and all reasonable due diligence on the part of the District, a preferred Proposer will be identified.

The District will evaluate the overall quality and responsiveness of the proposal using, but not limited to, the following criteria and scoring weight as attached to each criteria, listed below in no particular order:

- Completeness, overall organization, and clarity of the response; 15%
- Relevant qualifications and experience of the respondent and specific team members (particularly the proposed on-site manager) in public golf facility management; 15%

- Direct experience and demonstrated results in golf facility management, food and beverage operations, pro shop, marketing, customer service and golf course maintenance; 15%
- Evidence of financial stability and ability to provide the services required; 10%
- Demonstrated combination of term, management fee, and incentive (with regard to the proposed management agreement), that provides optimal benefits for both the District and the selected proposer; 20%
- Pro forma budget and other financial consideration; 25%

For the purposes of evaluating the proposals, the evaluation committee may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating proposals. As part of the proposal review and evaluation process, the District may make unannounced visits to facilities currently operated by the Proposer.

Recommendation of the selected Proposer will be based on a comparative, as opposed to a competitive, analysis of the proposals received. Although the Proposer's financial projection will be one consideration, the primary consideration will be based on the overall quality and responsiveness to this proposal.

Ultimately, if a submission of a Proposer is accepted, the selected Proposer will be required to enter into a management agreement with the District.

EXHIBIT A – List of Leased Equipment

**Sun N Lake Golf Club
5223 Sun N Lake Blvd
Sebring, Florida 33872**

Central Security

Snack Shack & Maintenance Security 141.00/ 3 Months
Month to Month Contract

Eco Lab Pest Elimination

Cockroach & Fly Program Elimination 189.00/ Month
Signed: 4/30/12 Expires: 3/31/13

Eco Lab

Bar Glasses Washer \$132.24 / month
Signed: 7/18/11 Year to Year Contract with 60 days written notice to cancel

Water Softener \$66.12/ month
Signed: 6/24/11 Year to Year Contract with 60days written notice to cancel

Florida Coca Cola Bottling

Exclusive Coe Sales- Trade out rounds of golf for FREE products and FREE Coke Golf Bags
We also receive funds back for every case of soda bought quarterly
Signed: 1/1/2011 Expires: 12/31/2014
Jennifer Sarzynski 414-5250

Golfpac Travel

Special rate pricing to be billed monthly, send the voucher and statements to golfpac for reimbursement. 1 comp per 12 golfers and 20 golfers
Signed: 6/30/11 Expires: 9/30/12

Green Room Automation- Alarm Monitoring

14.95/ Month for 12 months of monitoring service for the club house
Paid Annually in January
Renews annually unless they receive a written notice 30 days prior to the end of the year.

Griffin Industries

Pick Up Cooking Oil & Pay us

Signed: 8/8/2012 Expires: 8/8/2015

Highlands Today Newspaper

4 -2 *3 ads per week at \$99.00 / week

Signed: 1/1/2012 Expires: 12/31/2012

IBS

IBS annual Support agreement

Renews yearly upon payments in September (early Payment) Normally January

The Knot

Yearly Advertisement on the know and 1 email blast

Xerox Copier

Lease Xerox CC1123 – In Copt Room by Memberships office \$ 36.42 / Month

5225 Copier in Safe Room \$123.23/ Month for 36 months

Yellow Book Phone Book

1 SNL Golf Course Ad / Listing and 1 Island View Ad /Listing for \$172.50 / month

Signed: 4/2/2012 Expires: 3/31/2013

EXHIBIT B – Equipment Listing

Sun N Lake of Sebring
Tangible Property
For the Period Ended 12/31/2013

Type	Description	Location	Vendor	Acquisition Date	Life	Cost
10	Surveillance Camera System (9 Cameras)		Ed Arsenault	10/13/05	5	7,500.00
10	Clubhouse FF&E	New Clubhouse	Deposit - New Clubhouse FF&E (Evans Grp)	3/31/09	5	172,500.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/15/09	5	138,000.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/15/09	5	30,240.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/30/09	5	34,500.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/30/09	5	7,560.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/15/09	5	30,240.00
10	Clubhouse FF&E	New Clubhouse	The Evans Group (Clubhouse FF&E bal)	9/30/09	5	7,560.00
10	Clubhouse FF&E	New Clubhouse	Green Room Automation, LLC	11/12/09	5	2,375.00
10	Clubhouse FF&E	New Clubhouse	Edward Don & Company	11/17/09	5	13,204.78
10	Clubhouse FF&E	New Clubhouse	Edward Don & Company (added 2/10)	12/31/10	5	16,621.20
10 total						460,300.98
11	Snack Shack A/C unit	Snack Shack	John Palmer Electric	4/30/09	5	3,575.00
11	Snack Shack A/C unit	Snack Shack	John Palmer Electric	9/30/09	5	3,849.00
11	Computer	New Clubhouse	Tully Calloway	9/30/09	5	4,102.46
11	Dell Laptop	New Clubhouse	Sun N Lake of Sebring	9/30/09	5	1,632.87
11	Computer	New Clubhouse	Integrated Business Systems	12/31/09	5	3,569.15
11	Computer	New Clubhouse	Integrated Business Systems	12/31/09	5	3,939.75
11	Dell Laptop			1/31/11	5	1,319.78
11	Dell Computer		Sun N Lake of Sebring	6/7/11	5	4,673.22
11	Dell Laptop		Dell	10/2013	5	900.00
11	Dell Laptop		Dell	10/2013	5	1,250.00

11 total						28,811.23
12	Restaurant Equipment	New Clubhouse	Edward Don & Company	1/20/10	5	12,843.40
12	Restaurant Equipment	New Clubhouse	Edward Don & Company	2/28/10	5	1,469.68
12	Restaurant Equipment	New Clubhouse	Edward Don & Company	3/31/10	5	6,524.50
12	Ice Machine	New Clubhouse	IBIS	1/31/11	5	5,820.00
12	Ice Machine Filter	New Clubhouse	EcoLab	1/31/11	5	784.18
12 total						27,441.76
13	Cushman Edger	Golf Maint	Bishop Enterprises	10/11/06	5	1,995.00
13	Vermeer Stump Grinder	Golf Maint	Insight Auctioneers	5/22/06	5	6,500.00
13	Buffalo Blower	Golf Maint	Golf Ventures	11/7/05	5	6,600.00
13	Utility Cart	Cart Barn	Club Car Inc	12/18/05	5	5,907.06
13	Utility Cart	Cart Barn	Club Car Inc	12/18/05	5	5,907.06
13	KIRDY Markers (50-100-150-200-250)	Maintenance	Wittek	10/3/06	5	7,049.87
13	Tru Turf R8 48 Roller & Spiker	Maintenance	Disbrow Enterprises	11/16/06	5	12,550.00
13	Markers & Decals	Maintenance	Fore-Par	11/28/06	5	2,874.83
13	Podium GL-STR3 - Green	Maintenance	Easy Picker Golf Products	11/30/06	5	974.68
13	U-Dump Trailer	Maintenance	Insight Auctioneers	5/4/07	5	6,000.00
13	Groom Master II - 10hp	Maintenance	Golf Ventures	5/31/07	5	3,048.38
13	Wesco Turf - ProCom 648	Maintenance	Wesco Turf	5/22/08	5	18,381.00
13	Golf Carts	Cart Barn		3/1/06	5	72,550.00
13	Turf Equipment	Maintenance	Turf Equipment	10/10/08	5	102,967.43
13	Turf Equipment	Maintenance	Turf Equipment (John Deere)	11/28/08	5	28,704.00
13	Range Servant	Maintenance	Range Servant	10/21/08	5	2,370.00
13	Submergible pump	Maintenance	Ben Lovelace & Co	4/20/08	5	8,208.80
13	Turf Equipment	Maintenance	Pippin Tractor & Equipment	7/15/08	5	10,112.00
13	Brush for Greens	Maintenance	DreamTurf LLC	2/14/11	5	4,200.00
13	Fairway Mower LF570 2WD 01706	Maintenance	Golf Ventures	11/2/11	5	43,014.00

13	Gas Truckster 5speed manual 0001675	Maintenance	Golf Ventures	11/2/11	5	17,778.00
13	Eclipse 322 Hybrid 01902	Maintenance	Golf Ventures	11/2/11	5	30,615.00
13	Eclipse 322 Hybrid 01901	Maintenance	Golf Ventures	11/2/11	5	30,615.00
13	Eclipse 322 Hybrid 01903	Maintenance	Golf Ventures	11/2/11	5	30,615.00
13	Fairway Mower LF570 2WD 01703	Maintenance	Golf Ventures	11/2/11	5	43,014.00
13	Groundsmaster 4500-D #311000549	Maintenance	Wesco Turf	11/14/11	5	49,658.28
13	Groundsmaster 4500-D #311000533	Maintenance	Wesco Turf	11/14/11	5	49,658.28
13	Reelmaster 3100-D Sidewinder #311000385	Maintenance	Wesco Turf	11/14/11	5	29,650.63
13	Reelmaster 3100-D Sidewinder #311000386	Maintenance	Wesco Turf	11/14/11	5	29,650.63
13	Eclipse 122F 01725	Maintenance	Golf Ventures	11/23/11	5	10,685.00
13	Eclipse 122F 01726	Maintenance	Golf Ventures	11/23/11	5	10,685.00
13	Eclipse 122F 01727	Maintenance	Golf Ventures	11/23/11	5	10,685.00
13	Eclipse 122F 01728	Maintenance	Golf Ventures	11/23/11	5	10,685.00
13	Eclipse 122F 01729	Maintenance	Golf Ventures	11/23/11	5	10,685.00
13	Irrigation Pump	Maintenance		4/12/12	5	7,217.71
13	Golf Carts	Cart Barn		12/2009	5	300,000.00
13 total						1,021,811.64
19	Signs (128 signs)	Maintenance	Fore-Par	10/31/06	5	1,494.32
19 total						1,494.32
Grand total						1,539,859.93

EXHIBIT C – Past Two (2) Years Audited Fiscal Financial Statements