City of Palm Coast
Agenda

City Hall
160 Lake Avenue
Palm Coast, FL 32164
www.palmcoast.gov

City Council Workshop Meeting

Mayor Michael Norris
Vice Mayor Theresa Pontieri
Council Member Charles Gambaro
Council Member Ty Miller
Council Member David Sullivan

Tuesday, April 14, 2026	**9:00 AM**	**City Hall - Jon Netts Community Wing**

City Staff
Michael McGlothlin, City Manager
Marcus Duffy, City Attorney
Kaley Cook, City Clerk

- Public Participation shall be in accordance with Section 286.0114 Florida Statutes.
- Other matters of concern may be discussed as determined by City Council.
- If you wish to obtain more information regarding the City Council's agenda, please contact the City Clerk's Office at 386-986-3713.
- In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a reasonable accommodation to participate in any of these proceedings or meeting should contact the City Clerk at 386-986-3713, at least 48 hours prior to the meeting.
- City Council Meetings are streamed live on YouTube at https://www.youtube.com/@PalmCoastFL.
- It is proper meeting etiquette to silence all electronic devices, including cell phones while Council is in session. Any person who decides to appeal any decision of the City Council with respect to any matter considered at this meeting will need a record of the proceedings, and for such purpose, may need to hire a court reporter to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

NOTICE: This meeting is being live streamed on the City of Palm Coast YouTube channel and audio recorded for public record and transparency.

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE TO THE FLAG AND A MOMENT OF SILENCE

C. ROLL CALL

D. PUBLIC PARTICIPATION

Public Participation shall be held in accordance with Section 286.0114 Florida Statutes.
And pursuant to the City Council's Meeting Policies and Procedures:

(1) This agenda item has a thirty (30) minute limit.
(2) Each speaker shall at the podium, provide their name and may speak for up to 3 minutes.
(3) The Public may provide comments to the City Council relative to matters not on the agenda at the times indicated in this Agenda. Following any comments from the public, there may be discussion by the City Council.
(4) Public speakers may address their comments to the Council as a whole, the Mayor, or to an individual Council Member
(5) When addressing the City Council on specific, enumerated Agenda items, speakers shall:
(a) make their comments concise and to the point;
(b) not speak more than once on the same subject;
(c) not, by speech or otherwise, delay or interrupt the proceedings or the peace of the City Council;
(d) obey the orders of the Mayor or the City Council; and

(e) not make any irrelevant, impertinent or slanderous comments while addressing the City Council; which pursuant to Council rules, shall be considered disorderly.
(6) Any person who becomes disorderly or who fails to confine his or her comments to the identified subject or business, shall be cautioned by the Mayor and thereafter must conclude his or her remarks on the subject within the remaining designated time limit.

Any speaker failing to comply, as cautioned, shall be barred from making any additional comments during the meeting and may be removed, as necessary, for the remainder of the meeting.

Members of the public may make comments during the public comment portion of the meeting. Please be advised that public comment will only be permitted during the public comment portions of the agenda at the times indicated by the Chair during the meeting

E. PRESENTATIONS

1. PRESENTATION - ANNUAL INVESTMENT REPORT

2. PRESENTATION - PALM HARBOR GOLF CLUB QUARTER 2 UPDATE

3. PRESENTATION - RFI FOR PALM HARBOR GOLF CLUB

4. PRESENTATION - PROPOSED CHARTER AMENDMENTS

5. PRESENTATION - SR 100 CORRIDOR COMMUNITY REDEVELOPMENT AREA (CRA) OVERVIEW

6. PRESENTATION - DEVELOPMENT OPTIONS FOR DUPLEX ZONED LOTS

7. PRESENTATION - 10-YEAR CAPITAL IMPROVEMENT PLAN (CIP)

8. PRESENTATION - SOFTWARE STRATEGY AND RISK MITIGATION COUNCIL SAP PRIORITY 6.1

F. PUBLIC PARTICIPATION
Remainder of Public Comments is limited to three (3) minutes each.

G. DISCUSSION BY CITY COUNCIL OF MATTERS NOT ON THE AGENDA

H. DISCUSSION BY CITY ATTORNEY OF MATTERS NOT ON THE AGENDA

I. DISCUSSION BY CITY MANAGER OF MATTERS NOT ON THE AGENDA

J. ADJOURNMENT

1. AGENDA WORKSHEET AND CALENDAR

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.1

Department	FINANCE	**Amount**	
Division	FINANCE	**Org/Account #**	
Subject:	PRESENTATION - ANNUAL INVESTMENT REPORT		
Presenter:	**Helena Alves, CGFO,CIA,MBA, Director of Finance**		

Attachments:

1. Presentation

Background:

As per the City's investment policy, revised in August 2022 through resolution 2022-103, each year the Financial Services Director shall submit to the City Council, a written report on all invested funds. The annual report shall include, but not be limited to the following: A complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, maturity date, earned income, book value, market value, and yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and will compare the results to the performance benchmarks.

The City's investment advisor, Datnilza "Dani" Metz, from PFM Asset Management, LLC will present the annual report.

Recommended Action:
FOR PRESENTATION ONLY

City of Palm Coast

Annual Presentation to the Council

April 14, 2026

Datnilza "Dani" Metz, CTP
Institutional Sales & Relationship Manager

Leslie Weaber
Institutional Sales & Relationship Manager

pfm asset management

A Division of U.S. Bancorp Asset Management, Inc.

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Our Perspectives Align with Your Goals

Philosophy

Safety	Preserve capital with high-quality investments
Liquidity	Plan for and provide liquidity as needed
Yield	Seek to increase earnings through disciplined portfolio strategy

Approach

Portfolios are designed to match our clients' specific investment needs.
We seek to achieve strong results by:

1. Understanding our clients' investment objectives
2. Carefully matching maturities to the client's cash flow needs
3. Limiting investments to those of high quality
4. Selecting investments based on relative value
5. Utilizing low-risk portfolio management techniques to add value



Investment Policy Review Process and Scope

PFMAM's review framework consists of three components

1. State Statutes
2. Association of Public Treasurers of U.S. and Canada
3. GFOA Best Practices

Initially

Examine current policy in relation to:

- Industry standards and best practices
- Code requirements
- Diversification and maturity standards
- Risk tolerance and preferences
- Reporting standards and requirements

Annually

- Review and address changes to Code
- Re-evaluate authorized list of investments
- Re-evaluate maturity limits and benchmark
- Discuss strategy implementation

Ongoing

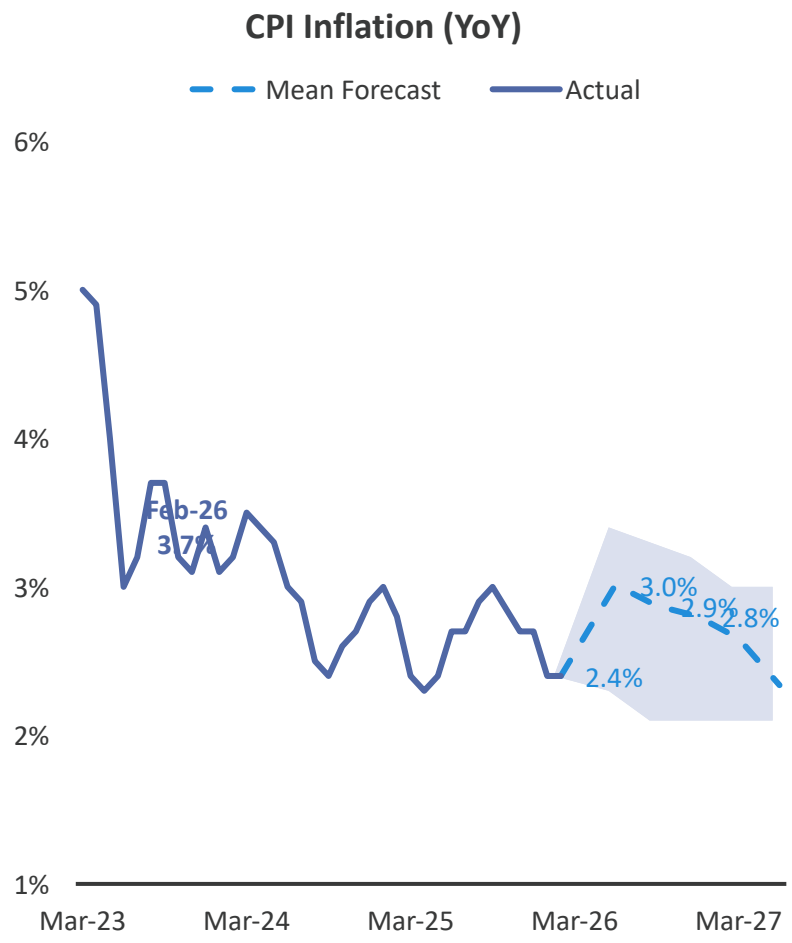
- Monitor and enforce compliance
- Monitor changes to Code and best practices
- Provide accurate and timely information

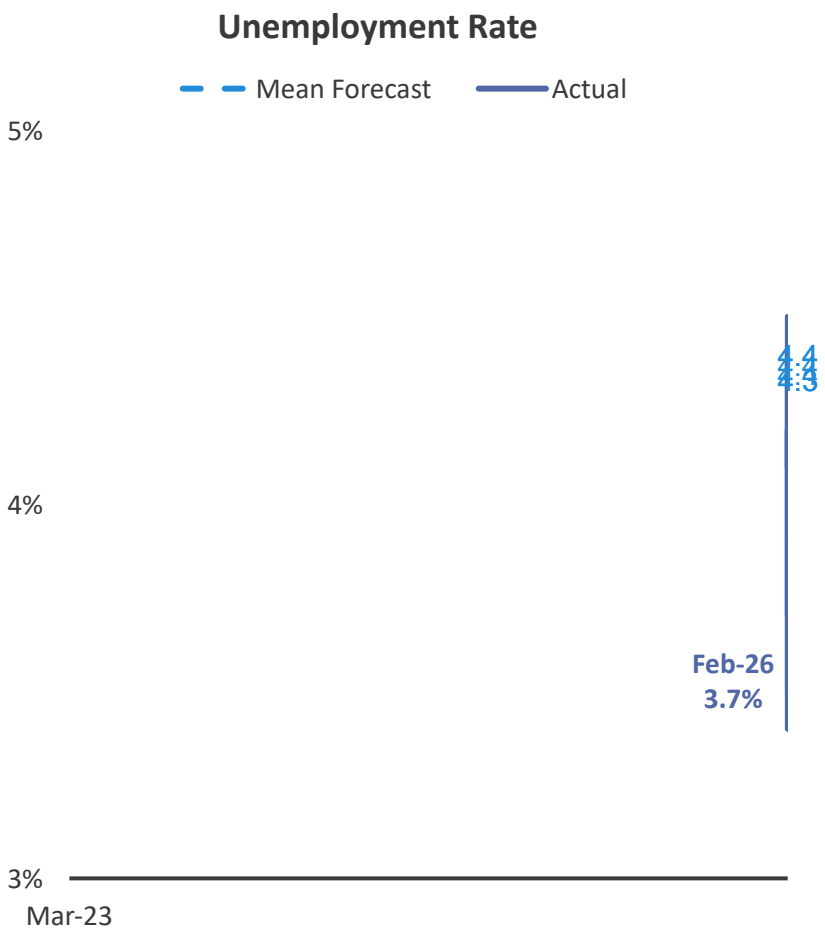
1. *See flsenate.gov for details on Chapter 218, Section 415: Local Government Investment Policies*
2. *https://aptusc.memberclicks.net/investment-policy-certification*
3. *https://www.gfoa.org/materials/investment-policy*

Economic Update

March 2026

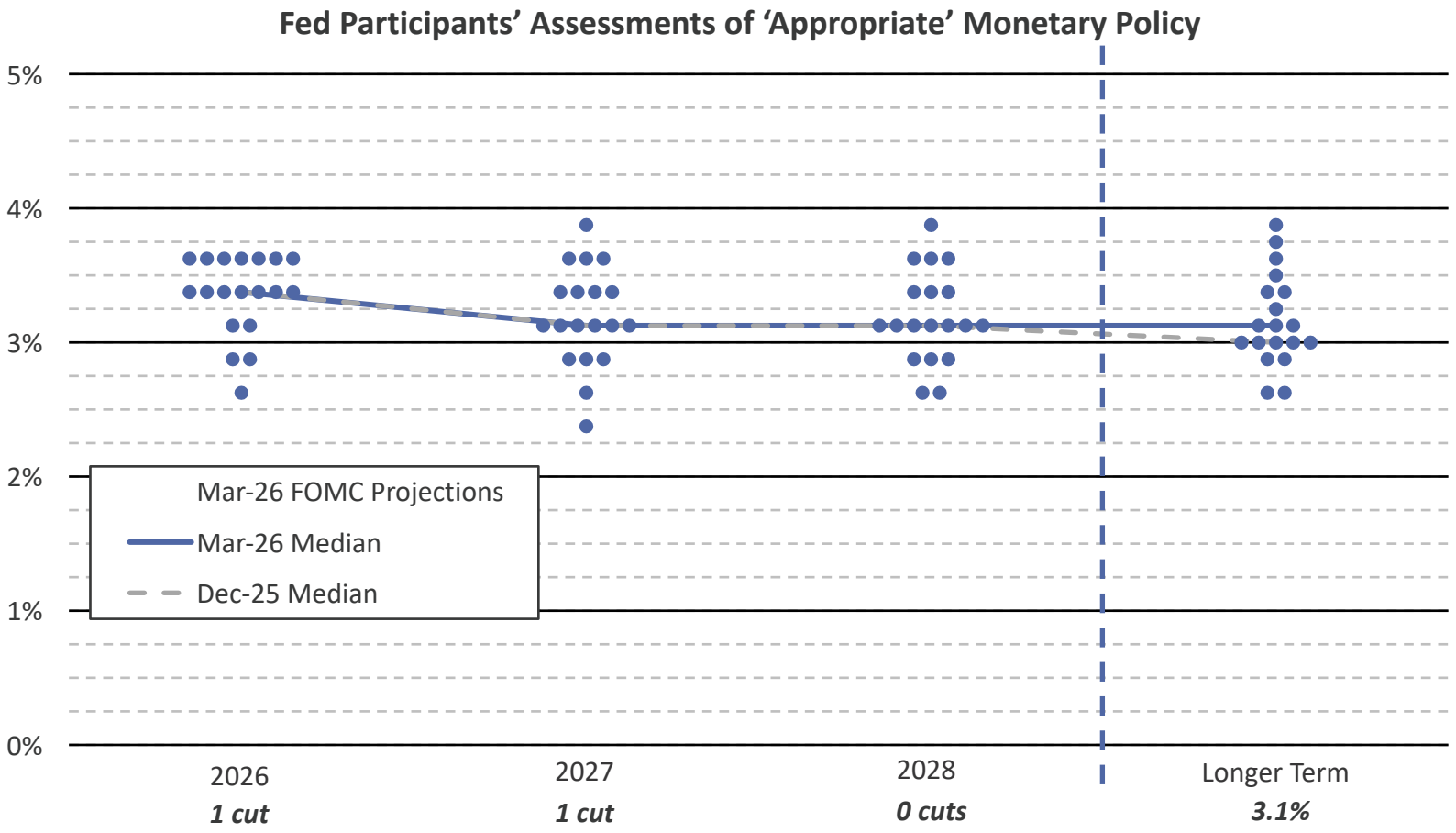
The Fed's Dual Mandate





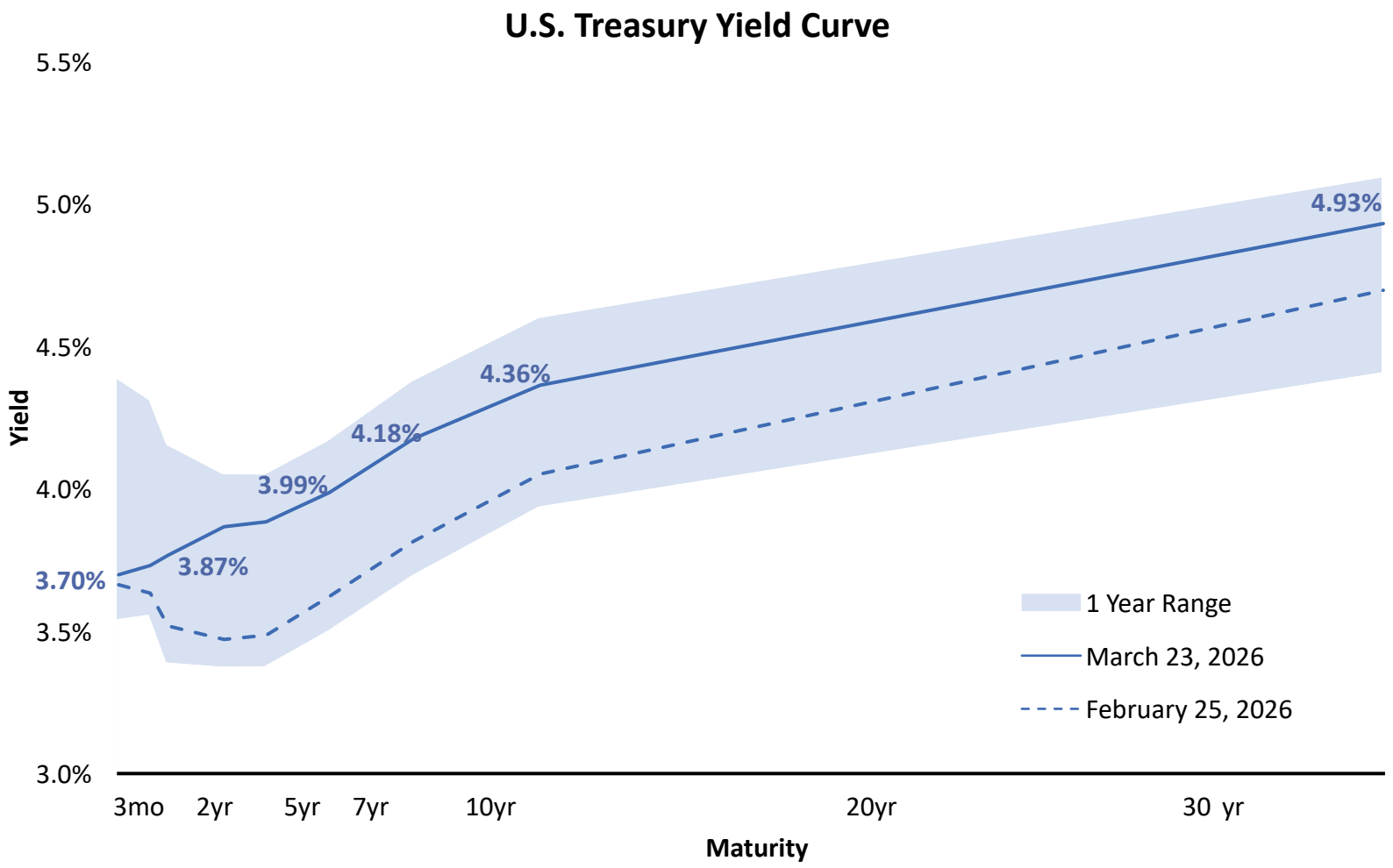
Source: Bureau of Labor Statistics and Bloomberg Finance L.P. as of February 2025. Survey responses after March 1, 2026, included in mean and forecast range for CPI Inflation (n = 8) and February 25, 2026 for Unemployment Rate (n = 4).

The Latest Fed “Dot Plot”



Source: Federal Reserve; Bloomberg Finance L.P. Individual dots represent each Fed members’ judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end. As of March 2026.

U.S. Treasury Yield Curve

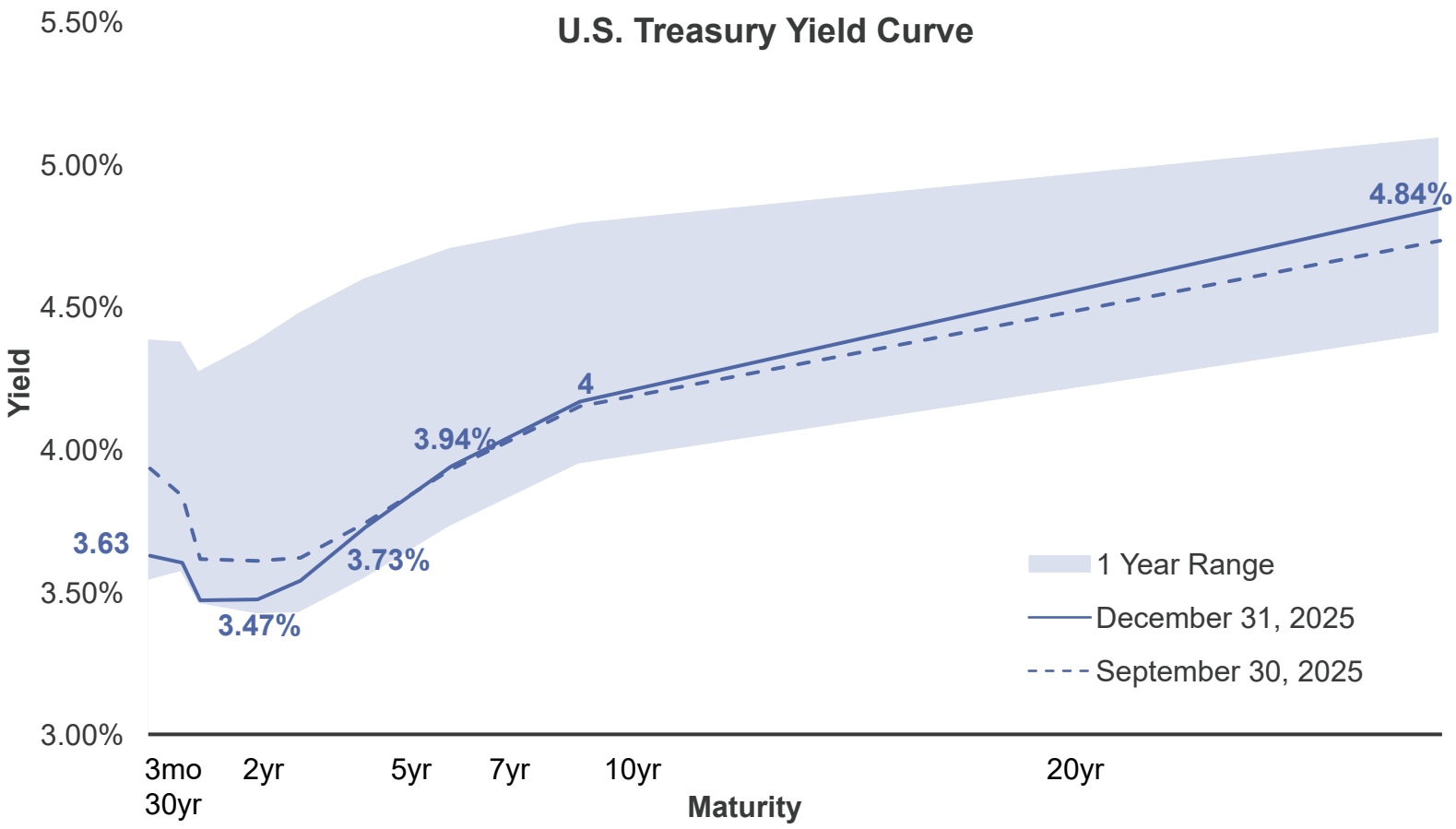


Source: Bloomberg Finance L.P., as of March 23, 2026.

Portfolio Review

December 31, 2025

Treasury Yield Curve Nears Dis-inversion

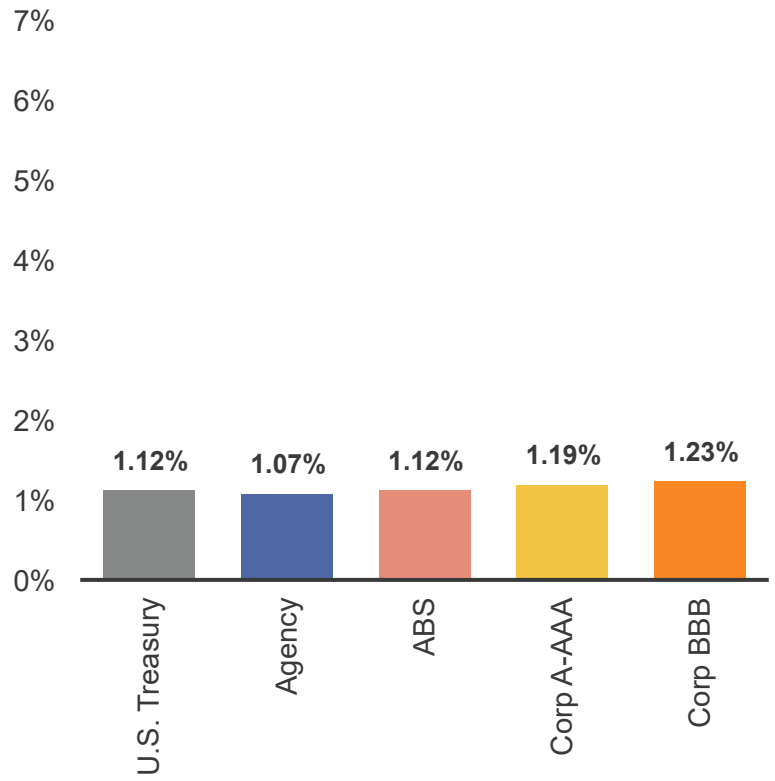


Source: Bloomberg Finance L.P., as of December 31, 2025.

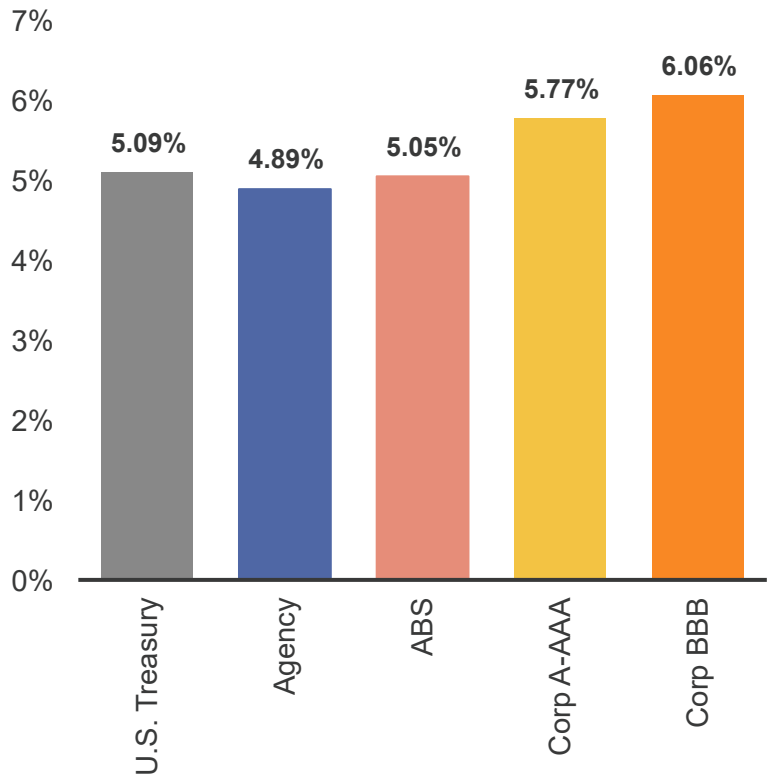
Fixed-Income Index Total Returns in 4Q 2025

1-3 Year Indices

Fourth Quarter 2025 Returns

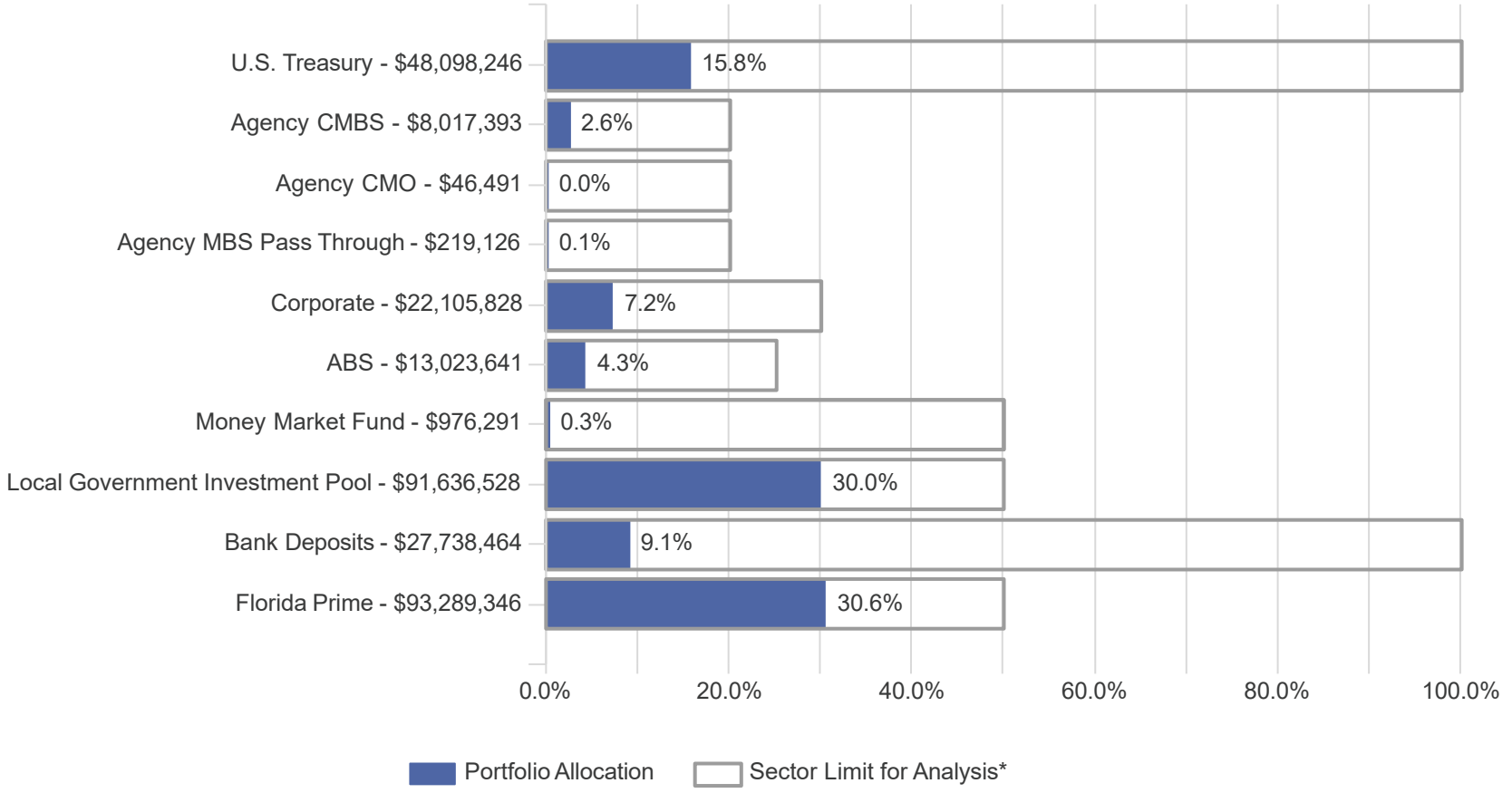


1-Year Return



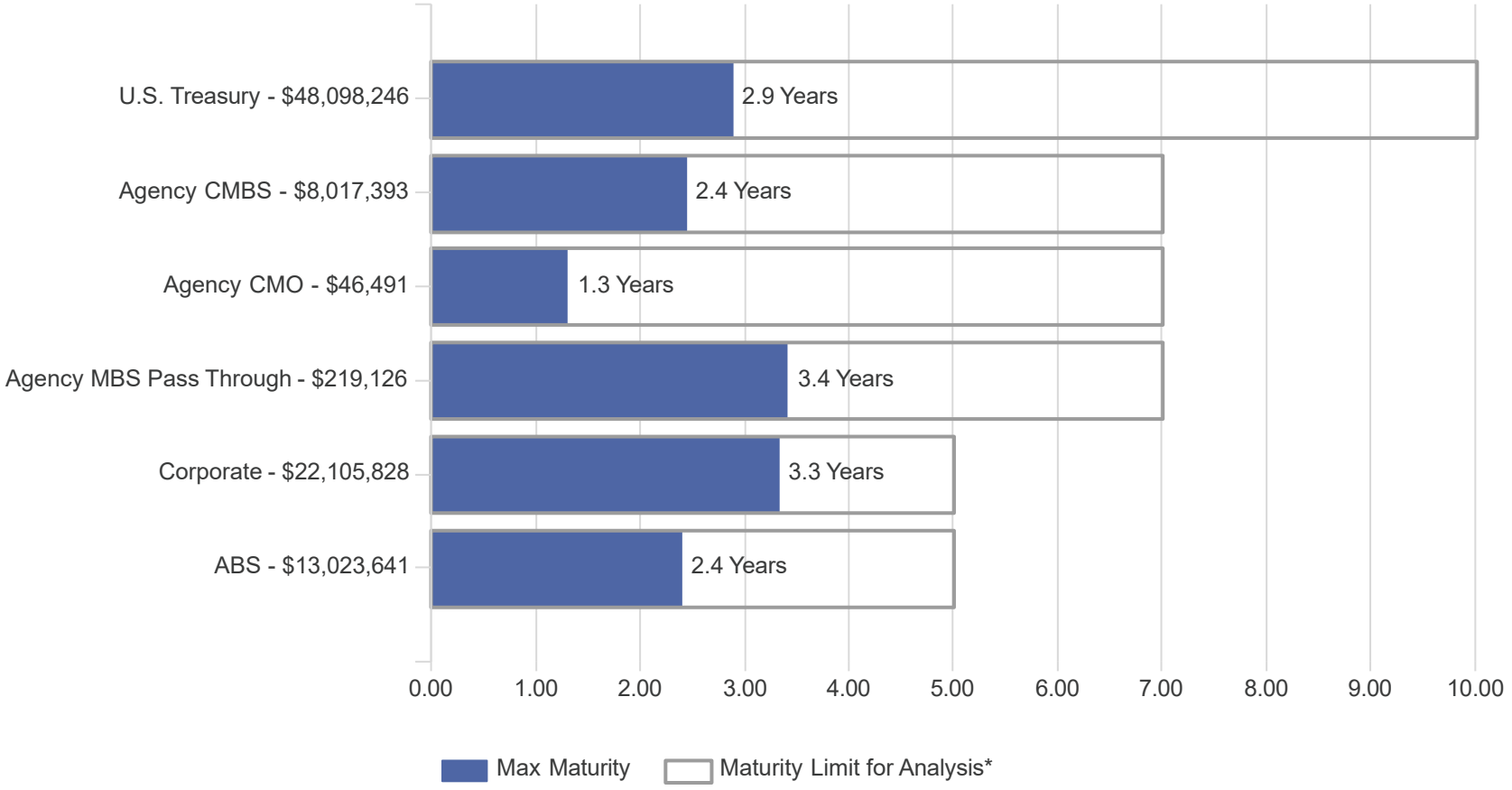
Source: ICE BofA Indices. ABS indices are 0-3 year, based on weighted average life. As of December 31, 2025.

Sector Allocation Analytics



For informational/analytical purposes only and is not provided for compliance assurance. Includes accrued interest.
**Sector Limit for Analysis is as derived from our interpretation of your most recent Investment Policy as provided.*

Max Maturity Analytics



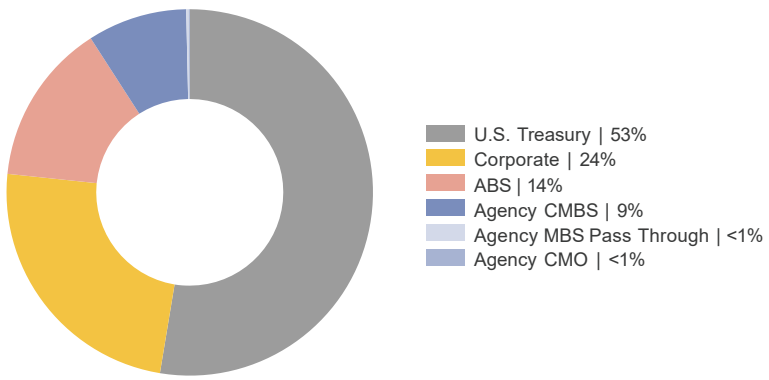
For informational/analytical purposes only and is not provided for compliance assurance. Includes accrued interest and excludes balances invested in overnight funds.
**Maturity Limit for Analysis is derived from our interpretation of your most recent Investment Policy as provided.*
Mortgage-backed securities and asset-backed securities, if any, limit is based on weighted average life, if applicable. Callable securities, if any, limit is based on maturity date.

Portfolio Snapshot - CITY OF PALM COAST[1]

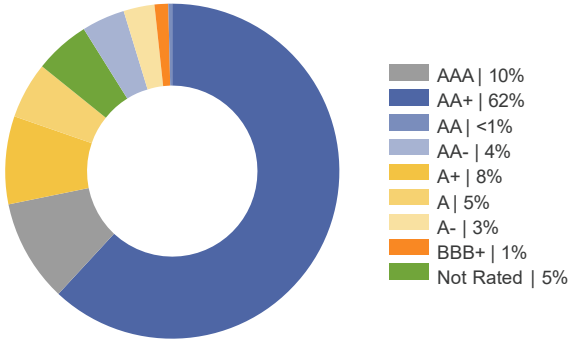
Portfolio Statistics

Total Market Value	$92,487,017.51
Securities Sub-Total	*$90,713,926.18*
Accrued Interest	*$796,800.63*
Cash	*$976,290.70*
Portfolio Effective Duration	1.75 years
Benchmark Effective Duration	1.76 ears
Yield At Cost	4.23%
Yield At Market	3.66%
Portfolio Credit Quality	AA

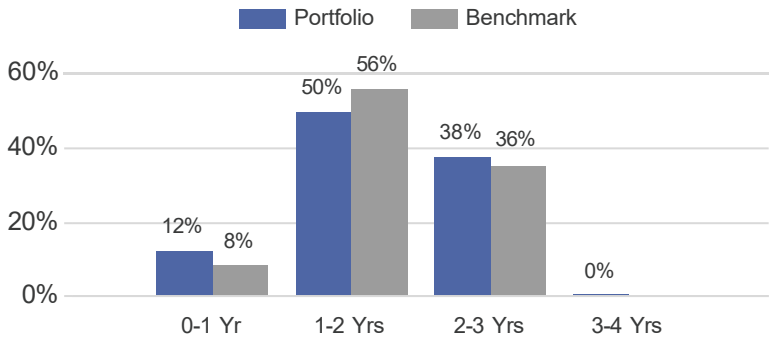
Sector Allocation



Credit Quality - S&P

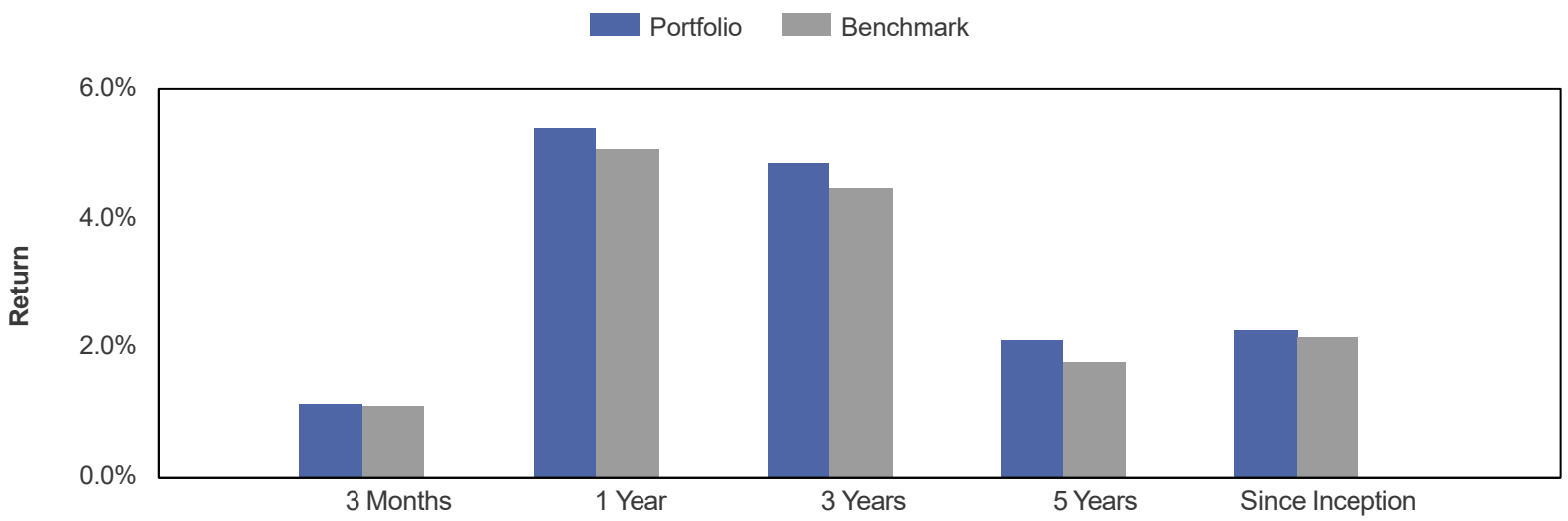


Duration Distribution



1. *Yield and duration calculations exclude cash and cash equivalents. Sector allocation includes market values and accrued interest. The portfolio's benchmark is the ICE BofA 1-3 Year U.S. Treasury/Agency Index. Source: Bloomberg Financial LP. An average of each security's credit rating was assigned a numeric value and adjusted for its relative weighting in the portfolio.*

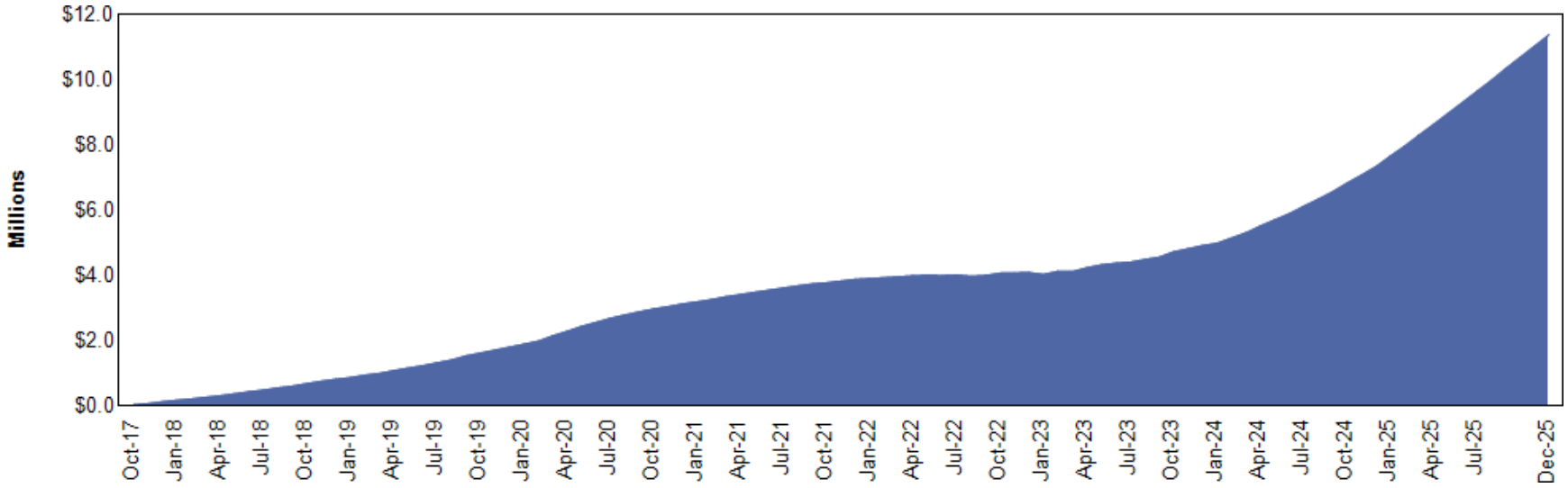
Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	Since Inception[1]
Interest Earned[2]	$938,233	$3,767,423	$8,133,654	$9,504,595	$12,384,419
Change in Market Value	$103,602	$962,219	$2,448,623	($1,235,416)	($143,759)
Total Dollar Return	**$1,041,835**	**$4,729,642**	**$10,582,277**	**$8,269,179**	**$12,240,660**
Total Return[3]					
Portfolio	1.14%	5.41%	4.85%	2.12%	2.27%
Benchmark[4]	1.12%	5.09%	4.48%	1.79%	2.17%

1. *The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is September 30, 2017.*
2. *Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.*
3. *Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.*
4. *The portfolio's benchmark is the ICE BofA 1-3 Year U.S. Treasury/Agency Index. Source: Bloomberg Financial LP.*

Accrual Basis Earnings - CITY OF PALM COAST



Accrual Basis Earnings	3 Months	1 Year	3 Years	5 Year	Since Inception[1]
Interest Earned[2]	$938,233	$3,767,423	$8,133,654	$9,504,595	$12,384,419
Realized Gains / (Losses)[3]	$69,293	$161,968	($1,111,845)	($1,266,310)	($1,007,632)
Change in Amortized Cost	$25,226	$111,352	$262,703	$3,969	$507
Total Earnings	**$1,032,753**	**$4,040,742**	**$7,284,512**	**$8,242,255**	**$11,377,294**

1. The lesser of 10 years or since inception is shown. Performance inception date is September 30, 2017.
2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.
3. Realized gains / (losses) are shown on an amortized cost basis.

Appendix



Permitted Investments and Requirements

Authorized Investment- Sector Type	Maximum Allocation	Individual Issuer Limit
Cash and Cash Equivalents	100%	N/A
Florida PRIME Fund	50%	N/A
United States Government Securities	100%	N/A
United States Government Agencies	75%	50%
Supranationals (where U.S. is a shareholder and voting member)	25%	10%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	80%(1)	40%
Mortgage Backed Securities "MBS"	20%(1)	15%
Interest Bearing Time Deposit or Savings Accounts	25%	15%
Repurchase Agreements	50%	25%
Commercial Paper	30%(2)	10%
Corporate Notes	30%(2)	5%
Asset-Backed Securities (ABS)	25%(2)	5%
Bankers' Acceptances	30%	10%
State and/or Local Government Taxable and/or Tax-Exempt Debt	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	50%	25%
Intergovernmental Investment Pools	50%	N/A

(1) Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS is 40%.
(2) Maximum allocation to all corporate and bank credit instruments is 40% combined.

As found on page 8 of the City's investment policy dated August 26, 2022.

Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
U.S. Treasury	**52.6%**	
United States Treasury	52.6%	AA / Aa / AA
Agency CMBS	**8.8%**	
Federal Home Loan Mortgage Corp	7.9%	AA / Aa / AA
Federal National Mortgage Association	0.9%	AA / Aa / AA
Agency CMO	**0.1%**	
Federal Home Loan Mortgage Corp	0.0%	AA / Aa / AA
Federal National Mortgage Association	0.0%	AA / Aa / AA
Agency MBS Pass Through	**0.2%**	
Federal Home Loan Mortgage Corp	0.0%	AA / Aa / AA
Federal National Mortgage Association	0.2%	AA / Aa / AA
Corporate	**24.2%**	
Accenture PLC	0.1%	AA / Aa / NR
Adobe Inc	0.6%	A / A / NR
Air Products and Chemicals Inc	0.7%	A / A / NR
Alphabet Inc	0.3%	AA / Aa / NR
Amazon.com Inc	0.4%	AA / A / AA
American Express Co	0.4%	A / A / A
ANZ Group Holdings Ltd	1.4%	AA / Aa / AA
AstraZeneca PLC	0.3%	A / A / NR
Bank of America Corp	0.8%	A / A / AA
Bank of New York Mellon Corp	0.8%	A / Aa / AA
Bayerische Motoren Werke AG	0.6%	A / A / NR
BlackRock Inc	0.4%	AA / Aa / NR
BP PLC	0.4%	A / A / A
Caterpillar Inc	0.5%	A / A / A
Chevron Corp	0.6%	AA / Aa / NR

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Corporate	**24.2%**	
Cisco Systems Inc	0.4%	AA / A / NR
Citigroup Inc	1.2%	A / A / A
Cooperatieve Rabobank UA	0.9%	A / Aa / AA
Deere & Co	0.2%	A / A / A
Eli Lilly & Co	0.6%	A / Aa / NR
Goldman Sachs Group Inc	0.7%	BBB / A / A
Hershey Co	0.2%	A / A / NR
Home Depot Inc	0.3%	A / A / A
Hormel Foods Corp	0.2%	A / A / NR
Johnson & Johnson	0.7%	AAA / Aaa / NR
JPMorgan Chase & Co	1.5%	A / A / AA
Lockheed Martin Corp	0.5%	A / A / A
Mastercard Inc	0.4%	A / Aa / NR
Mercedes-Benz Group AG	0.5%	A / A / NR
Merck & Co Inc	0.2%	A / Aa / NR
Morgan Stanley	1.4%	A / Aa / AA
National Australia Bank Ltd	0.4%	AA / Aa / AA
National Rural Utilities Cooperative Fi	0.5%	A / A / A
Novartis AG	0.5%	AA / Aa / NR
PACCAR Inc	0.3%	A / A / NR
PepsiCo Inc	0.6%	A / A / NR
PNC Financial Services Group Inc	0.4%	A / A / A
State Street Corp	0.2%	A / Aa / AA
Texas Instruments Inc	0.3%	A / Aa / NR
Toyota Motor Corp	0.2%	A / A / A
UBS Group AG	1.0%	A / Aa / A

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.

Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Corporate	**24.2%**	
United Services Automobile Association	0.4%	AA / Aa / NR
UnitedHealth Group Inc	0.6%	A / A / A
Wells Fargo & Co	0.6%	A / Aa / AA
ABS	**14.2%**	
Ally Auto Receivables Trust	0.4%	AAA / Aaa / AAA
American Express Co	0.8%	AAA / NR / AAA
BA Credit Card Trust	0.6%	AAA / Aaa / NR
BMW Vehicle Lease Trust	0.5%	AAA / Aaa / AAA
Capital One Financial Corp	0.7%	AAA / NR / AAA
Chase Auto Owner Trust	0.2%	AAA / NR / AAA
Daimler Trucks Retail Trust	0.1%	NR / Aaa / AAA
Fifth Third Auto Trust	0.3%	AAA / Aaa / NR
Ford Credit Auto Owner Trust	1.4%	AAA / Aaa / AAA
GM Financial Consumer Automobile Receiv	1.0%	AAA / Aaa / AAA
Honda Auto Receivables Owner Trust	1.1%	AAA / Aaa / AAA
Hyundai Auto Receivables Trust	1.2%	AAA / NR / AAA
John Deere Owner Trust	2.0%	NR / Aaa / AAA
JPMorgan Chase & Co	0.5%	AAA / NR / AAA
Kubota Credit Owner Trust	0.2%	NR / Aaa / AAA
Mercedes-Benz Auto Receivables Trust	0.4%	NR / Aaa / AAA
Nissan Auto Receivables Owner Trust	0.4%	NR / Aaa / AAA
Toyota Auto Receivables Owner Trust	0.7%	AAA / Aaa / AAA
USAA Auto Owner Trust	0.2%	AAA / Aaa / NR
Volvo Financial Equipment LLC	0.2%	NR / Aaa / AAA
WF Card Issuance Trust	0.7%	AAA / Aaa / AAA

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
ABS	**14.2%**	
World Omni Auto Trust	0.6%	AAA / NR / AAA
Total	**100.0%**	

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.

Disclosures

The views expressed within this material constitute the perspective and judgment of U.S. Bancorp Asset Management, Inc. at the time of distribution and are subject to change. Any forecast, projection, or prediction of the market, the economy, economic trends, and equity or fixed-income markets are based upon current opinion as of the date of issue and are also subject to change. Opinions and data presented are not necessarily indicative of future events or expected performance. Information contained herein is based on data obtained from recognized statistical services, issuer reports or communications, or other sources, believed to be reliable. No representation is made as to its accuracy or completeness.

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NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE



City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.2

Department **Division**	PARKS AND RECREATION PALM HARBOR GOLF CLUB	**Amount** **Org/Account #**	
Subject:	PRESENTATION - PALM HARBOR GOLF CLUB QUARTER 2 UPDATE		
Presenter:	**James Hirst, Director of Parks and Recreation, Dennis Redican, Recreation Manager**		
Attachments: 1. Presentation			

Background:

UPDATED BACKGROUND FROM THE AUGUST 26, 2025, WORKSHOP MEETING:
At the August 26, 2025, Workshop Meeting, City Council requested that City Staff prepare a 6-month follow-up presentation on the Palm Harbor Golf Club. This presentation provides an update on current operations and projected budget performance for FY 26.

UPDATED BACKGROUND FROM THE JUNE 24, 2025, WORKSHOP MEETING:
At the June 24, 2025, Workshop Meeting, City Council requested that City Staff prepare a follow-up presentation outlining potential operational options for the Palm Harbor Golf Club. This presentation includes updates on internal allocations, golf cart leasing vs. purchasing, golf fee waiver, tax appraisal, and options for future management of the facility.

UPDATED BACKGROUND FROM THE APRIL 22, 2025, WORKSHOP MEETING:
At the April 22, 2025, Workshop Meeting, City Council requested a draft Request for Proposal (RFP) for the potential sale of Palm Harbor Golf Club, along with a review of golf rates needed to cover Capital Improvement Project (CIP) expenses. City Staff have prepared a presentation that includes the requested draft RFP, an overview of the recent property appraisal, a budget review, and rate scenarios to address both CIP and operational costs.

UPDATED BACKGROUND FROM THE JANAURY 28, 2025, WORKSHOP MEETING:
At the January 28, 2025, Workshop Meeting, City Council requested additional information about the Palm Harbor Golf Club, including diversifying revenue options, a maintenance analysis, and budget projections.

ORIGINAL BACKGROUND FROM THE JANUARY 28, 2025, WORKSHOP MEETING:
At the January 7, 2025, Business Meeting, City Council requested that City Staff provide a presentation on the Palm Harbor Golf Club, the City's historic golf course. The presentation will include an overview of the

current state of the facility, including operational performance, community engagement, and opportunities to enhance its value to the community.

This discussion is a part of City Council's broader goal to explore strategies for improving community assets and overall quality of life in Palm Coast. It also reflects Parks & Recreation's commitment to fostering spaces that allow residents and visitors to explore, connect, and play.

Recommended Action:
FOR PRESENTATION ONLY

Palm Harbor Golf Course
Fiscal Year 25-26
Q1 and Q2 Analysis

Agenda

- Implemented Changes
- Changes to Operations
- Expenditures – Current and Future Projections
- Revenue

Implemented Changes FY25-26

Q1 Updates

- New Fee Structure
- Improvements to Front of Building
- Improvements to all Signage
- Hole Sponsorships
- Par-Tee After Dark
- Walkers Punch Pass

Q2 Updates

- Limit 9-hole rounds in morning
- Staying open later



Outcomes

- **10/1/25 implemented new fee structure**
  - +/- $10 increase based off years without an increase
  - Average round FY24-25 **$28.22**
  - Average round FY25-26 **$37.61**
- **Limit 9-holes in the mornings**
- **Focus group meetings with leagues**
- **Enhancing customer service**
- **Walkers Punch Pass**
  - $200 for 20 rounds
- **Modified pass holder card**
- **Increasing summertime hours**
  - Golf carts out as late as 8pm
  - Afternoon men's leagues working with Loopers Par & Grille
  - Finalizing Tournament Play
  - Preparing for more programs to the course

Updates and New Opportunities

Walker's Punch Pass

- 152 Sold
- $30,400 Revenue

Range

- 7,042 tokens sold
- $63,225 Revenue

Pro Shop

- $16,733 in merchandise sales

Community Events held

- FPC Baseball Fundraiser
- VFW Event

Tournaments

- 2 FSGA Junior Tournaments

Par-Tee After Dark

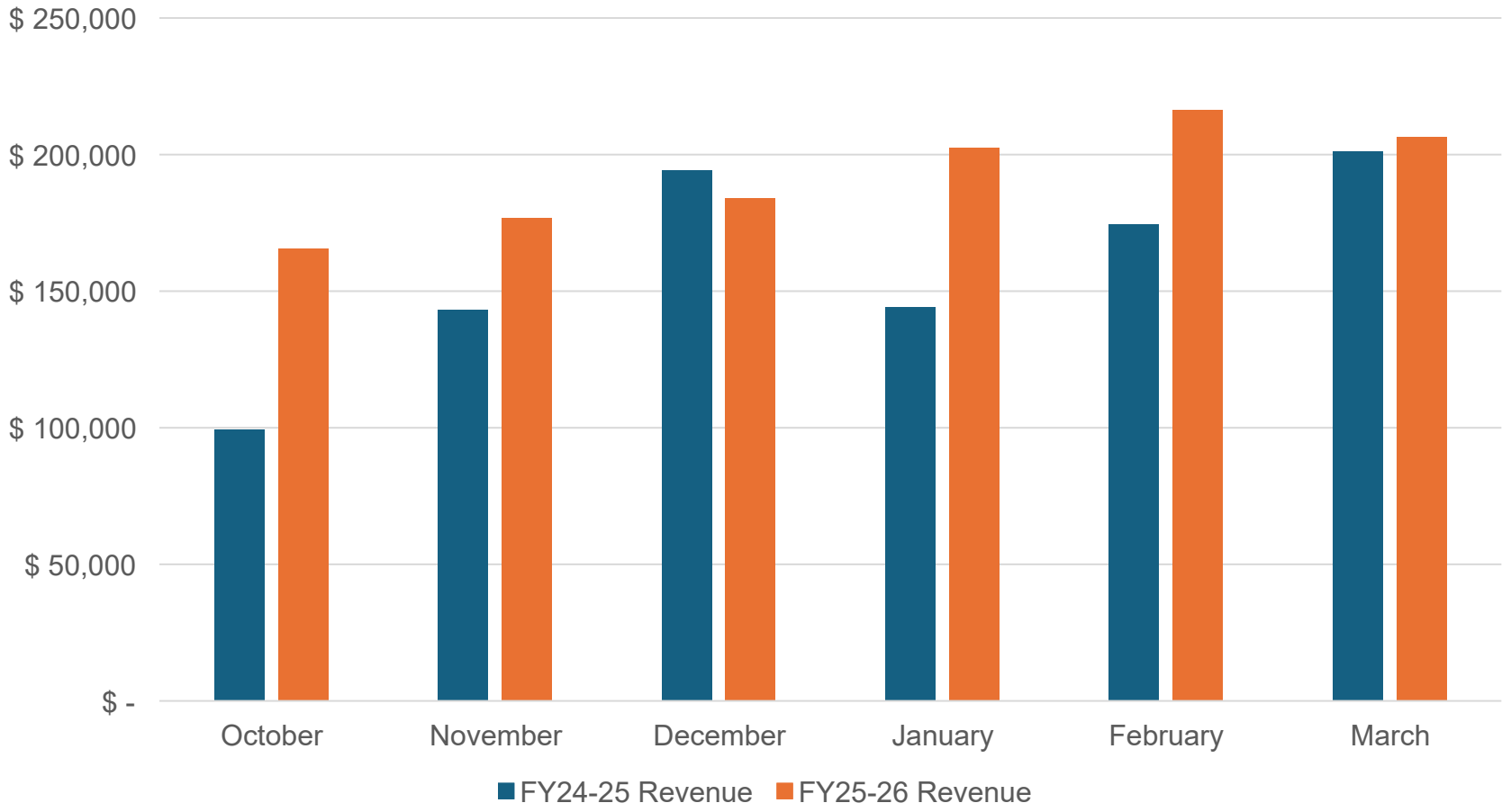
- 84 players ($2,180)

Sponsorships

- $1,000



FY25-26 Revenue



Expenditure vs. Revenue Comparison

	FY23-24	FY24-25	Year to Date*	FY25-26 Projections*
Revenue	$1,678,070	$1,814,557	$1,161,245	$2,255,047
Expenditures	$1,864,472	$1,908,870	$812,009	$2,182,422

*Based on 3/31/26 numbers

Maintenance Needs

In Progress:

FY25-26

- Pump Irrigation System $278,000

Future:

FY27

- Replace 50 Golf Carts and Replace 17th Tee Box

FY28

- Replace 22 Golf Carts and Green Renovation Plan

FY29

- Bunker Renovation Plan



Upcoming Opportunities

- Coastal Niners Women's Tournament
- US Senior AM Tour
- Northeast Florida Senior Tournament
- Seagals 18 Women’s Tournament
- Wine and Nine
- More Night Golf

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.3

Department **Division**	PARKS AND RECREATION PALM HARBOR GOLF CLUB	**Amount** **Org/Account #**	
Subject:	PRESENTATION - RFI FOR PALM HARBOR GOLF CLUB		
Presenter:	**James Hirst, Director of Parks and Recreation**		

Attachments:

1. Presentation
2. RFI Responses (8)

Background:

At the August 26, 2025, Workshop Meeting, City Council requested issuance of a Request for Information (RFI) regarding Palm Harbor Golf Club. The RFI gathered input from qualified entities on potential operational structures, partnership approaches, and investment considerations related to the facility. City staff have prepared a presentation that includes an overview of the responses received through this process.

Recommended Action:

FOR PRESENTATION ONLY

Palm Harbor Golf Course
RFI-PR-26-28

RFI-PR-26-28

Soliciting non-binding information from experienced golf course operators, hospitability providers, and public-private partnership entities regrading potential long-term operational, capital investment, and revenue-enhancements for Palm Harbor Golf Course

- Open Date: February 4th
- Questions Due Date: March 5th
- Close Date: March 12th

RFI-PR-26-28

- 8 submissions

Organizations	Pass/Fail
American Golf Corporation	Pass
Bobby Jones Links	Pass
Era Golf Management	Pass
H&L Golf Group Inc	Pass
Landscapes Golf Management	Pass
Palm Harbor Golf Course, LLC	Pass
SSS Down To Earth OPOC, LLC	Pass
Troon Golf, LCC	Pass

Next Actions

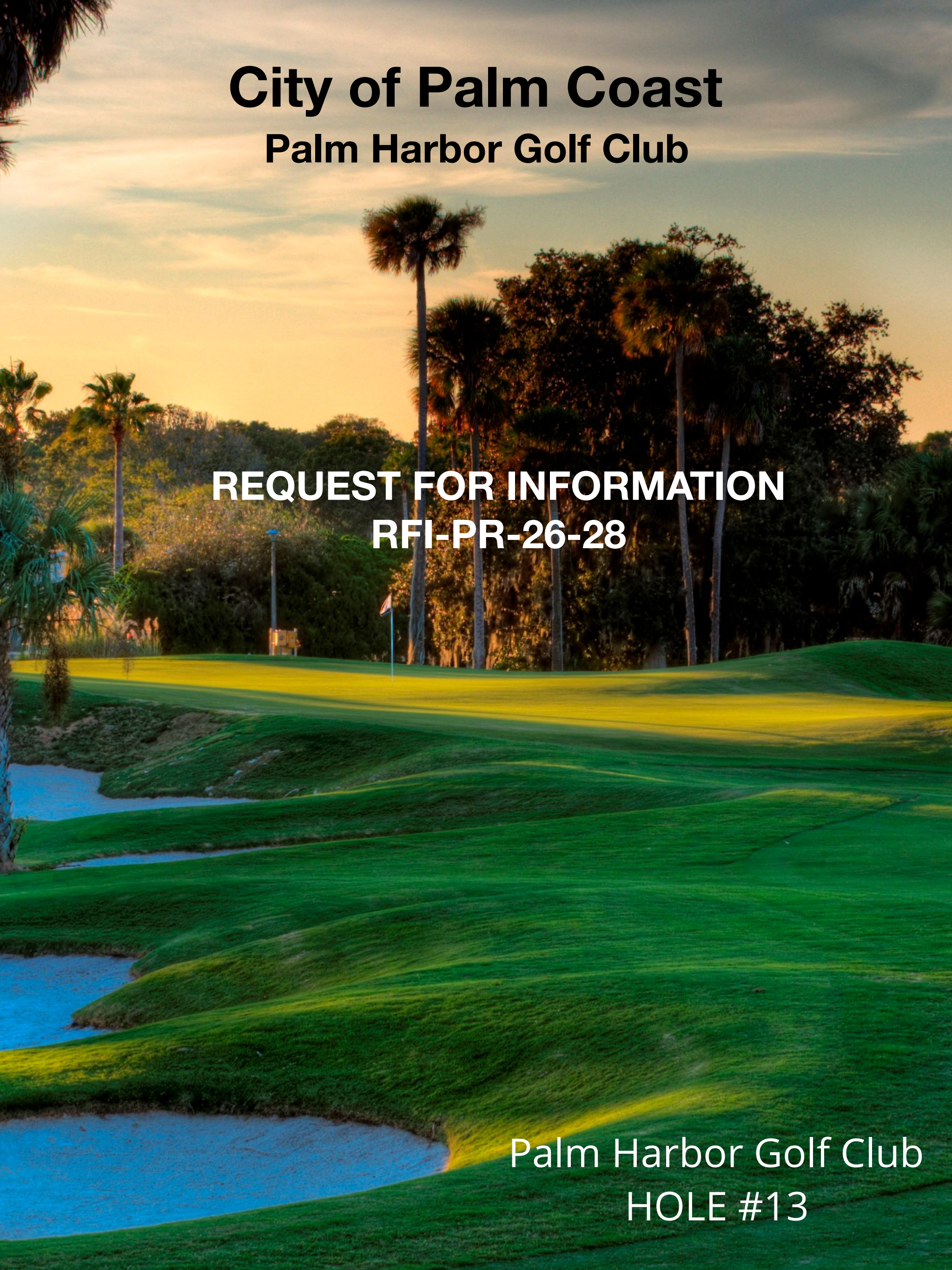
- City of Palm Coast continue with golf operations
- Submit for an RFP for management/sale of the course

City of Palm Coast

Palm Harbor Golf Club

REQUEST FOR INFORMATION

RFI-PR-26-28



Palm Harbor Golf Club
HOLE #13

Palm Harbor Golf Club

Response to Request for Information – RFI-PR-26-28

Submitted by Palm Harbor Golf Course, LLC (PHGC, LLC)

Overview

Palm Harbor Golf Club is a City of Palm Coast-owned, 18-hole municipal golf course spanning 147 acres (see the appendix for the Palm Harbor Golf Club masterplan layout). Through RFI-PR-26-28, the City seeks to identify qualified golf industry professionals and interested parties who, with their financial resources, experience, and vision, can offer innovative strategies and partnership opportunities to:

- Improve the overall operating performance of the facility
- Reduce and ultimately eliminate ongoing City liability and financial exposure
- Extend the useful life of this valuable public asset
- Ensure and maintain resident affordability at Palm Harbor Golf Club
- Enhance the quality of the experience for all Palm Coast residents

In response to this opportunity, golf and hospitality industry veterans John Ritenour, Jimmy Stewart, John Fitzgibbon, and their Team have formed Palm Harbor Golf Course, LLC ("PHGC, LLC") and are pleased to submit this formal response to the City's RFI.

PHGC, LLC, in partnership with the City of Palm Coast, will leverage its extensive experience and resources to bring innovation, excellence in hospitality, affordability, and family-friendly programming to Palm Harbor Golf Club—establishing the facility as a premier, community-centered golf destination enjoyed by current residents and future generations alike.

The Opportunity

Despite engaging professional golf course management and maintenance firms—including Kemper Sports, Troon, and the City of Palm Coast directly—Palm Harbor Golf Club has accumulated approximately $3.6 million in net operating losses since 2008. A year-by-year summary of these results is presented in the table below:

Year	Golf Revenue	Golf Expenses	Net Income / (Loss)
2008			($31,969)
2009			($82,672)
2010	$1,213,334	($1,626,517)	($413,183)
2011	$1,501,459	($1,653,658)	($152,199)
2012	$1,479,063	($1,547,714)	($68,645)
2013	$1,364,274	($1,489,943)	($125,669)

2014	$1,226,184	($1,519,071)	($292,887)
2015	$1,191,388	($1,536,674)	($345,286)
2016	$1,253,137	($1,610,659)	($357,522)
2017	$1,196,055	($1,651,266)	($455,211)
2018	$1,145,805	($1,375,297)	($229,492)
2019	$1,228,186	($1,387,565)	($159,379)
2020	$1,059,938	($1,341,746)	($281,808)
2021	$1,411,497	($1,419,072)	($7,575)
2022	$1,583,233	($1,573,617)	$9,616
2023	$1,573,576	($2,088,704)	($435,128)
2024	$1,696,410	($1,864,684)	($168,274)
		Total Net Loss (2008–2024)	**($3,597,283)**

It is important to note that the figures above do not include depreciation or capital expenditure disbursements totaling over $5.5 million including the 2008 course renovation. When these outlays are included, the City of Palm Coast's total investment in Palm Harbor Golf Club exceeds $9 million—with no financial return to date. Additionally, an estimated $670,000 in deferred capital repairs remains outstanding, including the golf course irrigation pump station, the clubhouse parking lot, and other facility improvements.

These figures are fully documented in James Hirst's presentation to the Palm Coast City Council on January 28, 2025, and in the news coverage cited below:

City Council Workshop – January 28, 2025:
https://agendas.palmcoastgov.com/meetings/2025/1/123_A_City_Council_Workshop_25-01-28.pdf

Flagler Live – Palm Harbor Golf Course Coverage:

- https://flaglerlive.com/palm-coast-golf-course-aggregate/
- https://flaglerlive.com/golf-scam-pt/
- https://flaglerlive.com/brad-adams-kemper/

To date, all Palm Harbor Golf Club losses and expenditures have been funded through the City's general fund—resources that could otherwise be directed toward critical municipal infrastructure and services. PHGC, LLC is committed to partnering with the City of Palm Coast to reverse this trend. We recognize and appreciate that the City has identified these challenges and is actively seeking forward-thinking, innovative solutions to reinvigorate Palm Harbor Golf Club without continued reliance on City subsidies.

Our Solution

Palm Harbor Golf Club has a strong history and an exceptional foundation to build upon.

PHGC, LLC's vision is grounded in a fundamentally different approach—one that stands in deliberate contrast to semi-private models such as Troon's Hammock Beach Golf Club, which charges premium rates that are inaccessible to most residents. We recognize that our primary

market is the Palm Coast community, and consistent with our Team's track record of operating successful public golf courses, we are committed to maintaining fair, accessible pricing for our core customer base. Palm Coast residents are our priority. Our objective is to redefine Palm Harbor Golf Club as a true community destination—one that is welcoming, affordable, and accessible to all, while delivering a high-quality experience.

Of the 52,661 rounds of golf played at Palm Harbor in 2024, 91% were by City residents. This reinforces our commitment to prioritizing local access and affordability in every aspect of operations.

PHGC, LLC also intends to partner with Jamie Bourdeau and the Loopers team. Jamie and his team, are enthusiastic about this partnership opportunities — both for the Loopers operation and for the broader Palm Coast community. This collaboration would significantly enhance the overall customer experience and increase engagement across the facility.

PHGC, LLC's commitment is to restore Palm Harbor Golf Club to financial sustainability, retain and grow its existing user base, and eliminate any operational complaints to the City—allowing City Council, City staff, and municipal resources to focus on other critical priorities. At the same time, the City can take pride in what we will collectively build at Palm Harbor under a renewed, community-driven vision.

This will be accomplished through a new Public–Private Partnership with Defined Capital Commitments between the City of Palm Coast and PHGC, LLC serving as the Operating Partner. This partnership will encompass the full scope of golf course operations, including improvements and upgrades to the course itself, driving range, clubhouse, and food and beverage facilities—all funded by PHGC, LLC, with an emphasis on well-conditioned facilities, hospitality excellence and technology-driven experience enhancements. Specifically, this structure will:

- Eliminate any further City deficits from golf course operations
- Ensure high-quality course conditions, ongoing maintenance, and meaningful capital reinvestment
- Allow the City to maintain full ownership of the land and major improvements
- Maintain affordability and equitable rate structures for Palm Coast residents
- Protect public access to the facility
- Establish Palm Harbor as a premier destination for golfers and families alike

Our approach will directly address the City of Palm Coast's stated goals: improving the facility's overall operating performance, preserving resident affordability, eliminating further City subsidies, and extending the useful life of this valued public asset.

The purpose of this RFI response is to demonstrate that PHGC, LLC—as the proposed Operating Partner—possesses the vision, operational expertise, and proven track record to succeed in this endeavor at Palm Harbor Golf Club. The specific terms of this Public–Private Partnership will be further outlined, developed, and finalized in collaboration with the City during subsequent stages of negotiation, informed by City Council, Staff and the Communities' preferences and priorities.

Our Experience

PHGC, LLC's leadership team—comprising industry veterans John Ritenour, Jimmy Stewart, John Fitzgibbon, and supporting professionals—brings the financial resources, deep industry expertise, and a demonstrated track record of successfully transforming underperforming golf course operations. Their prior and on-going golf course operations over the last 25 years include:

- Clermont National Golf Course & Driving Range – Clermont, FL

- McInnis Park Golf Course – San Rafael, CA
- Tayman Park Golf Course – Healdsburg, CA
- Alaqua Country Club – Longwood, FL

For an overview of each of these properties, please visit their respective websites listed below. Contacts for each property are also provided for verification purposes, including letters of reference in the appendix:

Property	Location	Reference Contact
Clermont National Golf Course & Driving Range (www.clermontnational.com)	Clermont, FL	Curt Henschel, City of Clermont Planning Director chenschel@clermontfl.org | 352-241-7308 Dave Colby, City of Clermont Planning Commission/Exec. Dir -SL Chamber of Commerce davidc@southlakechamber-fl.com | 518-965-1660
Tayman Park Golf Course (www.healdsburggolfclub.com)	Healdsburg, CA	Mark Themig, Healdsburg Parks & Rec Director mthemig@ci.healdsburg.ca.us | 707-955-5345
McInnis Park Golf Course (mcinnisparkgolfcenter.com)	San Rafael, CA	Chris Chamberlain, GM – Marin County Parks cchamberlain@marincounty.org | 415-473-6391
Alaqua Country Club (alaquacc.com)	Longwood, FL	Paul Henderson, GM paul@alaquacc.com | 407-590-0437

Awards & Recognition

- 7-Time Golf Range Association of America (GRAA) Driving Range of the Year Award | (*McInnis Park Driving Range & Clermont National Driving Range*)

With this depth of experience, demonstrated results, and a shared commitment to community-centered golf, PHGC, LLC is confident in its ability to meet and exceed all of the City of Palm Coast's goals—transforming Palm Harbor Golf Club into a success story that the City and its residents can genuinely be proud of.

Appendix

- Palm Harbor Golf Club Masterplan Layout
- "This Is Clermont National" – Property Pictorial
- Letters of Reference

Palm Harbor Golf Club
20 Palm Harbor Drive
Palm Coast, FL 32137

Scale: 1 inch = 450 feet; 1 inch = 150 yards

Front	1	2	3	4	5	6	7	8	9
Black	419	198	492	362	325	382	522	186	385
Green	395	176	474	342	300	362	492	145	355
White	334	137	452	318	259	329	457	121	337
Men's HDCP	6	16	4	8	14	10	2	18	12
Men's Par	**4**	**3**	**5**	**4**	**4**	**4**	**5**	**3**	**4**
Women's Par	**4**	**3**	**5**	**4**	**4**	**4**	**5**	**3**	**4**
Women's HDCP	6	16	4	8	14	10	2	18	12
White - Ladies	334	137	452	318	259	329	457	121	337
Pink - Ladies	304	106	399	251	235	259	420	101	272

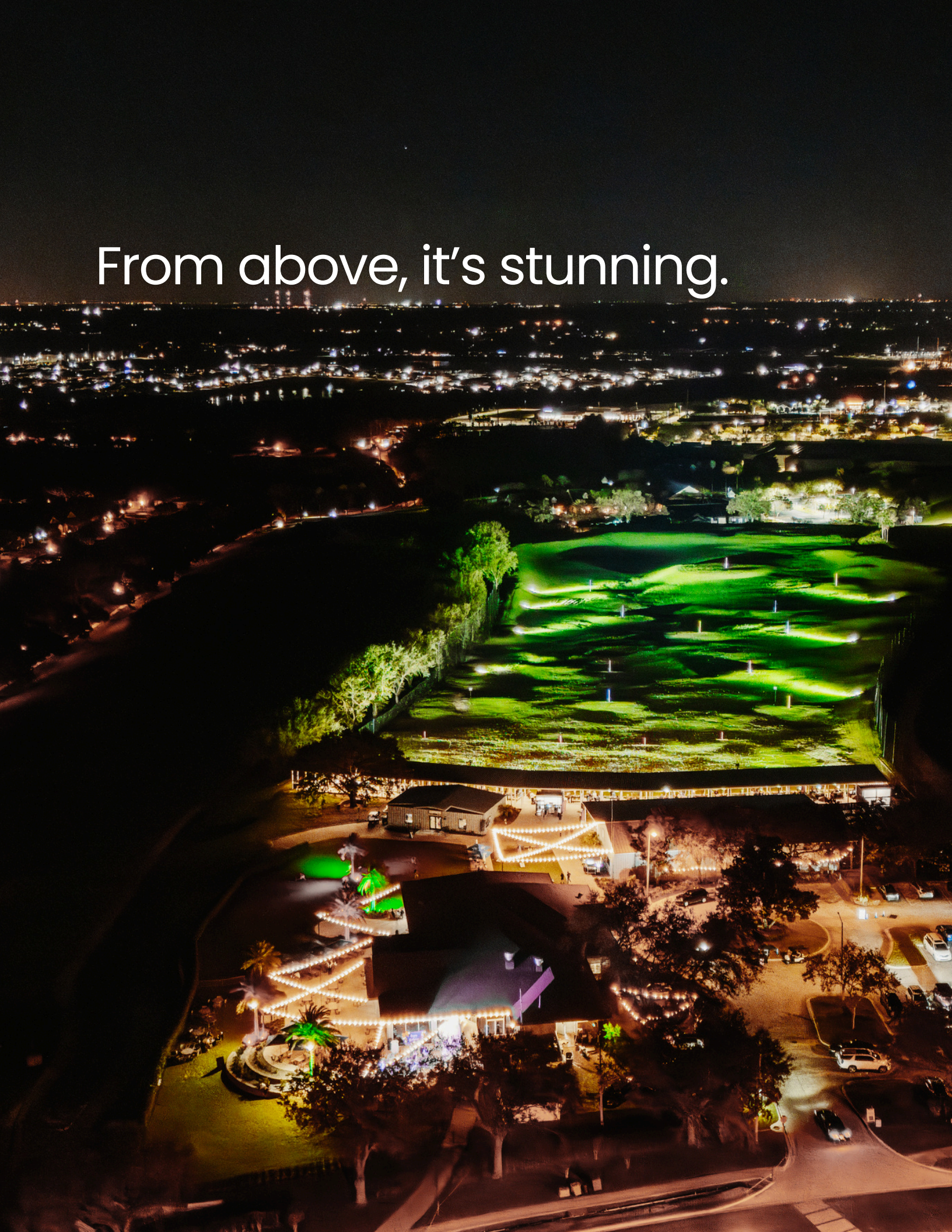
Palm Harbor Golf Club Scorecard

Tees	Par	Rating	Slope	Yardage
Black	72	72.6	143	6609
Green	72	70.0	131	6160
White	72	67.5	121	5636
White - Ladies	72	72.1	128	5636
Pink - Ladies	72	67.1	113	4722

Back	10	11	12	13	14	15	16	17	18
Black	362	189	518	345	440	503	375	197	409
Green	339	168	497	326	418	480	355	174	362
White	319	136	471	291	389	455	335	158	338
Men's HDCP	11	17	3	9	5	1	13	15	7
Men's Par	**4**	**3**	**5**	**4**	**4**	**5**	**4**	**3**	**4**
Women's Par	**4**	**3**	**5**	**4**	**4**	**5**	**4**	**3**	**4**
Women's HDCP	11	17	3	9	5	1	13	15	7
White - Ladies	319	136	471	291	389	455	335	158	338
Pink - Ladies	262	107	420	240	324	400	253	129	240



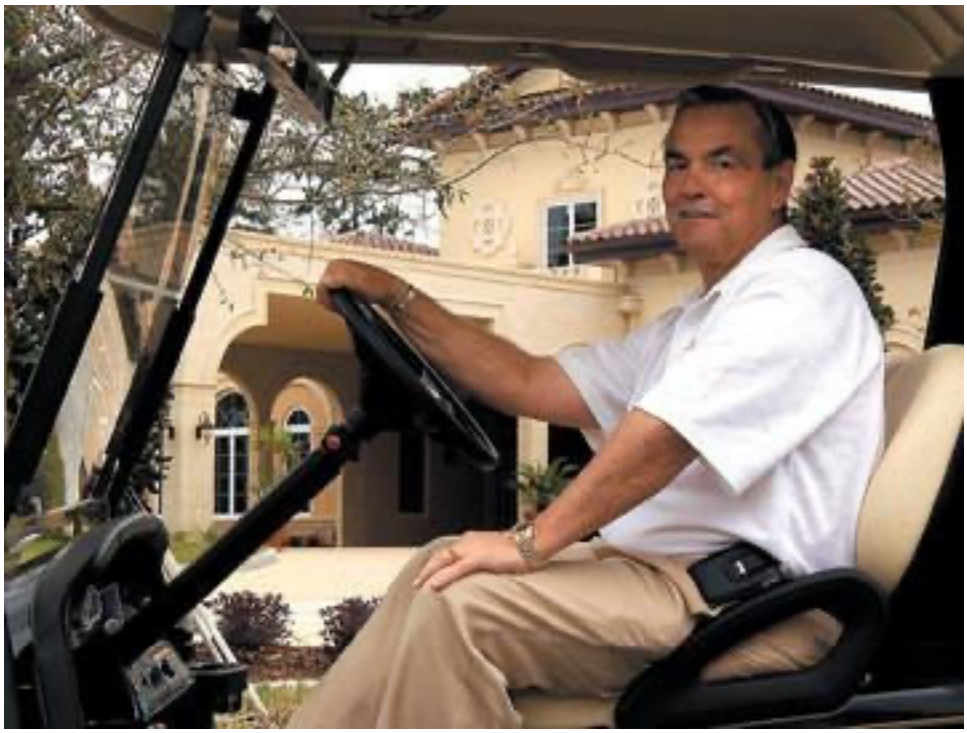

This is
Clermont National


From above, it’s stunning.


On the ground, it’s electric.
BAY
29
BAY
28
BAY
27
BAY
26
BAY
25
BAY
24
RANGE
CLERMONT NATIONAL


And for those
who know...
it's home.

Meet John Ritenour, who in 2009, took it upon himself to bring back the Alaqua Country Club luster. He bought out most of the existing members to gain control and became Alaqua's principal owner. Then he got down to work. The first year John put $1.2 million into the course. The second year took all of $1.1 million. Then $900,00…. Simply put, the golf course at Alaqua has been restored by John to its former glory from terrible playing conditions and near bankruptcy to financial success today.



According to Wally Armstrong, a golf pro who's been involved with Alaqua from its very beginning. "This is not a typical Florida golf course. We have spectacular, 55-foot elevated tees here. It's challenging, but fair for all skill levels. This is a thinker's course; you have to think to play it well. From the back tees, it's a world championship course."

Many who know the Alaqua of the past know it was famous – or infamous – for its flooding problems. Not anymore as John has spent a ton of money moving dirt and putting in what seems to be miles of drainage pipe. Now when those hurricanes or tropical storms come through and all the golf courses around are closed, except for Alaqua!

From near bankruptcy in 2009 to financial success today, thanks again to John's leadership and vision Alaqua Country Club is now one of the best courses in North Orlando!

SOUTH LAKE
CHAMBER of COMMERCE

352-394-4191

office@southlakechamber-fl.com www.southlakechamber-fl.com

620 W. Montrose Street

July 1, 2025

To Whom It May Concern,

I am writing this letter of reference from two perspectives. Firstly, as a Member of the City of Clermont's Planning Commission. And secondly, as the President & CEO of the South Lake Chamber of Commerce.

As a Member of the City of Clermont's Planning Commission, in early 2022 I had a firsthand view after Jimmy Stewart purchased a failing golf course facility in Clermont (now Clermont National), submit a vision and plans to revitalize and restore this Clermont golf course facility which the Planning Commission was so impressed with that we approved Jimmy's plans unanimously in a 7-0 vote! I then watched Jimmy, and his partner John Fitzgibbon (former Universal Studio's Sr Director of Attraction Development) follow through, construct and implement these plans, during a very trying time in the middle of Covid, into today's renowned Clermont National Golf Course. Besides renovating the golf course and upgrading the restaurant facilities, Jimmy added a state-of-the-art golf course driving range. The unique design and construction utilized ground mounted illumination, it allowed our Planning Commission to approve operations until 11 pm as light pollution and intrusion for any nearby homeowners or wildlife was eliminated. Jimmy and John followed through on plans promised, planned, and constructed while documenting the complete transformation process on-line with monthly updates and videos for the public to see over the year it took to transform this project from plans to reality. Again, this is something that we do not see very often on Planning Commission where Jimmy and John were meticulous in keeping the community updated throughout the project. This, we appreciated very much as it answered any questions the public had making our job on Planning Commission and the Planning Department's job that much easier (https://www.clermontnational.com/updates).

Secondly, as President & CEO of the South Lake County Chamber of Commerce, encompassing South Lake county, I now get to enjoy and utilize the golf course, as Jimmy's and John's vision, in the space of less than 2 years has become a reality while these additional revenue centers have transformed a failing Clermont golf course into today's successful Clermont National Golf Course, frequented by Clermont residents of all ages, becoming a destination gathering place for individuals, families, service clubs, events of all kinds, and recognized by our Chamber as the Business of the Year for 2024. This has become an amazing amenity for our community. (https://www.clermontnational.com/).

For any other City struggling with their golf operations, I would recommend without hesitation Jimmy Stewart, John Fitzgibbon, Rick Stewart, and their team. They are credible partners, completing their plans while still maintaining access and keeping rates reasonable for City Residents.

Please contact me at davidc@southlakechamber-fl.com or Tel: 518-965-1660, if I can answer any other questions you might have.

Sincerely,

President & CEO
South Lake Chamber of Commerce

July 3, 2025

Subject: Letter of Reference

Mr. Jimmy Stewart and his team have operated Tayman Park Golf Course in Healdsburg, California for the last 25 years, transforming the City-operated golf course originally built in 1921 from a “desert of divots” into a community asset that everyone enjoys playing (www.healdsburggolfclub.com). Part of Mr. Stewart’s strategy to revive Tayman Park Golf Course’s fortunes (or Healdsburg Golf Club as it is also known) was to design and build the only three-story driving range in the Sonoma County/North Bay Area. Not only has this helped enhance revenues, but it has also provided a place for practice, instruction, and clinics to help create more players and grow the game.

Other projects Mr. Stewart accomplished at Tayman Park include a complete remodel of the pro shop and clubhouse, running a lengthy pipeline and related infrastructure to access water from an abandoned City well (a high priority project that removed the golf course from the City’s potable water system), and most recently working with the City to bring reclaimed water to the golf course – a project that has taken almost 20 years to bring to fruition and will reduce or eliminate groundwater use entirely.

These projects, along with additional revenue initiatives, efforts to control expenses, and ensuring access to no/low cost irrigation water, have allowed Mr. Stewart to consistently maintain reasonable green fee rates and access over the years for our Healdsburg residents while maintaining the Tayman Park Golf Course in excellent condition. With its beautiful views, great facilities and reasonable prices, Tayman Park Golf Course has truly become a central gathering place for Healdsburgers and the community.

As Mr. Stewart and his team have always operated Tayman Park Golf Course in a professional manner, for any municipality looking to outsource/offload their struggling golf operations I would highly recommend Jimmy and his proven vision, experience, and expertise to restore any City golf course to financial stability with minimal disruption to current users/players and the community as a whole.

If you have any questions or if I can provide you with any other information, please feel free to contact me at 707-431-3116 or by email at mthemig@healdsburg.gov .

Sincerely.

Mark Themig
City of Healdsburg
Community Services Director

Era Golf Management (EGM)

Municipal Golf Course Management Proposal

City of Palm Coast – 18-Hole Municipal Golf Facility

Headquarters: Lakeland, Florida

Executive Summary

Era Golf Management (EGM) submits this proposal to provide professional management services for the City of Palm Coast's 18-hole municipal golf facility. Our objective is to improve course conditions, enhance the public golf experience, stabilize operating costs, and support the City's long-term stewardship of this important public asset.

Understanding Municipal Priorities

- Fiscal responsibility and cost control
- Public access and affordability
- Consistent and safe playing conditions
- Transparent reporting to City staff and Council
- Responsible capital planning

Scope of Services

- Operations and staffing oversight
- Agronomy planning and maintenance supervision
- Revenue optimization and community programming
- Capital improvement planning and phasing
- Monthly financial and performance reporting

Management Structure & Pricing

Hybrid Municipal Management: $4,500 – $7,000 per month
Full Municipal Management: $7,500 – $10,000 per month
Optional performance incentive tied to budget-approved NOI improvement

Capital Improvement Philosophy

EGM recommends a phased, ROI-driven capital improvement approach focused on safety, playability, and long-term operating efficiency—avoiding unnecessary upfront expenditures.

Capital Improvement Phases

Phase 1 (0–6 Months): Immediate repairs and cosmetic improvements
Phase 2 (6–18 Months): Infrastructure stabilization and efficiency upgrades
Phase 3 (18–36 Months): Long-term asset preservation projects

Financial Impact & Public ROI

- 5–15% increase in rounds played over time
- Improved cost control within the first year
- Stabilized operating budgets
- Reduced emergency capital expenditures

Reporting & Transparency

EGM provides monthly financial reports, course condition updates, KPI dashboards, quarterly presentations to City leadership, and annual budget and capital planning support.

Conclusion

Era Golf Management offers the City of Palm Coast a transparent, accountable, and modern approach to municipal golf course management—focused on public value, fiscal responsibility, and long-term success.

Request for Information for
Palm Harbor Golf Course
RFI#: RFI-PR-26-28

Prepared especially for

The City of Palm Coast

Due Date: March 12, 2026

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.

© 2026 by H&L Golf Group Inc. All rights reserved.

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 11th day of March, 2026 by:

Harry Leonard
Print


Signature

Owner
Title

March 11, 2026

To Whom This May Concern:

After reviewing the RFI, please accept this letter as our formal expression that the best course of action for the City of Palm Coast would be to enter in to a long term lease the golf course property to a private operator. For example, if the City does decide to move forward with an RFP for the golf course, we would most likely offer a 5-year lease with a 5-year option contingent on both parties agreeing to renew. After looking at the Addendum provided, our year-1 lease payment to the City would be around $200,000.00 and it would increase 3% every year. With the average of what the City has been losing and also us retaining city employees, our first year leasing the property would give the City a net gain of around $500,000.00 and it would only increase moving forward. Lastly, it would be a true triple net lease meaning we would be responsible for all repairs to the property whether they be minor or major, including irrigation which I see the City is currently soliciting bids to fix the pumps. I will outline throughout this RFI why we believe the best option is to privatize the golf course property and provide a sample proposal that we would offer the City.

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. Over the past 10 years, we've increased revenue by more than 300% at the two public courses we manage, while keeping rates competitive and accessible to the general public while residents still get a discounted rate. During that same period, we've delivered $4 million in lease payments to the cities/municipalities who own the golf courses.

The many reasons why we consider us the preferred choice are highlighted throughout this RFI. Our main goal is to provide a private golf experience to the public at very reasonable rates. What we do is elevate operations, try to keep current city employees, grow revenue, and create strong, reliable returns for the cities/municipalities. If your review raises any questions, please feel free to reach out to me directly for additional information.

Very truly yours,

Harry Leonard
Owner, H&L Golf Group

Executive Overview

We are most pleased to present this proposal for the operating/managing of the Palm Harbor Golf Club. 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 Palm Harbor?
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 $500,000.00 and that's just in the first year of the contract.**

H&L understands what needs to be done to increase tourism. Investing in Palm Harbor Golf Club 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 Palm Harbor Golf Club 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.

Company founder Harry A. Leonard also brings in excess of 50 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 18 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. We have no doubt that Palm Harbor 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.

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 Palm Coast will see that if we're awarded the contract.

Part I Monetary Proposal

Lease of Palm Harbor Golf Club

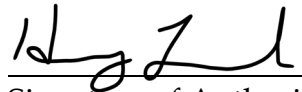
H&L proposes the below amounts to be paid to the City for the lease of Palm Harbor Golf Club, payments will be made on a monthly basis and increase 3% every year of the contract. Below is the initial Five (5) year period with the Five (5) year option.

YEAR ONE (1)	**$ 200,000.00**
YEAR TWO (2)	**$ 206,000.00**
YEAR THREE (3)	**$ 212,180.00**
YEAR FOUR (4)	**$ 218,545.40**
YEAR FIVE (5)	**$ 225,101.76**
YEAR SIX (6)	**$ 231,854.81**
YEAR SEVEN (7)	**$ 238,810.45**
YEAR EIGHT (8)	**$ 245,974.76**
YEAR NINE (9)	**$ 253,354.00**
YEAR TEN (10)	**$ 260,954.62**

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

02/26/2026
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: 8

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: 8

Status: Active



Part III Resumes

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

H&L Golf Group Inc., Bayville, NJ **2011 to Present**
Founder and President

- 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 **1982 to 2011**
Founder and President

- 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. **1975 to 1982**
Founder and President

- 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. **1972-1975**
President

- 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 **April 2011-Present**
CEO

- 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 **June 2008-April 2011**
Vice President & Golf Course Superintendent

- 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

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

Fred Tucker

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

PROFESSIONAL SUMMARY

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

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

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

CORE SKILLS

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

PROFESSIONAL EXPERIENCE

General Manager

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

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

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

Head Golf Professional
Sebring Golf Club, The Muni — Sebring, Fl | *Oct 2024 – Present*

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

Consignment Specialist / Inventory & Logistics
Boater's World Marine Center — Lake Placid, Fl | *May 2020 – Oct 2023*

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

or additional products for their boats
Consignment Manager
• Actively involved in the consignment business as a manager to five consignment specialists.
• Logistically scheduled and ran weekly consignment meetings with our team
• Maintained the calendar for the boats that were scheduled to come in across our business.

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

Manufacturer Representative
Tru-Turf — Southeast | *Jan 2009 – Apr 2020*

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

Director of Sales
Disbrow Enterprises — Florida | *Jan 2003 – Dec 2008*

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

General Manager
Torrey Oaks Golf Course — Wauchula, Fl | *Jan 2003 – Dec 2008*

- Managed Torrey Oaks Golf Course during the owner's political campaign.
- Oversaw pro shop operations and coordinated with superintendent and mechanics weekly.

- Maintained a fleet of Yamaha gas-powered golf carts for members.

Superintendent

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

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

Owner

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

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

REFERENCES

- Dr. Tom Nikolai
  Professor of Turf Grass at Michigan State University
  517-599-7014
  nikolait@msu.edu

- Tim Hiers
  White Oaks Plantation Golf Course Superintendent
  239-300-5235
  thiers@white-oak.org

- Paul Vermeulen
  PGA Tour, Sr. Vice President of Agronomy
  904-315-3639
  PaulVermeulen@pgatourhq.com

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

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

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

WORK EXPERIENCE:

H&L Golf Group Inc, Bayville, N.J. **2016-Present**
Head of Agronomy,

H & L Golf Maintenance Company, Brick, NJ **2000-2015**
Superintendent Westlake Golf and Country Club

Superintendent Running Deer Country Club, Pittsgrove, NJ. **1998-1999**

Superintendent Marriott's Seaview Golf Resort, Galloway, NJ. **1976-1998**

ACCOMPLISHMENTS:

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

GEORGE J. CHRISTENSEN, III

45 Mansfield Drive, Brick, NJ 08723

OBJECTIVE:

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

EXPERIENCE:

2010–2011 Paradise Golf Center Flemington, NJ
Assistant Golf Professional

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

1992–2010 Fairway Golf Center Piscataway, NJ
Head Golf Professional / Facility Manager

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

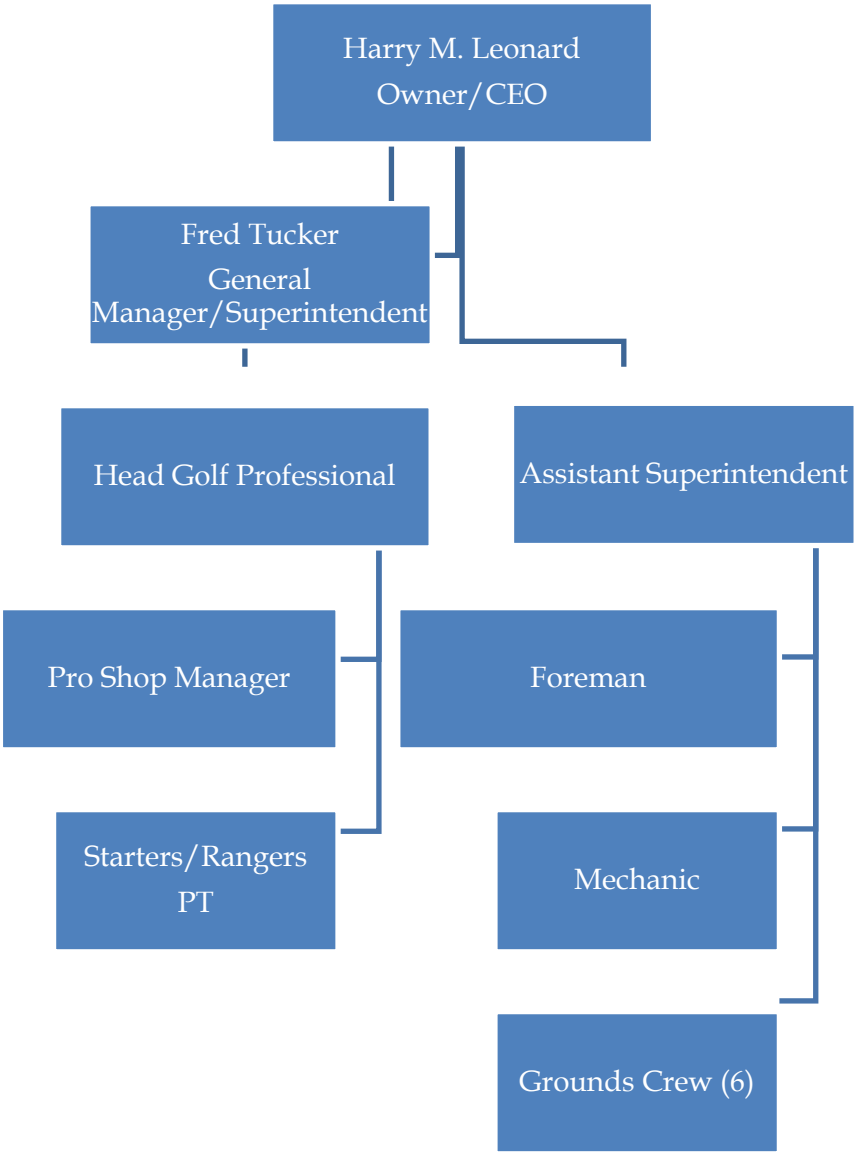
2011-Present H&L Golf Group Inc
Director of Golf Operations

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

EDUCATION:

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

Part IV Palm Harbor 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 revenue by over 300% since inception 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 Palm Harbor. 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 Palm Harbor, 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 the existing Head Pro with hopes of having them stay on board. Lastly, we would interview the rest of the existing staff at Palm Harbor 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 and Club Car. H&L will easily be able to assume any current contract the City has in place.

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.



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 Loopers to get their 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 Palm Harbor to area High Schools as their home course. 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 Palm Harbor. 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
Palm Harbor 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 Palm Harbor.

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, including the Annual Pass**. By increasing rates right away, you run the risk of scaring away the regulars who have been loyal to Palm Harbor 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.

Required Qualifications of Golf Operations Staff

Even though H&L already has staff in place to operate Palm Harbor, 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 Palm Harbor. 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 Palm Harbor 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. 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.

12. 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 Palm Harbor.

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 Palm Harbor. Our Head Mechanic 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 Palm Harbor 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 Palm Harbor, 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

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 Florida, the transition will be as smooth as possible. Company Owner Harry M. Leonard will be on site daily along with GM Fred Tucker throughout the duration of the contract and most of the key staff already live locally in and around Palm Harbor.

Anticipated Staff at Palm Harbor
Potential Number of Employees:
Grounds 6-8
Golf Operations 8-10

Anticipated Bid Award Date	9.1.26
Fully Executed Operating Agreement	9.15.26
Transition Completion Date	10.1.26

Implementation Schedule for Golf and Operations

Action	**Completion Dates**
Conduct thorough onsite review/analysis	Immediately
Analyze money mgt systems/POS	Immediately
Order pro shop inventory	Immediately
Create/test website	Immediately
Assume Golf Cart Lease	Immediately

Implementation Schedule for Maintenance and On-Course Operations

Action	**Completion Dates**
Meet with City Representatives to review and catalog current conditions of all City owned property.	8.1.26
Negotiate with City for existing equipment	Immediately
Plan to have entire staff, equipment, supplies on site	9.30.26

General

Action	**Completion Dates**
Review and finalize staffing needs/hire accordingly (if needed)	9.20.26
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.

George Christensen, Head Golf Professional
Oversee smooth transition of all golf operations and 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 Palm Harbor. 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 Palm Harbor, 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.

Golfnow
Golfnow's GN Pro Tee Sheet will continue to be a great option for Palm Harbor. 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.

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 keep 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. Palm Harbor 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 Palm Harbor is already currently in place ready to be transported.

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 Palm Harbor.

Fixing Cart Path Areas Throughout Golf Course
Fixing cart paths not only makes it 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 2027 and finishing during Winter 2028. If we decide the 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 Clubhouse

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.

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 or 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 & 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 Fall 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 2027, 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 summer of 2027.

Bunker Renovations

The bunkers at Palm Harbor can definitely use some sprucing up. 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 2027 and be completed by the fall of 2027.

Irrigation System Audit & Replacing Pumps

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.

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 fall 2026 and have all areas completed by spring of 2028.

*While we familiarize ourselves with the property, we will certainly find other capital improvements needing to be done. We will present these to the City 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 Palm Harbor 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 10/1/26, then H&L will pay the city $16,666.67 on that date and every first of the month after that until 9/1/27, then the 3% increase will take effect and so on and so forth. Below is an outlined 10-year budget for the Golf Course which we believe will make Palm Harbor successful:

Palm Harbor Golf Club Projected Budget					
	2026	2027	2028	2029	2030
Projected Sales	$1,753,478.60	$1,803,082.90	$1,854,175.30	$1,906,800.50	$1,961,004.60
Revenue to City	$200,000.00	$206,000.00	$212,180.00	$218,545.40	$225,101.76
Operating Expenses	$1,388,904.00	$1,427,571.12	$1,467,398.25	$1,508,420.20	$1,550,672.81
Capital Spending	$150,000.00	$130,000.00	$125,000.00	$125,000.00	$120,000.00
Net Income	$14,574.60	$39,511.80	$49,597.10	$54,835.00	$65,230.10

Palm Harbor Golf Club Projected Budget					
	2031	2032	2033	2034	2035
Projected Sales	$2,016,834.70	$2,074,339.80	$2,133,570.06	$2,194,577.17	$2,257,414.48
Revenue to City	$231,854.81	$238,810.45	$245,974.76	$253,354.00	$260,954.62
Operating Expenses	$1,594,192.99	$1,638,018.78	$1,684,159.34	$1,731,684.12	$1,780,634.64
Capital Spending	$110,000.00	$110,000.00	$100,000.00	$100,000.00	$100,000.00
Net Income	$80,787.00	$87,510.70	$103,436.96	$109,539.05	$115,825.22



RFI RESPONSE

Golf Course Management Services for Palm Harbor Golf Club

MARCH 2026

PALM HARBOR GOLF CLUB

LANDSCAPES GOLF MANAGEMENT
CULTURE FIRST

PREPARED FOR

City of Palm Coast
Palm Harbor Golf Club
parksandrecreation@palmcoastgov.com

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TABLE OF CONTENTS

COVER LETTER 2

EXECUTIVE OVERVIEW 3

COMPANY QUALIFICATIONS 5

RECOMMENDED OPERATING MODEL 7

RESIDENT PRICING PROTECTION 8

MAINTENANCE & COURSE QUALITY 11

CAPITAL REINVESTMENT & LIFESCYCLE FUNDING 15

FINANCIAL / REVENUE CONCEPTS 17

INNOVATION & MODERNIZATION 19

COMMUNITY BENEFIT 21

GOVERNANCE, REPORTING & KPI'S 23

CLOSING / NEXT STEPS 26

ADDENDUM 1 27

ADDENDUM 2 28

COVER LETTER

MARCH 12, 2026

City of Palm Coast
Palm Harbor Golf Club

Dear Selection Committee,

On behalf of Landscapes Golf Management, LLC (LGM), thank you for the opportunity to respond to the City of Palm Coast's Request for Information relating to Palm Harbor Golf Club. We understand this RFI is intended to help the City evaluate potential operating structures, partnership concepts and to gather market feedback to inform future decisions, rather than soliciting a final proposal, pricing, or a fully developed operational plan.

Palm Harbor is clearly viewed as a community asset, and we appreciate the City's focus on the outcomes that matter most for a municipal golf property: protecting public purpose and resident value, elevating course conditions and the guest experience, improving financial performance and transparency, and establishing a practical, long-term framework for capital reinvestment and modernization. In our response, we provide high-level concepts and considerations across the operating models outlined in the RFI; full-service management, lease-based operations, and hybrid/public-private partnership structures, with emphasis on how each can align incentives, allocate risk appropriately, and support measurable performance over time.

LGM is a dedicated golf and hospitality management company founded in 1998, with experience improving results at public and daily-fee facilities through disciplined operating standards, engaged leadership support, and data-informed decision-making. Our intent with this RFI response is to share a clear perspective regarding structures that work best in municipal environments. In addition, we will mention which early improvements typically deliver the most impact, and what governance/reporting practices help City leadership maintain visibility and accountability. This RFI structure will allow our team to deliver this perspective without overwhelming the City with an "RFP-level" report or assumptions that would be premature at this stage.

We appreciate the City's thoughtful approach and would welcome the opportunity to participate in any follow-up discussions, interviews, or workshops as the City evaluates next steps. Thank you again for your consideration.

Respectfully,

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

EXECUTIVE OVERVIEW

Landscapes Golf Management (LGM) appreciates the opportunity to respond to the City of Palm Coast's Request for Information regarding Palm Harbor Golf Club: operational models, capital reinvestment strategies, and partnership concepts. We understand this is a non-binding solicitation intended to help the City evaluate long-term options that strengthen operating performance, improve course quality, and establish a sustainable framework for future reinvestment—while protecting public purpose, resident access, and affordability.

Palm Harbor is a community asset, and the City's intent, gathering from experienced operators and public-private partnership entities, signals a desire to evaluate not only "who can run the course," but which operating structure best aligns incentives, risk, and capital planning over time. The RFI specifically contemplates multiple alternatives, including a full-service management agreement, a long-term operating lease, a hybrid management-lease approach, and a public-private partnership with defined capital commitments.

What we believe Palm Coast is trying to accomplish

Based on the City's stated purpose and evaluation priorities, the outcomes that matter most appear to be:

- Maintenance standards and course quality that protect the playing experience and the City's prior investment in the facility
- A resident pricing protection strategy that preserves affordability and access while still enabling financial improvement
- A financial structure that improves return to the City and reduces ongoing operating burden, with a credible reinvestment pathway (including revenue sharing concepts where appropriate)
- Innovation, modernization, and facility enhancement concepts that measurably improve the golfer experience and revenue potential
- A partner with proven municipal/public golf experience, transparent reporting, and operational discipline

LGM's recommended concept:

~ protect the public mission, improve performance, and formalize reinvestment

In municipal environments, the most successful long-term outcomes usually come from structures that: (1) keep the City's public priorities protected in writing, (2) align operator incentives to measurable performance, and (3) create a clear, durable capital/reinvestment mechanism rather than hoping surplus appears "later." For Palm Harbor, LGM believes the City will be best served by one of two approaches:

1. **Full-Service Management** with Defined Performance & Reinvestment Framework (management agreement with transparent budgeting, KPIs, and a documented annual reinvestment plan), or
2. **Hybrid / Partnership Structure** with Defined Capital Roles (a collaborative operating model where the City retains capital funding responsibility, and LGM provides disciplined planning, project prioritization, vendor oversight, and implementation support under a measured, phased approach.)

In either case, LGM's approach is to start with an operating baseline, implement immediate revenue and experience improvements that do not compromise resident value, and then build toward a multi-year reinvestment roadmap.

What success looks like in year one (measurable and visible)

LGM's operating philosophy is straightforward: **better conditions + better service + smarter pricing/yield + consistent programming + disciplined cost controls = sustainable performance.** Early wins should be visible to golfers and trackable for City leadership. Within the first 90–120 days, we would expect to deliver:

- A published service and conditioning standards plan (maintenance expectations, presentation standards, and accountability) consistent with the City's course-quality emphasis
- A resident-first pricing and access framework (resident protections, local loyalty pathways, and guardrails around peak-time access)
- A demand and programming calendar (leagues, clinics, junior/family pathways, corporate & community events) designed to increase utilization without discounting prime value
- A monthly dashboard/scorecard for transparency: rounds by segment, rate/yield performance, outing/event pipeline, spend controls, satisfaction/reputation, and reinvestment tracking

Why LGM

LGM is a dedicated golf and hospitality operator (founded in 1998) with a track record of improving performance across daily-fee and public-facing facilities through consistent standards, data-driven decision-making, and hands-on operational support. We bring more than an on-site GM, we provide an engaged executive bench across agronomy, golf operations, food & beverage strategy, finance, marketing, HR, and safety so the City gains a complete operating platform and layers of support accountability.

Most importantly for Palm Coast, our RFI response is structured to directly address what the City has asked for: a clear recommended operating model, a resident pricing protection strategy, a course quality and maintenance plan, a capital investment framework, a financial structure concept (including revenue-sharing where applicable), and innovation/modernization ideas that enhance the facility's public value and long-term sustainability.



COMPANY QUALIFICATIONS

Company Overview

Landscapes Golf Management ("LGM") is a professional, third-party golf and amenity management company built to serve owners and public entities seeking reliable execution, disciplined financial oversight, and an exceptional golfer experience. Established as a management company in 1998, LGM today oversees a portfolio of 70+ public, private, municipal, and resort properties nationwide.



LGM is headquartered in Lincoln, Nebraska and is supported by a broad corporate bench spanning operations, agronomy, food & beverage, sales/marketing, accounting, legal, HR, and technology—providing depth, continuity, and expertise that strengthens on-site leadership without creating unnecessary bureaucracy.

Relevant Public-Sector & Municipal Experience

LGM has a documented operating track record in municipal golf and other public-sector environments. In each instance we are required to balance community access, service consistency, cost control, and clear stakeholder reporting. As noted in our recent municipal response materials, LGM currently manages 14 public-sector facilities, including 10 municipal-owned courses, with experience ranging from single-course operations to multi-course complexes.

Examples of municipal clients referenced in our recent materials include:

- City of Sioux Falls, SD (multi-course municipal portfolio)
- Kane County, IL (multi-course municipal portfolio)

This background positions LGM to contribute high-level, practical insight in an RFI setting. This is particularly enlighting when a City is evaluating operational structures, service expectations, reporting needs, and the types of partnership models that can improve long-term sustainability.

Depth of Resources Without a "One-Size-Fits-All" Template

LGM's operating philosophy is straightforward: every public golf asset has unique expectations, constraints, and community dynamics, so successful management must be customized—not copy/pasted. While we bring proven systems and best practices, tailored staffing models, reporting cadence, programming, pricing/yield strategy, agronomic priorities, and customer experience standards to match the City's objectives within the market reality.

At the same time, LGM is structured to ensure properties are never operating "on an island." Our model pairs on-site leadership with executive and departmental specialists, so that issues are solved quickly, performance is measured consistently, and long-term plans (capital, staffing, and revenue growth) are coordinated instead of reactive.

Corporate Structure, Governance, and Accountability

LGM is structured as a corporation, providing a stable framework for governance, compliance, and consistent service delivery across multiple properties. This structure supports strong internal controls, repeatable reporting processes, and the ability to meet the administrative requirements that often come with public-sector ownership.

In municipal settings, LGM's focus is on:

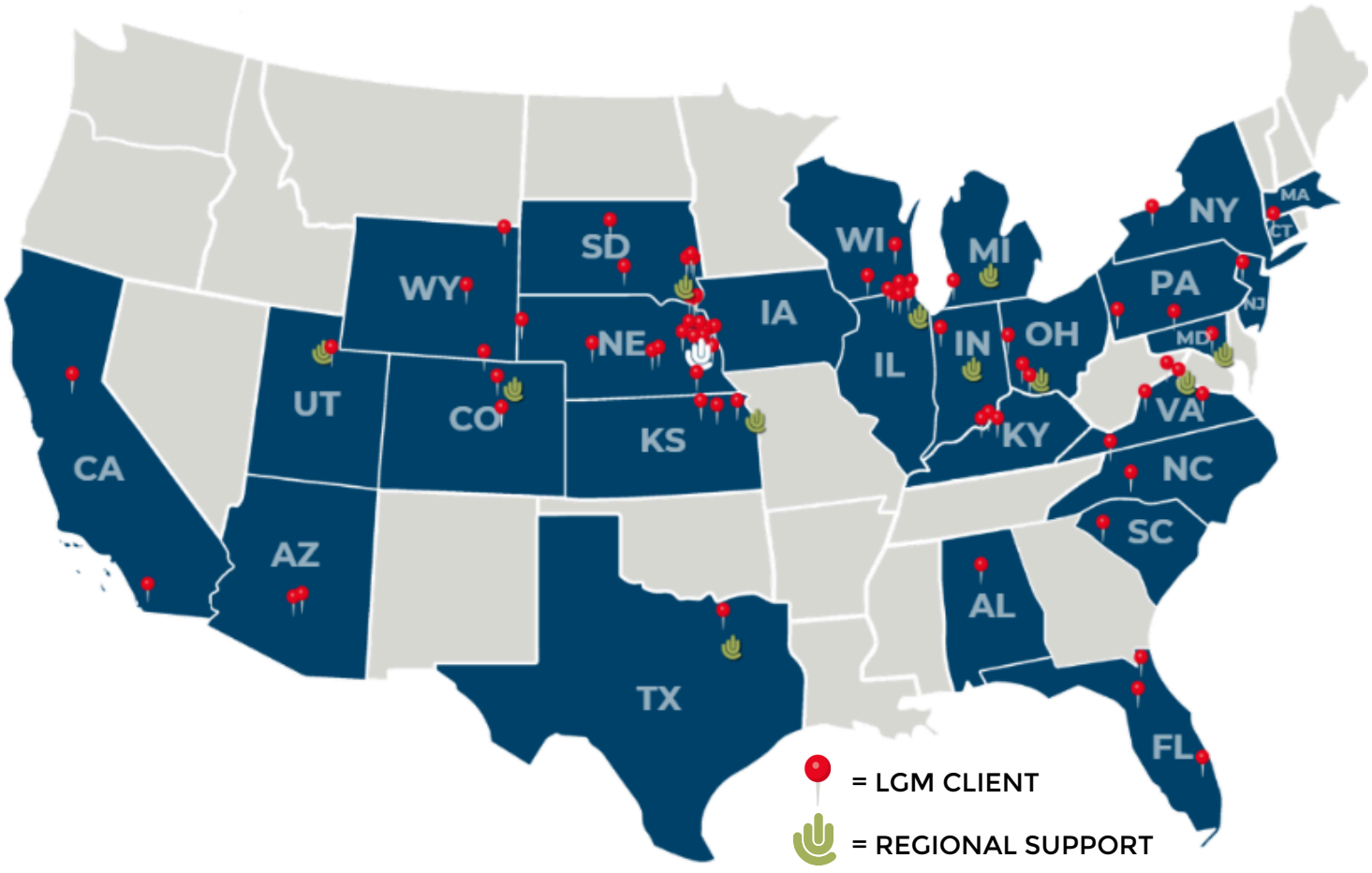
- **Clear responsibility and decision rights** (who owns what, who approves what)
- **Predictable communication** (standing updates and performance review cadence)
- **Transparent financial controls** (budgeting, forecasting, and variance reporting)
- **Measurable KPIs** (rounds, yield, labor efficiency, guest satisfaction, and event performance)

People Systems: Staffing, Training, and Culture

Public facilities win or lose at the point of service, so LGM leads with strong on-site leadership backed by a deeper bench. We prioritize recruiting and retention support, practical training, and clear operating standards that improve day-to-day execution. Just as important, our General Manager is never "on an island", as they are supported by regional leadership and a home-office platform of dedicated specialists across key disciplines (operations, agronomy, finance/accounting support, marketing, food & beverage, HR, safety, procurement, and fleet). This layered support model creates a clear escalation path, faster problem-solving, and consistent oversight, with the ability to reach the right people beyond normal business hours when urgent issues arise.

Capacity and Stability

LGM's size and national footprint provide economies of scale that manifest in: bench strength, technology, and purchasing power, while still operating as a relationship-driven partner that remains engaged with City leadership and responsive to local expectations. LGM's broader platform includes extensive industry affiliations (PGA, GCSAA, CMAA, NGCOA, GCBAA, etc.), supporting credibility and professional depth behind the on-site team.



LGM's Recommended Approach:

Performance-Based Management Agreement

Full-Service Management Agreement + Performance Incentives

We recommend beginning with a traditional management agreement that delivers immediate operational improvement while preserving public/Owner control and minimizing long-term structural risk until baseline conditions are confirmed.

Key characteristics:

- Owner retains ownership, policy control, and capital authority (rates, access policies, major contracts, and capital approvals).
- Operator manages day-to-day operations across golf, agronomy (if included), food & beverage (if included), events, staffing, customer service, and business systems.
- Transparent financial reporting and controls with clearly defined responsibilities for cash management, purchasing, HR, and compliance.
- Performance incentives tied to mutually defined outcomes (examples: revenue growth, net operating improvement, customer satisfaction, conditioning targets, or cost containment), ensuring the operator has "skin in the game" without forcing a lease structure prematurely.

Why this fits an RFI-stage recommendation:

- It is the fastest path to stabilization and improvement after transition.
- It provides a clean baseline year to validate: rounds demand, pricing power, maintenance standards, facility constraints, staffing realities, and true capital needs.
- It avoids locking the Owner into a lease/PPP before a shared pro forma and capital roadmap are confirmed.

Where a Lease or Full Public–Private Partnership (PPP) *May* Make Sense

Depending on the RFI's intent, Palm Harbor may be exploring alternate models (lease/PPP). LGM views these as viable only when the asset strategy and capital plan are clearly defined.

Lease Model (Operator Retains Revenue / Pays Rent or Guarantee):

- Best fit when the Owner's top goal is predictable income and reduced operational responsibility, and when the operator can control the main economic levers (pricing, staffing, programming, and typically most operating departments).
- Requires careful definition of: required maintenance standards, capital obligations, rate-setting authority, insurance/liability allocation, and reinvestment expectations.

PPP Model (Major Capital + Long-Term Operating Concession):

- Best fit when Palm Harbor's needs include significant facility repositioning (clubhouse rebuild/expansion, major course restoration, major practice/amenity enhancement) that is hard to fund through annual budgeting alone.
- This model should be pursued only after a facility/business plan validates ROI, phasing, permitting constraints, and community objectives.

RESIDENT PRICING PROTECTION

LGM understands that Palm Harbor Golf Club is a public community asset and that resident affordability and access are foundational expectations—not optional features. Any operating model the City considers should include clear pricing guardrails and transparency mechanisms that protect resident value while still allowing the course to improve financial performance through better yield management, product mix, and experience-driven demand (rather than simply "raising rates").

Because this is an RFI (not a pricing proposal), the concepts below outline proven resident-protection frameworks commonly used at municipal facilities, along with practical safeguards the City can require in a future RFP/contract.

1) Establish a "Resident Value Framework" in Writing

A strong resident-protection approach starts with defining—at a policy level—what "resident priority" means at Palm Harbor. Typical components include:

- **Resident rate classification** (clear eligibility verification, residency definition, and renewal process)
- **Resident access priorities** (how and when residents have preferred access to tee times)
- **Resident value commitment** (discount structure, loyalty benefits, or annual pass options that are reserved for residents)

This ensures resident benefits are not discretionary; they are part of the operating framework.

2) Create Guardrails for Rate Changes (Predictable, Transparent, and Measurable)

Rate protection does not mean rates never change—it means changes are structured, justified, and governed. Common safeguards the City can use:

- **Owner approval** required for any base-rate increases (or increases beyond a defined threshold)
- **Annual rate review process** tied to objective factors (cost inflation, conditioning benchmarks, customer satisfaction, demand levels, and competitive set positioning)
- **Limits on resident rate movement** (e.g., resident pricing remains at a defined percentage below comparable public rates or below non-resident rack rates)

This protects residents from sudden spikes while preserving flexibility for responsible, incremental adjustments when warranted.

3) Protect Prime-Time Access for Residents

A resident program only works if residents can actually play. Municipal facilities typically protect access through:

- **Resident tee-time windows** (e.g., residents can book earlier than non-residents)
- **Resident holdback blocks** during peak periods (released to the public only if unused)
- **Resident league and event priority** within a published calendar
- **Balanced tournament policy** so outside events do not overwhelm core resident access

These tools preserve public purpose while still allowing the facility to host revenue-driving events.

4) Use "Smarter Yield" Instead of Across-the-Board Price Increases

Courses improve affordability and performance simultaneously when they grow revenue through:

- **Dynamic pricing** applied primarily to non-resident demand and peak inventory
- **Packaging and product mix** (range programs, clinics, family/junior offerings, loyalty bundles)
- **Better merchandising and event utilization** rather than pushing base resident green fees

In practice, this often means residents see stable value pricing, while non-resident and peak-time pricing captures the fair market value of scarce inventory.

5) Build Resident Value Beyond Green Fees

Resident protection is stronger when it includes benefits that cost little but matter a lot:

- Resident loyalty points / rewards
- Preferred cart/range pricing
- Resident clinics, junior programs, and "community days"
- Annual pass options that fit different usage levels (weekday, twilight, young adult, family)

This broadens affordability and strengthens the course's role as a community recreation asset.

6) Transparency: Public-Facing Policies + Monthly Reporting

To protect residents and reduce friction, the operator should be required to maintain:

- A published resident policy (rates, access rules, eligibility, booking windows)
- A clear complaint resolution process and customer response standards
- Monthly reporting to the City/Owner showing:
    - Rounds by resident vs. non-resident
    - Average rate/yield by segment
    - Prime-time access utilization
    - Resident satisfaction indicators (survey/reviews)
    - Event blocks/closures and their impact on resident access

This makes resident protection measurable—not subjective.

7) How This Fits Different Operating Models

Resident pricing protection can work under any of the models contemplated in the RFI, as long as the City preserves the right mechanisms:

- **Management Agreement:** easiest model for resident protection—Owner maintains rate policy control and approves changes.
- **Hybrid / Partnership:** resident protections remain in the governing agreement; incentives are aligned through performance metrics and transparent reporting.
- **Lease / PPP:** resident protection must be **explicitly contractual**, including: pricing parameters, access requirements, reporting, maintenance standards, and enforcement remedies.

Recommended “Category C” Commitment (High-Level)

For Palm Harbor, LGM would recommend the City require (at minimum):

1. **Defined resident eligibility and benefits**
2. **Owner-approved rate policy and annual review process**
3. **Resident booking priority and peak access protections**
4. **Balanced event/tournament policy** that protects core access
5. **Monthly reporting** on resident utilization, access, and pricing outcomes

These safeguards preserve affordability and community value while still enabling the operator to improve performance through better operations, stronger demand, and smarter revenue management.



MAINTENANCE & COURSE QUALITY

Our Maintenance Philosophy

At Landscapes Golf Management (LGM), "course quality" is not a single target, it is the consistent delivery of healthy turf, predictable playing surfaces, and a property that looks and feels cared for every day, without unnecessary spikes in cost or disruption to resident access. Our maintenance approach is built around three priorities:

- **Playability & Consistency:** Firm, true, and dependable conditions that match the expectations of residents and daily users.
- **Asset Protection:** Decisions that extend the useful life of turf, irrigation infrastructure, bunkers, paths, and equipment—protecting the community's long-term investment.
- **Disciplined Stewardship:** Strong agronomy paired with practical budgeting, environmental responsibility, and transparent reporting.

Because this response is for an RFI, the information below is intentionally high-level—our exact agronomic plan would be finalized collaboratively after reviewing Palm Harbor's turf types, irrigation performance, staffing model, and condition expectations.

Professional Leadership and Agronomic Support

LGM prioritizes placing qualified, experienced agronomic leadership on-site and backing that leader with a "bench" of regional and corporate support. Our structure is designed to ensure Palm Harbor receives:

- Experienced Superintendent Leadership aligned with the expectations of the ownership group and resident community.
- Corporate/Regional Agronomy Oversight to support planning, troubleshooting, project execution, and consistency (especially during seasonal transitions, weather events, or staffing changes).
- Best-practice standards and peer support across a national portfolio, which simply means that Palm Harbor will benefit from proven methods, not trial-and-error.

This model helps ensure the Superintendent is never operating in a silo and that course conditions do not depend on one person alone.

Standards, Inspection Rhythm, and Quality Assurance

Maintaining high course quality requires more than hard work—it requires clear standards and a cadence of inspection and correction. LGM's operating discipline includes:

- **Defined conditioning standards** for key playing surfaces (greens, approaches, tees, fairways, collars, bunkers, practice areas), with targets that reflect Palm Harbor's budget and golfer expectations.
- **Routine condition reviews** (daily/weekly operational checks and formal monthly reporting), including photographic documentation and progress notes.
- **Planned agronomic calendars** that align cultural practices (aeration, topdressing, fertility, growth regulation, pest prevention, overseeding where applicable) to seasonal realities and play volume.

The result is a maintenance program that is proactive—reducing emergencies, improving consistency, and supporting better member/resident communication.

Water, Irrigation Performance, and Environmental Stewardship



Water management is typically the single biggest "lever" for both turf quality and cost control. LGM focuses on water strategy that protects playing conditions while being responsible and measurable:

- **Irrigation performance assessment:** We evaluate coverage, distribution uniformity, controller programming practices, leak history, and high-risk areas.
- **Water budgeting and prioritization:** "Right water, right place, right time" based on turf needs, seasonality, soil conditions, and play patterns.
- **Drainage and moisture management planning:** Identifying chronic wet/dry zones and building practical plans for improvement.
- **Integrated Pest Management (IPM) mindset:** Using scouting, thresholds, targeted applications, and cultural prevention to reduce unnecessary chemical inputs while protecting turf health.

We also ensure compliance with applicable regulatory requirements and promote responsible practices that align with community expectations.

Agronomic Programs That Drive Playability

Palm Harbor's course quality is experienced in the details—how greens roll, how tees wear, how bunkers present, and how consistent the course feels from hole-to-hole. LGM's agronomic approach emphasizes:



Greens & Approaches

- Prioritize smoothness, trueness, and turf health through balanced cultural practices and consistent mowing/rolling strategies (tailored to grass type and season).
- Focus on firmness and plant health so greens hold up under play volume and weather swings.

Tees & Fairways

- Manage wear patterns through rotation, traffic control, and periodic leveling/repair where needed.
- Maintain uniform lies and definition while balancing inputs and labor efficiency.

Bunkers

- Establish consistent presentation standards (edges, sand depth consistency, washout prevention practices, and repair priorities).
- Track and address chronic issues methodically (not just after storms).

Practice Facilities & First-Impression Areas

- Treat practice areas and arrival corridors as critical "brand surfaces"—they set expectations before the first tee shot.

Equipment, Fleet Reliability, and Preventative Maintenance

Course conditioning depends on reliable equipment. LGM's approach is to reduce downtime, control repair spend, and plan replacement logically:



- Preventative maintenance discipline for mowing and utility fleets to prevent in-season breakdowns.
- Lifecycle-based replacement planning (rather than reactive purchasing), built into a multi-year capex roadmap.
- Inventory and parts control to limit emergency purchases and expedite repairs.

This supports both quality (consistent mowing/finish) and budget stability.

Staffing, Training, and Safety Culture

Great conditions are created by people. LGM focuses on building a maintenance team that is trained, stable, and supported:

- Recruitment and retention practices designed to reduce turnover and protect institutional knowledge.
- Training and standard operating practices for mowing quality, detail work, bunker consistency, chemical handling, and irrigation checks.
- Safety-first execution to protect employees and reduce operational risk (a key concern for community-owned assets).

A stable, well-trained team is one of the fastest ways to improve both day-to-day presentation and long-term turf health.

Capital Planning and Continuous Improvement

LGM supports ownership groups by translating "what we see on the ground" into a practical, prioritized improvement roadmap. Our process typically includes:

- A baseline condition and infrastructure assessment (turf health, irrigation performance, bunkers, drainage, paths, equipment, and high-impact visual areas).
- A prioritized plan that separates:
  - immediate "quick wins"
  - mid-term fixes that protect conditioning
  - longer-term capital items that preserve asset value
- Clear justification and expected outcome for major projects—so decisions are easier, more transparent, and less reactive.

For an RFI, our intent is to demonstrate that LGM can bring both maintenance excellence and disciplined capital strategy to Palm Harbor—without overcomplicating the process.

Communication and Transparency With the Community

In HOA/resident environments, course maintenance success is also communication success. LGM emphasizes:

- **Monthly agronomy updates** that explain what work is being done, why it matters, and what golfers should expect.
- **Advance notice of disruptive work** (aeration, major repairs) with a resident-friendly tone.
- **Clear reporting to ownership/boards** on condition trends, water usage, major risks, and project priorities.

This approach reduces frustration, builds trust, and helps the community understand that the maintenance plan is intentional and professional.

What the First 60–90 Days Typically Look Like

While we would tailor the plan after a site review, Palm Harbor should expect a structured start-up approach focused on stabilizing quality and eliminating surprises:

1. **Condition & infrastructure assessment** (turf, irrigation, drainage, bunkers, equipment readiness, staffing coverage).
2. **Establish conditioning standards and a reporting cadence** aligned with ownership goals and golfer expectations.
3. **Quick wins** that improve daily presentation (detail work, consistency items, high-visibility areas).
4. **Seasonal agronomic plan confirmation** to ensure the right practices are scheduled at the right time.
5. **Draft multi-year improvement roadmap** that connects priorities to budget planning.



CAPITAL REINVESTMENT & LIFECYCLE FUNDING

Our Capital Philosophy

At Landscapes Golf Management (LGM), capital reinvestment is not treated as a series of one-off projects, it is a disciplined lifecycle program designed to (1) protect the community's asset, (2) sustain course quality and guest experience, and (3) reduce "surprise" spending through planning and transparency. In resident and community-owned environments, this philosophy matters even more: capital decisions must be defensible, prioritized, and communicated clearly.

For an RFI response, the framework below is intentionally high-level. Once engaged, we would tailor the plan to Palm Harbor's current assets, funding mechanisms, and ownership objectives.

A Structured Lifecycle Approach

LGM's capital planning process starts with a baseline and then converts "needs" into an actionable, fundable plan.

1) Establish the Baseline (Asset & Condition Review)

We evaluate the condition and remaining useful life of key assets, typically including:

- Irrigation system performance and critical failures/coverage gaps
- Greens/tees/fairways infrastructure (drainage, shade, turf conversion needs, grow-in history)
- Bunkers (structure, drainage, sand contamination, washout risk)
- Cart paths/bridges/wood structures (safety, ADA considerations where applicable)
- Maintenance facility and equipment readiness
- Fleet condition and replacement timing (mowers, utility vehicles, sprayers, etc.)
- Practice facilities and high-visibility "first impression" areas

2) Build a Multi-Year Lifecycle Roadmap

We translate findings into a rolling 5-year capital plan supported by a longer-term (10-year) lifecycle forecast. This creates predictability and helps Palm Harbor align expectations with funding capacity.

3) Prioritize by Risk, Asset Protection, and Value

Capital items are categorized and ranked using practical criteria:

- Safety / Compliance / Risk Mitigation (highest priority)
- Asset Protection & Condition Stability (irrigation reliability, drainage, turf loss prevention)
- Playability & Member/Resident Experience (greens consistency, bunkers, practice)
- Efficiency & Cost Control (equipment replacement that reduces repair spend and downtime)
- Revenue Enablement (projects tied to rounds, retention, events, or guest satisfaction)

This approach keeps the capital plan from being subjective or "whoever speaks loudest," which is critical in resident-driven environments.

Lifecycle Funding: Predictable, Transparent, and Defensible

Palm Harbor's best long-term outcomes typically come from steady, planned reinvestment rather than deferred maintenance followed by major catch-up. LGM supports a funding strategy that is:

- **Predictable:** Annual lifecycle replacements are planned and budgeted (especially fleet and irrigation components).
- **Transparent:** Each project includes a clear "why," estimated cost range, and expected outcome.
- **Right-sized:** We align recommendations with Palm Harbor's goals and realistic funding capacity—without compromising safety or asset protection.

Where an owner/community already uses reserves, lifecycle schedules, or a formal reserve study, LGM can align the capital roadmap to those mechanisms and help keep the plan current year-over-year.

Annual Capital Planning and Governance

LGM brings structure to the annual capital cycle so boards/ownership have clear decision points:

- **Annual Capital Budget Development:** Prioritized list with scope summaries, timing, and budget ranges
- **Project Scoping Support:** Defining what success looks like before dollars are committed
- **Competitive Pricing & Procurement Discipline:** Bid processes and vendor comparisons where appropriate
- **Approval Gates:** No "scope creep"—projects move forward only with agreed scope and authority
- **Project Execution Oversight:** Schedule coordination to minimize golfer disruption and protect peak seasons
- **Closeout & Documentation:** Completion verification and lessons learned to improve future budgeting

Reporting and Communication (Especially Important for Communities)

Capital work can create disruption—even when it is necessary. LGM emphasizes a resident-friendly approach:

- Advance communication of project timing, impact, and course access adjustments
- Progress updates during execution with simple, visual status reporting
- Post-project summary that ties the outcome back to the original purpose (quality, safety, savings, etc.)

This reduces friction and builds confidence that capital decisions are intentional and professionally managed.

The Outcome Palm Harbor Can Expect

With LGM's capital reinvestment and lifecycle funding approach, Palm Harbor should expect:

- Fewer emergency repairs and less "reactive" spending
- More consistent playing conditions and improved reliability of critical infrastructure
- Better long-term protection of the community's golf asset and supporting facilities
- A clear, rolling roadmap that boards/ownership can understand, defend, and fund responsibly

FINANCIAL / REVENUE CONCEPTS

Overall Financial Philosophy

Landscapes Golf Management (LGM) structures financial models to align incentives, protect the owner/community, and create predictable reporting and accountability. Our goal is to improve performance through operational discipline, revenue optimization, and expense control, while maintaining transparency around how results are achieved.

Because this is an RFI, the concepts below are presented at a high level. Final recommendations would be based on Palm Harbor's objectives (resident access/pricing priorities, quality standards, capital expectations, staffing model, and the desired balance of operator risk vs. owner control).

Preferred Engagement Structures (Non-Lease)

LGM's typical approach is management-based, not a lease. While Palm Harbor may be evaluating multiple concepts, our experience is that management structures are best suited for HOA/community-owned environments where transparency and control are priorities.

1) Management Fee Model (Most Common)

- Owner retains revenues and pays LGM a clearly defined management fee (fixed plus performance incentive).
- Aligns with community governance, allows Palm Harbor to maintain full financial visibility and control.
- Best when the owner wants stable cost structure and clear accountability.

2) Revenue Share Model (Aligned Incentives)

- LGM compensation is a percentage of defined gross operating revenues (with clear definitions).
- Simple to administer and ties operator success to top-line performance.
- Often paired with defined standards and reporting so "revenue growth" doesn't come at the expense of resident experience or course quality.

3) Performance Incentive / KPI-Based Adders (Optional Layer)

- A hybrid approach where a base fee is paired with incentive compensation tied to agreed targets (examples: rounds growth, member/resident satisfaction, NOI targets, cost containment, event growth).
- Encourages the right outcomes while protecting the owner from misaligned behavior.

Not a Lease Operator

LGM generally does not pursue lease/rent structures where the operator pays a fixed rent, assumes full upside/downside, and controls the economics as a tenant. In our experience, lease structures can create misalignment in resident environments (pricing pressure, deferred maintenance risk, and reduced transparency). We are happy to discuss why management-based concepts often better protect Palm Harbor's long-term interests.

Revenue Concepts (How We Grow the Top Line)

We focus on practical, repeatable levers that produce measurable results without compromising resident pricing protections or access.

Core Golf Revenue

- Tee sheet optimization & yield management: Better mix of resident/guest access, smarter inventory control, and demand-based pricing where appropriate.
- Player development & retention: clinics, leagues, beginner programs, and repeat-play initiatives.
- Tournament & event strategy: corporate, charity, resident events. Fills shoulder times and boosts ancillary spend.
- Merchandise improvement: right-sizing assortment, turns, margin discipline, and merchandising standards.

Ancillary Revenue

- Practice facility & instruction: lessons, packages, academies, junior programming, and fitting events.
- F&B integration: golfer-friendly menus, pace-of-play service points, event catering strategy (as applicable).
- Membership / pass programs: if relevant, structured to drive pre-paid revenue and loyalty without diluting prime-time value.

Note: In a resident community, revenue strategies must be balanced against access expectations and resident value. We align these concepts to Palm Harbor's policies—not against them.

Expense and Margin Concepts (How We Protect the Bottom Line)

Operational improvements are not just "cutting costs"—they are about smarter deployment of labor and inputs while protecting standards.

- Labor model optimization: scheduling by demand, cross-training, and productivity standards.
- Purchasing discipline: vendor management, contract leverage, and standardized buying practices.
- Maintenance efficiency: consistent agronomic plans that reduce emergency spend and improve predictability.
- Inventory controls: tighter controls in golf retail and F&B to reduce shrink and improve margins.

Financial Controls, Reporting, and Transparency

Palm Harbor should expect professional, consistent reporting that enables governance and informed decisions.

- Monthly financial reporting package (P&L with variance to budget/prior year, key drivers, and narrative)
- Operational dashboards that connect financial results to activity (rounds, rate, utilization, labor %, COGS %, etc.)
- Clear definitions and policies around revenue recognition, purchasing, comping, and cash handling
- Budgeting process tied to an annual operating plan and seasonal assumptions

This is particularly important in community-owned environments where boards and stakeholders need clarity, not complexity.

Risk Allocation and Owner Protections

Regardless of model, LGM supports clear owner protections, such as:

- Defined standards of service and course quality expectations
- Transparent accounting and audit-friendly documentation
- Clearly stated responsibilities (owner vs operator) for payroll, vendor payables, insurance, capital approval, and contracting authority
- Measurable KPIs that reflect Palm Harbor's goals (not just "profit at all costs")

Recommended Concept for Palm Harbor

Based on our typical community/HOA experience, and our preference to avoid lease structures, Palm Harbor is often best served by a management-based model (fixed fee or revenue share) paired with clear performance measures and transparent reporting. This structure preserves owner control, protects resident priorities, and creates alignment without introducing the complications and misalignment risk common in lease arrangements.

INNOVATION & MODERNIZATION

Our Innovation Philosophy

At Landscapes Golf Management (LGM), innovation is not a buzzword or a one-time "tech upgrade"—it is a repeatable operating approach that modernizes the golfer experience, strengthens financial controls, and makes staff more effective. We focus on modernization that is practical, measurable, and aligned with Palm Harbor's priorities, particularly in community environments where transparency, resident experience, and long-term asset stewardship matter.

Across our portfolio, we consistently operate ahead of the industry curve by pairing proven hospitality fundamentals with modern systems, data visibility, and centralized support that most single-site operators cannot match.

Modern Guest and Resident Experience

Innovation should be felt by golfers in the simplest moments. For instance, booking, arrival, pace, service, and communication. LGM modernizes the experience through:

- More convenient digital touchpoints for tee time booking, confirmations, event registration, and real-time communication.
- Improved on-property flow that reduces friction at check-in, staging, and point-of-sale.
- Experience consistency through standardized service expectations, training, and "day-of" operational readiness.
- Modern loyalty and engagement concepts that support retention and repeat play (while protecting resident access and value).

The goal is to make Palm Harbor easier to use, easier to enjoy, and more consistent—without losing the personal, community feel.

Smarter Decision-Making Through Data Visibility

Most courses have data—but not clarity. LGM emphasizes actionable visibility, not reports that sit on a shelf:

- Dashboards and scorecards that connect activity to outcomes (rounds, utilization, rate integrity, retail performance, labor efficiency, guest satisfaction).
- Performance rhythm with consistent reviews and accountability—so opportunities are captured quickly, not after the season is over.
- Benchmarking against comparable operations and internal best practices to identify gaps and prioritize improvements.

This allows Palm Harbor's leadership and stakeholders to see what's happening, why it's happening, and what's being done about it.

Modern Systems and Process Discipline

Modernization also means eliminating "tribal knowledge" and operating with systems that scale:

- Standard operating practices that reduce variability and improve reliability across golf ops, F&B (if applicable), and maintenance support functions.
- Enhanced financial controls and purchasing discipline that improve accountability and reduce leakage.
- Integrated operational planning so staffing, inventory, agronomy priorities, and events are coordinated—rather than operating independently.
- These practices improve both service delivery and financial performance, while supporting cleaner governance in an HOA/community setting.

Marketing Innovation (Without Overcomplicating It)

LGM approaches marketing modernization as a blend of brand consistency, smarter outreach, and measurable ROI:

- Centralized marketing support that improves quality, speed, and consistency of course communications and campaigns.
- Digital-first strategies that strengthen visibility, drive demand, and support resident engagement.
- Reputation and feedback loops that help Palm Harbor protect its brand and respond quickly to guest and resident sentiment.

We modernize marketing in a way that is sustainable for on-site teams—reducing "random acts of marketing" and focusing on repeatable execution.

Talent Enablement and Training Modernization

Innovation is also how you support people. LGM modernizes operations by investing in:

- Training systems and leadership development that build consistency and deepen bench strength.
- Tools and workflows that reduce administrative burden on the on-site team so they can focus on the resident and golfer experience.
- Cross-property expertise sharing so Palm Harbor benefits from what's working elsewhere—without having to reinvent it.

This results in stronger retention, improved service culture, and fewer disruptions from turnover.

Continuous Improvement Culture

Modernization is not a "set it and forget it." LGM's mindset is continuous improvement:

- Identify opportunities quickly
- Pilot smart changes responsibly
- Measure outcomes
- Scale what works

This is how we remain ahead of the industry: we create a culture where improvement is normal, measured, and sustained—not dependent on one person's initiative.

What Palm Harbor Can Expect Early On

Without getting too detailed, Palm Harbor can expect an early emphasis on:

- Establishing the right operating rhythm (KPIs, reporting cadence, accountability)
- Enhancing visibility into performance drivers
- Quick wins that improve golfer experience and operational efficiency
- A phased modernization roadmap aligned to budget, staffing, and resident priorities

Our Philosophy: A Community Asset First

At Landscapes Golf Management (LGM), we view a community-owned golf facility as more than a course, it is a quality-of-life amenity, a neighborhood gathering place, and a shared investment. Our role is to operate Palm Harbor in a way that strengthens resident pride, protects access and value, and supports the broader community experience, while maintaining professional discipline in service, maintenance, and financial stewardship.

Resident Value, Access, and Experience

A successful community model starts with delivering clear, consistent resident value. LGM supports community benefit through:

- Resident-first operational policies that respect access expectations and community norms while still optimizing the tee sheet responsibly.
- Consistent service standards and an "easy to use" experience (booking, check-in, communication, pace-of-play).
- Programming that builds participation; leagues, clinics, beginner programs, family-friendly events, and seasonal traditions that help residents feel connected to the facility.

The goal is to ensure residents view the golf course as an amenity they are proud of, and one that feels welcoming and active, not exclusive or inconsistent.

Financial Stewardship That Protects the Community

Community benefit also means protecting the community's dollars. LGM's approach emphasizes:

- Transparent financial reporting that allows stakeholders to understand performance and make informed decisions.
- Disciplined budgeting and purchasing controls to reduce waste and limit surprises.
- Lifecycle planning that supports predictable reinvestment rather than reactive, high-cost catch-up.

This structure helps Palm Harbor maintain stability and confidence in how the facility is managed.

Property Presentation and Community Pride

The appearance and condition of the course and common areas influence the entire community's perception—often beyond golfers.

- Curb appeal and first-impression focus (entry areas, practice facility, clubhouse touchpoints, high-visibility holes)
- Consistent course conditioning standards aligned with community expectations
- A planned approach to maintenance and projects that minimizes disruption and communicates clearly

A well-presented, well-run golf course becomes a point of pride for residents and a positive reflection on the community as a whole.

Communication and Trust with Stakeholders

In resident environments, communication is operational excellence. LGM supports community benefit through:

- Clear, resident-friendly updates on maintenance activities, seasonal plans, and improvements
- Predictable reporting cadence for boards/leadership
- Feedback mechanisms that help management respond to resident concerns quickly and professionally

This reduces friction, improves transparency, and builds long-term trust.

Events and Social Connectivity

Golf facilities can be a powerful community "connector." LGM helps communities activate that benefit by supporting:

- Resident-focused events that are inclusive and well-executed
- Outreach to local organizations (where appropriate) for charity events and community partnerships that build goodwill
- Thoughtful calendar planning that balances resident access with special events and revenue opportunities

Done correctly, events enhance the community's social fabric while strengthening the facility's performance.

Employment and Culture Benefits

A stable, positive staff culture benefits residents directly through better service and more consistent operations. LGM emphasizes:

- Training and development that improves professionalism and resident interactions
- Retention-focused practices that reduce turnover and disruption
- Safety and accountability standards that protect staff and community stakeholders

When staff are supported and proud of where they work, residents feel it.

What Community Benefit Looks Like in Practice

If selected to serve Palm Harbor, the community should expect:

- A resident-centric operating mindset with professional consistency
- Transparent performance reporting and fiscal stewardship
- Strong course presentation and planned reinvestment priorities
- More engagement, programming, and positive community touchpoints
- Clear communication that builds confidence and reduces conflict

Governance Philosophy

Landscapes Golf Management (LGM) operates with a simple principle: clear accountability + transparent reporting = better decisions and better outcomes. In community and resident-driven environments, strong governance is essential, stakeholders need visibility, confidence, and a reliable rhythm for oversight without getting buried in unnecessary complexity.

Our approach is designed to ensure Palm Harbor receives:

- A single accountable operator with defined authority and responsibilities
- Consistent, decision-ready reporting (not just raw data)
- A repeatable operating cadence that drives continuous improvement

Operating Rhythm and Meeting Cadence

We typically establish a structured cadence that keeps leadership aligned and issues addressed early:

- **Weekly operational touchpoints (as needed):** Focused on near-term priorities, events, staffing, and immediate course/guest issues.
- **Monthly performance review:** Financial and operational results, KPI scorecard, variance explanations, and forward-looking action items.
- **Quarterly strategic review:** Trend analysis, resident experience feedback, capital project updates, and seasonal planning.
- **Annual planning cycle:** Business plan, operating budget, capital roadmap updates, and KPI target refresh.

The intent is a governance process that is predictable, efficient, and built for decision-making.

Reporting Package (What Palm Harbor Can Expect)

LGM provides reporting that connects operations to outcomes. Typical components include:

1) Financial Reporting

- Monthly P&L with variance to budget and prior year
- Key drivers (rounds, rate, utilization, labor %, COGS %, revenue mix)
- Narrative summary of what happened, why it happened, and what we're doing next

2) Operational Scorecard

- Golf utilization and pace-of-play indicators
- Retail and F&B performance highlights (as applicable)
- Staffing coverage and productivity measures

3) Maintenance / Course Quality Summary

- Condition notes and seasonal agronomic priorities
- Key risks (weather impacts, turf stress, irrigation performance)
- Upcoming disruptive work with resident-facing messaging support

4) Customer / Resident Experience

- Survey or feedback summaries and trend lines
- Service recovery actions and improvements underway
- Event and program participation snapshots

5) Capital and Project Tracking

- Status updates on approved projects (scope, schedule, spend vs. budget)
- Emerging needs and recommended priorities for future planning

All reporting is designed to be board-friendly, transparent, and action-oriented.

KPI Framework (Balanced Scorecard)

We recommend KPIs that reflect Palm Harbor's true goals, not just "profit at all costs." We typically use a balanced scorecard approach across five categories:

1) Golf Utilization and Revenue Health

- Total rounds / tee sheet utilization
- Revenue per round (or effective yield)
- Advance booking trends and cancellation/no-show trends
- Resident vs. non-resident mix (as applicable to policies)

2) Expense Discipline and Margin

- Labor cost % of revenue (overall and department level)
- Cost of goods sold % (retail and F&B where applicable)
- Maintenance spend tracking vs. plan (materials, fuel, repairs)
- Net operating results (if applicable to the structure)

3) Course Conditions and Agronomic Consistency

- Conditioning consistency measures (aligned to Palm Harbor standards)
- Key agronomic milestones achieved (seasonal plan completion)
- Irrigation performance indicators (downtime, major failures, hotspots)
- Bunker consistency and repair responsiveness

4) Guest / Resident Experience

- Satisfaction scores and trend lines
- Net promoter-type measures (or equivalent)
- Pace-of-play experience and on-course touchpoint feedback
- Event participation, league health, lesson/program engagement

5) People, Safety, and Culture

- Staff turnover and staffing stability
- Training completion / compliance benchmarks
- Safety incidents and leading indicators
- Hiring pipeline health and seasonal readiness

Note: Exact KPI definitions and targets should reflect Palm Harbor's priorities (especially resident protections, access expectations, and desired conditioning level).

Accountability and Corrective Action

Reporting only matters if it drives action. LGM's governance process includes:

- Clear ownership of each KPI category
- Defined action plans when results miss expectations
- Follow-through tracking month-to-month until resolved
- Continuous improvement focus—not blame or "excuses reporting"

What This Means for Palm Harbor

With LGM's governance, reporting, and KPI approach, Palm Harbor should expect:

- Better visibility into performance drivers and trends
- Faster identification of issues before they become larger problems
- Clearer decision-making for boards/ownership
- Stronger alignment between resident expectations, course quality, and financial stewardship



CLOSING / NEXT STEPS

Landscapes Golf Management appreciates the opportunity to be considered by Palm Harbor as you evaluate the future operating direction of this important community asset. We understand that this is an RFI, not a request for a fully prescriptive operating plan, and we have intentionally provided a high-level view of our approach, capabilities, and philosophy while demonstrating the experience, discipline, and innovation we would bring to Palm Harbor.

If Palm Harbor chooses to advance to the next stage, we recommend a straightforward path that allows both parties to confirm fit, align on priorities, and define a clear scope of services:

Recommended Next Steps

1. **Introductory Working Session (Board/Leadership + LGM):** Confirm goals, resident priorities, and success criteria (resident value and access, course quality standards, financial objectives, capital expectations, and governance preferences).
2. **Site Visit & Discovery Review:** Walk the property and facilities to assess operational realities, staffing structure, maintenance approach, key risks, and immediate opportunities.
3. **Operating & Financial Concept Alignment:** Agree on the preferred engagement structure (management-based vs. other concepts), reporting cadence, and a preliminary KPI framework.
4. **Define the Path Forward:** Establish timeline, responsibilities, and required documentation for a more detailed proposal or agreement phase, if applicable.

LGM is prepared to engage promptly and collaboratively, with a focus on protecting Palm Harbor's interests, supporting residents, and ensuring the facility is positioned for long-term stability and pride. We look forward to the opportunity to discuss your objectives in more detail and to outline what a successful partnership could look like.

city of PALM COAST

Finance Department
Budget & Procurement Office

160 Lake Avenue
Palm Coast, FL 32164
386-986-3730

ADDENDUM NO. 1

Project: RFI-PR-26-28 PALM HARBOR GOLF COURSE: OPERATIONAL MODELS, CAPITAL INVESTMENT STRATEGIES, AND PARTNERSHIP CONCEPTS

Issue Date: 2/4/2026

Due Date: 3/12/2026

Intent: This addendum is issued in order to incorporate the following clarifications, additions, omissions, deletions, or changes into the Contract Documents prior to the date bids are due. Except as hereinafter specified, the work shall be in accordance with the drawings and specifications.

Question, Statement and/or Response
Please Note: The Question Deadline is now March 5, 2026, at 2:00PM and the Bid Submission Deadline is March 12, 2026, at 2:00PM

Acknowledgment:

3/9/26
Signature and Date

Ross Judy, Business Development Coordinator
Printed Name and Title

Landscapes Golf Management
Company Name

END OF ADDENDUM NO. 1

city of PALM COAST

Finance Department
Budget & Procurement Office

160 Lake Avenue
Palm Coast, FL 32164
386-986-3730

ADDENDUM NO. 2

Project: RFI-PR-26-28 PALM HARBOR GOLF COURSE: OPERATIONAL MODELS, CAPITAL INVESTMENT STRATEGIES, AND PARTNERSHIP CONCEPTS

Issue Date: 2/4/2026

Due Date: 3/12/2026

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Question, Statement and/or Response
Please Note: The Question Deadline is now March 5, 2026 at 2:00PM and the Bid Submission Deadline is March 12, 2026 at 2:00PM
1. **(Q) May you please provide the last 3 years financials for the course?** **(A) Please see attached excel spreadsheet**
2. **(Q) How does the City define "resident affordability" (e.g., index to CPI, fixed residency discounts, income-based tiers)?** **(A) Income-based tier. Course needs to be affordable and accessible for residents of Palm Coast that reflect a municipal golf course rate.**
3. **(Q) Would the City permit the establishment of a "non-resident rate" with no limit to charge market rate to non-residents while protecting accessibility and affordability for residents (with proof of ID)?** **(A) Yes, we would permit this request.**
4. **(Q) Will the City consider a rate-setting "corridor" (min/max) that adjusts annually by an objective index (e.g. CPI), with operator discretion within the corridor if service-level targets are met?**

(A) Yes, the city can consider this rate setting. As long as it remains affordable to residents.

5. (Q) Does the City have a prioritized 10–15 year capital plan? Please share any available condition assessments and target reinvestment cadence.
   (A) The city has a Parks and Recreation CIP plan not specially a plan for the golf course. This year we are planning to replace the current irrigation pump system, 2 years ago we replaced the 18th hole bridge. Bunkers were renovated in 2017. Our greens are the next big CIP project but is currently not budgeted for next 5-10 years.
6. (Q) RFI references reducing long-term subsidy exposure. What is the baseline annual subsidy (if any) today?
   (A) Currently, our baseline is 100% cost recovery of our current expenditure budget. For FY 26 our baseline is $2,182,422
7. (Q) With Loopers Par & Grille under lease, what coordination or revenue-sharing would be expected between the golf operator and the F&B concessionaire (e.g., tournament packages, minimums, catering rights)? Any renewal milestones or options that could affect the golf operating model timeline?
   (A) Currently, Looper's restaurant pays rent, Internet, water and sewer We partner with them on programs, events, and catering services. Looper's are in a 5 year lease starting in 2023 with an option to renew for an additional five-year period, followed by two, five-year options.
8. (Q) For each contemplated model (Full-Service Management, Long-Term Lease, Hybrid, P3 with defined capital), what term lengths are acceptable and what renewal/extension structures?
   (A) 3-5 years contract length would be acceptable. With an additional renewal of the same length.
9. (Q) Would the City support dynamic pricing and segmented products (twilight, 9 hole, resident early-booking windows, pass types) provided resident protections are maintained?
   (A) Yes, City will support as long its benefit's the Palm Coast residents.

10. (Q) What transition timeline and staff continuity expectations does the City have? (A) Depending on direction given after our April council meeting. Potential timeline could be October of 2026. We would like to have current staff retained in new operations.
11. (Q) How many City Employees work at the golf course? How many benefits are eligible? (A) Currently, we have 19 employees. Only 1 employee is full time with benefits. The other employees are seasonal or part time with no benefits
12. (Q) Please provide Detailed Revenues by Category (Greens Fees, cart Fees, driving range, memberships/annual passes/loyalty, merchandise, other golf revenue) and Rounds of Golf by Type (resident/non-res, member, etc.) for the L3Y (A) Please see attached excel spreadsheet
13. (Q) Are any capital projects approved and expected to be completed in the current budget cycle? (A) Replacement of Irrigation pump system is planned for this Fiscal year
14. (Q) Will City allow the golf operator to use existing golf carts and maintenance equipment? (A) Yes, Operator will be able to use existing golf carts and maintenance equipment

Acknowledgment:

3/9/26

Signature and Date

Ross Judy, Business Development Coordinator

Printed Name and Title

Landscapes Golf Management

Company Name

END OF ADDENDUM NO. 2

DTE GOLF
GOLF FACILITY SERVICES

REQUEST FOR INFORMATION:

PALM HARBOR GOLF COURSE: OPERATIONAL MODELS, CAPITAL INVESTMENT STRATEGIES, AND PARTNERSHIP CONCEPTS RFI #: RFI-PR-26-28

Golf | Sports Turf | Golf Renovation | Irrigation

Prepared For:

Shannon
Nolan
Procurement Manager

160 Lake Avenue
Palm Coast, FL 32164
Phone: (386) 986-3730
Email: sknolan@palmcoastgov.com

Proposal issued:

27 Feb 2026

02/27/2026
City of Palm Coast
160 Lake Avenue
RE: REQUEST FOR INFORMATION: PALM HARBOR GOLF COURSE: OPERATIONAL MODELS, CAPITAL INVESTMENT STRATEGIES, AND PARTNERSHIP CONCEPTS RFI #: RFI-PR-26-28

Dear Shannon,

I personally want to thank you for considering Down To Earth as your Golf Management 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.

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 landscape management services, but what makes Down To Earth different is our ICARE values.

I	C	A	R	E
Integrity	**Care**	**Accountability**	**Relentlessness**	**Excellence**
We act with honesty, transparency, and reliability, always doing what is right for our customers, environment, and our team.	We are one team that respects and cares for each other, continuously striving to beautify and improve the communities we serve.	We meet our commitments to each other and to our valued customers and act if we fall short on expectations.	We are constant in our efforts to provide solutions to customers and satisfy their needs.	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

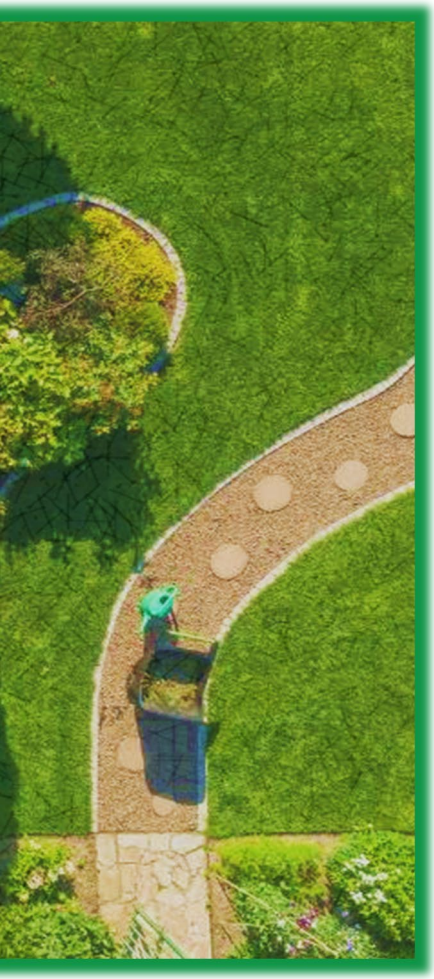
Our goal for all three divisions is to approach it with the same business strategy and principles that have made the company a success for 30+ years:

*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 Palm Harbor Golf Club

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

30

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

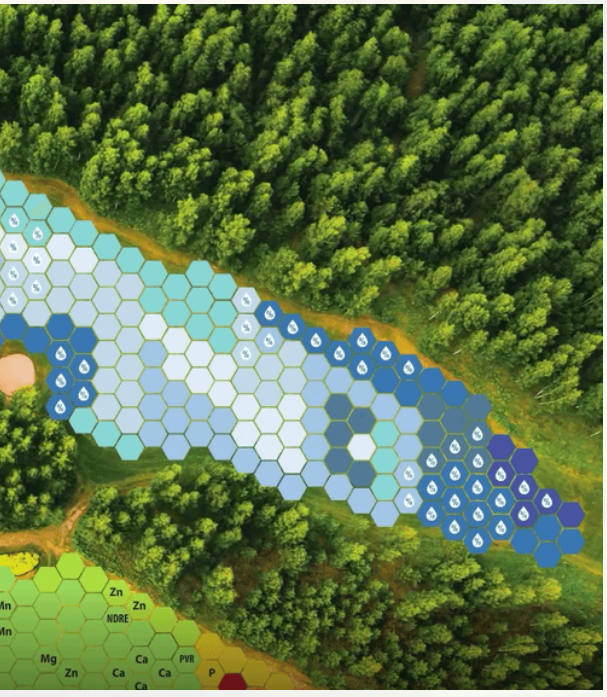
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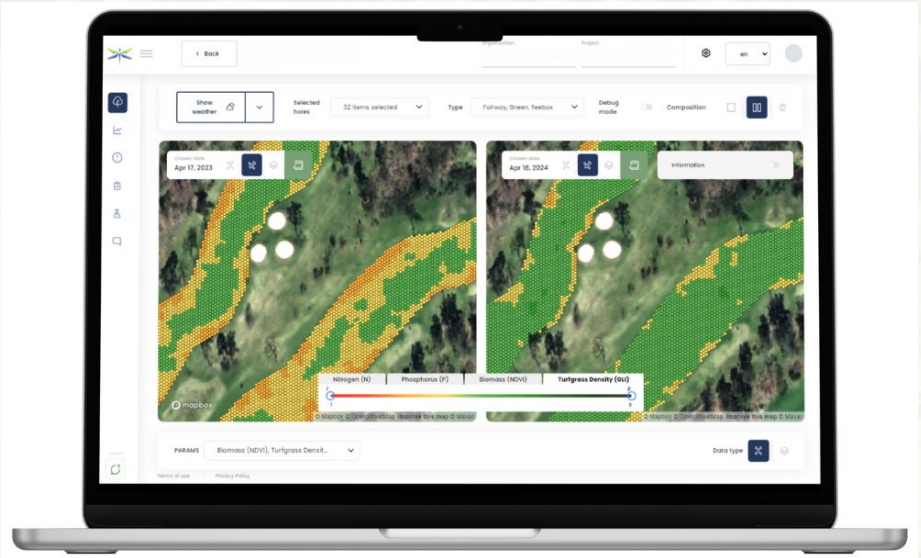
- Begin irrigation system corrections/ repairs based on findings.
- Conduct turf replacement if required and approved.
- Landscape replacement and enhancements for the clubhouse areas(s).

Service Technology

SKIM Turf Management

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





Service Reports

Fertilization and Pest Control Report

Month: Course:

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

Average High Temp _____ Average Low Temp _____

Average Temp/Month _____ Total Rainfall _____

Golf Course Name _____ Address _____

Name of Certified Supervisor _____ Registration No. _____

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

Wetting Agent _____ Rate _____ Other Material _____

Target Pest (s) ___

Extent and Type of Plant Injury

Nozzle Size _____ Pressure Maintained _____

Weather Conditions During Application

Air Temperature _____ Wind Velocity _____ Wind Direction _____

Cloudy _____ Number of Days Since Last Rain _____ Amount of Rain _____

Observations and Notes _____

Down to Earth

Golf Course Standards

Rating Month: Date:

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

Rating Scale from 4 - 1 Final Rating

4 Perfect 3 Excellent 2 Good 1 Poor

Comments

DTE GOLF GOLF FACILITY SERVICES

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.

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.

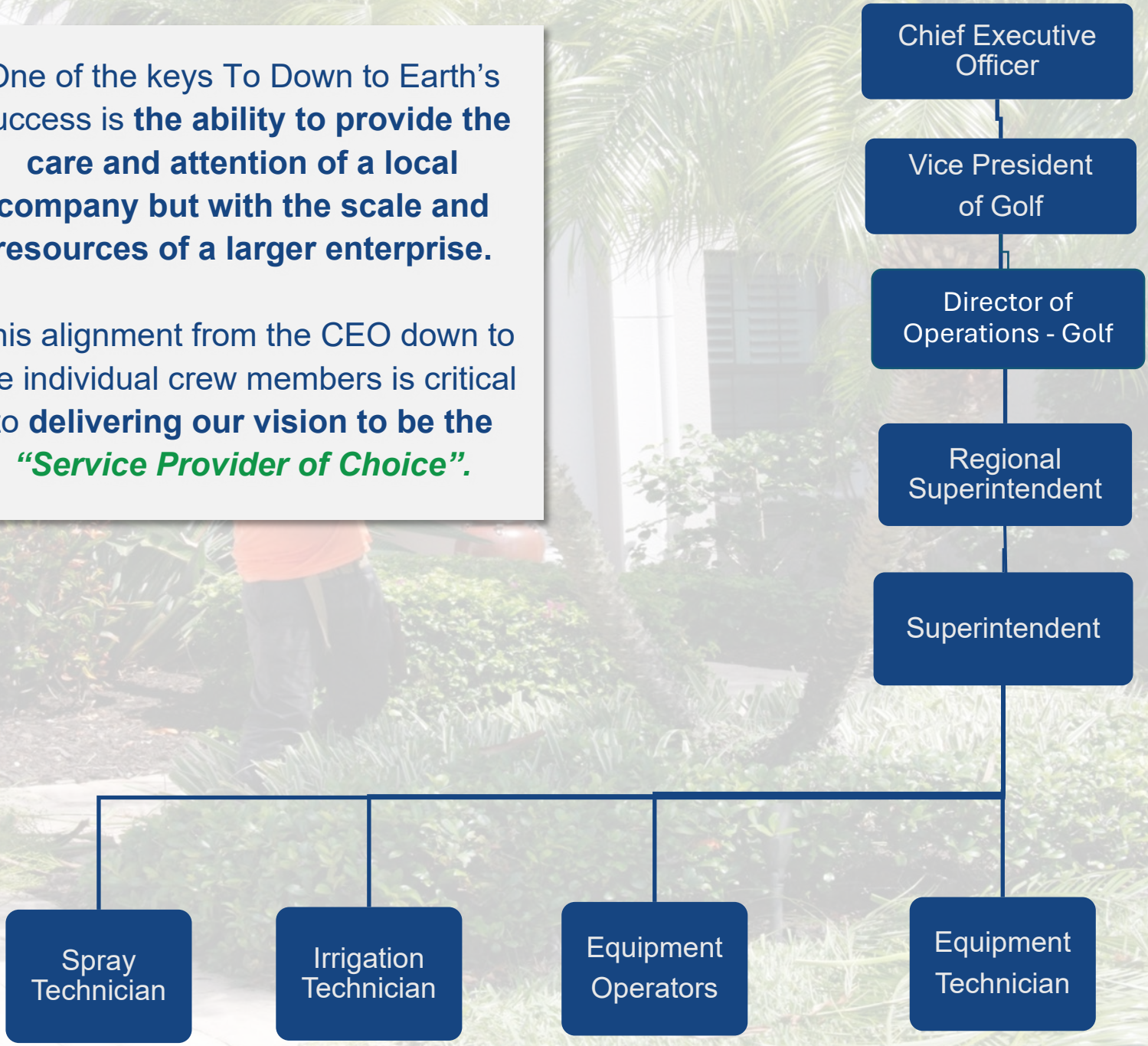
PREVENTIVE MAINTENANCE PROGRAM

- 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.

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
- Heads up all operations of the golf division to include over 800 holes of golf.

Regional Superintendent

- Tray Maltby
- 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

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

Experience - Your Team's Background

Kris Chambrot
Vice President of Golf

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

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

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

Travis Anderson
Director of Golf Operations

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

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

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

Andrew Kisner
Regional Golf Course Superintendent

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

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

EXPERIENCE

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

Matt Barrow
Regional Golf Course Superintendent

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

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

EXPERIENCE

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

Justin Martinjak
Regional Golf Course Superintendent

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

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

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

Nick Dunleavy
Regional Golf Club Manager

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

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

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

Tray Maltby
Regional Golf Course Superintendent

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

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

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

David Cimini
Regional Golf Course Superintendent

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

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

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

Joe Haynes

Business Development Director - Golf

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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



Municipal Courses



Highland Park Golf Course

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



Tarpon Springs Golf Course

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



The Wellman Club

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



Twin Rivers Golf Club

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



Wekiva Golf Club

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

Championship Courses







NANCY LOPEZ LEGACY
- 27-Hole Championship Course
- The Villages, Fl
- July 2023 - Present

THE LINKS AT BRICKS LANDING
- 18-Hole Championship Course
- Ocean Isle Beach, NC
- September 2024 - Present

CONTINENTAL COUNTRY CLUB
- 18-Hole Championhsip Course
- Wildwood, FL
- April 2019 - Present

THE GROVES GOLF & COUNTRY CLUB
- 18-Hole Championship Course
- Land O' Lakes, FL
- September 2018 - Present

ROYAL ST. AUGUSTINE
18-Hole Championship Course

St. Augistine, Fl

October 2025 - 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

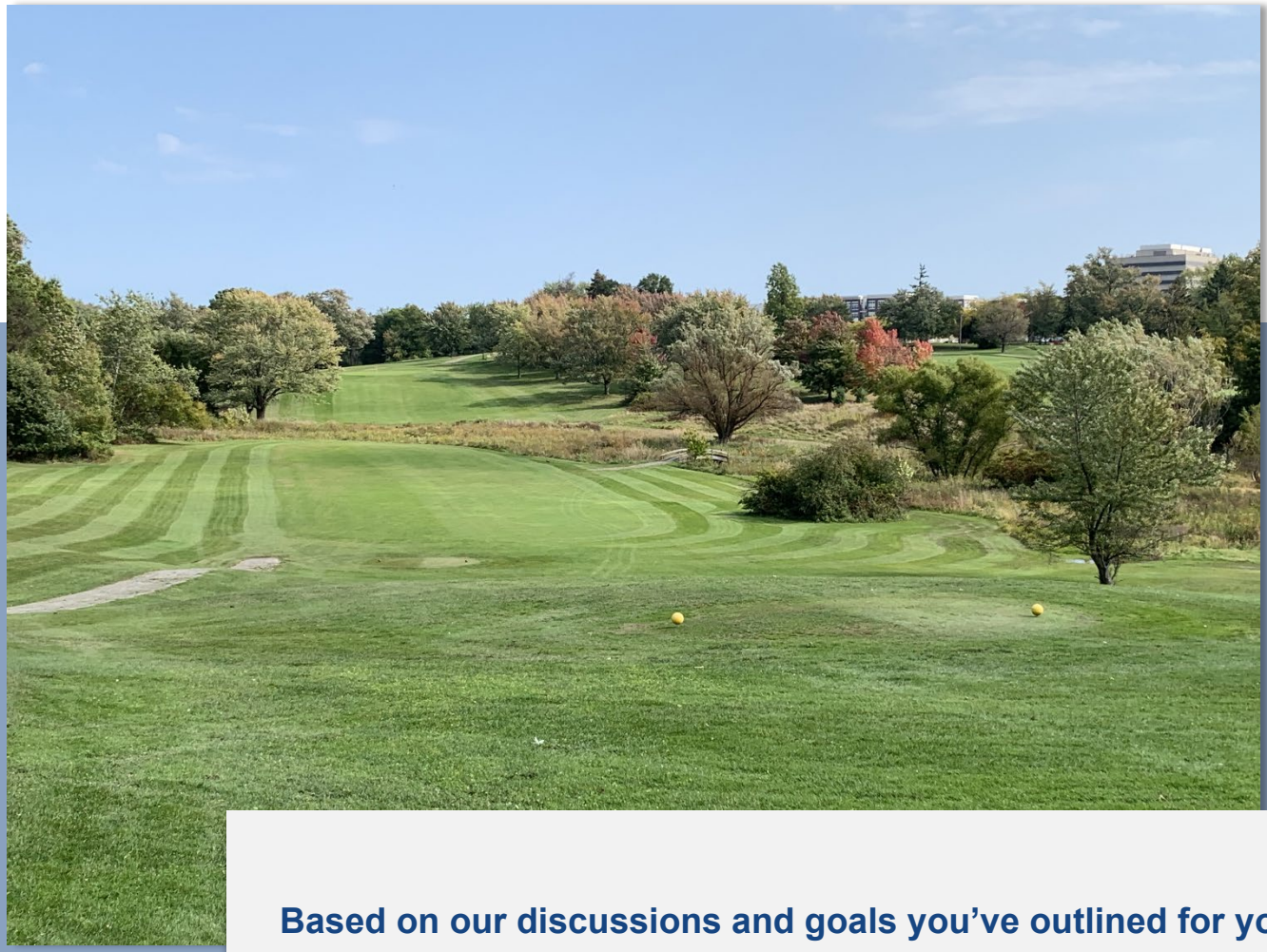
TIERRA DEL SOL GOLF COURSE
- 27-Hole Championship Course
- The Villages, FL
- November 2014 - Present

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

RFI
Forms



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

DTE GOLF
GOLF FACILITY SERVICES

Golf Course Management/Maintenance Scope of Work

City of Palm Coast
Attn: Procurement Department / Selection Committee
160 Lake Avenue
Palm Coast, Florida 32164

Re: Request for Information # RFI-PR-26-28 – Palm Harbor Golf Course

Dear Selection Committee Members,

On behalf of **Down To Earth Golf (DTE Golf)**, we are pleased to submit this response to the **City of Palm Coast's** Request for Information regarding the future management and operational structure of **Palm Harbor Golf Course**. We recognize the importance of this facility as a premier municipal amenity and appreciate the opportunity to provide insight into how DTE Golf could support the City's long-term operational, agronomic, and financial objectives.

In alignment with the City's request, DTE Golf is experienced and capable of operating under a variety of partnership structures, including:

A. Full-Service Management Agreement
B. Long-Term Operating Lease
C. Hybrid Management–Lease Agreement
D. Public–Private Partnership with Defined Capital Commitments

Each of these models offers different levels of operational control, financial responsibility, and capital investment. DTE Golf would welcome the opportunity to further discuss how these structures could be tailored to meet the City's goals for service quality, financial sustainability, capital improvements, and community engagement.

For informational purposes, our potential scope of services may include comprehensive golf course maintenance, pro shop management, food and beverage operations, programming, marketing initiatives, capital planning, and financial reporting—each designed to enhance course conditions, customer experience, and long-term asset value.

DTE Golf currently manages over **800 Holes of Golf** across Florida, South Carolina, North Carolina, and Ohio, including municipal, semi-private, and resort facilities. Our team brings extensive experience in agronomy, operational management, and financial stewardship, with a demonstrated ability to improve course conditions while increasing rounds, revenues, and customer satisfaction.

This submission is intended to provide information for the City's evaluation and planning purposes and does not constitute a binding offer or contractual commitment. We appreciate the opportunity to participate in this process and would welcome further dialogue to explore how DTE Golf could serve as a strategic partner for the City of Palm Coast.

Tom Lazzaro
CEO
Phone - (321) 291-8050
Tom.Lazzaro@down2earthinc.com
500 Winderley Place, Suite 222
Maitland, FL 32751

Proposed Management

Down To Earth Golf proposes a **blended compensation structure** designed to align our interests with the success of Palm Harbor Golf Course while providing the City of Palm Coast with budgetary certainty.

Base Management Fee:

- A fixed monthly management fee of **$TBD** to cover administrative oversight, management services, accounting, reporting, and operational support.

Incentive / Profit Sharing Component:

- DTE Golf will participate in the net operating performance of the facility through a **TBD% profit share**, ensuring our team is directly motivated to maximize revenues and manage expenses responsibly.
- The annual profit share will be **capped at $TBD**, providing a safeguard for the City while offering a meaningful incentive for operational excellence.

Alignment of Interests

This model ensures the City receives:

- Predictable fixed costs through the monthly management fee.
- Upside potential and shared success through the profit-sharing mechanism.
- A capped incentive structure that balances the interests of both parties.

By combining a stable base fee with performance-driven upside, this approach offers both fiscal responsibility and accountability, while motivating DTE Golf to elevate the financial and operational performance of Palm Harbor Golf Course.

Proposed Hybrid Management and Maintenance (Our Recommendation)

Base Management Fee:

• A fixed monthly management fee of **$TBD** to cover administrative oversight, staffing leadership, financial management, accounting, reporting, marketing, programming, technology systems, and overall operational support for golf operations (pro shop, customer service, food & beverage oversight, and programming).

Incentive / Profit Sharing Component:

• DTE Golf will participate in the net operating performance of the facility through a **TBD% profit share**, ensuring our team is directly motivated to maximize revenues and manage expenses responsibly.
• The annual profit share will be capped at **$TBD**, providing a safeguard for the City while maintaining meaningful performance-based upside.

Golf Course Maintenance Services Fee

Base Maintenance Fee:
• A separate fixed monthly maintenance fee of **$TBD**, covering agronomic management, superintendent oversight, labor management, equipment coordination, irrigation oversight, chemical and fertilizer programs (if applicable), and course conditioning standards.

Performance Accountability:
• Maintenance standards, agronomic benchmarks, and reporting metrics will be clearly defined to ensure course conditions align with the City's expectations for quality, playability, and long-term asset preservation.

Alignment of Interests

This split structure ensures the City receives:

• Clear cost allocation between operations and maintenance.
• Predictable fixed monthly fees for budgeting purposes.
• Performance-driven upside through the profit-sharing mechanism.
• A capped incentive structure that balances financial protection with motivation.
• Direct accountability for both customer experience and course conditions.

By separating operations and maintenance while maintaining performance-based incentives, this approach provides fiscal responsibility, transparency, and operational accountability—while motivating DTE Golf to elevate both the financial performance and agronomic quality of Palm Harbor Golf Course.

Proposed Long-Term Operating Lease Structure

Down To Earth Golf proposes a Long-Term Operating Lease structure designed to provide the City of Palm Coast with financial certainty, reduced operational risk, and sustained capital investment, while allowing DTE Golf to fully manage and enhance the performance of Palm Harbor Golf Course.

Under this model, DTE Golf would assume responsibility for day-to-day operations, maintenance, staffing, and financial performance of the facility in exchange for a defined lease payment to the City.

A. Lease Payment Structure

Base Lease Payment:

• DTE Golf would remit a fixed annual lease payment of **$TBD**, payable in equal monthly installments, providing the City with predictable, guaranteed revenue.

Revenue Participation (Optional):

• In addition to the base lease payment, the City may participate in upside performance through a **TBD% revenue share above an agreed-upon threshold**, aligning interests while protecting baseline revenue.

B. Operational Responsibilities

Under a Long-Term Operating Lease, DTE Golf would assume full responsibility for:

• Golf course maintenance and agronomic management
• Pro shop operations and merchandising
• Food & beverage operations
• Staffing, payroll, and benefits
• Marketing, programming, and community engagement
• Equipment procurement and maintenance
• Financial reporting and operational transparency
• Day-to-day risk and operational liabilities

This structure shifts operational and financial risk from the City to DTE Golf while maintaining transparency and accountability through regular reporting.

C. Capital Improvements & Asset Stewardship

Depending on lease term and structure, DTE Golf is prepared to discuss:

• Defined annual capital reinvestment commitments
• Equipment replacement schedules
• Irrigation or infrastructure improvement participation
• Long-term course improvement planning

Capital participation levels would align with lease length and overall financial framework.

Alignment of Interests

The Long-Term Operating Lease model provides the City with:

• Guaranteed, predictable revenue
• Reduced financial and operational risk
• Elimination of direct payroll and operational management burdens
• Defined capital planning framework
• Long-term stability and professional oversight

For DTE Golf, this structure creates clear accountability for performance and allows us to invest strategically in operations, course conditions, and customer experience.

By aligning operational control with financial responsibility, the Long-Term Operating Lease model creates a true partnership framework focused on long-term asset preservation, financial sustainability, and enhanced community value for Palm Harbor Golf Course.

Proposed Public–Private Partnership (P3) with Defined Capital Commitments

Down To Earth Golf proposes a Public–Private Partnership structure designed to combine the City of Palm Coast's long-term ownership interests with private-sector operational expertise, financial discipline, and defined capital investment commitments.

Under this model, the City would retain ownership of Palm Harbor Golf Course while DTE Golf would assume operational responsibility and commit to defined capital improvements aligned with a mutually agreed long-term plan.

A. Operational Responsibilities

Under a P3 structure, DTE Golf would assume responsibility for:

- Golf course maintenance and agronomic management
- Pro shop operations and merchandising
- Food & beverage operations
- Staffing, payroll, and benefits
- Marketing, programming, and community engagement
- Equipment procurement and fleet management
- Financial management and reporting
- Day-to-day operational risk

This approach provides professional oversight while allowing the City to focus on governance and long-term strategic objectives.

B. Defined Capital Commitments

A core component of this partnership would include clearly defined capital investment commitments by DTE Golf. These may include:

- Irrigation system upgrades or phased replacements
- Equipment fleet investment and replacement schedules
- Bunker renovation or course infrastructure improvements
- Clubhouse, food & beverage, or technology enhancements
- Cart fleet modernization
- Long-term agronomic improvement plans

Capital contributions may be structured as:

- A defined upfront capital investment
- Annual reinvestment minimums
- Percentage-of-revenue capital reinvestment commitments
- Matched City–DTE funding models

Capital levels would be aligned with partnership term length and agreed financial structure.

C. Financial Structure

The financial framework under a P3 model may include:

- A base management or partnership fee
- Revenue share or profit-sharing structure
- Performance benchmarks tied to financial and agronomic outcomes
- Clearly defined reporting and audit standards

This structure ensures transparency while aligning incentives for revenue growth, expense control, and asset enhancement.

Alignment of Interests

The Public–Private Partnership model provides the City with:

- Retained ownership and long-term asset control
- Reduced operational burden and risk
- Defined capital improvements without sole municipal funding responsibility
- Professional management accountability
- Shared financial upside

For DTE Golf, the structure creates long-term stability and allows for strategic reinvestment that enhances both course conditions and financial performance.

By combining operational expertise with committed capital investment, this Public–Private Partnership model positions Palm Harbor Golf Course for sustained financial health, improved agronomic standards, and enhanced community value

Management Scope of Services

Certain real property commonly known as the (City), currently one 18-hole golf course, clubhouse, driving range and other amenities located City of Palm Coast FL .This Scope of Services by **SSS Down to Earth OPCO, LLC** represents services, personnel, equipment and resources necessary to accomplish professional management of (City) 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. One (18) hole golf course, clubhouses, driving ranges and other amenities commonly known as (City)

C. Fiscal Year: 2026

D. Golf Course: Public golf course commonly known as (City), 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 City 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 City pursuant to the terms of the this Agreement and Income or interest derived from the City 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, City 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 City 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 City 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. City 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, City, 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 City. 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 City;

iii. Establish high quality maintenance standards approved by City 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 City;

xii. Comply with all insurance and legal requirements of the City;

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 City, 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 City'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, at the expense of the City, 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 prop 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 City 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 City.

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 City 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 City, 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 City), 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 City'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 City, including but not limited to, the depreciation,

amortization or addition of assets and equipment, City'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. City 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 City 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 City's discretion, the annual operating statement shall be audited and prepared by a certified public accountant chosen by City, 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 City no later than August 1st of each year (except for the first full or partial fiscal year when CONTRACTOR shall prepare and deliver to City 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 City'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 City shall use their mutual best efforts to agree upon the Annual Budget and Program for the following year on or before fiscal year end. **City shall have the final approval and final decision-making authority over the Annual Budget and Program**. City 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 City. If the City does not provide the written confirmation or rejection within the aforementioned sixty (60) day period, the Annual Budget and Program shall be deemed approved.

City 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 City 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 City's prior written approval. If the City 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 City 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. City 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 City 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 City. Upon direction from City from time to time, CONTRACTOR shall invest or deposit funds in the Accounts in accordance with City's direction, provided that the City'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 bid. 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 and not include Club expenditures as provided for in this paragraph or any other Operating Expenses.

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 City 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. City'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 City within the time frames set forth herein. However, payment by City of a fee or other amount hereunder shall not constitute a waiver of City's right to subsequently dispute the amount thereof. If City 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 City 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.

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 City 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

Restaurant / Kitchen Services/ If Applicable

- Hire and train staff regarding food & beverage service and safety
- Maintenance of restaurant and kitchen equipment
- Procurement and safe storage of food and beverage items for resale
- Preparation of food and beverage in compliance with food safety requirements and alcohol service laws
- Hosting restaurant events
- Employ strategies to increase food and beverage sales and profits
- Provide beverage cart service on the golf course as appropriate
- Cleaning and care of restaurant and kitchen surfaces

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 (City) 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

Palm Harbor Golf Club – Operations & Rate Plan

1. Introduction

- Overview of Palm Harbor Golf Club (championship-level facility in City of Palm Coast, 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.

4. Proposed Rates & Fees (TBD)

Green Fees (include shared cart):

Category	Weekday (Non-Peak)	Weekend/Holiday (Peak)
Standard 18 Holes	$55	$65
Senior (60+)	$50	—
Junior (17 & under)	$40	—
Twilight (last 4 hours)	$35	$50
Late Twilight (last 2 hours)	$25	$35

Cart Fees:

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

Driving Range:

- Small bucket: $6
- Large bucket: $10
- Range Pass: $120/month unlimited

Punch Card Program:

- 10-round card: $350 (cart included)
- Valid anytime weekdays; $25 surcharge if used before 12:00 p.m. weekends/holidays.

Membership Options (Proposed by DTE):

- **Annual Membership**: $3,200 (includes unlimited green fees + 50% off cart fees).
- **Weekday Pass**: $2,200 (Mon–Fri only, excludes holidays).
- **Practice Range Add-On**: $500/year unlimited balls.

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.
2. **Community Engagement**
    - Locals discount (Palm Coast 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** from ~$52 to ~$58 through dynamic pricing & upsells.
- 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** from ~$3.25 to ~$5.00 by enhanced pro shop merchandising.

7. Conclusion

DTE Golf will provide City of Palm Coast Golf Course with a **professional, structured, and revenue-focused operating model** that balances affordability for the community with profitability for the City. With enhanced policies, extended services, and a modernized pricing structure, City of Palm Coast will continue to be a premier daily-fee facility in Florida.

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

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.

City of Palm Coast Golf Course Maintenance

The services proposed by **Down to Earth** ("DTE") for the City of Palm Coast are outlined below and are intended to provide a comprehensive overview of the scope of work contemplated under a potential partnership.

GOLF COURSE MAINTENANCE PROGRAM

I. Putting Green Maintenance:

Mowing / Rolling

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

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

Aerification

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

Verticutting and Grooming

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

Topdressing

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

Fertilization

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

Weed Control

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

Insect and Disease Control

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

Overseeding

Pigments will be used in lieu of overseed.

II. Tee Maintenance:

Mowing

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

Aerification

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

Topdressing

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

Fertilization

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

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

Weed Control

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

Insect and Disease Control

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

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

Litter Control

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

III. Fairway Maintenance:

Mowing

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

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

Alternating mowing patterns are to be followed.

Aerification

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

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

IV. Rough Maintenance:

Mowing

All rough areas should be mowed one (1) time per week.
During periods of slow growth, it may be less but at no time should they appear un-maintained.
Normal Height of cut should be between .1.5" and 3.0", depending on season.

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

V. Course Set-Up:

Cups

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

Teeing Ground

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

Tee towels will be changed out weekly.

Ball washers will be filled as needed.

VI. Bunker Maintenance:

Raking

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

Edging

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

Weed Control

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

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

VII. Tree and Shrub Maintenance:

Pruning

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

Mulch

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

Mulch			
Cypress Mulch		**Additional**	**$ TBD per Cubic Yard**
Pine Bark		**Additional**	**$ TBD per Cubic Yard**
Pine Straw		**Additional**	**$ TBD per Bale**

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

VIII. Irrigation System Maintenance:

Scheduling

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

Inspection

Irrigation coverage will be checked daily and adjusted where necessary.

Repairs

DTE will be responsible for all repairs to the irrigation systems up to **$TBD** annually. Additional repairs are to be brought to the attention of the City 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.

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.

Project Schedule & Implementation Timetable

Objective: To ensure a seamless transition into management and operation of Palm Harbor Golf Course while maintaining course quality, operational continuity, and guest satisfaction.

Phase 1 – Transition & Mobilization (Month 1–2)

- Conduct due diligence review of existing contracts, vendors, and staffing.
- Onboard current employees and establish HR/payroll integration.
- Complete initial equipment audit and maintenance evaluation.
- Launch communications with membership and the local community.
- Establish financial systems, reporting, and point-of-sale integration.

Phase 2 – Operational Stabilization (Month 3–6)

- Implement standardized agronomic plan (fertility, chemical, and irrigation schedule).
- Introduce operational policies for golf shop, food & beverage, and maintenance.
- Initiate staff training on customer service and brand standards.
- Begin preliminary marketing initiatives (website refresh, league and outing promotion).
- Establish safety protocols and OSHA compliance reviews.

Phase 3 – Enhancement & Growth (Month 7–12)

- Execute capital improvement priorities (equipment procurement, minor facility upgrades).
- Launch golf programming (adult clinics, junior golf, member events, tournaments).
- Develop long-term marketing strategy, targeting new daily fee play and group outings.
- Initiate annual budget and forecasting cycle for Year 2.
- Conduct customer satisfaction survey and adjust programs accordingly.

Phase 4 – Ongoing Operations (Year 2–5)

- Maintain consistent agronomic programming to achieve improved course conditions.
- Continuously enhance food & beverage offerings based on customer demand.
- Introduce loyalty program and seasonal promotions to drive play.
- Evaluate and implement sustainable practices (water management, integrated pest control).
- Conduct quarterly operational reviews with ownership/City of Palm Coast.

Timeline Overview

Timeframe	Key Milestones
Month 1–2	Transition planning, employee onboarding, equipment audit, community outreach
Month 3–6	Stabilization of operations, staff training, marketing kickoff, agronomic plan
Month 7–12	Capital improvements, golf programming launch, budget cycle, survey feedback
Year 2–5	Full operational execution, enhancements, quarterly reporting, sustainability

Executive Summary

The City of Palm Coast seeks a management partner for **Palm Harbor Golf Course** who can preserve the unique character of the facility while elevating its financial performance, agronomic standards, and customer experience. Down To Earth Golf (DTE Golf) fully understands that City of Palm Coast is not only a destination for golf enthusiasts across Florida, but also an important community amenity that represents the City's commitment to recreation, tourism, and economic development.

We recognize that the project requires a management team that can:

- Deliver **exceptional course conditions** through comprehensive agronomic programs, efficient irrigation management, and proven maintenance practices.
- Enhance the **customer journey** from tee time booking to on-course play, pro shop services, and food & beverage experiences.
- Implement **sound financial management** and transparent reporting to maximize revenues, control expenses, and protect the City's investment.
- Develop **innovative programming** including adult and junior clinics, leagues, tournaments, and community engagement events that broaden participation and generate sustainable play.
- Provide a **seamless transition** that supports current staff, retains institutional knowledge, and minimizes disruption to daily operations.

Unique Qualifications of DTE Golf

- **Proven Municipal Experience:** DTE Golf manages over **800 holes of golf across the Southeastern United States**, including municipal and semi-private facilities. Our team understands the balance between public access, community expectations, and fiscal responsibility.
- **Agronomic Expertise:** Our leadership includes Certified Golf Course Superintendents and agronomy specialists who implement best practices for Bermuda and Zoysia playing surfaces common to Florida climates. We specialize in cost-effective fertility, irrigation, and cultural practices that deliver year-round playing conditions.
- **Operational Excellence:** We deploy a tested management model that integrates technology-driven tee sheet management, customer service training, and tailored food & beverage offerings to drive both revenue and repeat play.
- **Financial Accountability:** Our reporting systems provide full transparency in revenues, expenses, and capital planning. We collaborate closely with owners and municipalities to ensure budgets are met and long-term asset value is protected.
- **Community Commitment:** Beyond operations, DTE Golf brings a focus on building strong relationships with residents, leagues, and civic organizations. We view City of Palm Coast Golf Course not just as a golf course, but as a centerpiece of community recreation.

Conclusion

Through a proven track record in municipal golf management, deep agronomic expertise, and a commitment to delivering a first-class guest experience, DTE Golf is uniquely positioned to serve as the City of Palm Coast long-term partner. Our team is prepared to deliver measurable improvements to course conditions, operational performance, and financial sustainability—ensuring that **Palm Harbor Golf Club continues to thrive as one of the premier public golf destinations in Florida**.

Staffing Plan – Palm Harbor Golf Course

Proposed Organizational Chart & Staffing Levels

General Manager
• Overall responsibility for golf course operations, financial management, guest satisfaction, and staff leadership.

Head Golf Professional
• Oversees pro shop operations, member services, tournaments, and instructional programs.
• Supervises Assistant Professionals and Guest Services.

Assistant Golf Professionals (2–3) TBD
• Support daily play, lessons, merchandising, and tournament execution.

Director of Agronomy / Golf Course Superintendent
• Manages turfgrass, irrigation, and overall golf course conditioning.
• Oversees all grounds staff and maintenance schedules.

Assistant Superintendent (1)
• Supports daily course setup, fertilizer/chemical applications, and irrigation troubleshooting.

Equipment Manager / Mechanic
• Maintains and repairs all equipment to ensure efficient and safe operations.

Golf Course Maintenance Team (8–12 staff, seasonal adjustments) TBD
• Includes irrigation techs, greenskeepers, operators, and grounds crew.
• Staffing levels flex seasonally to match peak play periods.

Food & Beverage Manager
• Oversees restaurant and event operations.
• Supervises culinary and wait staff.

Guest Services & Pro Shop Staff (6–8) TBD
• Cart attendants, starters, rangers, and retail shop attendants to ensure smooth guest experience.

Response to Evaluation Criteria

Down To Earth Golf ("DTE Golf") understands the importance of aligning operational excellence with community priorities. Below is a summary of how our proposed Public–Private Partnership model addresses each of the City's evaluation categories.

Category C – Resident Rate Protections
DTE Golf recognizes Palm Harbor Golf Course as a valued municipal amenity. Under our model:
• Resident rate structures would be contractually defined and protected.
• Any rate adjustments would require City review and alignment with agreed-upon parameters.
• Tiered pricing strategies would be utilized to balance accessibility for residents while optimizing non-resident and peak-demand revenue.
• Discount programs for juniors, seniors, veterans, and community groups can be incorporated.
This approach ensures affordability for Palm Coast residents while maintaining financial sustainability.

Category D – High Maintenance Standards
Maintaining superior agronomic conditions is central to long-term success. DTE Golf ensures high maintenance standards through:
• Dedicated Superintendent leadership and certified agronomic oversight.
• Annual agronomic plans outlining fertility, irrigation, cultural practices, and course conditioning benchmarks.
• Defined maintenance performance standards tied to reporting and accountability.
• Proactive equipment replacement and irrigation management programs.
• Regular capital reinvestment into course infrastructure.
Our goal is to consistently deliver conditions that meet or exceed municipal championship-level expectations.

Category E – Capital Investment Strategies
Under the proposed P3 structure, DTE Golf would commit to a clearly defined capital improvement framework, which may include:
• Multi-year capital improvement planning.
• Defined annual reinvestment minimums or percentage-of-revenue allocations.
• Equipment fleet modernization schedules.
• Irrigation and infrastructure upgrade planning.
• Bunker, greens, and tee renovation strategies.
Capital commitments would be aligned with the length and structure of the partnership, ensuring sustainable reinvestment without placing sole financial burden on the City.

Category A – Proven Qualifications & Experience
DTE Golf currently manages over 800 golf holes across Florida, South Carolina, North Carolina, and Ohio, including municipal, semi-private, and resort facilities.
Our qualifications include:
• Proven success improving course conditions and customer satisfaction.
• Demonstrated revenue growth and financial performance improvements.
• Experienced leadership in agronomy, operations, food & beverage, and finance.
• Transparent financial reporting and GAAP-aligned accounting practices.
• Experience operating under management agreements, leases, hybrid structures, and

public–private partnerships.
Our team brings both operational scale and local market expertise to ensure Palm Harbor's long-term success.

Category G – Community Benefit & Recreational Value
Palm Harbor Golf Course serves as both a recreational asset and community gathering space. DTE Golf enhances community value by:
• Expanding junior golf programs and instructional clinics.
• Supporting local schools, veterans groups, and community organizations.
• Hosting tournaments, leagues, and civic events.
• Promoting accessibility initiatives and beginner-friendly programming.
• Creating a welcoming, customer-focused culture for residents and visitors alike.
Our philosophy prioritizes growing the game while maintaining inclusivity and affordability.

Category F – Innovative Improvements & Technology Upgrades
DTE Golf integrates modern technology and operational innovations to enhance both efficiency and customer experience, including:
• Advanced tee time and POS systems with dynamic pricing capability.
• Online booking and mobile-friendly engagement tools.
• Data-driven marketing and customer retention programs.
• GPS-enabled cart systems (where appropriate).
• Irrigation control and water management technology upgrades.
• Real-time financial and operational reporting dashboards.
These tools improve operational efficiency, increase revenue capture, and enhance the overall player experience.

Conclusion
DTE Golf's Public–Private Partnership model is designed to protect resident access, elevate course conditions, provide structured capital investment, and enhance long-term community value. Our experience, financial discipline, and operational expertise position us to serve as a responsible and strategic partner for the City of Palm Coast.

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

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

SSS Down To Earth Opco, LLC

2 Business name/disregarded entity name, if different from above.

Down To Earth

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☑ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) P

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

5 Address (number, street, and apt. or suite no.). See instructions.

500 Winderley Place, Suite 222

Requester's name and address (optional)

6 City, state, and ZIP code

Maitland, FL 32751

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

3	8	–	4	0	0	6	3	3	6

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person Tom Lozzo Date 1/13/2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

UF IFAS UNIVERSITY of FLORIDA

Department of Environmental Protection

Florida-Friendly Landscaping™ GI-BMP PROGRAM

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://aesecomm.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://ffl.ifas.ufl.edu/professionals/instructor_program.html

State of Florida
DEPARTMENT OF ENVIRONMENTAL PROTECTION

Tom Lazzaro

GV917082-1 — Certificate #
GV917082 — Trainee ID #

GREEN INDUSTRIES BEST MANAGEMENT PRACTICES TRAINING PROGRAM



UF IFAS UNIVERSITY of FLORIDA

GV917082-1
Certificate #
GV917082
Trainee ID #

Florida-Friendly Landscaping™ GI-BMP 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.

Tom Wichman	T. Wichman	6/13/2021	Esen Momol, Ph.D.
GI-BMP Statewide Coordinator	Instructor	Date of Class	Director Florida-Friendly Landscaping™ Program

The University of Georgia

GEORGIA CENTER FOR CONTINUING EDUCATION

and the

PROFESSIONAL LAWN CARE ASSOCIATION OF AMERICA

hereby confer upon

Kris Chambrot

the title of

CERTIFIED TURFGRASS PROFESSIONAL

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

PRINCIPLES OF TURFGRASS MANAGEMENT

August 10, 2004

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

Gary M. Clayton, CTP
Executive Vice President
Professional Lawn Care Association of America

Abraham Baldwin Agricultural College

A Unit of the University System of Georgia

Hereby Confers Upon

Travis Christopher Anderson

the degree of

Associate of Applied Science in Environmental Horticulture Technology

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

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

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

Chancellor

Registrar

Interim President

Vice President and Dean of Academic Affairs



CERTIFIED GOLF COURSE SUPERINTENDENT

Golf Course Superintendents Association of America
Hereby confers upon

Justin C. Martinjak

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

GCSAA
CGCS

Kevin P. Breen CGCS
President



CERTIFICATE OF COMPLETION

This is to Certify that

Dave Cimini

Completed the Training and Testing Program on September 10, 2013

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

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

KEVIN SUNDERMAN, PRESIDENT

JENNIFER BRYAN, ASSOCIATION MANAGER

Florida Chapter GCSAA
GOLF COURSE SUPERINTENDENTS ASSOCIATION OF AMERICA

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Maitland, FL 32751

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March 12, 2026

Via Electronic Submission

City of Palm Coast
Finance Department
Budget & Procurement Office
160 Lake Avenue
Palm Coast, Florida 32164

RE: **RFI #: RFI-PR-26-28 Palm Harbor Golf Course: Operational Models, Capital Investment Strategies and Partnership Concepts**

Dear City of Palm Coast Budget & Procurement Office:

American Golf Corporation is pleased to submit this response to the City of Palm Coast's Request for Information for operational models, capital investment strategies and partnership concepts for Palm Harbor Golf Course.

American Golf has built a solid operating foundation and assembled an exceptionally experienced team based on knowledge gained from more than 50 years operating golf courses and country clubs. The largest segment of our experience is operating public golf courses on behalf of municipal governments. American Golf specializes in municipal leases and management contracts with 35 of our 42 golf courses operated under long-term lease or management agreements with Cities, Counties, States, and related Park Districts.

American Golf has extensive experience crafting municipal lease and management contract terms that provide for professional management of the entire golf facility, ensuring interests are aligned across all departments, creating the optimal platform for increased participation and revenue growth, thoughtful expense management, and improved product quality and customer experience. Our stated purpose is to provide our municipal partners with quality and affordable golf course operations, exceptional community and non-golf offerings to increase participation at what is essentially a City Park facility, and to provide proceeds for capital investment and City-wide programming without municipal subsidies of the golf course operation.

It is our view that Palm Harbor Golf Course is ideally positioned to benefit from a public private partnership whereby an experienced golf course management company such as American Golf, operates the entire facility under (1) a long-term lease arrangement with rental proceeds paid to the City or (2) a management agreement arrangement where the golf course operator is paid a fee to oversee management, all expenses are paid by revenue generated at the facility, and the City retains all operating cash flow. Our plan would be designed to provide Palm Harbor Golf Course with high-quality, experienced management on a long-term basis and to provide an efficient and financially stable golf course that will benefit the citizens of Palm Coast.

On the following pages you will see details about American Golf's operating history and experience as well as details about our management and operating practices. American Golf has real examples of revenue increases and operational improvement upon assuming golf operations including a recent 27% revenue increase at Knabe Golf Center in Los Angeles after taking over management from a national golf management company. We expect similar positive results at Palm Harbor Golf Course.

Our goal is to maintain economically viable, affordable, accessible and sustainable golf operations to benefit the entire City of Palm Coast. Thank you for the opportunity to submit this response and we look forward to working with you as the City performs the evaluation process.

Very truly yours,



Paul Ballam
Senior Vice President

Company Qualifications and Experience

Organizational Overview

American Golf has been an owner, lessee, and manager of golf courses and country clubs for over 50 years and has the unmatched expertise to maximize any golf opportunity. **The largest segment of this experience is operating public golf courses on behalf of municipal governments and other agencies.**

American Golf is particularly proud that it has recently, on October 1, 2025, expanded its relationship with Los Angeles County to extend the term of Lakewood Golf Course for an additional 15 years and added 2 new LA County courses, El Cariso and Victoria Golf Course for similar terms.

Additionally, since taking over operations in 2023 at Los Angeles County owned Alondra, Marshall Canyon and Knabe Golf Center, American Golf has dramatically increased revenue and participation at each of those facilities exemplifying American Golf's experience and proven approach to operating municipal golf courses as a good value and important public amenity.

- **Alondra revenue has increased 35% or $1.8 million over prior operations**
- **Marshall Canyon revenue has increased 59% or $1.47 million over prior operations**
- **Knabe Golf Center revenue has increased 27% or $181,000 over prior operations**

We expect similar positive results at Palm Harbor Golf Course.

Additionally, American Golf has recently extended two leases with the City of New York for the operations of Pelham Bay & Split Rock and Dyker Beach Golf Courses, facilities American Golf has operated on behalf of New York City since 1983.

A sample list of some of our clients is below:

County of Los Angeles	14 Courses	Lessee Since 1982
New York City	3 Courses	Lessee Since 1983
City of Long Beach	5 Courses	Lessee Since 1984
State of California	1 Course	Lessee Since 1985
City of San Leandro	2 Courses	Manager Since 1997
Ventura County	1 Course	Lessee Since 1996

American Golf employs just over 2,300 people and is one of the largest and most experienced operators of government-owned golf courses in the Country. American Golf specializes in municipal contracts with 35 of our 42 golf courses operated under long-term leases or management agreements with Cities, Counties, States, and related Park Districts.

American Golf is fully vested in every aspect of golf management. We have invested millions of dollars over the years to develop leading programs to increase community participation and generate additional

revenue for our clients and partners. At American Golf we understand how to quickly adjust to current market conditions in an ever-changing social space. We cultivate databases of our local golfers, tournaments, and private events to increase our understanding of, and penetration within, the local market.

With our background and resources, American Golf will ensure that Palm Harbor Golf Course plays an ever-increasingly important role in providing compelling recreation and social options for City of Palm Coast residents.

We are a full-service management firm whose services include:

- Operations
- Sales and Marketing
- Human Resources
- Internet/Online Management
- Staff Training
- Food and Beverage
- Revenue Management
- Agronomy
- Accounting
- Social Media Management
- Construction and Capital Management
- Merchandising
- Purchasing
- Risk Management

American Golf's position as a leader in the industry has allowed it to develop and recruit some of the best people in the business, including the team that would, if provided the opportunity, seamlessly transition Palm Coast Golf Course into the American Golf portfolio.

Food & Beverage & Catering Experience

American Golf takes pride in the fact that we are responsible for over $40 million dollars in food and beverage sales across our portfolio. We provide everything from fine dining to large catering operations to sports bars and grab and go snack bars for our clients. The success of American Golf's food service operations is based on providing members and guests with consistently high-quality food and beverage products, combined with efficient and friendly service in attractive surroundings. This is accomplished through qualified regional support staff as well as food-service systems and standard operating procedures that have been developed and refined over the years.

We are committed to maintaining strict food safety and sanitation procedures. To do this, we require among other things that all F&B Managers and Chefs be Serv Safe certified, a designation that derives from responsible handling of food products. In addition, we employ the assistance of Ecosure Services, an independent company that provides regular health inspections. These inspections also provide hands-on educational training for our managers and staff on food safety and sanitation practices. In addition, co-workers receive on-going education regarding food codes, recommendations for improvements, and detailed reports for review.

Renovation, Design & Construction Experience

American Golf routinely invests its own capital in Capital Improvements across its portfolio of 35 leased and owned golf courses. From multi-million-dollar clubhouse renovations to golf course irrigation improvements, to snack bar and café transformations, our team has extensive experience

implementing capital improvements of varying costs and complexities.

Our team is currently managing more than $12 million of capital improvements across our portfolio and has extensive experience working with Departments of Buildings, Departments of Environmental Protection and community boards in numerous jurisdictions. We make every effort to ensure no time is lost during permitting and approval for each project so that we can get to work bringing new social and recreation opportunities to the citizens of the communities in which we operate.

DRIVE SHACK. American Golf. puttery

Redefining the Experience

The establishment of technologically driven golf entertainment venues is helping reshape the "green grass" golf experience. Whether it be from music in the golf carts, driving range technology or modern food and beverage offerings, the "green grass" experience is changing at a very rapid pace. To that end, American Golf is on the leading edge of this change.



American Golf is the ONLY integrated golf course management and golf entertainment company in existence today. Merging the elements of technology with traditional golf is a challenging task. Working with our parent company, which operates golf entertainment venues with the goal of bringing golf experiences to more people in non-traditional and vibrant urban settings, AGC will continue to be on the leading edge of advancements in how to enjoy and experience the game of golf.

In addition to operating Lely Resort and the Classics Country Club in Naples, Florida, American Golf's sister company, Drive Shack, operates the Drive Shack entertainment golf range in West Palm Beach, Florida. Providing a resource for additional technology implementation and food & beverage and staffing support for events at Palm Harbor Golf Course.



Company Qualifications and Experience

Management Transition – Operations Support Team

American Golf has transitioned numerous golf course facilities into its portfolio over the years. We have the experience and operations support team to provide seamless transition and on-boarding services. We would endeavor to interview existing candidates currently employed at Palm Habor Golf Course who meet our criteria and integrate that team with the American Golf team to build on past successes and continue to improve the operational standard for facility quality and customer service.

American Golf employes just over 2,300 people and our position as a leader in the industry has allowed us to develop and recruit some of the best people in the business, including the Operations Support Team that could seamlessly transition Palm Harbor Golf Course into the American Golf portfolio.

American Golf has been an owner, lessee, and manager of golf courses and country clubs for over 50 years and has the unmatched expertise to maximize any golf opportunity. The largest segment of this experience is operating public golf courses on behalf of municipal governments and other agencies.

American Golf

American Golf has more than 75 teammates operating Tanoan Country Club in Albuquerque. This proximity will provide exceptional support and oversight to the management and recruitment of American Golf's Palm Habor Golf Course team.

American Golf Operations Support Team

Kyle Rickman
Chief Operating Officer and President

Kyle Rickman has served as the President and Chief Operating Officer of Drive Shack Inc. since August 2023. Since joining the company in January 2019, he has been instrumental in driving growth, innovation, and operational excellence across Drive Shack Inc. and its portfolio of brands. His leadership has been key to the company's expansion and continued success.

With a deep understanding of the entertainment and hospitality sectors, Kyle has held various leadership roles within the organization, bringing strategic vision and operational expertise to every facet of the business. Prior to his tenure at Drive Shack Inc., Kyle gained extensive industry experience at Topgolf, where he contributed to the company's growth and development. His commitment to delivering exceptional guest experiences and fostering innovation continues to shape Drive Shack Inc.'s future.

Paul Ballam
Senior Vice President, Head of Real Estate & AGC Strategy

Paul has been a member of American Golf's executive committee since 2014 and has led American

Golf's national business development efforts since 2007.

In addition to his extensive involvement in numerous golf facility purchase and sale transactions, he has extensive experience negotiating and implementing golf facility leases and management agreements. Throughout his more than 20-year career with American Golf, Paul has held senior golf operations positions and has been integral to the Company's efforts in partnering with golf course owners including numerous municipalities to provide capital improvements and professional golf management services to their constituents.

Prior to joining American Golf, Paul held various management and operations positions at a wide variety of golf facilities including a municipally owned course, member-owned private clubs, and a major golf resort.

Brian Bode
Vice President of Operations

Brian serves as Vice President of Operations supporting our Public golf courses.

Brian has been with American Golf for over 30 years in various management and regional positions. Brian is on the Board of Directors of the American Golf Foundation for several years and currently serves as AGF CFO. Brian has been a Class A Member of the PGA of America for over 30 years.

Brian holds a bachelor's degree in business administration from Azusa Pacific University where he played college basketball and tennis.

Scott Scozzola
Vice President of Business Development

Scott is a seasoned golf industry executive with over 25 years of experience in golf operations, management, and ownership. Throughout his career, Scott has served in leadership roles as both General Manager and Owner, combining entrepreneurial insight with operational discipline. For 17 years, he led SS Golf Inc., a company that leased and operated an 18-hole golf property in Southern California.

In 2018, Scott joined American Golf Corporation as the General Manager of Brookside Golf Club at the Rose Bowl, where he led one of Southern California's most iconic public golf facilities. During his tenure, he successfully enhanced operational performance, built a strong team culture, and positioned the property as a hub for large-scale community and corporate events.

Now serving as Vice President of Business Development for American Golf, Scott leads strategic growth initiatives through high-impact partnerships and large-scale event activations. His work continues to expand the company's presence in both the golf and broader hospitality sectors, showcasing his ability to drive revenue, strengthen brand relationships, and scale complex operations.

Scott is widely respected for his ability to build high-performing teams and lead cross-functional collaboration across sales, marketing, operations, and food & beverage. His leadership style emphasizes

alignment, accountability, and innovation—consistently delivering results across diverse business environments.

He holds bachelor's degrees in finance and marketing from New Mexico State University, where he also completed the university's Professional Golf Management Program. A member of the PGA of America for over 25 years, Scott continues to be recognized as a trusted leader in the golf and hospitality industries.

Rick Crowder
Regional Vice President – Revenue

Rick Crowder is a seasoned corporate operations leader with extensive experience in the hospitality industry. Having served as a General Manager for has worked for American Golf from 2008 to 2018, and again from 2022 to the present, Rick has a proven track record of excellence in managing company operations and driving revenue growth.

Beginning his career in 2002, Rick led corporate operations for two different hotel ownership companies when he was not with AGC and was responsible for overseeing all operational revenue streams. His leadership and strategic vision have been pivotal in optimizing operational efficiencies and expanding revenue-generating opportunities.

Rick is also known for his expertise in negotiating complex third-party contracts. He brings a wealth of knowledge and experience to every business negotiation he leads. His ability to build strong relationships and ensure favorable terms for his companies has made him a trusted leader in the industry.

With his vast operational and legal expertise, Rick continues to significantly impact the companies he works with, ensuring success in an ever-evolving market.

Mark Lilleberg
National Director of Agronomy

Marc Lilleberg holds a Bachelor of Science in Environmental and Life Sciences with a specialization in Horticulture and Turfgrass Management. He began his career in golf course maintenance in 1989, gaining extensive experience across private equity, privately owned, public, municipal, and county courses in Rhode Island, Massachusetts, Washington State, and California. Two of the courses he managed earned Golf Digest Top 10 in-State rankings.

Marc has hosted prestigious tournaments, including the Rhode Island State Open and the Long Beach Open. His expertise encompasses the construction and grow-in of a 9-hole golf course and short game practice facility, as well as course restorations, irrigation conversions, green expansions, and bunker redesigns.

Since joining AGC in 2010, Marc served as a Regional Superintendent (Agronomist) since 2019 and was recently promoted to National Director of Agronomy in recognition of his experience, expertise and support of his fellow golf course superintendents.

Marc is a Past President of the Golf Course Superintendents Association of Southern California and received the 2023 Employee Excellence Award from the CGCOA.

Mike Chicoine
Head of Construction and Project Development

Mike serves as the Head of Construction and Project Development at Golf Entertainment Group Inc., a leading owner and operator of golf-focused leisure and entertainment businesses, including American Golf Corporation, Drive Shack, and its newest concept, Puttery. With over 20 years of comprehensive professional experience in construction, development, and real estate, Mike brings a deep understanding of project execution and strategic growth.

Mike holds a Bachelor's degree in Mechanical Engineering from the University of Maine and has been with Drive Shack and American Golf for the past five years, leading all construction and development initiatives since 2020.

Sue Scharf
National Director of Event Sales

Sue Scharf is an accomplished Sales Leader with over 15 years of experience driving revenue growth, building high-performing teams, and delivering strategic sales initiatives across the wedding and event industry. Known for her results-driven approach, she has consistently exceeded targets and fostered strong professional relationships. Passionate about leadership, innovation, and hospitality, Sue brings a proven track record of scaling sales operations and mentoring future leaders.

When she's out of the office, Sue enjoys spending time with her family, sunshine, strong coffee and great food.

Jorge Badel
Community Engagement Director

Jorge joined American Golf as Community Engagement Director (CED). As CED he will be responsible for managing community relations and contractual requirements associated with community initiatives between American Golf and its landlords. Jorge most recently served as Senior Golf Director for the County of Los Angeles Department of Parks and Recreation. In that role, he and his team oversaw all aspects of the County's 20 golf course system including the complex lease agreements between the County and its various lessees, contract development, compliance, capital projects and community relations. Prior to his County service, he served on the ground level in the golf industry as a general manager and golf professional at public and municipal facilities.

He is a Class "A" Member of the PGA of America. In 2022 he was bestowed an Honorary Life Member by the association. He is a Board member for the Southern California Golf Association, Serves on the PGA of America's A Place to Play committee, the USGA's Advocacy workgroup and is an SCPGA Advisory Committee member. Jorge believes that we must nurture and continue to build relationships with our guests and non-golfer constituent neighbors as well. Collectively, they allow us to thrive in the industry and collectively we will work together to fend off future economic and political pressures to repurpose our golf courses.

Company Qualifications and Experience

Matt Walker
Director of Technology

Matt began his career with American Golf in 1998 as a Corporate Travel Counselor with American Express, managing corporate travel planning. In 2001, he transitioned to the IT department as a System Support Specialist. By 2004, Matt advanced to the role of Lead Technical Support Specialist, and he is currently serving as the National Director of Technology, overseeing all technology operations for American Golf Corporation.

Matt holds an Associate of Arts in Business Computer Science from Condie Jr. College in Campbell, CA, as well as an ITIL Essentials certification and several other IT-related credentials.

Company Qualifications and Experience

Client Portfolio

List of American Golf Operated Properties

California

Alondra Park Golf Course
Lawndale, CA Public-Municipal

Anaheim Hills Golf Course
Anaheim, CA Public-Municipal

Chester Washington Golf Course
Los Angeles, CA Public-Municipal

Coyote Hills Golf Course
Fullerton, CA Public

Dad Miller Golf Course
Anaheim, CA Public-Municipal

Diamond Bar Golf Course
Diamond Bar, CA Public-Municipal

Don Knabe Golf Center & Junior Academy
Norwalk, CA Public-Municipal

El Cariso Golf Course
Sylmar, CA Public-Municipal

El Dorado Golf Course
Long Beach, CA Public-Municipal

Heartwell Golf Course
Long Beach, CA Public- Municipal

Knollwood Country Club
Granada Hills, Ca Public-Municipal

La Mirada Golf Course
La Mirada, CA Public-Municipal

Lake Forest Golf and Practice Center
Lake Forest, CA Public-Municipal

Lake Tahoe Golf Course
South lake Tahoe, Ca Public-Municipal

Lomas Santa Fe Executive Golf Course
Solana Beach, CA Public

Los Coyotes Country Club
Buena Park, CA Private

Los Verdes Golf Course
Rancho Palos Verdes, CA Public-Municipal

Maggie Hathaway Golf Course
Los Angeles, CA Public-Municipal

Marshall Canyon Golf Course
La Verne, CA Public-Municipal

Mission Trails Golf Course
San Diego, CA Public-Municipal

Monarch Bay Golf Club
San Leandro, CA Public-Municipal

Mountaingate Country Club
Los Angeles, CA Private

Mountain Meadows Golf Course
Pomona, CA Public-Municipal

National City Golf Course
National City, CA Public-Municipal

Oso Creek Golf Course
Mission Viejo, CA Public-Municipal

Rancho San Joaquin Golf Course
Irvine, CA Public

Recreation Park 18 Golf Course
Long Beach, CA Public-Municipal

Recreation Park 9 Golf Course
Long Beach, CA Public-Municipal

Company Qualifications and Experience

California *(cont.)*

Lakewood Country Club
Lakewood, CA Public-Municipal

River Ridge Golf Course
Oxnard, CA Public Municipal

San Dimas Golf Course
San Dimas, CA Public-Municipal

Victoria Golf Course
Sylmar, CA Public-Municipal

Saticoy Regional Golf Course
Ventura, CA Public-Municipal

Vineyard at Escondido
Escondido, CA Public-Municipal

Scholl Canyon Golf Course
Glendale, CA Public-Municipal

Westchester Golf Course
Los Angeles, CA Public-Municipal

Skylinks at Long Beach
Long Beach, CA Public-Municipal

Whittier Narrows Golf Course
Rosemead, CA Public-Municipal

Florida

Lely Resort Golf and Country Club
Naples, FL Public

The Classics Resort
Naples, FL Private

New Mexico

Tanoan Country Club
Albuquerque, NM Private

New York

Dyker Beach Golf Course
Brooklyn, NY Public-Municipal

Pelham/Split Rock Golf Course
Bronx, NY Public-Municipal

Texas

Waterview Golf Course
Rowlett, TX Public-Municipal

Company Qualifications and Experience

Public-Sector/Municipal Experience

As noted above, American Golf specializes in municipal contracts with 35 of our 42 golf courses operated under long-term leases or management agreements with Cities, Counties, States, and related Park Districts. We understand the balance of operating a for-profit golf operation and providing meaningful and attractive public recreation options for City residents. We consult with our municipal partners to preserve resident affordability while mindfully managing expenses so the golf course is not a burden on our municipal partner's City General Fund and it operates as a self-sustaining public benefit opportunity.

Please find below contact information for references related to facilities operated by American Golf similar to Palm Harbor Golf Course. Also noted is the length of time operated and size of the contract:

Name of Golf Course(s)	Name of Municipality	Contact Person / Phone	Project Scope
County of Los Angeles Alondra Golf Course Chester Washington GC Maggie Hathaway GC Diamond Bar GC Don Knabe Golf Center El Cariso GC Knollwood GC La Mirada GC Lakewood GC Los Verdes GC Marshall Canyon GC Mountain Meadows GC Victoria GC Whittier Narrows Golf Course GC	County of Los Angeles, California	**Norma E. García-González, Director** **County of Los Angeles Department of Parks and Recreation** PH: (626) 588-5382 negarcia@parks.lacounty.gov	Leases for the complete management and operation of the entire facility and golf course including capital improvement management. 2-50 Years Since 1982 $1m + Contracts
City of San Leandro Monarch Bay Golf Course (19 years) (Since 1997) $1m+ Contract	City of San Leandro, CA	**David Sams** **City of San Leandro** **Municipal Golf Advisor** PH: (510)-980-1148 Sams4munigolf@comcast.net	Management Agreement for the complete management and operation of the entire facility and golf course including capital improvement management.
City of Oxnard River Ridge Golf Course (10 years +) (Since 2019) $1m+ Contract	City of Oxnard, CA	**Steve Howlett** **City of Oxnard** **Asst. Public Works Director** PH: (805)-385-7830 Steve.howlett@oxnard.org	Management Agreement for the complete management and operation of the entire facility and golf course including capital improvement management.

Alternative Operational and Management Models

Long-Term Operating Lease Model

It is expected that Palm Harbor Golf Course would be an ideal candidate for a lease model for operations. With nearly $1.9 million in revenue before food & beverage revenue, Palm Harbor should run at a significantly positive operating margin. A lease would be structured as a traditional triple net lease or a hybrid lease incorporating the following considerations:

- **Rental Paid to City** – combination of minimum guaranteed rent and percentage participation rent contingent upon capital investment structure, length of term and property taxes
- **Ongoing Capital Investment** – the best and most successful lease models incorporate the City / Municipality setting aside a percentage of rent toward an ongoing capital improvement fund for use by the City and Lessee to reinvest into the golf facility. This model is ideal for addressing ongoing capital reinvestment and lifecycle funding.
- **Upfront Capital Investment** – Lessee may commit to upfront capital investment in return to for more favorable rent terms for a period of time to recoup investment. This amount is generally also contingent upon the length of term of the lease. This model is ideal for addressing capital reinvestment and deferred maintenance.
- **City Risk Profile** – City risk under a lease structure is extremely limited with the Lessee maintaining operational risk and expense risk. The hybrid approach would require City to participate in Capital Investment at some level balanced by length of lease term, rental rate and upfront capital investment by lessee.
- **Optimal Operating Structure**: Lessee would operate the entire facility including golf course maintenance, food & beverage, pro shop, driving range, carts and green fee and clubhouse management. This ensures 100% alignment of all departments to maximize customer experience, quality customer service, participation, revenue generation and thoughtful expense management.

Full-Service Management Agreement Model

Similarly, it is expected that Palm Harbor Golf Course would be a good candidate for a management agreement model for operation. With nearly $1.9 million in revenue before food & beverage revenue, Palm Harbor should run at a significantly positive operating margin. Components of a Management Contract model to maximize operational performance and financial sustainability at Palm Harbor Golf Course for the City would include:

- **Optimal Operating Structure**: Management Company would operate the entire facility including golf course maintenance, food & beverage, pro shop, driving range, carts and green fee and clubhouse management. This ensures 100% alignment of all departments to maximize customer experience, quality customer service, participation, revenue generation and thoughtful expense management.
- **Base Management Fee** – Base management fee paid to the manager to perform all of the above functions.
- **Expenses** – paid by Manager and funded by the City with revenue proceeds from Palm Harbor
- **Property Taxes** – likely exempt since typically Municipalities are exempt from property taxes on municipal facilities.
- **Incentive Management Fee**: to ensure the financial sustainability of the Palm Harbor operation

and eliminate costs to the City to subsidize the golf course, the Management Contract should include an incentive fee to the Management Company equal to a percentage of positive net operating income after all expenses, including Base Management Fee and CapEx Set aside.

- **Capital Improvements** – Capital Improvement costs would typically be borne by the City. Management Company would consult with the City on capital improvement projects and plans and provide project management oversight to ensure the efficient implementation of Capital Plans. It is highly recommended that an annual Capital Improvement Set-Aside (typically a percentage of revenue) be budgeted as an annual expense of the facility as noted in the bullets above.

Revenue Enhancement Concepts

THE PLAYERS CLUB

The Players Club

The golf business is evolving in an ever-changing social space and creating new challenges and opportunities for operators and owners. To adapt to these changes and continue to grow participation and revenue, AGC has spent the last several years developing a "New Public Golf Model" that is currently in use at the vast majority of our public golf facilities. This model creates a quality experience and provides accessibility. Due to our size and financial strength, AGC has been able to develop, test, and refine this model to a point where we have proven results that are unmatched in the industry. These results along with independent third-party analysis validate the success of the program and the work behind it.

The Player's Club is American Golf's monthly dues subscription model. With over 30,000 members nationally, it is the premier player development program in golf today, designed to keep players loyal to their home course with an affordable program for practice and play.

For a monthly fee, members of The Players Club typically receive daily access to the driving range, access to the golf course during low demand periods for a nominal access fee, and weekly group instructional clinics hosted by the club.

American Golf has also used The Players Club to partner with other organizations to create twilight leagues and other creative programming with sponsored prizes, which drives even more rounds at participating clubs.

Palm Harbor Golf Course would receive the full benefit of American Golf's extensive marketing research. Our team of industry-leading Revenue Managers utilize these tools and The Players Club membership to fill out the tee sheet without having to lean on third-party distributors. The ability to leverage these assets reduces commission and barter costs, keeping revenue at the club and making booking tee times more convenient for your residents and our players.

Because The Players Club product focuses on range usage and off-peak golf access it:

- Doesn't cannibalize top rated guests.
- Encourages mid-tier guests to spend more with Palm Harbor Golf Course vs. the competition.
- Serves as a bridge from "entertainment" to green grass.

Revenue Enhancement Concepts



The Player's Club has been rolled out across our portfolio over the last 10 years, driving significant positive revenue impact for the golf courses operated by American Golf.

What we did wasn't easy, it required drawing on years of expertise as well as utilization of newly available applications and technology. What resulted were fundamental changes to our business in the way we view and deliver the experience and analyze the data.

This program is a true win-win-win. The golfer wins through affordable access and ability to improve their game through practice. Our clients win through increased utilization and loyalty. Our teammates win though increased earnings through a $20 commission on each new member.

Rate Setting Philosophy – Preserve Resident Affordability

American Golf's municipal golf course rate setting strategy is to determine rates annually based on market conditions, the competitive market and, informed by our sensitivity to the golf courses being community recreational assets, increases generally do not exceed changes in the local consumer price index (CPI).

American Golf understands that a municipal golf course is essentially an extension of a municipalities park and recreation system and residents should receive preferential access and rate treatment at their cherished community asset. Virtually all of our municipal lease and management contracts contain pricing oversight and approval rights for our municipal clients and resident pricing or resident discounts are key to our tee sheet management and overall revenue management strategies.

Marketing and Promotion

Any marketing plan begins with good data and then using that data to learn more about our guests and potential guests. **But again, it is important to note that no marketing plan can substitute for quality and**

service. Our Revenue Mangers will continuously work with our marketing team to make data driven decisions that will deliver the best results to our courses. Some of the key areas we will touch upon include:

- Overall management of all online portals (web site, email, POS) and collateral materials to make sure that the message is consistent and fits the expectations of the brand. Our marketing team also works with our individual facilities to develop high-quality, user-friendly internet websites and electronic collateral. The use of electronic collateral will allow the marketing team to reach more prospects faster and more efficiently than ever before.
- Begin an aggressive customer engagement program to learn about our guests by utilizing the programs discussed earlier in this response, allowing us to better identify key target audiences for future programming
- All sales people will be provided with ongoing sales training and placed on incentive plans to maximize sales performance and will be evaluated monthly to identify areas of improvement and/or provided with additional support in revising marketing efforts or developing new sales efforts.
- Develop an active customer retention program to make sure our members and guests stay engaged.
- Implement a program to reach out to American Golf's network of over 580,000 golfers and our industry leading tournament database.

Palm Harbor Golf Course's local team will receive support from American Golf's internal event sales and marketing departments, which will ensure that all print ads and sales collateral for the facility be professional and appropriate. American Golf has designers and the resources to produce flyers, posters, and all types of collateral quickly and efficiently. Tournament sales are further augmented by our dedicated event website www.golftournamentmanagement.com. This site allows Tournament Directors access to planning tools such as budget calculators and videos to help them run successful events.

To attract events through awareness marketing, our catering marketing plan includes prominently exhibiting the restaurant facility on websites, print ads as needed, and wedding magazines.

Non-Golf Activities and Events

Community Relations & Public Programming

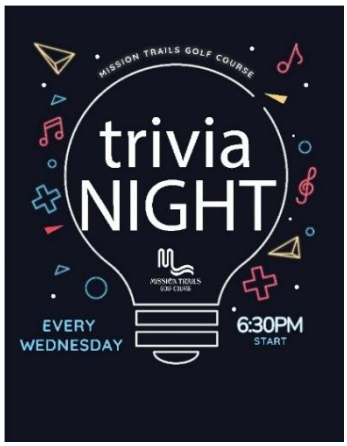
At American Golf we pride ourselves on being good neighbors and strong corporate citizens. At American Golf we believe being an active member of the local community is an important part to the overall success of any municipal golf facility. This entails working with local groups to ensure successful golf events and active participation in local civic and community organizations.

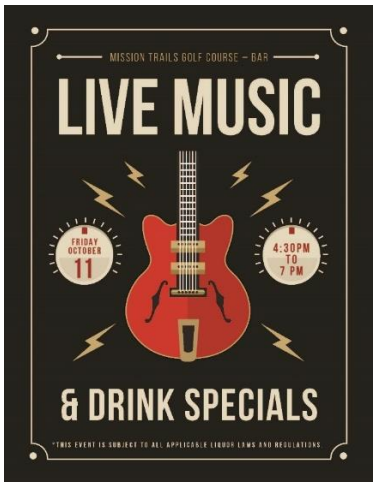
Revenue Enhancement Concepts



Additionally, American Golf believes that the golf course should be enjoyed by the entire community and has endeavored to develop new and exciting offerings and public programs to attract non-golfers to utilize this important community recreational asset. This entails hosting a variety of golf and non-golf events at the course to attract community members that may have never been to the course. These events can include everything from Easter Egg Hunts, Trivia Nights, Wine Tastings and movie nights to exploring alternative uses such as speed golf. We believe the more people in the surrounding community that enjoy the facility the more successful the property will be.

The following pages illustrate event concepts and a sample Calendar of Events.





Revenue Enhancement Concepts



Revenue Enhancement Concepts

American Golf views a guest's day at the property in terms of an experience. From the time they drive up in the parking lot to the time they drive out, our job is to create an enjoyable experience that creates loyal customers. As a Company, we are proud of the fact that we have had the opportunity to provide great experiences to our guests for the past 50+ years. **This pride is further reinforced by the fact that after 50 years we still have the privilege of operating our first portfolio course, Westchester Golf Course in Los Angeles.**

While driving revenue is key to our operating strategy, we continue to optimize the balance between Revenue and Service. Integrating these two elements is essential to consistent and sustainable revenue growth. Our key strategies revolve around:

- **Training**- The 3 Steps of Service are continually reinforced through training and during site visits from support staff.
- **Direct Customer Communication**- Our online tee sheet provides communication tools for confirmation and thank you emails to enhance the customers experience and gain feedback.
- **Uberall**- AGC utilizes Uberall to help manage the customer experience to provide real time feedback to our managers at their facilities.
- **Triple Seat**- National CRM tool to centralize and manage private event, member, and tournament contacts
- **SendGrid**- Robust e-mail marketing platform that allows mass distribution and customized marketing approaches to our proprietary databases.
- **Contact Us**- Through all our online channels we provide mechanisms for customers to provide feedback and have procedures in place to respond.
- **Third Party Reviews**- General Managers, Revenue Managers, and Event Sales staff continually reference third party reviews for ratings and feedback including: Greenskeeper.org, Yelp, Golf Advisor.

Clubhouse Operations / Events

Our Clubhouse and Event Operations Plan centers around three main components:

Physical Plant: Consistently maintaining a quality venue through thoughtful, periodic capital improvements and ongoing improved day-to-day maintenance.

People: Hiring and training the best catering, sales, event management, and food preparation talent. We will draw on American Golf's catering support structure for oversight, training programs and measurement systems to ensure high-quality service and consistent improvement.

Marketing and Sales: Implementing a targeted and aggressive marketing and out-bound sales effort to drive social, corporate, and golf-related events. We will design and market menus and event packages that complement the quality and setting of the newly renovated event space.

Revenue Enhancement Concepts

Food and Beverage Maintenance and Sanitation

We are committed to maintaining strict food safety and sanitation procedures. To do this, we require among other things that all F&B Managers and Chefs be Serv Safe certified, a designation that derives from responsible handling of food products. In addition, we employ the assistance of Ecosure Services, an independent company that provides regular health inspections. These inspections will also provide hands-on educational training for our managers and staff on food safety and sanitation practices. In addition, co-workers will receive on-going education regarding food codes, recommendations for improvements, and detailed reports for review.

Equipment and Facility Maintenance Standards

American Golf's standard is to provide high-quality day-to-day maintenance and service standards to ensure the product continues to develop and exceed guest expectations**.** The standard is to maintain the facilities and equipment in a manner to provide the front of the house and back of the house experience expected of a quality public golf facility in Palm Harbor Golf Course's market segment.

American Golf utilizes Corrigo, a facilities and field service management software solution to facilitate strategic facilities management. It provides features including work order management, preventive maintenance scheduling, and asset management. This ensures our teams are on top of preventive maintenance schedules for course maintenance equipment, golf carts and clubhouse mechanical systems thereby reducing costs and expenses associated with premature repair and replacement of these critical items.

Governance, Reporting and Performance Metrics

Point of Sale

American Golf utilizes GOLF NOW 365 Electronic Tee Sheet and POS that offer the following benefits:

Reporting and Analysis – Improved reporting capabilities facilitate detailed analysis into demand patterns and allows for daily tee sheet- to-sales report reconciliation and cash handling audits by the General Manager. Revenue Managers and operators also use this information to develop and adjust core business strategies.

Improved Customer Service – This system's integration provides a seamless interface for computerized tee time reservations and assists us in providing exceptional customer service through automated confirmation emails, reminder emails and thank you emails. In addition, coupons can be automatically generated in our POS system and distributed by receipt to guests. The system also assists with pace of play tracking to reduce first tee delays.

Revenue Management

Smart revenue management will be a key strategy for American Golf at Palm Harbors Golf Course. City of Palm Coast will greatly benefit in terms of increased revenue generated by a partner who has the personnel, tools, and strategies to maximize the performance of the course. By utilizing our proprietary systems to maximize revenue and demand, we expect to achieve revenue growth consistent with the growth experienced by American Golf at other properties recently added to AGC's portfolio.

At AGC we utilize Revenue Managers to provide incremental support in maximizing golf-related revenue. These Revenue Managers work directly with our course managers to review tee sheets daily, monitor demand patterns and make pricing and marketing adjustments (in accordance with our agreements) to maximize yield and grow revenue (and therefore net income) at our properties. Revenue Managers also analyze each time slot to ensure as many golfers as possible can enjoy the game on any given day without compromising the golf experience.

As a result of American Golf's investment in electronic tee sheets, integrated POS and online and Internet technologies, promotional adjustments can be quickly executed to react to changing market conditions. These adjustments are communicated very quickly through all marketing sources including online channels, email marketing, print advertising, and bounce backs to ensure that the maximum inventory is available for sale at the right time and optimum price. To complement more traditional marketing channels, American Golf also utilizes cutting edge technological platforms such as **Pri Swing** to adjust pricing in real-time based on demand and the **Noteefy** tee time notification channel to notify customers in our database of last-minute tee time openings, all with the goal of maximizing utilization at our golf courses.

American Golf's commitment to maximizing social media channels and search engine optimization (SEO) will benefit Palm Harbor Golf Course's exposure and growth. Each Revenue Manager works with individual courses and website analysts at our home office to best optimize revenue through search engine and internet traffic management.

Governance, Reporting and Performance Metrics

Accounting, Reporting and Oversight

Palm Harbor Golf Course's GolfNow 365 POS systems will be linked to American Golf's central accounting department where all financial data will be further audited, and reports developed for distribution. These reports allow for daily tee sheet and sales report reconciliation audits by the General Manger and periodic audits coordinated by our Regional Vice President. Any deficiencies can be quickly resolved before significant issues arise.

We are flexible and uniquely experienced in accommodating the special needs of our clients, including the high-level of accountability and customized reporting required by municipalities. Being part of a publicly traded company, American Golf's accounting practices are some of the most stringent in the golf industry. We can provide detailed monthly financial statements to all our clients on a routine and timely basis. We expect routine audits and will maintain excellent internal controls over recording and reporting revenue properly, to comply with the requirements of our operating agreements.

Budgeting and Business Plans

American Golf's budgeting and business planning process is led by our Financial Planning and Accounting team (FPA). Our planning focuses on each individual course's position in the market based on its value and attractiveness compared to similar properties with similar offerings, conditioning and rate structure. We determine areas of improvement to improve each properties position in their market segment to be the leader in that segment. Pricing is determined annually based on market conditions, the competitive market and generally does not exceed changes in the local consumer price index (CPI). All our general managers are challenged to find opportunities for increased revenue and efficiency goals without compromising quality. The entire process is designed to operate and manage our facilities with an owners mentality and manage our clients dollars as though they were our own.

Supporting The Communities We Serve



The Mission of the AG Foundation:

To promote the game of golf and its ideals through charity, education, and community service.

An important part of our culture is giving back to the communities in which we operate. This is accomplished through the AG Foundation. Created in 1995, the AG Foundation is a 501c3 and a 509 a2 public charity that works with municipal, resort and daily fee golf courses across the country to actively support a wide spectrum of worthy local and national non-profit organizations that make a difference in

local communities. The Foundation mobilizes a dedicated team of 700 volunteer Ambassadors at host golf courses. Ambassadors donate their time, energy, skills and knowledge to conduct fundraising activities, participate in community outreach programs, educate guests on proper golf course etiquette, rules and safety, and help make the game of golf accessible to people of all ages and backgrounds. We would look to implement this program at Palm Harbor Golf Course for the benefit of the Palm Coast Community and enjoyment of the Palm Harbor Golf Course participants.

$4.5 Million Donated in the Last 10 Years

AGF Partners:
SCGA Junior
Folds of Honor Foundation
Jordan & Kyra Memorial Foundation
American Red Cross and other disaster relief charities



Expanding Access

Our public golf courses offer instruction for students of all ages and levels who want to enhance their golf skills and strategy. These programs include weekly Players Club Clinics, PGA Junior League, hosting Southern California Golf Association (SCGA) Junior events and providing discounted range balls and green fees to SCGA Junior participants.

We envision similar player development and junior golf programs at Palm Harbor Golf Course as well as hosting local area school golf programs as we do at the vast majority of American Golf's courses.

Governance, Reporting and Performance Metrics

In addition to the accessibility and instructional benefits of American Golf's **Players Club** Program, American Golf is dedicated to increasing access and interest in golf for all residents and visitors in the communities we serve. From our active involvement in First Tee and local youth and Park and Recreation Department Programs to major community renewal projects such as the Maggie Hathaway Renewal Project in South Los Angeles, American Golf designs outreach and instructional programs and partnerships to attract the entire community to the great game of golf.





Governance, Reporting and Performance Metrics

We have made every effort in this response to outline our proven strategies to achieve and align with the City's Policy Priorities and Requirements including:

- **Ensure Resident Rate Protections:** through American Golf's sensitivities to the role municipal golf courses play for their residents and taxpayers and the need to provide preferential access and resident rates to its citizens.
- **Maintain High Maintenance Standards:** through American Golf's proven agronomic oversight, maintenance expertise and active and diligent management.
- **Provide Capital Investment Strategies**: through the capital improvement set-aside funds outlined in the Long-Term Operating Lease and Full-Service Management Agreement concepts outlined above and potential for Lessee Capital Investment via creative Long-Term Operating Lease terms.
- **Demonstrate Proven Qualifications and Experience:** more than 50 years experience operating municipal golf courses as outlined above with multiple term renewals evidencing our client's satisfaction with American Golf's performance and collaborative partnerships with our municipal clients.
- **Enhance Community Benefit and Recreational Value:** Achieved through American Golf's Players Club Program and proven outreach as well as, incrementally improved day-to-day maintenance of the golf course which will make the facility more attractive to a wider audience and provide a better customer experience and value for users' fee investment. American Golf also intends to provide innovative programming opportunities, including appropriate non-golf activities including trivia nights, live music events, easter egg hunts.
- **Provide Innovative Improvements and Technology Upgrades:** Drawing on American Golf's experience managing more than $12 million of Capital Projects annually and our integration of TrackMan technology at a number of our golf courses to enhance the guest experience, combined with our affiliates' expertise operating Drive Shack and Puttery entertainment golf venues, American Golf is at the forefront of ongoing golf and entertainment innovations and technology solutions.

Additionally, American Golf is committed to providing strong systems and policies that support the sustainable financial health of the City's golf course, including financial performance management, data privacy and fiscal reporting. In addition to the systems and procedures outlined above, American Golf's proven expense management and expertise in providing quality golf course maintenance and customer service, combined with our proprietary programs to increase utilization of the facility, will eliminate City operating losses at Palm Harbor and eliminate the need for the City of Palm Coast to subsidize the golf course operation. It is the expressed goal of the concepts outlined in this response to make Palm Harbor Golf Course a net contributor of positive operating profits to the City of Palm Coast.

Request for Information:
Palm Harbor Golf Course: Operational Models, Capital Investment Strategies, and Partnership Concepts

RFI #: RFI-PR-26-28

Bobby Jones Links - Respondent Overview and Information

1. **Company qualifications and experience:**

   Bobby Jones Links was founded 26 years ago from the ground up and is now recognized as one of the National Golf Foundation's Top 100 Businesses in Golf. Today, our footprint encompasses 40 clubs in 12 states, managed from our Club Support Center in Atlanta with a satellite office in Scottsdale, Arizona.

   We manage prestigious, award-winning public golf courses, including the Bobby Jones Golf Course in Atlanta, named the 2025 Jemsek National Golf Course of the Year. Bobby Jones Links is helping develop $130 million worth of new non-profit public golf course projects in Augusta and Atlanta. This includes a "community donation" by Augusta National Golf Club called The Patch Golf Course, designed by Tiger Woods and Tom Fazio, which we will also manage when it opens this spring.

2. **Alternative operational and management models applicable to municipal golf courses:**

   We are, by design, a boutique management company with deep resources, expertise, and marketing prowess that will be especially beneficial to Palm Harbor Golf Course. Our industry leading resources include experts in operations, food and beverage, marketing and social media, agronomy, human resources, accounting and finance, all of which work as a team to proactively address the challenges at the clubs we manage. Additionally, we will coach and train the staff in our proprietary Bobby Jones Leadership Center program to establish a culture of stewardship and genuine hospitality throughout Palm Harbor and the City of Palm Coast. This support, access to national accounts buying power, proven best management practices and centralized support services are second to none in the industry.

   Our flagship municipal facility, Bobby Jones Golf Course in Atlanta, Georgia, was part of a $36 million rebirth by community leaders. The club now headquarters the Georgia State Golf Association, Georgia PGA Section office, Georgia Golf Hall of Fame, and the Georgia State University golf team. Bobby Jones Golf Course also welcomes over 6,000+ junior golf participants annually, establishing a commitment to the growth of the game and community involvement.

3. **Potential partnership or public-private structures, including management-only or hybrid arrangements:**

Bobby Jones Links will provide turnkey management and oversight of all operations, working at the high-level direction of the City of Palm Coast and according to the approved business plan. This includes golf operations, food and beverage, course maintenance, human resources and benefits administration, accounting, and reporting.

Financially, Bobby Jones Links operates on a monthly base management fee, as well as an agreed-upon incentive fee based on the club's performance. These goals/objectives will be included within the Annual Business Plan.

In the spirit of true partnership and community commitment, Bobby Jones Links is also willing to commit a donation to a foundation related to the improvement and well-being of the City of Palm Coast.

Reimbursable expenses, such as travel, airfare, mileage, rental car, meals, and lodging expenses incurred by Bobby Jones Links staff in connection with on-site services, shall be forecasted in the Annual Business Plan. Bobby Jones Links shall make every effort to use reasonable discretion concerning travel-related reimbursable expenses. Except as otherwise specifically provided for, all indirect costs associated with providing these services, such as off-site overhead, wages of Bobby Jones Links personnel located off-site, off-site secretarial services, and otherwise, shall be the sole responsibility of Bobby Jones Links.

4. **Approaches to capital reinvestment, deferred maintenance, and lifecycle funding:**

Capital reinvestment can be both essential and elective. In regard to essential investments, it's imperative for the City to maintain and enhance all physical assets. Modernizing outdated items that might improve the aesthetic and/or functionality of an asset will set up Palm Harbor Golf Course for long-term financial sustainability. Beyond the potential increases in repair costs and lack of efficiency for deferred maintenance, reinvestment can have a positive impact on driving top-line revenues and improving the customer experience.

Bobby Jones Links will lead the development of a realistic capital improvement plan that is aligned with the City's goals and supported by improved financial performance.

To ensure funding is appropriate for future expenditures, most of our municipal clients have a dedicated fund for receiving and allocating payments/deposits.

5. **Revenue enhancement concepts beyond traditional golf play, including events and clubhouse utilization:**

Bobby Jones Links' clubs have hosted thousands of tournaments and outings, large and small, corporate and charitable. We have an entire section in our operating manual, "Carpe Diem", dedicated to tournament and event management, policies, and procedures.

Events such as these are essential to foster camaraderie among the customers and generate revenue, whether through new customer acquisition or repeat business. Bobby Jones Links has a master list of potential events we collect and share with our clubs. At last count, this included 200 ideas for creating club activities.

Leagues offer another way to fill gaps in the tee sheet and yield consistent play and associated revenue throughout the season. We would explore expanding existing leagues and introduce new leagues early in our relationship.

If Palm Harbor Golf Course offers merchandise for sale, we assume the City "owns" the inventory and not an employee. Generally, the policy at Bobby Jones Links is to pay a small commission to the key pro shop staff on merchandise sales to provide an incentive to sell. This in turn drives an additional revenue stream to the City.

Regarding golf instruction, we assume any instructors are independent contractors. In this case, we generally require them to pay the facility 20% of their lesson income to compensate for the use of the facility and range balls.

6. **Rate-setting philosophies that preserve resident affordability:**

We will adopt whatever discounts the City would like to offer its employees. The discounts we offer vary by club and owner. Generally, the standard industry policy is as follows:

- Employees may play golf for free on a "space available basis" and enjoy a 50% discount off food and beverage purchases and a 10% pro shop merchandise discount.
- City employees showing proper identification can usually play golf at various discounted rates depending on the day of the week, time of day, and month. They may enjoy the same 50% discount on food and beverage purchases and a 10% pro shop discount as the club staff.

Outside of City and Palm Harbor employees, we will explore a rate structure to offer discounted pricing for residents of Palm Coast and of greater Flagler County.

7. **Governance, reporting, and performance metrics used by comparable public golf facilities:**

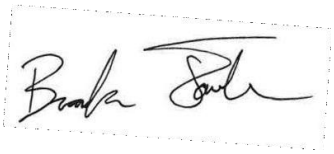
   Bobby Jones Links maintains comprehensive business plans and financial models we will use as a template for success at Palm Harbor Golf Course. The financial overview will be multi-tab worksheets providing projections by department and for the fiscal year and will include a five-year pro forma to include the anticipated capital repairs and improvements recommended.

   The budgets we prepare will conform with the City's requirements regarding formatting and additional information requested so that it integrates seamlessly.

   We are very familiar with working within municipal policies and procedures for providing these services and understand the importance of adhering to the City's process.

   Bobby Jones Links has established policies and procedures for managing petty cash, primarily used to pay for alcoholic beverage products when delivered. We will follow the City's policies and procedures for this if they vary from our established procedure.

In short, Bobby Jones Links offers Palm Harbor Golf Course the strength of a national leader with the touch of a boutique partner: disciplined operations, inspired hospitality, responsible stewardship, and a clear plan to grow revenue while enhancing affordability and community impact.



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TROON®

MARCH 12, 2026



RESPONSE TO:

REQUEST FOR INFORMATION

PALM HARBOR GOLF COURSE

OPERATIONAL MODELS, CAPITAL INVESTMENT STRATEGIES, AND PARTNERSHIP CONCEPTS

CITY OF PALM COAST, FL

PALM HARBOR GOLF CLUB

PALM COAST

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February 27, 2026

City of Palm Coast, Budget and Procurement Office
160 Lake Avenue
Palm Coast, FL 32164

RE: RFI-PR-26-28 Palm Harbor Golf Course: Operational Models, Capital Investment Strategies, and Partnership Concepts

Dear City Manager, Council Members, and Evaluation Committee,

Troon respectfully submits the enclosed response to the City of Palm Coast's Request for Information regarding potential operational and partnership concepts for Palm Harbor Golf Club.

Since 2017, Troon, operating under the Indigo Sports brand (formerly Billy Casper Golf), has served as the contracted maintenance provider for Palm Harbor Golf Club and additionally manages neighboring Hammock Beach Golf Resort**.** Our daily on-site involvement has helped elevate course conditions and the overall golfer experience while providing direct insight into the facility's turf performance, infrastructure lifecycle, and operational dynamics. This hands-on familiarity, combined with Troon's experience operating more than **150 municipally** owned facilities nationwide, **including nine in Florida** under varying contractual structures, enables us to evaluate operating models with a clear understanding of risk allocation, capital planning, resident protections, and long-term asset stewardship within municipal settings.

The City is prudent to use this moment to evaluate alternative approaches to operations and long-term asset protection. Palm Harbor is not a distressed facility; it is a municipally reinvested public asset entering its next phase of lifecycle planning. Thoughtfully assessing operating structures, capital responsibility frameworks, modernization opportunities, and performance accountability mechanisms reflects responsible governance and long-term stewardship.

The enclosed response is intended to support that policy evaluation process. It outlines alignment with the City's stated objectives, comparative operating model considerations, and strategic opportunities that may enhance fiscal sustainability, community engagement, and asset preservation — while maintaining resident affordability and public access.

Troon appreciates the opportunity to provide insight during this market-sounding phase and stands ready to assist the City in further evaluating options for Palm Harbor Golf Club.

Respectfully submitted,



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TABLE OF CONTENTS

04 Executive Summary



08 Alignment with City Objectives



13 Operating Model Comparison



22 Strategic Opportunities for Palm Harbor



27 Troon Overview & Experience

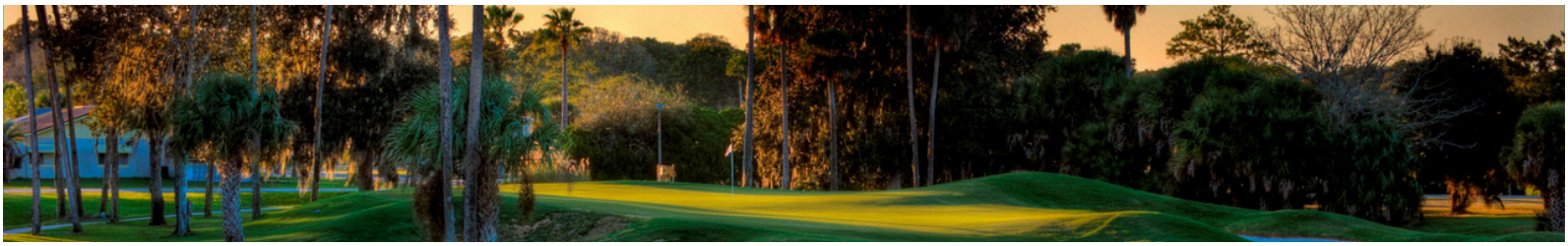
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Bobby Jones Golf Course
City of Sarasota, FL

1. EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

STEWARDSHIP OF A REINVESTED PUBLIC ASSET

Palm Harbor Golf Club represents a meaningful public investment and a valued recreational amenity for the residents of Palm Coast. Since acquiring and reopening the facility in 2009 following substantial capital reinvestment, the City has preserved public access, maintained competitive pricing within the regional market, and positioned the course as an accessible, community-oriented asset.

The City's issuance of this Request for Information reflects proactive governance. Palm Harbor remains a well-positioned municipal asset; however, as it advances through its facility lifecycle, targeted capital planning will be important to preserve course quality and long-term operational performance. The policy question before the City is not whether the course can operate successfully today, but how it should be structured to ensure resident affordability, capital preservation, and reduced fiscal exposure over the next decade and beyond.

Troon, operating under the Indigo Sports brand (formerly Billy Casper Golf), currently serves as the contracted maintenance provider for Palm Harbor Golf Club. As such, our insights and recommendations are informed not by external observation alone, but by direct, on-site operational experience. Our agronomic team works within the facility daily, with firsthand understanding of turf conditions, irrigation infrastructure, staffing dynamics, equipment lifecycle considerations, and the practical realities of maintaining high-quality course conditions within municipal budget frameworks.

This perspective is further informed by Troon's experience operating more than 150 municipally owned golf facilities nationwide, including nine municipal facilities within the State of Florida. These engagements span a range of structures — full-service management agreements, hybrid revenue-sharing models, long-term leases, and public-private partnerships with defined capital commitments. Across these varied models, a consistent set of long-term considerations emerges for sustainable municipal golf:

- Ongoing lifecycle capital requirements (irrigation systems, maintenance equipment, clubhouse and vertical structures, cart paths, bunkers, and drainage)
- Labor and input cost inflation
- Increasing golfer expectations for technology and service standards
- Revenue diversification beyond traditional green fees
- Balancing resident affordability with financial sustainability

Palm Harbor is competitively positioned within its market, with rate structures that remain accessible relative to regional public and semi-private facilities. However, sustaining this position requires intentional reinvestment planning, operational agility, and clear allocation of risk and responsibility between the City and any operating partner.

Based on our experience in Florida and nationally, municipalities evaluating alternative operational structures typically focus on three core policy priorities:

1. Preservation of Resident Benefit
Ensuring that resident rate protections and public access remain contractually safeguarded, regardless of operational model.

2. Reduction of Long-Term Fiscal Exposure
Establishing predictable financial frameworks that limit operating subsidies while creating opportunities for revenue participation.

3. Protection and Extension of Asset Life
Implementing disciplined capital planning and lifecycle funding mechanisms to prevent deferred maintenance cycles and protect prior public investment.

The City's stated objectives align closely with these principles. This RFI therefore presents an opportunity not merely to consider a change in operational delivery, but to thoughtfully evaluate structural alignment between policy control, capital reinvestment, and performance accountability.

Industry experience demonstrates that municipal golf operating models exist along a spectrum:

- City-directed operations with/without a la carte contracted services - *CURRENT*
- Third-party full-service management agreement Hybrid management–revenue share structures
- Long-term operating leases with defined capital obligations
- Public–private partnerships with formalized reinvestment commitments

Each carries different implications for:

- Risk allocation
- Resident rate flexibility
- Capital responsibility
- Revenue return to the City
- Operational oversight

There is no universally "correct" model; the appropriate structure depends on the following factors:

- City's desire to be directly involved in facility operations and utilizing City resources to handle and direct payroll, benefits, accounting, accounts payable, procurement, and marketing.
- Amount of capital investment needed for current infrastructure/facility and future facilities/experiences, and City's ability/desire to fund versus outside operator.
- Impact on making a change and outsourcing operations on current City staff

For a facility such as Palm Harbor, which is advancing through its natural capital lifecycle following prior municipal reinvestment, the next phase of stewardship typically centers on modernization, lifecycle reserve planning, technology integration, and revenue optimization within clearly defined public guardrails.

Key strategic considerations may include:

- Establishing transparent capital reserve mechanisms tied to revenue performance
- Leveraging modern tee-sheet and pricing technology to optimize utilization while preserving resident protections
- Expanding league play, instructional programming, and event activation to drive non-peak demand, converting Palm Harbor into a Community Engagement Catalyst
- Evaluating driving range modernization and clubhouse utilization enhancements
- Defining measurable performance metrics aligned with City objectives

Importantly, any future operating structure should preserve City ownership of the land and major improvements while clearly defining maintenance standards, reporting transparency, and capital accountability.

As Troon is currently engaged in the maintenance of Palm Harbor Golf Club, our recommendations reflect practical, operational familiarity with the facility's strengths, opportunities, and lifecycle considerations. This direct knowledge, combined with extensive Florida municipal experience, allows us to provide industry-informed insight intended to assist the City in refining policy direction and evaluating potential future procurement pathways.

This RFI is an opportunity for Palm Coast to thoughtfully define how Palm Harbor should be stewarded over the long term. The objective is not simply operational continuity — it is structured sustainability.

Palm Harbor is a valued public asset. The strategic focus moving forward is ensuring that its operational model, capital framework, and resident protections are aligned in a way that preserves its competitive position and community benefit for decades to come.

TROON®





Coral Oaks Golf Course
City of Cape Coral, FL

2. ALIGNMENT WITH OBJECTIVES



ALIGNMENT WITH CITY OBJECTIVES

Palm Coast has clearly articulated its objectives for Palm Harbor Golf Club: preserve resident affordability, protect public access, ensure high-quality maintenance standards, reduce long-term subsidy exposure, and explore modernization and capital reinvestment opportunities while retaining City ownership.

Based on direct operational familiarity with Palm Harbor Golf Club and extensive experience operating municipal facilities throughout Florida and nationwide, the following principles reflect how these objectives are typically addressed within sustainable municipal golf frameworks.

A. Resident Affordability & Public Access

Palm Harbor's identity as a municipal golf course is rooted in accessibility and resident value. Protecting this foundation is central to any future operating structure and can be accomplished in all operating structures

Municipal best practices for preserving resident benefit typically include:

- **Defined Maximum Resident Rates** - Typically under Management Agreement Structures, rates are proposed in an Annual Plan produced by the Management Company and approved by the municipality. A best practice for lease structures, is to establish a Maximum Resident Rate ("MRR") for Regular, Senior and Junior by time of day, day of week and season for Year 1 which MMR increases each subsequent year by CPI or a defined percentage. Lower rates under the maximum can be promoted during specific periods of time to increase yield, which allows flexibility and protection for Residents and rate increases greater than the defined amount require approval from the municipality.
- **Resident booking window advantages** during peak periods – i.e. Residents may get preferred access to tee times over the higher paying non-residents further in advance
- **Resident verification systems** that maintain program integrity – i.e. Residents must prove residency via Government Identification or Public Utilities Bills to receive a "Resident Card"
- **Clear municipal branding** and public access protections

Modern revenue management tools allow operators to optimize tee sheet utilization dynamically while still preserving structured resident protections. These tools enable yield optimization in non-peak periods without compromising affordability for local players.

The objective is not to eliminate pricing flexibility, but to establish transparent, predictable guardrails that preserve resident priority and resident rates while allowing the facility to remain financially sustainable.

B. Maintenance Standards & Asset Stewardship

As the current maintenance contractor for Palm Harbor Golf Club under the Indigo Sports brand, Troon's recommendations are informed by direct, on-site operational experience. Daily engagement with the course provides practical insight into turf performance, irrigation infrastructure, equipment lifecycle, staffing dynamics, and seasonal agronomic considerations unique to Northeast Florida.

Sustainable municipal maintenance frameworks typically emphasize:

- Contractually defined agronomic standards and agronomic practices
- Lifecycle planning for irrigation systems and other major infrastructure (bunkers, cart paths, drainage, playing surfaces to include greens, tees, fairways and rough)
- Structured equipment replacement schedules
- Superintendent oversight supported by regional agronomic resources
- Environmental compliance and water-use efficiency practices

The above can be accomplished in all operating structures. For facilities that have undergone prior public reinvestment, disciplined lifecycle planning is critical to protect that investment and prevent deferred maintenance cycles. Establishing clear accountability for maintenance standards and capital reserve planning, regardless of operating model, ensures asset longevity and predictable course conditions.

C. Fiscal Sustainability & Reduced Subsidy Exposure

Palm Coast has identified reduction of long-term subsidy exposure as a key objective. Municipal golf operations generally improve financial performance through a combination of operational efficiency, revenue optimization, and diversification rather than rate escalation alone.

Lease Agreement structures typically provide for a combination of Base Rent and Revenue Sharing, often tied to defined revenue categories such as golf (carts, green fees, range), merchandise and food and beverage. Under this model, the municipality receives predictable, guaranteed annual income while also participating in incremental revenue growth of the facility. When properly structured, lease arrangements align operator and municipal interests and transfer a meaningful portion of operational risk to the operator. However, in exchange for assuming that risk, the operator retains a majority of the financial upside, thereby limiting the municipality's participation in peak performance gains.

Management Agreement structures allow for the municipality to retain substantially all operating revenue and long-term upside. The operator is typically compensated through a base management fee and a performance-based incentive tied to achievement of agreed-upon financial or operational benchmarks, thereby aligning interests around budget attainment and service standards. Under this model, however, the municipality remains responsible for operating deficits, capital funding, and any required subsidy support.

Common strategies for improved operational performance include:

- Demand-based tee sheet management and yield optimization
- Expanded league and instructional programming to fill tee sheet "soft spots"
- Corporate outing and tournament capture

- Driving range activation and technology enhancements
- Food-and-beverage utilization beyond traditional golf play
- Performance-based management or revenue-sharing structures
- Community engagement programming to attract non-golfers to the community asset
- Economies of scale and efficiencies created by multi facility operators in all areas of the operation to include procurement, staffing, systems, processes, regional support with experienced personnel in the areas of Operations, Agronomy, Marketing and Food & Beverage.

Importantly, subsidy reduction can be approached along a spectrum—from operational efficiency under City-directed management agreement to full operating risk transfer under a lease structure. The appropriate pathway depends on the City's desired balance between control and risk allocation.

D. Capital Reinvestment & Modernization

While Palm Harbor benefited from significant capital investment at the time of the City's acquisition and reopening, all golf facilities require ongoing reinvestment and proactive management of asset useful life. Sustainable municipal operations depend on recognizing and planning for predictable capital cycles, including irrigation systems, cart paths, maintenance equipment, clubhouse infrastructure, and technology platforms.

It is critical that capital requirements and anticipated timing are identified by both the municipality and operator at the outset of any partnership.

Under a **lease agreement**, the operator typically provides an initial capital investment for specifically identified improvement projects, along with an ongoing capital contribution. The ongoing capital contribution is commonly structured as either a fixed annual amount or a percentage of gross revenues and deposited into a dedicated capital improvement fund used for mutually-agreed upon future capital improvements. The operator will underwrite these investments based on an expected return on capital, and in certain cases, the financial performance of the facility may not independently support significant capital investments without municipal participation. If the facility operates within an enterprise fund, many times rent payments may be solely allocated towards future capital needs.

Management Agreements may incorporate similar capital funding mechanisms; however, when the operator advances capital, repayment is typically structured through the management fee. In these instances, the fee reflects both standard management compensation and amortization of the capital investment, while the municipality retains primary responsibility for long-term capital planning and funding capacity.

Industry best practices for capital stewardship typically include:

- Dedicated capital reserve allocations aligned with revenue performance
- Defined lifecycle schedules for major infrastructure and equipment
- Clearly assigned capital responsibilities under management, hybrid, or lease structures
- Technology modernization planning (tee sheet systems, CRM integration, range enhancements)
- Periodic clubhouse and hospitality refresh cycles

Modern municipal facilities increasingly view capital planning as an ongoing reserve strategy rather than episodic large-scale reinvestment. Embedding this discipline contractually ensures continuity regardless of operational structure.

E. Community Benefit & Recreational Value

Nationally, approximately 12% of the population plays "traditional golf", leaving nearly 88% of the community disconnected from municipal golf facilities in their traditional form. For this reason, modern municipal golf operators increasingly recognize that public golf courses must function as more than playing fields — they are parks, just like soccer complexes, playgrounds, aquatic centers, and other civic amenities designed to serve the entire community and must create experiences which will expose golf to larger audience in the hopes of turning them into "golfers" and returning visitors.

At their core, municipal golf courses are significant public green spaces. When intentionally activated, they can serve as **Community Engagement Catalysts** — hubs for recreation, education, wellness, and civic connection beyond traditional golf participation.

Contemporary municipal engagement strategies typically include:

- Creating golf experiences outside of the traditional 18-hole round of golf to include adding technology enabled range experiences to attract a much wider audience which will serve as an on-ramp or bunny-slope for future golfers
- Youth development programming and First Tee partnerships
- Senior, beginner, and family-focused leagues
- Adaptive and inclusive golf initiatives
- School partnerships and junior clinics
- Charity tournaments and nonprofit collaborations
- Community festivals, markets, and non-golf event utilization within clubhouse facilities
- Seasonal activations that invite non-golfers onto the property

Troon has made meaningful investments in structured community engagement programming at municipal facilities across the country and has shared best practices on this topic nationally, including presenting on municipal golf as a community catalyst at the 2025 National Recreation and Parks Association Conference in Orlando, Florida.

By expanding the definition of success beyond rounds played, municipalities can strengthen public support, broaden utilization, and reinforce the facility's role as a civic asset. When golf courses are viewed as community parks with diverse programming opportunities, they become more resilient — socially, politically, and financially.

Summary

Palm Coast's objectives reflect thoughtful municipal stewardship: preserve affordability, protect prior investment, modernize strategically, and reduce fiscal exposure while retaining ownership.

Across Florida and nationally, successful municipal golf structures align these priorities through clearly defined resident protections, disciplined maintenance standards, transparent capital planning, and performance-based operational accountability.

The following section outlines how various operating structures allocate risk, capital responsibility, and policy control in pursuit of these objectives.

TROON®





Colony West Golf Club
City of Tamarac, FL

3. OPERATING MODEL COMPARISON

OPERATING MODEL COMPARISON

Municipal golf operating structures exist along a spectrum defined by risk allocation, capital responsibility, revenue participation, and policy control. The appropriate structure for Palm Harbor Golf Club depends on the City's desired balance between operational oversight, fiscal exposure, resident protections, and long-term capital strategy.

Based on extensive municipal experience in Florida and nationwide, the following models represent the most common structures for facilities comparable to Palm Harbor.

THIRD PARTY MANAGEMENT

- Municipality manages Management Company
- Municipality funds all capital improvements
- Municipality assumes risk and rewards

Advantages

- Maintain control
- Relieved from day-to-day operation
- Professionally trained staff
- Access to advanced technology
- Purchasing and labor efficiencies
- Ability to quickly react to market influences
- Approves business plan & budget

Disadvantages

- Operating risk remains with the Municipality
- Responsible for capital improvements
- Requires contract administration

Typical Structure

- **Annual Fee:** $90K-$150K per course; 4%-10% of Revenue, plus Incentives
- **Term:** Initially 3 – 5 years, plus extensions/renewals

LEASE

- Lessee assumes all economic risk and rewards
- Lessee typically provides capital investment
- Lessee pays the municipality base rent, plus a percentage of revenue, or both

Advantages

- Guaranteed rent payments
- Burden of risk shifted to the lessee
- Lessee contributes to capital improvements
- Lessee provides financial "Backstop"

Disadvantages

- Limited control over the golf course operation
- Lessee sets rates
- Long time employees may lose their positions
- Lessee entitled to upside profit potential
- Golf market downturns may result in the lessee seeking to renegotiate terms

Typical Structure

- Lessee pays annual rent plus % of revenue
- Term: 10 – 30 years
- Capital contribution impacts term
- Lessee owns economics
- Lessee assumes all risk

HYBRID

- Combines aspects of Management, Lease and Concession
- Partnership: shared risk and economics
- Alignment of interests
- Capital expenditures are negotiated
- Focuses on specific needs of Municipality
- Structure offers shared risk/reward

Advantages

- Best of both worlds
- Flexibility to address "unique situations"
- Assume comfortable amount of risk
- Share in upside economics
- Capital responsibility is negotiated

Disadvantages

- Fear of "leaving something on the table"
- Fewer number of quality firms with interest
- May require "well capitalized" partner
- Shared responsibility for capital improvements

Typical Structure

- Annual rent plus a share of revenue/profit
- Term: 5 – 25 years
- Capital contribution impacts term
- Risk is negotiated and shared
- Municipality and Operator align financial interests and share upside

CONCESSION

- License to operate portion(s) of a facility
- Typically, Pro shop and F&B operations
- Concessionaire uses existing equipment
- Municipality responsible for capital
- Must avoid conflicts of interest with operator

Advantages

- Professional Management of facilities
- Relieved from day-to-day operations
- Share in upside economics
- More control than lease, less than management agreement

Disadvantages

- Inherent conflicts of interest with operator
- Only portion of revenue is guaranteed
- Shared operating risk
- Responsibility for capital improvements
- Managing multiple concessionaires can be problematic

Typical Structure

- Operator is granted license to use facility
- Annual license fee plus a share of revenue
- Term: 5 – 25 years
- Risk is shared

IN SUMMARY

Decision Matrix	Self Operate	Management	Lease	Hybrid	Concession
Risk	Full Risk	Full Risk	Limited	Shared Risk	Shared Risk
Capital Contribution	All Capital	All Capital	No Capital	Negotiated	All Capital
Control	Full	Full	Limited	Negotiated	Limited
Profits	Full Profits	Full Profits less Mgmt. Fee	Rent Plus Revenue Share	Rent Plus Revenue Share	Rent Plus Revenue Share

STRUCTURAL CONSIDERATIONS

STRUCTURAL ALIGNMENT FOR SUSTAINABLE GOLF OPERATIONS

Regardless of the operating model ultimately selected, successful municipal golf operations require a structure that aligns incentives around three fundamental performance categories:

1. Revenue Growth and Customer Development
Sustainable municipal golf facilities must continually expand their customer base and diversify revenue streams while maintaining resident affordability. Key drivers include:

- Expanding the customer base beyond traditional golfers
- Increasing overall patronage through new experiences and facility activation
- Leveraging modern yield management tools and targeted marketing to optimize tee sheet utilization

These capabilities are increasingly important as golfer expectations evolve and facilities compete not only with other courses, but with a broader set of recreational and entertainment options.

2. Operational Efficiency
Municipal facilities often face structural inefficiencies when operated within traditional government frameworks or fragmented vendor structures. Opportunities for improvement typically include:

- Streamlined managerial labor models with reduced overlap in administrative functions
- Integrated staffing structures that reduce duplication and overlap of managerial oversight functions
- Elimination of duplicate business systems and processes, including accounting, reporting, procurement, HR administration, payroll, and benefits management
- Reducing labor burden within municipal structures which usually includes an additional 35% to 50% labor burden on direct labor for WC, payroll taxes, benefits and retirement, where the private sector will operate between 15% to 20% of labor burden, which creates a savings of between 20% to 30% on direct labor. For example if direct labor is $500,000, potential savings of between $100,000 and $150,000 annually.

Multi-facility operators are often able to achieve meaningful efficiencies through economies of scale through procurement, and shared services that are difficult for single-facility municipal operations to replicate.

3. Patron Experience and Facility Conditions
Ultimately, the long-term success of any golf facility is determined by the experience delivered to patrons. This includes:

- Consistent course conditions and agronomic standards
- High-quality service and hospitality
- Well-maintained facilities and modernized amenities

Maintaining these standards requires disciplined operational oversight combined with proactive lifecycle capital planning.

4. Expertise and Support
Professional golf management companies bring a depth of operational expertise and specialization that typically does not exist within a traditional municipal structure. These organizations maintain dedicated subject-matter experts across key disciplines such as agronomy, marketing, food and beverage operations, technology systems, and golf operations management. In addition to on-site staff, management companies deploy regional directors and corporate specialists who provide ongoing guidance, performance oversight, and professional development support to the facility team. For municipalities operating a single golf facility, assembling and maintaining this level of expertise internally would generally be cost-prohibitive. By leveraging a management partner, the City gains access to a broad network of operational knowledge and resources that would otherwise be difficult to replicate within a standalone municipal framework.

STRUCTURAL CONSIDERATIONS

These objectives can be better achieved under both management agreements and lease structures, provided incentives are properly aligned between the City and the operating partner.

They are often more difficult to achieve under direct municipal self-operation, particularly in communities where the City operates only a single golf facility. In these cases, municipalities typically do not benefit from:

- Multi-facility economies of scale
- Dedicated golf industry operational expertise
- Shared administrative resources across multiple properties

As a result, cities must internally manage specialized functions such as tee-sheet optimization, golf-specific marketing, procurement, equipment lifecycle planning, and agronomic best practices.

Operational structure also determines how financial and performance risk is allocated between the City and the operator. For example:

- **Management agreements** often utilize lower base management fees combined with performance-based incentives tied to revenue or profitability metrics.
- **Lease structures** typically incorporate guaranteed base rent with revenue-sharing components.

Both structures can be designed to shift greater operational risk to the private operator while preserving policy control for the City, depending on the City's priorities for financial certainty versus upside participation.

CAPITAL INVESTMENT CONSIDERATIONS

When facilities require capital investment, a key policy decision is whether capital should be funded by the City or by a private operating partner.

While private capital can accelerate facility improvements and shift financial responsibility away from taxpayers, **the cost of capital for private operators is typically three to four times higher than municipal borrowing rates**. As a result, the structure of capital investment must be carefully considered within the broader financial framework of any operating agreement.

RECOMMENDATION

Based on our operational experience at Palm Harbor Golf Club and Troon's broader experience operating more than 150 municipally owned golf facilities nationwide, we believe the City's stated objectives are most effectively achieved through a professionally managed operating structure for the full golf operation, rather than continued City-directed operation with fragmented service providers.

Palm Harbor is a well-positioned municipal asset with strong fundamentals, an engaged resident base, and meaningful prior public reinvestment. As the facility advances through its next lifecycle phase, the operational structure selected by the City will play a significant role in determining how effectively the course can grow revenue, control expenses, maintain high-quality conditions, and preserve long-term financial sustainability.

A professionally managed operating model — whether structured as a full-service management agreement or a long-term operating lease — allows the City to benefit from industry expertise, economies of scale, and integrated operational systems that are difficult for single-facility municipal operations to replicate internally.

Professional golf operators bring specialized capabilities in areas such as:

- Dynamic pricing and tee sheet yield management
- Digital marketing and customer acquisition
- League development, instructional programming, and event activation
- Procurement efficiencies for maintenance inputs, equipment, and retail merchandise
- Integrated labor management and staffing models
- Centralized accounting, reporting, HR administration, payroll, and benefits systems

When these capabilities are combined within a single professional operating structure, the result is typically higher revenue generation and improved operating efficiency compared to fragmented or internally managed municipal models.
Importantly, many of the efficiencies realized through professional management occur below the revenue line, including reduced administrative overhead, procurement savings, and more efficient staffing structures that account for the full cost of wages, benefits, and retirement obligations.

These operational improvements frequently offset the cost of a management fee. In many municipal engagements, the combination of revenue growth and expense efficiencies results in stronger overall financial performance for the facility while preserving resident affordability.

In addition, outsourcing the full operation provides the City with a clearer framework for risk allocation and performance accountability. Operating agreements can incorporate measurable financial, operational, and maintenance standards, aligning incentives between the City and the operator while preserving the City's policy control over resident pricing, public access, and long-term asset stewardship.

Under either a management agreement or lease structure, the City retains ownership of the land and major improvements while benefiting from the operational expertise, systems, and scale of an experienced golf management organization.

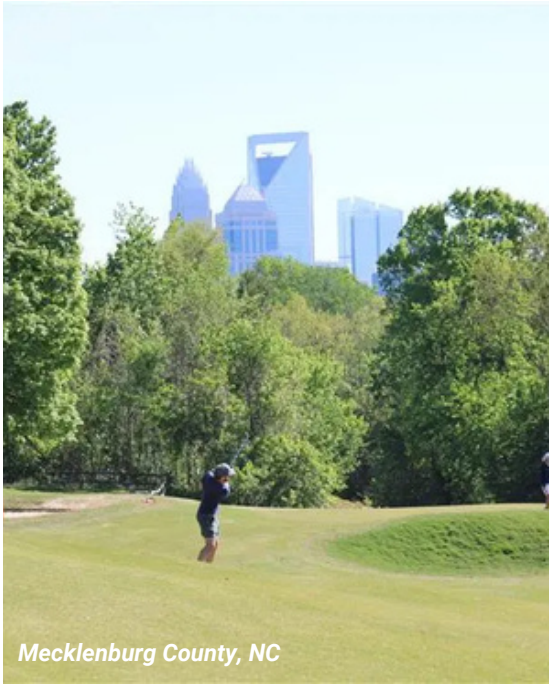
For Palm Harbor Golf Club specifically, we believe the greatest long-term benefit to the City would come from transitioning from the current fragmented operating structure to a unified professional operating model responsible for the entire facility.

This approach would allow the City to:

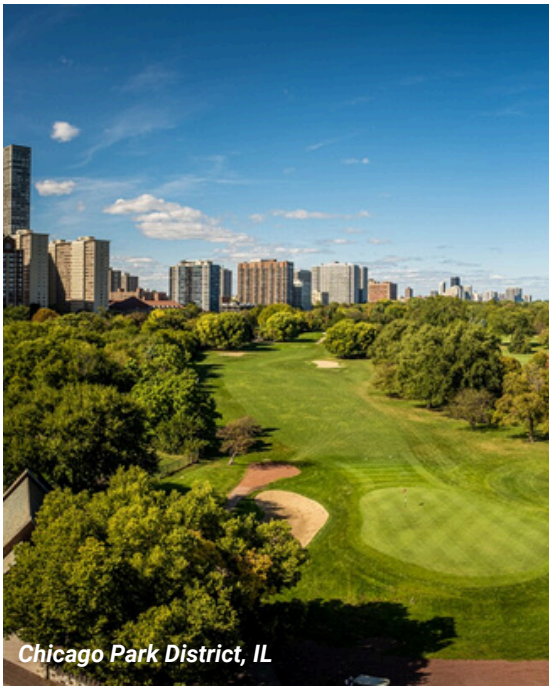
- Capture operational efficiencies through consolidated management and administrative systems
- Leverage industry-leading marketing, pricing, and customer engagement tools to grow revenue
- Maintain high-quality course conditions and service standards
- Implement disciplined lifecycle capital planning
- Establish clear performance metrics and reporting transparency

Most importantly, it would allow Palm Harbor to continue serving as a valued community recreational asset while operating within a more sustainable financial and operational framework.

The objective is not simply outsourcing operations — it is establishing a structure that aligns expertise, incentives, and accountability in a way that protects the City's investment and ensures the long-term success of Palm Harbor Golf Club.



Mecklenburg County, NC



Chicago Park District, IL

FREQUENTLY ASKED QUESTIONS

1. WHY CHOOSE A MANAGEMENT COMPANY?

a. Specialty Business Expertise – Hiring a professional management company would provide the City a dedicated golf expert, with people and systems invested in, by and for the sole purpose of enabling their clients to excel in competitive markets. Private sectors firms offer recruited teams of experts from varying industries to find innovative solutions for golf course marketing, agronomy, food and beverage, accounting, human resources and administration. Simplistically, self-operating the Courses does not provide the knowledge, tools, systems, and expertise that a dedicated golf management company offers to their clients.

b. Guest-Centric Culture - Golf is a People Business, which is why management companies spend considerable resources recruiting, training and developing great people through expert HR management programs. Troon is active with every management team and has consistently shown the ability to attract and retain top industry talent.

c. Training - We train all employees through our innovative and proprietary Training Program ("Program"). This Program is a professionally developed series of training, observation, feedback lessons and role playing of common interactions to teach all employees 'best practices' for interacting with guests throughout their journey. Each team member is guided through the Guest's Journey – from beginning to end – to help them understand how each and every guest interaction with an employee influences the guest's experience. We teach our employees to empathize with each guest's personal situation, anticipate their needs, service their needs, and then introduce the guest to the next portion of their journey, creating a positive, seamless experience.

d. Stability – Professional management firms provide added stability for municipal courses via regional and corporate collaboration and oversight with the local management teams. Troon is acutely aware of industry trends, allowing us to proactively respond to changing market conditions. Additionally, Troon (and other management firms) maintains a recruited "bench" of qualified employees ready to assist during periods of staff transition.

e. Size & Scale – Management companies maintain longstanding vendor relationships on a much larger scale than a municipality could offer standalone, ensuring their clients enjoy access to preferred brands, suppliers, distributors, service providers and industry professionals at negotiated preferred rates for items such as maintenance equipment, golf cars, merchandise, food & beverage supplies, technology systems and more. Collectively, Troon clients save millions of dollars each year through the savings achieved as a result of participating in this voluntary program.

2. WILL HIRING A MANAGEMENT COMPANY IMPACT OUR CURRENT EMPLOYEES?

a. Change in Employer – Under a professional management firm, the firm will oversee all aspects of the facility's operation, including employing all staff at the Courses. All employees of the Courses will become employees of the firm (not the City's), receiving competitive industry wages (similar, if not same as under city) and their private sector benefits package (reduced burden/cost to the City). All employee costs will be part of the operating expense of the Courses and the firm will retain the exclusive right to hire and terminate employees.

b. Retention – Generally, current employees will have an opportunity to become employees of the hired management firm. During the transition period after the contract award and before the contract start date, all employees are interviewed to assess their skill sets and qualifications for their current and other positions. At the initial interview, policies and procedures, performance standards, and wage/salary/benefits information will be reviewed.

c. Professional Growth – Similar to other management firms, Troon firmly believes that our people are our greatest asset, and the preservation of and investment in this asset lays the foundation for future success. Troon's provides mentorship programs, career path development opportunities, and annual online and in-person educational workshops and regional seminars to help further the professional development of our employees.

3. WILL HIRING A MANAGEMENT COMPANY IMPACT OUR CONSTITUENTS?

The goal of all management companies is to provide a smooth and seamless transition, unnoticed by patrons of the Courses. Generally, outsourcing operating to a professional firm provides positive enhancements to the guest experience. Examples experienced by other Troon clients include:

a. Enhanced Service Levels – Troon will train all staff members with our proprietary Troon training program – as mentioned previously. Staff members will undergo a Task vs. Purpose re-orientation, as they embrace the mantra of "providing a fun and enjoyable golf experience" for each member and guest. Simply put, creating "WOW" moments and continually exceeding expectations to win the price-value proposition.

b. Maximum "Bang for Buck" – As Owners ourselves, Troon takes great pride in our business-minded approach, entrepreneurial spirit, and 'bang for the buck' mentality that maximizes every dollar invested. Troon understands the importance of the optimal allocation of capital investment to address deferred capital needs and enhance the experience for all stakeholders.

c. Improved Product – Our company is committed to achieving agronomic excellence by utilizing and improving upon reliable, proven techniques, as demonstrated by the resources and expertise of our agronomic division. Troon's approach to maintaining the course will emphasize the quality of course conditions, attention to detail throughout the property, efficiency in staffing, and full compliance with all environmental regulations.

TROON®





Dubsdread Golf Course
City of Orlando, FL

4. STRATEGIC OPPORTUNITIES



STRATEGIC OPPORTUNITIES

As Palm Harbor's current maintenance provider, Troon brings a uniquely informed perspective on the facility's condition, lifecycle stage, and untapped potential. We recognize that Palm Harbor is entering a pivotal period in its evolution—one that requires thoughtful capital planning while simultaneously positioning the facility for its next chapter as a premier municipal golf destination.

Consistent with the City of Palm Coast's objectives to preserve resident affordability, reduce long-term subsidy exposure, protect public access, and extend the useful life of this public asset, Troon has identified the following strategic opportunities for Palm Harbor Golf Club based on our on-site operational knowledge and experience managing high-performing municipal facilities nationwide.

a. Golf Course Improvements

Palm Harbor is approaching a cycle where several foundational capital projects will require proactive planning and phased implementation, including:

- Greens resurfacing and/or renovation
- Comprehensive bunker renovation
- Tree management and pruning programs to expand play corridors, improve air flow and sunlight penetration, and enhance turf health in select fairways and tee complexes

These projects are not reactive in nature, they are strategic investments that protect the City's asset while elevating playability and conditioning standards. Troon has successfully guided municipalities through similar lifecycle transitions by:

- Conducting agronomic master planning with phased capital forecasting
- Prioritizing projects based on play impact and ROI
- Aligning improvements with branding and revenue strategies



Palm Harbor has strong "bones"—a compelling layout, ideal location, and underutilized amenities. With the right sequencing of improvements and operational enhancements, the facility has the foundation to become a next-level municipal golf experience.

b. Driving Range Modernization & Technology Integration

One of the most immediate and high-impact opportunities lies in driving range modernization through the implementation of Toptracer or Trackman technology. Palm Harbor's driving range is well positioned for an investment given location on property and within a strong population base, adequate size/length, and year-long playable weather.

Troon has deployed range technology at more than 40 facilities, more than five times our closest competitor, and has consistently seen transformative results when properly programmed and integrated across operations.

Strategic benefits include:

- Creation of a "Topgolf-like" experience that attracts non-golfers
- Increased range utilization during evenings and shoulder periods
- Cross-pollination between golf programming, leagues, and F&B
- Event-based revenue opportunities (corporate outings, family nights, leagues, community competitions)

Importantly, technology alone does not create success—programming does. Troon's expertise lies in building structured leagues, themed events, instructional programming, and F&B tie-ins that create a sustainable, recurring revenue engine while positioning the course as a community gathering space.

Most recently, Troon installed Trackman at Dubsdread Golf Course with our partners, the City of Orlando. The renovation was opened in October 2025 and has received significant acclaim from the entire Orlando community, welcoming golfers from all walks of life to fill the range. Beyond this, the investment is paying immediate dividends in the form of increased utilization and sold out instructional programming!






C. Community Programming & Activation

Currently, programming at Palm Harbor is limited and primarily golf-centric, with golf and food & beverage operating independently. Regardless of the ultimate operational structure, Troon would work collaboratively with City leadership and F&B partners to create a cohesive, year-round activation strategy.

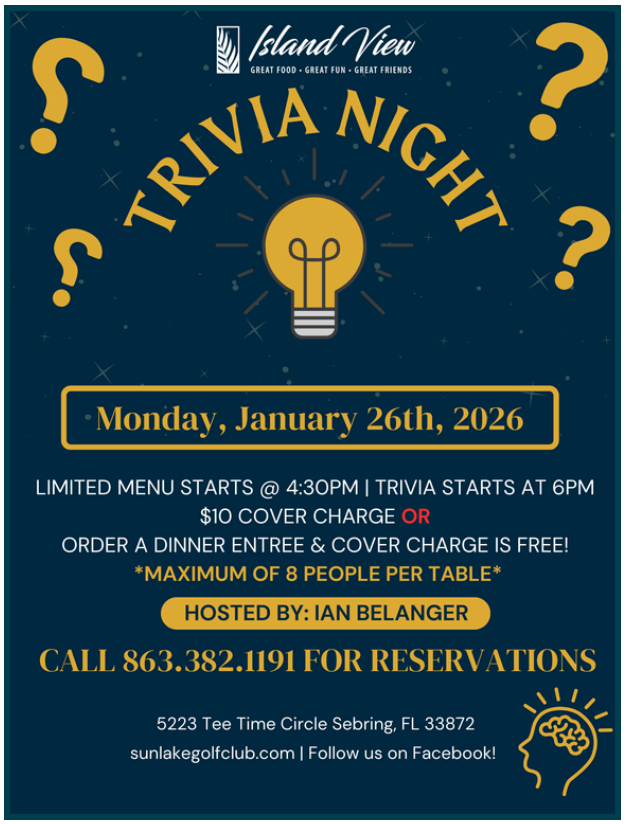
Opportunities include:

- Monthly signature community events
- Family nights and social leagues
- Instructional academies and beginner programming
- Holiday-themed tournaments and range events
- Cross-promotional dining experiences

When properly structured, a robust, repeatable social calendar:

- Drives incremental revenue
- Increases non-golf visitation
- Strengthens resident engagement
- Positions the facility as a true community hub

Troon has implemented similar programming strategies across municipal facilities nationwide, consistently increasing participation, F&B capture rates, and overall community visibility.







D. Modern Digital Platform

Palm Harbor would benefit from a more sophisticated digital marketing and yield management strategy aligned with modern consumer behavior and demand patterns. Currently, Palm Harbor's website lives within the City's website with minimal information about ongoing events at the course. Furthermore, Palm Harbor only has a Facebook account (no other social media) that has not been updated since 2017, with no events since 2014, and no engagement with consumers. This lapse presents a significant opportunity for growth within our increasingly digital world and must be addressed. Troon would evaluate and implement:

- New golf-specific website with a integrated tee sheet, calendar of events with RSVP capabilities, e-commerce, mobile application, and more
- Individual Social Media accounts for Palm Harbor Golf Course with consistent, high quality imagery of the golf course and events ongoing at the property.
- Dynamic pricing based on demand, utilization, and weather
- Resident versus non-resident rate structures that protect local access while optimizing non-resident yield
- A monthly subscription-style membership program

Rather than relying solely on traditional "all-you-can-play" annual passes. which often incentivize golfers to maximize use to offset sunk costs, Troon favors models that provide value and priority access, encourage frequency, preserve per-round revenue contribution. This balanced approach allows the facility to grow revenue while maintaining accessibility and protecting long-term financial sustainability.





Positioning Palm Harbor for Its Next Chapter

Palm Harbor stands at an inflection point. The necessary capital investments ahead should not be viewed simply as maintenance obligations, but as opportunities to reposition the facility.

With strategic capital planning, technology-driven activation, community-focused programming, and modern revenue optimization, Palm Harbor has the potential to evolve from a solid municipal asset into a vibrant, next-generation community golf destination.

Troon's insight is grounded in our current on-site experience and informed by successful implementation across dozens of similar facilities. We believe the City is wise to evaluate alternative operational models at this juncture—and we are prepared to bring both vision and execution to Palm Harbor's next phase.

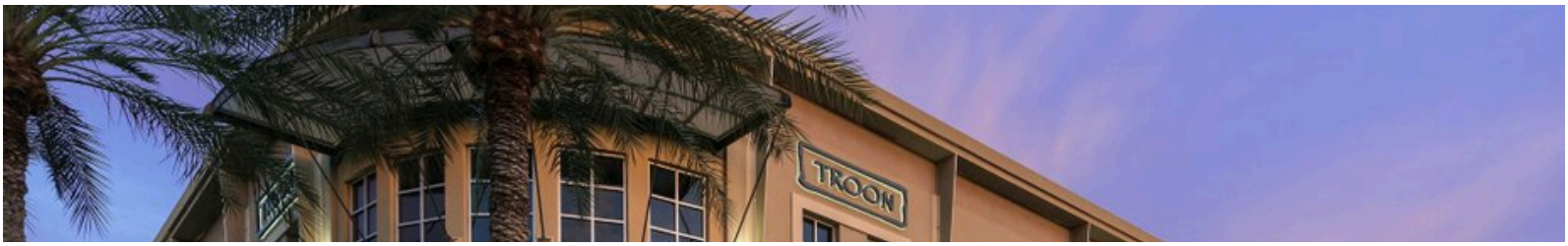
TROON®





Palm Harbor Golf Course
City of Palm Coast, FL

5. TROON OVERVIEW & EXPERIENCE



TROON OVERVIEW

Troon started as one facility in 1990 and has grown to become the world's largest golf and golf-related hospitality management company. In addition to providing services to private, daily fee, resort, and municipal golf locations, Troon specializes in racquet sports, food & beverage, lodging, community associations, sports events, and more. We have grown our company by listening to and understanding specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our 35K+ associates worldwide. Our successful culture, combined with 35+ years of experience, allows us to develop the strategies that let our clients excel in this competitive industry.

LEADING CLUB MANAGEMENT BRANDS

TROON GOLF®

Responsible for the operations of daily fee and resort facilities

Troon Privé®

Specializes in private clubs, 75+ of which are member-owned

indigo SPORTS

Specializing in municipal and daily fee facilities

TROON INTERNATIONAL®

Management services for all club types beyond the Americas

Innovative Specialty Brands

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

OVERVIEW OF SERVICES

GOLF OPERATIONS

Troon's management approach is centered on creating extraordinary guest and member experiences by delivering superior service, amenities, and playing surfaces. To consistently achieve these results and maximize success for each client, we dedicate ourselves to hiring and training quality associates, implementing our proprietary Troon Operating Standards, and providing an unparalleled depth of expertise from our experienced team of corporate resources.

AGRONOMY

Our commitment to agronomic excellence is achieved when embracing sustainability, economics, and environmentalism. We utilize proven techniques, enabling us to create the most celebrated playing surfaces in the world. Golf course conditioning is an ongoing effort focused on achieving an optimal visual appearance while maintaining excellent turf health. Troon's proprietary scientific approach to agronomy encourages using organic, nature-friendly compounds and prudent chemical use to achieve these goals at the most reasonable cost. We continue to refine our agronomic practices to ensure that our team produces a product that is fiscally responsible, operationally sustainable, and appealing to golfers, all in a way that efficiently conforms to the financial framework of our clients. In addition, Troon's Environmental Management Initiative provides a systematic and usable set of guidelines that offer opportunities for community outreach, education, and conservation.

FOOD & BEVERAGE

Troon's philosophy regarding food & beverage consists of customizing each dining experience commensurate with the personalized culture at each facility – whether it be private, resort, or daily fee. Our proprietary Food & Beverage Standards ensure that Troon's high level of quality remains consistent and that our formula for success includes extensive corporate support through delivering extraordinary member and guest experiences, operational excellence, and financial performance. In addition to the operation resources provided within Troon's management services, clients utilize our design and development services tailored to help facilities reimagine and refresh existing food service facilities, including developing new food service opportunities.

SALES & MARKETING

Key components of profitability for our daily fee and resort facilities consist of innovative and sophisticated sales and marketing strategies, combined with proven programs and the global power of the Troon brand. Our services include strategic planning, proactive sales, recruitment, training, digital media, search engine marketing, and more. Important details regarding successful sales & marketing strategies are included within our proprietary Sales & Marketing Standards Guide, allowing us to develop customized revenue generation plans for each facility. Troon consistently outperforms the industry in all major metrics, including rounds, revenue, and average rate. This is a testament to our sales-oriented culture, which strategically focuses on helping our clients capture greater market share and grow their businesses.

PROCUREMENT

Longstanding vendor relationships ensure our clients enjoy access to a procurement network of preferred brands, suppliers, distributors, service providers, and industry professionals. The portfolio's buying power allows us to negotiate best-in-market terms, service, and pricing for our valued clients on golf operations items such as maintenance equipment, golf cars, merchandise, food & beverage supplies, technology systems, and more. We collectively save our clients millions of dollars each year through the savings achieved through participation in this voluntary program.

HUMAN RESOURCES

Troon provides comprehensive human resources for all of our associates without the need for consultants or an employee leasing company, which can commonly add costs to the operation. The collective experience of our associates is unparalleled in the industry, allowing our scale to ensure the most competitive and comprehensive benefits platform for our clients. We recruit, hire, and train associates to utilize the most professional processes in the business based on the importance of our people and their role in the success of each facility.

FINANCE & ACCOUNTING

We deliver financial oversight and expertise, offering centralized coordination of accounting, payroll, and financial reporting, creating significant efficiencies for our managed facilities without using consultants. Weekly, monthly, quarterly and annual reports are provided to our clients, ensuring that important operational decisions are made based on current information, not by solely looking in the rearview mirror for answers. Troon is constantly forecasting and analyzing the operation performances of our facilities to ensure we are doing everything in our power to achieve each facility's financial goals.

DESIGN & DEVELOPMENT

Since the company's inception, we have been involved in the development and/or redesign of more than 400 golf courses and clubhouses. Throughout every phase of design, development, and construction, Troon has the capability and expertise to assist our clients by working directly with golf course designers, clubhouse architects, and all other professionals involved in the development process. From the initial design stage through the final sign-off on each component, our team's involvement includes extensive budget planning and analysis, implementing cost controls, and frequently reviewing building plans.

LEGAL

Standalone facilities are often left to manage complex legal matters on their own, forced to rely solely on on-site leadership or incur the high costs of external counsel. Without dedicated support, important contracts, agreements, and documents may go unreviewed, leaving facilities exposed to unnecessary risk. Troon provides full access to its in-house legal team, offering thorough review and guidance to ensure each facility's interests are fully protected. This approach not only mitigates potential liabilities but also gives leadership the confidence to make informed decisions.

INFORMATION TECHNOLOGY

Our Information Technology Team is involved in evaluating, designing, and installing complete information technology systems. The team evaluates each facility's technology needs and recommends optimum efficiency. Our national account purchasing arrangements with hardware and software suppliers enhance the benefits of procuring these operating systems. We work with each client to ensure they are on the cutting edge of modern technology by offering fully integrated property management solutions.

RISK MANAGEMENT

Troon-managed facilities receive the economic and service benefits of the industry's only dedicated in-house risk management team. We seek out the most appropriate and competitive insurance coverages while ensuring the implementation of each policy, all to minimize risks for our clients. These services typically represent significant savings on insurance premiums, which are realized by XYZ GC, while at the same time providing broader and deeper coverages.

OUR DIFFERENTIATORS

1 OUR VISION

Our vision, backed by a tradition of success, is to “create unparalleled experiences fueled by a passion for enabling fun” stems throughout our entire organization and provides us the strength to capture both business success and satisfied patrons.

2 INDUSTRY LEADING SIZE & SCALE.

Troon started as one facility in 1990 and has since grown to become the world’s largest professional club management company. We provide services to 925+ locations and 700+ golf courses, while also managing various amenities, such as tennis, aquatics, fitness, food & beverage, lodging and more. We have grown our company by listening to and understanding the specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our 35K+ associates worldwide. Our successful culture, combined with 30+ years of experience, gives us the opportunity to develop the strategies that allow our clients to excel in this competitive industry.

3 INNOVATIVE SPECIALTY BRANDS TO SERVICE ALL CLIENT NEEDS.

We do more than just golf. Troon is a leader in providing management and consultative services spanning the entire hospitality industry.

- RealFood – Specializes in building guest and member food and beverage experiences
- CADDIEMASTER – Premier provider of caddie management and training services
- ClubUp – Enhanced caddie scheduling and communication technology
- True Club Solutions – Provider of real world solutions through advisory services
- ICON – Leader in amenity and community association management services
- Eventive Sports - Dedicated to managing professional sporting events, to include numerous PGA Tour events

4 OUR PEOPLE

Hospitality and recreation is a “people” business. Furthermore, guests’ demands and service expectations are at all-time highs. As such, Troon has expended considerable resources recruiting, training and developing top talent.

5 OWNERSHIP MENTALITY

Troon is the only management firm with size and scale that has direct economic interest in a significant number of municipal facilities. Troon owns or leases about 1/4 of the municipal facilities under our management (~60 facilities), providing the impetus to invest in and build cutting-edge technology, systems, and processes.

6 DAILY FEE GOLF EXPERTS

Troon has developed and implemented the industry's most effective marketing, promotional and yield management programs for public access golf courses. Troon utilizes our proprietary guest-segmentation approach that targets discrete groups of golfers based on their specific guest behavior. Troon then targets each guest segment with a four-part strategy; the acquisition of new guests, retention of existing guests, loyalty programs to increase our 'share of wallet,' and a healthy dose of publicity to brand and reinforce the value of the experience.

7 UNMATCHED MUNICIPAL/GOVERNMENT PROWESS

Troon is the best in breed operator of municipal golf facilities in the US, as evidenced by more than 30 years of proven results and excellence in varying markets nationwide. Troon continues to succeed as the industry's premier operator of daily fee and municipal golf courses, managing over 150 municipal courses.

8 DEDICATED TO ALIGNING GOALS AND WIN-WIN PARTNERSHIPS

Our philosophy in all engagements is to provide a contract structure that best aligns the goals of both parties. We believe the conversations and working relationship between Troon and our clients are dramatically different than other golf course management companies, evidenced by our 96% client renewal rate.

9 ENVIRONMENTAL STEWARDSHIP & COMMITMENT

Troon has over 150 courses that have attained Audubon Cooperative Sanctuary certification. Achieving certification is quite an honor, recognizing the agronomic team for protecting the environment and preserving the natural heritage of golf. Furthermore, Troon employs a Full-Time, corporate Environmental Manager - dedicated to working with our clients to identify opportunities to minimize their environmental footprints.

10 FINANCIAL STRENGTH

Troon is the world's largest golf management firm, with the financial support and backing of large private equity firms, allowing us the flexibility and mobility to support our clients with capital investment, creative structures and a wealth of connections.

FLORIDA EXPERIENCE

Troon started as one facility in 1990 and has grown to become the world's largest golf and golf-related hospitality management company. Below is a select list of Troon Brand-managed facilities in Florida. All municipal facilities are in **BOLD**. For additional information, please visit www.Troon.com.

FLORIDA (54)

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


Tiburon Golf Club


Sarasota National Golf Club


The Club at Hammock Beach


Bobby Jones Golf Club

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




Saltleaf Golf Preserve


St. Petersburg Country Club


Deering Bay Yacht & Country Club


Audubon Country Club

MUNICIPAL EXPERIENCE

Troon is the best in breed operator of municipal golf facilities in the US, as evidenced by more than 35 years of proven results and excellence in varying markets nationwide. Troon continues to succeed as the industry's premier operator of daily fee and municipal golf courses, currently operating more than **150+** municipal facilities. Below is a comprehensive list of all municipally owned facilities managed by Troon. Listed in **BOLD** are facilities that are under a Lease / Hybrid Concession structure. We operate in all different structures and our goal is to align the desires of the municipality taking into account facility performance/potential, capital needs, and market conditions to determine the right structure. We are here to be your resource and make sure you are fully informed and make the best decision for the City of Palm Coast.









ALABAMA

- City of Montgomery, AL
  - Gateway Park Golf Course, Montgomery, AL
  - Lagoon Park Golf Course, Montgomery, AL
- Highland Park Golf Course, Birmingham, AL

ARIZONA

- Antelope Hills Golf Club, Prescott, AZ
- City of Phoenix, AZ
  - Aguila Golf Course, Phoenix, AZ
  - Cave Creek Golf Course, Phoenix, AZ
  - Encanto Golf Course, Phoenix, AZ
  - Palo Verde Golf Course, Phoenix, AZ
  - Papago Golf Course, Phoenix, AZ
- City of Tucson, AZ
  - El Rio Golf Course, Tucson, AZ
  - Fred Enke Golf Course, Tucson, AZ
  - Randolph Golf Complex, Tucson, AZ
  - Silverbell Golf Course, Tucson, AZ
- El Conquistador Golf Club, Oro Valley, AZ
- Grass Clippings at Rolling Hills, Tempe, AZ
- Mt. Graham Golf Club, Thatcher, AZ
- San Pedro Golf Course, Benson, AZ

CALIFORNIA

- **Alhambra Golf Course, Alhambra, CA**
- Baylands Golf Links, Palo Alto, CA
- Bayonet & Black Horse, Seaside, CA

CALIFORNIA (CONT.)

- Brookside Golf Course, Pasadena, CA
- Indian Wells Golf Resort, Indian Wells, CA
- Montebello Golf Course, Montebello, CA
- Pico Rivera Golf Course, Pico Rivera, CA
- Willowick Golf Course, Santa Ana, CA



CONNECTICUT

- Wintonbury Hills Golf Course, Bloomfield, CT

DELAWARE

- **Delcastle Golf Club, Wilmington, DE**
- **City of Wilmington, DE**
  - Ed “Porky” Oliver Golf Course, Wilmington, DE
  - Rock Manor Golf Course, Wilmington, DE
- **State of Delaware Natural Resources & Environmental Control**
  - Deerfield, Newark, DE
  - Garrison's Lake Golf Course, Smyrna, DE



FLORIDA

- **City of Jacksonville, FL**
  - Bent Creek Golf Course, Jacksonville, FL
  - Blue Cypress Golf Course, Jacksonville, FL
  - Brentwood Golf Course, Jacksonville, FL
- Bobby Jones Golf Club, Sarasota, FL
- Colony West Country Club, Tamarac, FL
- Coral Oaks Golf Course, Cape Coral, FL
- Dubsdread Golf Course, Orlando, FL
- Ocala Golf Club, Ocala, FL
- Willowbrook Golf Course, Winter Haven, FL



GEORGIA

- Stonebridge Golf Club, Rome, GA

HAWAII

- Ala Wai Driving Range, Honolulu, HI

ILLINOIS

- Chicago Park District, IL
  - Columbus Park Golf Course, Chicago, IL
  - Diversey Driving Range, Chicago, IL



ILLINOIS (CONT.)

- Chicago Park District, IL (CONT.)
  - Jackson Park Golf Course, Chicago, IL
  - Marquette Park Golf Course, Chicago, IL
  - Robert Black Golf Course, Chicago, IL
  - South Shore Golf Course, Chicago, IL
  - Sydney Marovitz Golf Course Chicago, IL
- **Forest Preserve District of Cook County, IL**
  - Billy Caldwell Golf Course, Chicago, IL
  - Burnham Woods Golf Course, Burnham, IL
  - Chick Evans Golf Course, Morton Grove, IL
  - Edgebrook Golf Course, Chicago, IL
  - George W. Dunne National Golf Course, Oak Forest, IL
  - Harry Semrow Driving Range, Des Plaines, IL
  - Highland Woods Golf Course, Hoffman Estates, IL
  - Indian Boundary Golf Course, Chicago, IL
  - Joe Louis “The Champ” GC & Driving Range, Riverdale, IL
  - Meadowlark Golf Course, Hinsdale, IL
  - River Oaks Golf Course, Calumet City, IL
- Orchard Valley Golf Course, Aurora, IL

INDIANA

- Crawfordsville Municipal Golf Course, Crawfordsville, IN

KANAS

- Ironhorse Golf Club, Leawood, KS

KENTUCKY

- **The Courses at Kenton County, Independence, KY**

MARYLAND

- Anne Arundel County, MD
  - Compass Pointe Golf Courses, Pasadena, MD
  - The Preserve at Eisenhower Golf Course, Crownsville, MD
- Bowie Golf Club, Bowie, MD

MASSACHUSETTS

- **Olde Scotland Links, Bridgewater, MA**









MICHIGAN

- City of Detroit, MI
  - Chandler Park Golf Course, Detroit, MI
  - Rouge Park Golf Course, Detroit, MI
  - Rackham Park Golf Course, Detroit, MI
- City of Troy, MI
  - Sanctuary Lake Golf Course, Troy, MI
  - Sylvan Glen Golf Course, Troy MI
- Currie Municipal Golf Course, Midland, MI
- Fellows Creek Golf Club, Canton, MI



MINNESOTA

- Enger Park Golf Course, Duluth, MN
- Giants Ridge Golf Resort, Biwabik MN



NEVADA

- Durango Hills Golf Club, Las Vegas, NV

NEW JERSEY

- High Bridge Hills Golf Course, Borough of High Bridge, NJ
- **Middlesex County Improvement Authority, NJ**
  - Meadows at Middlesex GC, Plainsboro Township, NJ
  - Tamarack Golf Course, East Brunswick, NJ
  - Raritan Landing Golf Course, Piscataway Township, NJ



NEW YORK

- Audubon Golf Course, Amherst, NY
- Harrison Meadows Country Club, Harrison, NY
- Ely Park Golf Course, Binghamton, NY
- **Town of Orangetown, NY**
  - Blue Hill Golf Course, Pearl River, NY
  - Broadacres Golf Course, Orangeburg, NY
- Putnam County Golf Course, Mahopac, NY
- **Spook Rock Golf Course, Suffern, NY**
- Wallkill Golf Course, Wallkill, NY



NEW MEXICO

- Marty Sanchez Links de Santa Fe, Santa Fe, NM

NORTH CAROLINA

- Bradford Creek Golf Course, Greenville, NC
- **Mecklenburg County, NC**
  - Charles T. Myers Golf Course, Charlotte, NC
  - Dr. Charles L. Sifford Golf Course, Charlotte, NC
  - Harry L. Jones Golf Course, Charlotte, NC
  - Sunset Hills Golf Course, Charlotte, NC



OHIO

- Briardale Greens Golf Course, Euclid, OH
- **Cincinnati Recreation Commission, OH**
  - Avon Fields Golf Course, Cincinnati, OH
  - California Golf Course, Cincinnati, OH
  - Glenview Golf Course, Cincinnati, OH
  - Neumann Golf Course, Cincinnati, OH
  - Reeves Golf Course, Cincinnati, OH
  - Woodland Golf Course, Cincinnati, OH
- Highland Park Golf Course, Cleveland, OH
- Raintree Golf & Event Center, Uniontown, OH



PENNSYLVANIA

- Cobb's Creek Golf Course, Philadelphia, PA
- Dauphin Highlands Golf Club, Harrisburg, PA
- White Deer Golf Complex, Williamsport, PA



TEXAS

- Max Mandel Golf Course, Laredo, TX
- Stonetree Golf Course, Killeen, TX

VIRGINIA

- Northern Virginia Regional Park Authority
  - Algonkian Golf Course, Sterling, VA
  - Brambleton Golf Course, Ashburn, VA
  - Pohick Bay Golf Course, Lorton, VA
- Prince William County, VA
  - Forest Greens Golf Club, Triangle, VA
  - Prince William Golf Course, Nokesville, VA
  - Lake Ridge Golf Course, Woodbridge, VA (9)
- Meadowcreek Golf Course, Charlottesville, VA



WASHINGTON

- Bellevue Golf Course, Bellevue, WA
- City of Seattle, WA
  - Interbay Golf Center, Seattle, WA
  - Jackson Park Golf Course, Seattle, WA
  - Jefferson Park Golf Course, Seattle, WA
  - West Seattle Golf Course, Seattle, WA
- City of Everett, WA
  - Legion Memorial Golf Course, Everett, WA
  - Walter Hall Golf Course, Everett, WA
- Cedarcrest Golf Course, Marysville, WA
- Lake Padden Golf Course, Bellingham, WA
- Lynnwood Golf Course, Lynwood, WA
- **Tri-Mountain Golf Course, Ridgefield (Clark County), WA**

WISCONSIN

- **City of Racine, WI**
  - Johnson Park Golf Course, Racine, WI
  - Shoop Park Golf Course, Racine, WI
  - Washington Park Golf Course, Racine, WI
- New Berlin Hills Golf Course, New Berlin, WI









DRIVING RANGE GAMIFICATION

Troon has installed "gamification" technology on driving ranges at several strategic locations. The social appeal of these technologies attracts millennial participants that traditional golf struggles to retain. We work with our clients to create and expand "golftainment" programming at our managed facilities though new programming, golftainment specific memberships, grassroots engagement on local Facebook groups, and additional marketing spend. **Troon manages 38 driving range facilities with technology, 6x more than our closest competitor.** Troon leverages our gamification experience from the below list of municipal / FL facilities that currently utilize Toptracer, Trackman Range or similar technology:

TOPTRACER RANGE

TRACKMAN

- Alhambra Golf Course (Alhambra, CA)
- Ballenisles Country Club (Palm Beach Gardens, FL)
- Bowie Golf Club (Bowie, MD)
- Cobbs Creek Golf Club (Philadelphia, PA)
- Brookside Golf Club (Pasadena, CA)
- Dubsdread Golf Course (Orlando, FL)
- East Potomac Golf Course (Washington, DC)
- Edgewater Golf Club (Lancaster, SC)
- Indian Wells Golf Resort (Indian Wells, CA)
- Interbay Golf Center (Seattle, WA)
- Jackson Park Golf Course (Seattle, WA)
- The Bill Wright Golf Complex at Jefferson Park (Seattle, WA)
- Langston Golf Course (Washington, DC)
- Ocala Golf Club (Ocala, FL)
- Grass Clippings - Rolling Hills (Tempe, AZ)
- St. Johns Golf & Country Club (St. Augustine, FL)
- Stonebridge Golf Club (Rome, GA)
- The Golf Club at Fiddler's Creek (Naples, FL)







CLIENT REFERENCES

Troon is pleased to provide the City of Palm Coast with four Florida municipal client references representing a range of operating structures and partnership durations. These references reflect diverse contractual models and long-term relationships, offering the City a comprehensive perspective on Troon's experience within the municipal sector. We strongly encourage the City to contact each of these clients directly to gain firsthand insight into their experience working with Troon. Additional references can be provided upon request.

CITY OF ORLANDO, FL

400 South Orange Avenue, Orlando, FL 32801

NAME:	Laura Carroll, Real Estate Division
PHONE:	(407) 246-2680
EMAIL:	laura.carrol@orlando.gov
COURSE(S):	Dubsdread Golf Course
SCOPE:	Golf Operations Management

CITY OF SARASOTA, FL

1565 1st St, Sarasota, FL 34236

NAME:	Mark Hamilton, GM - Parks & Recreation
PHONE:	(941) 263-6386
EMAIL:	Mark.Hamilton@sarasotafl.gov
COURSE(S):	Bobby Jones Golf Course
SCOPE:	Renovation & Full Management

CITY OF CAPE CORAL, FL

1015 Cultural Park Blvd, Cape Coral, FL 33990

NAME:	Joe Petrella, Parks & Rec. Director
PHONE:	(239) 573-3128
EMAIL:	jpetrella@capecoral.gov
COURSE(S):	Coral Oaks Golf Course
SCOPE:	Full Management

CITY OF JACKSONVILLE, FL

117 W Duval St, Jacksonville, FL 32202

NAME:	Daryl Joseph, Parks & Rec. Director
PHONE:	(904) 255-7903
EMAIL:	djoseph@coj.net
COURSE(S):	Bent Creek, Brentwood & Blue Cypress
SCOPE:	Lease / Full Management



COMMUNITY ENGAGEMENT

Troon is committed to fostering vibrant, inclusive communities by making its facilities more than just places to play golf. Recognizing the importance of community integration, especially at municipal courses, Troon actively creates opportunities that welcome individuals of all backgrounds, interests, and skill levels. By hosting a diverse array of events that extend beyond the game of golf, Troon ensures that its facilities serve as gathering spaces where residents can come together, explore new activities, and build lasting relationships. These initiatives not only introduce more people to the sport but also position each facility as an essential part of the community fabric, enhancing the overall quality of life while supporting local recreational and social needs. Through these efforts, Troon strengthens the relationships within each community we serve, ensuring that its facilities remain accessible, inviting, and beneficial to all.

Troon collaborates with each individual client to align our shared goals at municipal facilities. In partnership with onsite teams, local groups such as First Tee and Youth on Course, and Troon's dedicated community engagement resource, Kendall Murphy, we evaluate, coordinate, and execute a wide variety of community engagement events.

With a focus on making the game more inclusive and diverse, these programs encourage participation from both golfers and non-golfers alike. In collaboration with the City, our dedicated resources will work with City staff, onsite staff, and community members to schedule public meetings, collect public feedback, and develop a customized approach for community engagement initiatives and events. On the following pages, we have included examples of community engagement initiatives implemented at some of Troon's municipal properties.



> *At Troon we are committed to building, fostering and encouraging a culture of diversity and inclusion that embraces the uniqueness of our communities across race, gender, age, religion, identity, cultures, ideas and experiences so that we may provide places of work and play in which all persons feel welcomed and valued.*

KENDALL MURPHY
DIRECTOR, BUSINESS DEVELOPMENT
AND COMMUNITY ENGAGEMENT

GROW THE GAME EFFORTS & PLAYER DEVELOPMENT

Troon teaching professionals and associates are dedicated to growing the game of golf through a variety of programs, including Player Development, Women's Golf, Family Golf, and other monthly initiatives. These programs are designed to engage golfers of all ages and skill levels, fostering inclusivity and broadening the appeal of the sport. Through these efforts, Troon is working to make golf more accessible and enjoyable for diverse communities while promoting long-term participation in the game.

Troon-affiliated facilities and professionals are committed to growing the game of golf through organic programming and the activation of national initiatives. In 2024, PGA Junior League Teams competed at 96 Troon locales throughout the country. Junior golfers also began their journey to the Drive, Chip and Putt finals at Augusta National through qualifying events held around the country. In total, 18 Drive, Chip and Putt qualifying events were hosted at Troon locales.

Across the nation, golfers were introduced to the game through programs like Operation 36, Summer Camps, and First Tee, among others. First Tee Programs are currently offered at 150 chapters, where junior golfers not only learn the game of golf but also life skills in welcoming and inclusive environments. In 2024, Troon further supported First Tee by amplifying its messaging during Troon Family Golf Month, raising additional funds for First Tee efforts. This tradition is expected to continue in July 2025.

10 *Top Instructors Op36*

9K *Junior Camp Participants*

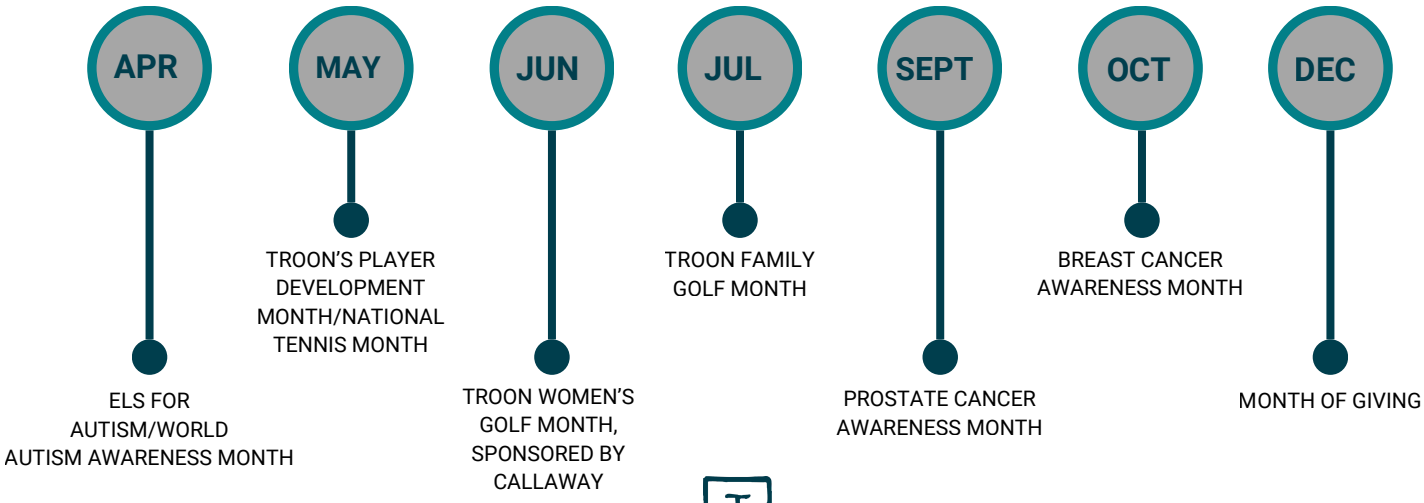
400 *Golf Academies*

42 *Op36 Locations*

76 *Top Instructors Op36*

96 *PGA Jr. League Host Facilities*

19 *Drive, Chip and Putt Qualifiers*



2025 COMMUNITY ENGAGEMENT CALENDAR

In 2025, Troon curated a robust calendar of community events at select municipal golf courses, fostering greater engagement and inclusivity. As part of our ongoing business plan execution, we explore innovative ways to integrate our community engagement resources to include all municipal clients, ensuring greater participation and visibility.

LOCATION	FACILITY	DATE
Seattle, WA	*Jackson Park Golf Course*	*April 29*
Washington, DC	*East Potomac Golf Links*	*May 16*
Chicago, IL	*South Shore Golf Course*	*June 8*
Wilmington, DE	*Rock Manor Golf Course*	*June 20*
Cleveland, OH	*Highland Park Golf Club*	*July 12*
Jacksonville, FL	*Blue Cypress Golf Course*	*August 23*
Phoenix, AZ	*Papago Golf Club*	*September 21*
Los Angeles Metro	*Bella Verde Golf Course*	*October 3*
Charlotte, NC	*CT Myers Golf Course*	*October 18*
Philadelphia, PA	*Cobbs Creek Campus*	*October 24*
Oahu, HI	*Pearl at Kalauao + Additional Courses*	*November 8-17*



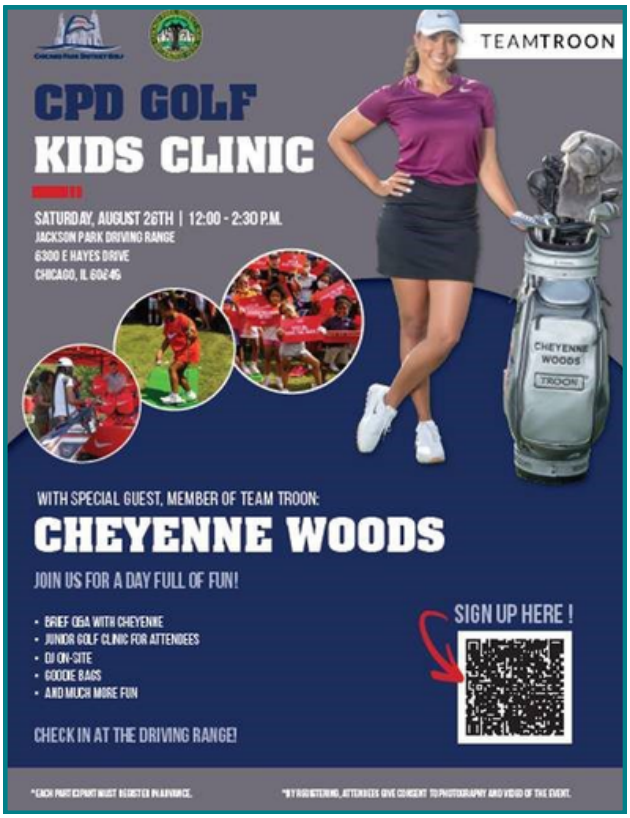
CHEYENNE WOODS CLINIC

Leveraging partnerships with Nike Golf, Team Troon, Jackson Park Golf Association and the First Tee of Greater Chicago, Troon has hosted an annual "CPD Kids Clinic" at Jackson Park with incredible success, drawing praise from local and national press.

This event began in 2022, as 100+ junior golfers attended the Free Clinic and enjoyed complimentary clinics, practice time and sharing of life skills/mentorship from Kendall Murphy, Roger Steele Sr. and others. Not to mention free food, music and more.

Following this success, Troon introduced Cheyenne Woods as the Guest Star in 2023, bringing out 150+ juniors for an afternoon of Q&A, instruction, autographs and fun.

Troon is committed to hosting the 5th Annual Kids Clinic in 2026, with Cheyenne Woods returning for the fourth straight year!











CASE STUDY



BOBBY JONES GOLF CLUB

CITY OF SARASOTA, FL

CLIENT SINCE: *2021*

BACKGROUND

In its prime, Bobby Jones Golf Club in Sarasota attracted visitors worldwide, including celebrities like Babe Ruth and Paul Azinger. However, it fell into disrepair due to funding issues and reduced attendance, especially after closing during the COVID-19 pandemic. In May 2020, the City opened the site for community use, while the golf course remained closed.

In January 2022, Sarasota City Commissioners voted to renovate the original 18-hole Donald Ross Golf Course and hired Richard Mandell for the renovation. They also planned to add a 9-hole short course and build a new clubhouse and restaurant, while establishing a conservation easement to protect over 100+ acres the land from development, much of it for a dedicated nature park. To ensure effective management, the City sought a professional firm for renovation oversight, selecting Troon in Q4 of 2021 through a competitive RFP process.

IMPLEMENTATION

Leaning on extensive renovation and development experience, Troon provided significant oversight support for the City, working with Richard Mandell (golf course architect) and City Staff to provide ongoing golf course renovations, oversee the grow-in of the course turf, prepare for reopening, and provide management services upon opening. Over the first 24-months, Troon's responsibilities included:

- Providing input on final design, and oversight of construction, ensuring all renovations were completed according to plan
- Completed Market Evaluation & Analysis to help finalize renovation plans - resulting in the design of a restored 18-hole golf course, new 9-hole short course, expansive putting course, and expanded driving range facility
- Completion of Development and Operating budget, providing cost estimates for all stages from pre-construction to opening
- Advised on clubhouse design plans and architect selection
- Procured equipment purchasing, providing significant cost-savings
- F&B Operational Concepting plans and Food Service Design plans via RealFood Hospitality, Strategy & Design

- Grow-in & Opening
- Opening & On-going marketing plan, including construction of new website, course mobile app, and re-opening PR Campaign
- Sourcing & hiring ALL staff (including GM, Superintendent, Head Golf Pro) as none remained from before the course closure

RESULT

Bobby Jones Golf Course reopened to the Sarasota community on December 15, 2023, following a $20 million renovation. Mayor Liz Alpert remarked, “I was elected in 2015, and I can tell you we were talking about renovating Bobby Jones way back then.” The renovation budget included $12.5 million from a city-issued bond, a $3 million grant for wetlands improvement, and a $487,500 grant from the Florida Department of Environmental Protection. Once viewed negatively, the golf club is now a 307-acre nature preserve with wetlands, walking trails, and conservation status. It received an Environmental Excellence Award from the American Society of Golf Course Architects for its positive environmental impact, with a community clubhouse expected to be completed by 2025.

The first full year of operations was nothing but success for Troon and the City, exceeding all lofty expectations. In 2024, Bobby Jones exceeded budget in all categories:

54,000+ ROUNDS | **$4.3M REVENUE** | **$1.3M NOI**

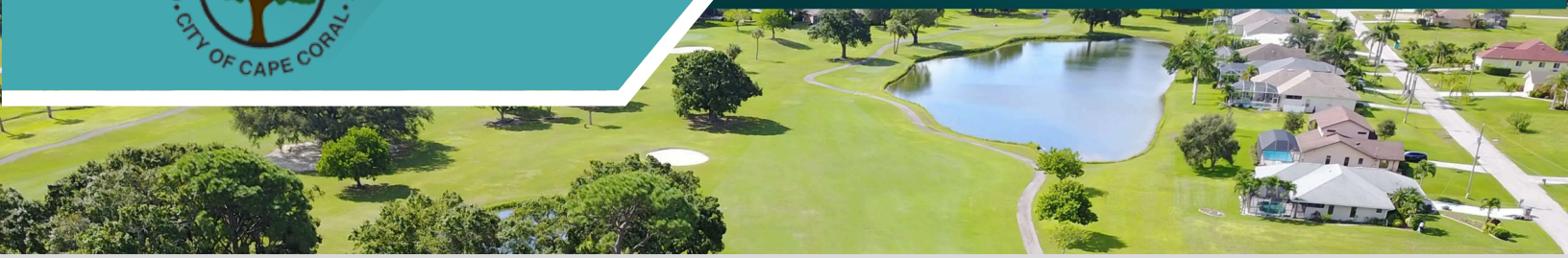








CASE STUDY



CORAL OAKS GOLF COURSE

CITY OF CAPE CORAL, FL

CLIENT SINCE: *2023*

BACKGROUND

Opened in 1988 and owned by the City of Cape Coral, Coral Oaks Golf Course is a beloved 18-hole, Arthur Hills-designed municipal facility nestled in Northwest Cape Coral. Though the course has long served residents and visitors alike, challenges in recent years—including aging infrastructure, financial inefficiencies, and growing competition—prompted the City to evaluate new management strategies. For years, City officials grappled with how best to improve conditions at Coral Oaks, issuing multiple RFPs for maintenance contractors and golf consultants without landing on a clear direction. After a prolonged period of indecision, the City ultimately issued a third RFP—this time seeking a full-service management partner capable of delivering lasting solutions. In 2023, after a competitive selection process, Cape Coral awarded the contract to Troon, entrusting the firm to elevate course conditions, enhance service levels, and improve fiscal performance while preserving Coral Oaks' role as a valued community amenity.

IMPLEMENTATION

Upon assuming management of Coral Oaks Golf Course in 2023, Troon launched a full operational transformation focused on elevating course conditions, improving the guest experience, and restoring financial sustainability. Key initiatives included:

- Conducted a comprehensive facility audit and developed a 10-year capital improvement plan prioritizing course infrastructure and long-term asset sustainability
- Introduced a new website, a course-specific mobile app, and modernized marketing tools to improve customer engagement and increase rounds
- Implemented new tournament offerings, player development programs, and community events to drive traffic and strengthen Coral Oaks' position as a recreational hub
- Replaced long-term, pensioned City staff with a fully new team of Troon-trained professionals, including a new General Manager and Superintendent
- Delivered proprietary service training across all departments to ensure a consistent, elevated guest experience
- Upgraded agronomic practices and maintenance standards across the course to improve playability and aesthetics year-round

- Integrated Troon's operational systems for purchasing, staffing, and reporting, enabling cost savings and transparency
- Maintained open collaboration with City officials, providing clear performance benchmarks and actionable insights

RESULTS

In its first 12 months under Troon's management, Coral Oaks Golf Course achieved a remarkable financial and operational turnaround. The facility reversed an average annual loss of $450,000 and posted a net profit north of $500,000—a $1 million+ swing in bottom-line performance. Course conditions significantly improved, driving increased play and renewed interest from the local community.

Staffing and service delivery were transformed, earning strong praise from the City of Cape Coral. Parks Superintendent Steven Rauh stated:

> "The operations from the clubhouse to the course have never run so smoothly, and both the data and feedback solidify that... The City looks forward to more exciting things to come for our municipal course, residents, and visitors."
>
> - Steven Rauh, Cape Coral Parks Superintendent

With momentum building, the City now views Coral Oaks not as a financial burden, but as a successful and sustainable municipal amenity. In early 2025, City Council began evaluating a proposed $2.5 million investment into a new irrigation system—further evidence of their renewed confidence in the course's long-term value and Troon's stewardship.

Public Golf Courses

CASE STUDY



MECKLENBURG COUNTY

CHARLOTTE, NC

CLIENT SINCE: *2024*

COURSE(S): *HARRY L. JONES; CT MYERS; SUNSET HILLS; CHARLIE SIFFORD*

BACKGROUND

In 2023, as its long-term lease approached its expiration, Mecklenburg County issued an RFP for Harry L. Jones, Sunset Hills, Charlie Sifford, and CT Myers Golf Courses. Following a site visit during the RFP process, Troon recognized a unique opportunity to reimagine the Courses through a "Community First" lens – one that prioritized the patrons who had supported the Courses for so many years. With this commitment in mind, Troon approached The First Tee of Greater Charlotte ("The First Tee") to form a strategic partnership in responding to the RFP, aligning our shared vision to positively impact all patrons, especially youth participants, through golf. Ultimately, Troon & The First Tee were selected to operate and maintain the Courses for an initial 20-year term.

IMPLEMENTATION

At the heart of Troon's proposal was a commitment to elevating the community golf experience - not only through course improvements and operational excellence, but also through impactful programming enhancements. A key element of this plan included an annual contribution of 2% of revenues to support The First Tee 's initiatives. Reinforcing this shared commitment to youth golf, The First Tee donated $250,000 in to enhance practice facilities across the Courses, ensuring long-term benefits for the next generation of golfers. After being selected to take over operations, Troon implemented strategic initiatives that led to a swift and effective turnaround of both the Courses and their reputation.

- Addressed key deferred maintenance projects such as cart paths and bunkers to improve the playability and visual appeal of the Courses
- Developed a cohesive brand and launched a new website for "Mecklenburg County Golf," significantly enhancing brand recognition and awareness across all Courses
- Introduced a mobile app for convenient access and booking options
- Implemented a bold marketing campaign and strategic event schedule to attract new golfers to the courses and reengage the local golf community

RESULTS

Troon's impact was felt immediately upon taking over operations, as we addressed long-overdue deferred maintenance and significantly elevated course conditions - improvements that were a warm welcome by both the County and its patrons. The financial results have been equally as impressive. In Troon's first full year of operations, we increased total golf revenue among the 4-course portfolio by an astounding $1.7M, driven by noticeable growth in rounds (12.4% increase) and rate. The strong financial performance has, by plan, enhanced our ability to directly give back - underlining our support of the First Tee's mission and impact in the community. We are proud of the impact we've already made in the early stages of this 20+ year partnership and firmly believe this unique model will set a new standard for municipal golf operations nationwide.

JUSTIN THOMAS CLINIC

Ahead of the 2024 Wells Fargo Championship at Quail Hollow Club, Justin Thomas hosted a clinic for participants, further reinforcing the commitment to youth engagement and development in the game. The event was organized for kids ages 5 to 18 from all backgrounds to build confidence both on and off the course. Daniel Fogarty, Executive Director, said "I always say the world doesn't need any more golfers, but we need better people, And that's why we exist - to use the game of golf to create better people."

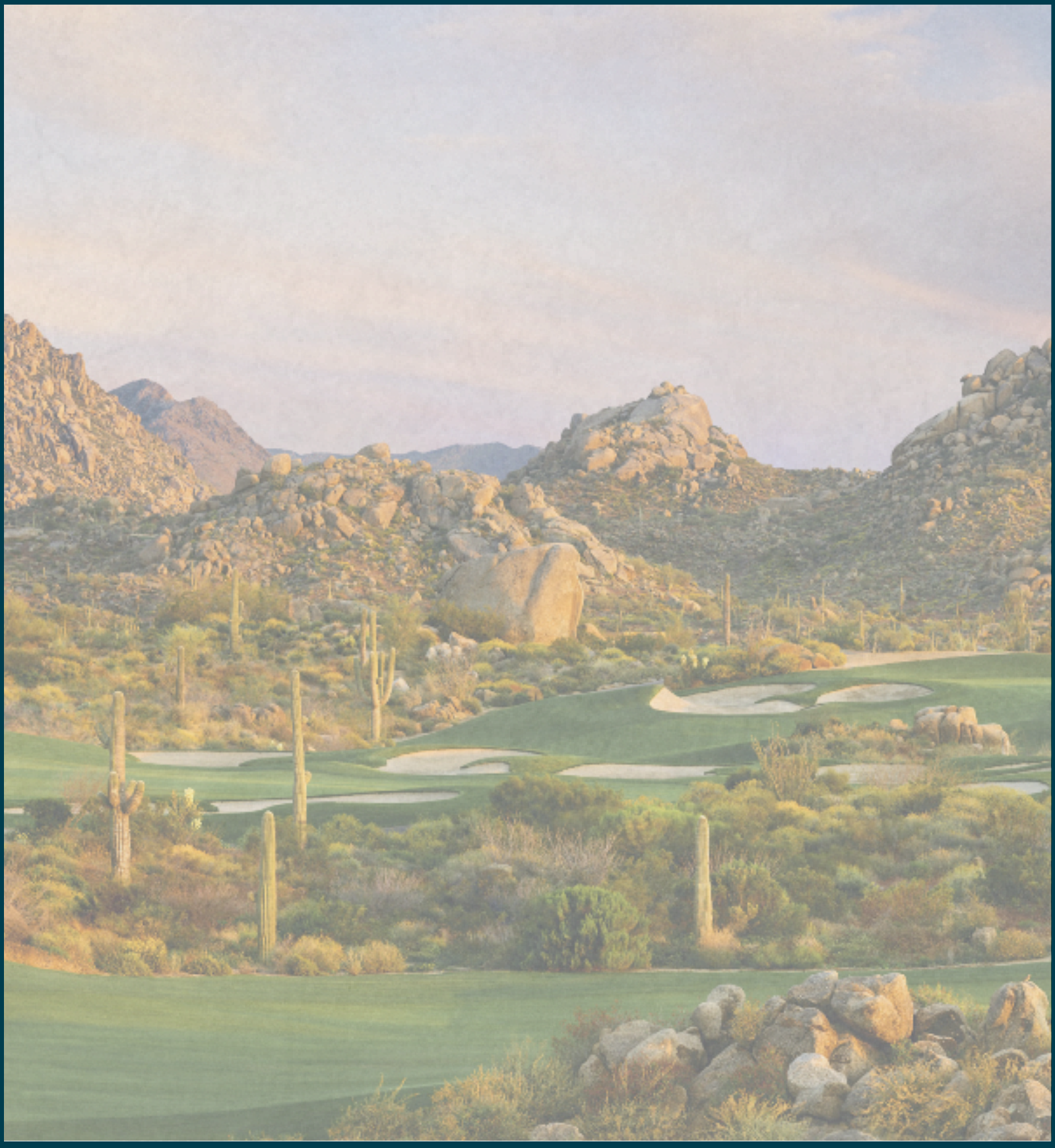






"Just being here with these kids today and seeing how many of them love the game of golf, I felt like it was going to be put to good use and hopefully inspire the youth."

Justin Thomas



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City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.4

Department CITY ATTORNEY **Division**	**Amount** **Org/Account #**
Subject: PRESENTATION - PROPOSED CHARTER AMENDMENTS	
Presenter: **Marcus Duffy, City Attorney**	
Attachments: 1. Ordinance	
Background: On February 24, 2026, the City Council received a report from the Charter Review Committee outlining proposed amendments to the City Charter. Following extensive discussion, the City Council directed the City Attorney to prepare an ordinance reflecting the proposed changes. The ordinance is included with this item for consideration.	
Recommended Action: **FOR PRESENTATION AND DIRECTION**	

ORDINANCE 2025-__

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF PALM, COAST, FLORIDA, SUBMITTING TO THE ELECTORS OF PALM COAST PROPOSED AMENDMENTS TO THE CHARTER OF THE CITY OF PALM COAST WHICH SHALL BE CONSIDERED BY BALLOT; PROVIDING BALLOT TITLES AND SUMMARIES FOR THE PROPOSED CHARTER AMENDMENTS; PROVIDING FOR DIRECTION TO THE CITY CLERK; PROVIDING FOR CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE FOR THE APPROVED AMENDMENTS.

WHEREAS, pursuant to the City Charter, the City of Palm Coast established a Charter Review Committee to review the City Charter and make recommendations to the City Council for proposed amendments thereto; and

WHEREAS, the Charter Review Committee reviewed, considered, studied, and analyzed the City Charter and received public input during its multiple public meetings; and

WHEREAS, on January 31, 2026, the Charter Review Committee submitted its final report, with recommendations to the City Council; and

WHEREAS, on February 24, 2026, at a public workshop wherein the City Council reviewed the final report and recommendations, received public comment, the City Council accepted the final report, modified certain proposed charter amendments, and directed the City Attorney to prepare an appropriate ordinance to place the proposed charter amendment before the registered voters of City of Palm Coast at the election to be held on November 3, 2026; and

WHEREAS, as a result of the input, recommendations, and advice received during this public process and after careful deliberation and consideration, the City Council finds that it is in the best interests of the public health, safety, and welfare of the citizens of Palm Coast to propose revisions to the Palm Coast City Charter in accordance with Article IX of the Palm Coast City Charter and Section 166.031, Florida Statutes; and;

WHEREAS, the City Council finds that the proposed ballot questions and summaries should be submitted to the City electorate for its consideration and final approval or disapproval; and;

WHEREAS, the City Council of the City of Palm Coast desires to put to a vote of the citizens the issue of whether the Charter should be changed as proposed by the City Council following the afore described public process; and

WHEREAS, Section 166.031, Florida Statutes, provides that the governing body of a municipality may, by ordinance, submit to the electors of said municipality proposed amendments to its Charter, which amendments may be to any part or all of its Charter; and

WHEREAS, Article IX of the City Charter provides that amendments to the Charter may be submitted to the electors by a majority vote of the Council members, and if the proposed amendments are approved by a majority of the electors, the amendments shall become law; and

WHEREAS, the City Council of the City of Palm Coast, Florida, hereby finds this Ordinance to be in the best interest of the public health, safety, and welfare of the citizens of Palm Coast.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF PALM COAST THAT:

SECTION 1. REFERENDUM ELECTION. The City Council of the City of Palm Coast, pursuant to Section 166.031 Florida Statutes, hereby proposes and approves amendments to the Charter of the City of Palm Coast, which proposed amendments to the Charter of the City of Palm Coast to be submitted to the electorate for consideration, which proposed amendments and the complete text thereof, as amended, are set forth in Section 2 below. Additions are shown with underlining, deletions are shown with strike through type, and asterisks (***) indicate an omission from the existing text which is intended to remain unchanged. Each question shall be voted on separately and approved or disapproved based on its own merit. Such referendum election shall be held in conformity with the laws of the State of Florida. The Supervisor of Elections of Flagler County is to coordinate all matters of said referendum election with the Palm Coast City Clerk, pursuant to the Interlocal Agreement between the City and the Supervisor of Elections.

SECTION 2. AMENDMENT TO CITY CHARTER. The form of the ballot for the Charter Amendments proposed in this Ordinance shall be as follows:

City Charter Amendment 1:

TITLE:

AMENDING ARTICLE IV(7)(d) OF CITY CHARTER ESTABLISHING PROCEDURES FOR REMOVAL OF COUNCIL MEMBERS OR MAYOR.

SUMMARY:

Shall Article IV(7)(d) of the City Charter be amended to authorize City Council, by supermajority vote after three censures, to request the Governor remove a Council member or Mayor for: loss of qualifications; felony or certain misdemeanor convictions; ethics violations; or unexcused absences from three consecutive or six annual meetings? This establishes a formal local process to initiate state-level removal for misconduct or neglect of duty.

Shall the above-described Charter Amendment be adopted?

Yes _____

No _____

Text Revisions: (Double Underline texts added to the Charter and strikethrough text are removed).

****

Art. IV, (7)(d) Removal From Office.

(d) Removal From Office. The Council may request the Governor of Florida to remove the Mayor or any other Council member from his/her office, as determined by a vote in the affirmative of a super majority of the Council, acting as a body, after issuing a minimum of three censures determining that he/she:

1. Lacks any time, or fails to maintain during his/her term of office, any qualification for the office prescribed by this Charter or otherwise required by law;

2. Is convicted of a felony, or enters a plea of guilty or *nolo contendere* to a crime punishable as a felony, even if adjudication of guilt has been withheld;

3. Is convicted of a first-degree misdemeanor arising directly out of his/her official conduct or duties or enters a plea of guilty or *nolo contendere* thereto, even if adjudication of guilt has been withheld;

4. Is found to have violated any adopted City standard of conduct or the Florida code of ethics established for public officials; or

5. Is absent from three consecutive Council business meetings or six business meetings within a twelve-month (12) period without being excused by the Council.

****

City Charter Amendment 2:

TITLE:

AMENDING CITY CHARTER ARTICLE IV (7)(e) PROCEDURES FOR FILING CITY COUNCIL VACANCIES AND SPECIAL ELECTIONS.

SUMMARY:

Shall Article IV(7)(e) of the City Charter be amended requiring a special election within 90 days for City Council vacancies occurring more than six months before a general election? Vacancies within six months of a general election shall be filled by appointment, followed by a special election within 90 days of the new Council taking office. Prohibits special elections during General Election years from April 15 through November 30 to ensure efficient election administration.

Shall the above-described Charter Amendment be adopted?

Yes _____
No _____

Text Revisions: (Double Underline texts added to the Charter and strikethrough text are removed).

***

Article IV, (7)(e) Filling of vacancies.

(1) If, for any reason other than recall or assuming the office of Mayor, a vacancy occurs in the office of any council seat ~~within the first two years of a term the office shall be filled by appointment within 90 days following the occurrence of such vacancy by majority vote of the remaining Council members. If said vacancy occurs within six (6) months of the next regularly scheduled election, the remaining Council members may delay the appointment. Such appointments shall last until the next regularly scheduled election, at which time the seat shall be declared open and an election held for the remaining two years of the original term, thus continuing the original staggering of district seats.~~ the following procedures shall apply based on the timing of the vacancy:

(a) Vacancies More Than Six Months Before a General Election: A special election for the vacant council seat shall be held within 90 days of the occurrence of the vacancy. The City Council shall, by resolution, fix the time for holding such election for the remainder of the unexpired term.

(b) Vacancies Six Months or Less Before a General Election: If a vacancy occurs six (6) months or less before the next regularly scheduled General Election, the vacant seat shall be filled by appointment by a majority vote of the remaining Council members within 90 days of the vacancy.

(c) Post-Election Mandate: Any person appointed under subsection (b) shall serve only until a successor is elected. A special election for the remainder of the original unexpired term shall be held within 90 days after the newly elected City Council takes office following the General Election. This ensures the continued staggering of district seats as originally established.

(d) Election Blackout Period: Notwithstanding any other provision of this section, in any even-numbered year (General Election year), no special election shall be scheduled or held between April 1 and November 30. If the 90-day window for a special election (as required in Section (a) or (b) overlaps with this Blackout Period, the deadline to hold said election shall be automatically extended to ensure the election occurs within 90 days following the swearing-in of the new City Council in November.

~~2. If, for any reason other than recall or assuming the office of Mayor, a vacancy occurs in the office of any Council seat within the last two years of a term, the office shall be filled by appointment within 90 days following the occurrence of such vacancy by majority vote of the remaining Council members. If said vacancy occurs within six (6) months of the next regularly scheduled election, the remaining Council members may delay the appointment. Such appointments shall last until the next regularly scheduled election, at which time the seat shall be declared open and an election held for the regular four-year term.~~

***

City Charter Amendment 3:

TITLE:

AMENDING THE CITY CHARTER TO INCREASE CITY COUNCIL'S UNFUNDED CONTRACTING AUTHORITY TO $30,000,000.00.

SUMMARY:

Shall Art. VI (3) (e) of the City Charter be amended to increase the Council's unfunded contracting authority from $15,000,000.00 to $30,000,000.00 and extend the term from 36 months to 30 years? Unfunded multi-year or lease-purchase contracts exceeding these limits shall require voter approval via referendum. The $30,000,000.00 threshold shall be adjusted annually for inflation (CPI), rounded to the nearest $1,000.00

Shall the above-described Charter Amendment be adopted?

Yes _____
No _____

Text Revisions: (Double Underline texts added to the Charter and ~~strikethrough~~ text are removed).

Article VI, (3) (e) Limitations to Council's Contracting Authority.

***

e) Limitations to Council's Contracting Authority. Unless authorized by the electors of the City at a duly held referendum election, the Council shall not enter into lease-purchase contracts, or any other unfunded multiyear contracts, the repayment of which: extend in excess of ~~36~~ 30 ~~months~~ years ; or exceeds ~~$15,000,000.00~~ $30,000,000.00. As of each October 1 thereafter, the amount of the "Contracting Limit" in effect shall be adjusted to reflect the percentage change in the Consumer Price Index (U.S. City Average All Workers) by using the most recent available information for the prior 12 month period. This adjustment shall be calculated using the most recent available data for the preceding 12-month period. The adjusted amount shall be rounded to the nearest $1,000 and shall serve as the effective Contracting Limit for the following fiscal year.

***

SECTION 3. The proposed amendments, the ballot titles and summaries of the proposed amendments to the Charter, as contained in this Ordinance, shall appear on the ballot in the form of questions as set forth in Section 2 of this Ordinance

SECTION 4. SEVERABILITY. It is hereby declared to be the intention of the City Council the sections, paragraphs, sentences, clauses, and phrases of this Ordinance are severable and if any phrase, clause, sentence, paragraph, or section of this Ordinance shall be declared unconstitutional by the valid judgment or decree of a court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this Ordinance.

SECTION 5 CONFLICTS. All prior ordinances and resolutions or parts thereof in conflict with this Ordinance are hereby repealed.

SECTION 6. EFFECTIVE DATE. This Ordinance shall become effective immediately upon its passage and adoption.

SECTION 7. EFFECTIVE DATE OF CHARTER AMENDMENTS. The revised Charter provisions proposed for approval in this Ordinance shall become effective upon their approval following election of the electors of the City of Palm Coast in accordance with Section 166.031, Florida Statutes, and Article IX of the City Charter. If the electors reject an amendment, the rejected amendment shall not take effect. The City Clerk is hereby directed, upon adoption of the revised Charter, to renumber the Charter to logically organize all Charter amendments, and to promptly file the revised Charter with the State of Florida, Department of State, as required by Section 166.031, Florida Statutes.

APPROVED upon first reading on the ____ day of _____ 2026.

Adopted on the second reading after due public notice and hearing on this ____ day of ____2026.

ATTEST: CITY OF PALM COAST

_____ _____

KALEY COOK, CITY CLERK MICHAEL NORRIS, MAYOR

APPROVED AS TO FORM AND LEGALITY

_____

MARCUS DUFFY, CITY ATTORNEY

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.5

Department **Division**	COMMUNITY DEVELOPMENT ECONOMIC DEVELOPMENT	**Amount** **Org/Account #**	
Subject:	PRESENTATION - SR 100 CORRIDOR COMMUNITY REDEVELOPMENT AREA (CRA) OVERVIEW		
Presenter:	**John Zobler, Director of Community Development**		
Attachments:	1. Presentation		
Background: At the March 3, 2026, City Council Business meeting, Council requested an overview of the SR 100 CRA. Staff will provide Council with the overview as well as the results from the stakeholder meetings held on April 2, 2026. There were two opportunities to attend on April 2, a 1:00 p.m. meeting or a 5:30 p.m. meeting. The meeting was held in the Jon Netts Community Wing at City Hall.			
Recommended Action: **FOR PRESENTATION AND DIRECTION**			

SR 100 CORRIDOR COMMUNITY REDEVELOPMENT AREA (CRA)

Community Development Department

Presented by: John Zobler, Director

PALM COAST

Agenda

- Definition and Purpose
- Boundaries of the CRA
- Process to create and duration
- Funding source, administration and reporting requirements
- Typical CRA funding uses
- Periodic review of financial performance, achievements and goals
- Plan amendments
- Recommended next steps

Definition and Purpose

Under the Florida Community Redevelopment Act of 1969, to be a CRA, it must have

- a defined geographic area,
- as determined by a municipality,
- contain conditions of slum or blight,
- where redevelopment is necessary to protect public health, safety, and welfare, and
- encourage private investment.

Key Characteristics

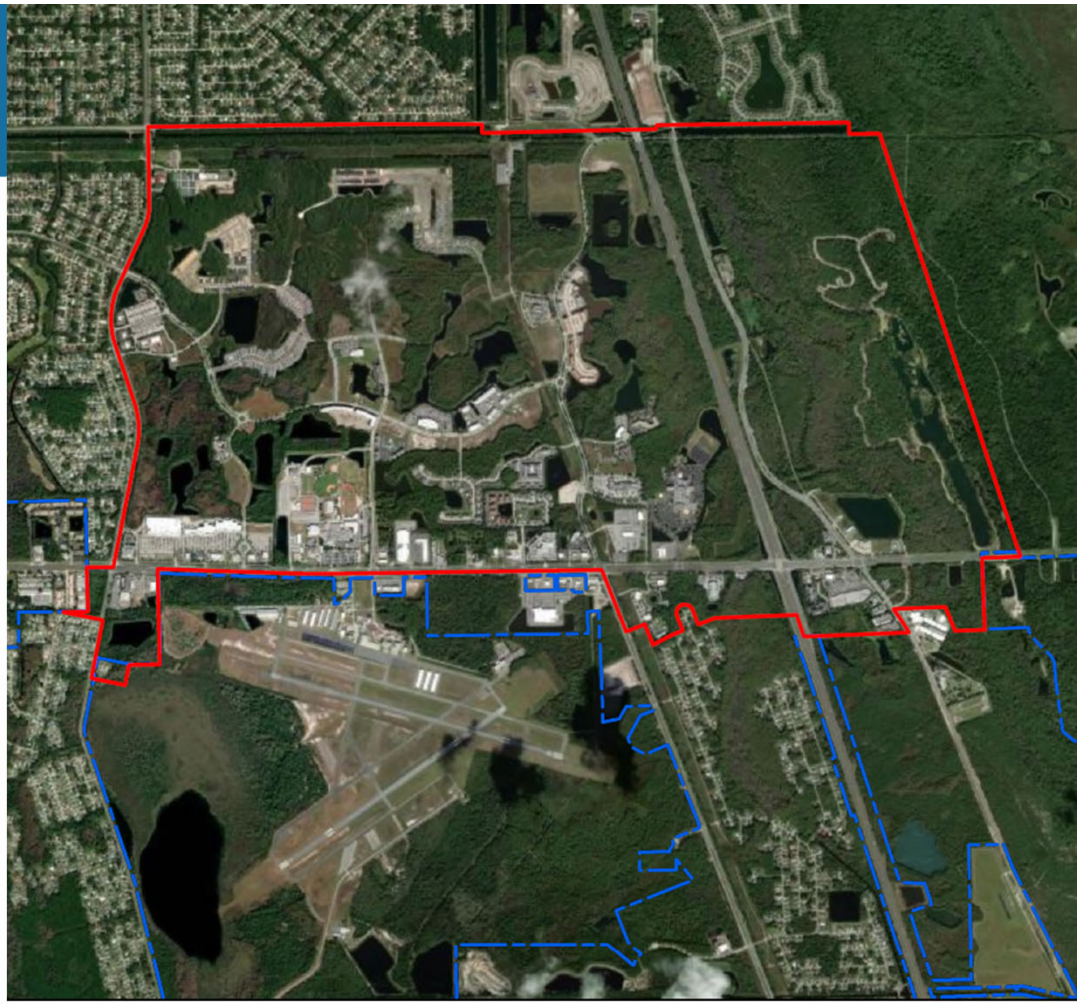
- Designated Boundary
- Redevelopment Plan
- Tax Increment Financing (TIF)
- Governance
- Eligible Activities
- Limited Duration

PALM COAST

BOUNDARY

OF

SR 100 CRA



Process to Create a CRA

1. Determine the Need for Redevelopment
2. Adopt a Finding of Necessity
3. Define the Proposed CRA Boundary
4. Prepare a CRA Plan
5. Establish the Tax Increment Financing Structure
6. Obtain County Approval
7. Adopt the CRA Ordinance
8. Establish the CRA
9. Create the CRA Trust Fund
10. Implement Redevelopment Projects

Tax Increment Funds (TIF)

1. Establish the Base Taxable Value: Taxes from Base Taxable Value continue to fund County and City
2. Determine Current Year Taxable Value
3. Calculate the Taxable Value (Increment): Increment = Current Value – Base Year Value
4. Apply the Participating Millage Rates
5. Calculate Annual TIF Revenue: Annual TIF = Increment Value x Combined Millage
6. Deposit Funds Into the CRA Trust Fund
7. Reinvest Funds Within the CRA

2004 CRA Plan Capital Improvement Plan

Projects	Completion Status
▪ SR 100 Enhancements	Yes
▪ Bulldog Drive Land Acquisition and Beautification	Yes
▪ Midway Park Land Acquisition	Yes
▪ Whispering Pines Land Acquisition	Yes
▪ High School Buffer/Landscaping	Yes
▪ Underground Electric Lines	No
▪ SR 100 Service Road	No
▪ Old Kings Road Streetscape	No
▪ Seminole Woods Parkway Streetscape	No

Actual SR 100 Corridor CRA Improvements

- SR 100 Landscape and Signalization Mast Arms
- Bulldog Drive Corridor Reconstruction
- Southern Recreation Center (partial funding support)
- Innovation Kick Start Program
- Slum and Blight Removal (Acquisition and Demolition)
  - Whispering Pines
  - Midway Park
- Proposed improvements forthcoming to Town Center Blvd. near Imagine School

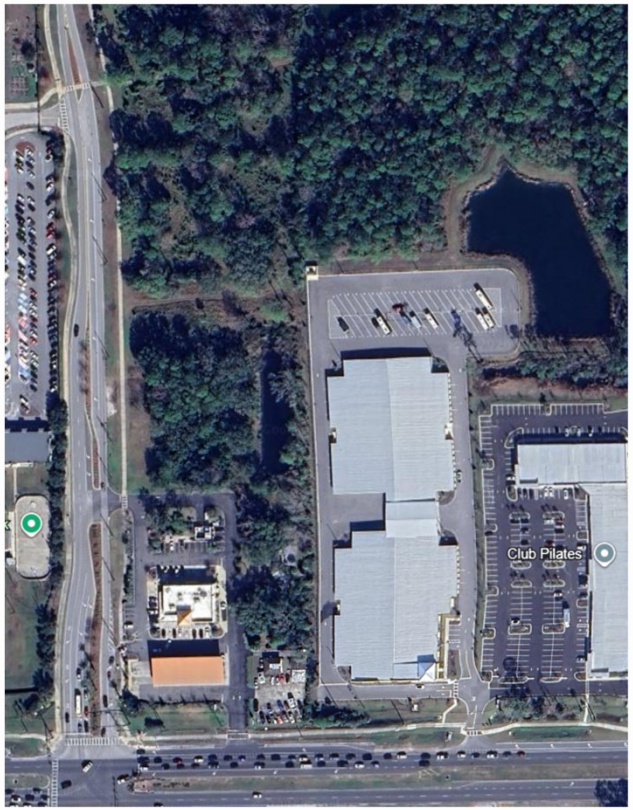
PALM COAST

Bull Dog Drive/Midway

2005



2025



2005 Whispering Pines 2025





Periodic review of financial performance, achievements and goals

- Tax Increment Revenue Projections
- Annual Increment
- Cumulative Tax Increment
- Review of Improvements Provided and Alignment with the Plan
- Review Plan Goals and Confirm Appropriateness Based on Changing Needs or Economic Conditions

SR 100 Corridor CRA – 2025 Data			
Projected	**Actual**	**Shortfall**	**Variance ($)**
$ 1,128,307,281	$286,651,932	$839,691,351	74.40%

FY 2025 | CRA TIF & County/City Tax: Projected vs. Actual			
Projected	**Actual**	**Shortfall**	**Variance ($)**
$ 7,617,514	$2,910,395	$4,707,119	61.80%

From Inception | CRA TIF: Projected Revenues vs. Actual			
Projected	**Actual**	**Shortfall**	**Variance ($)**
$161,768,828	$33,172,656	$128,596,172	79.50%

HISTORICAL AND CURRENT DEBT

Loan # 1 (Refinanced FY 13)
BB&T Bank Loan
$4,000,000
(+$2,000,000 refi. FY 13)
Original closing date:
December 18, 2009
Payoff Date:
September 30, 2019
PAID IN FULL

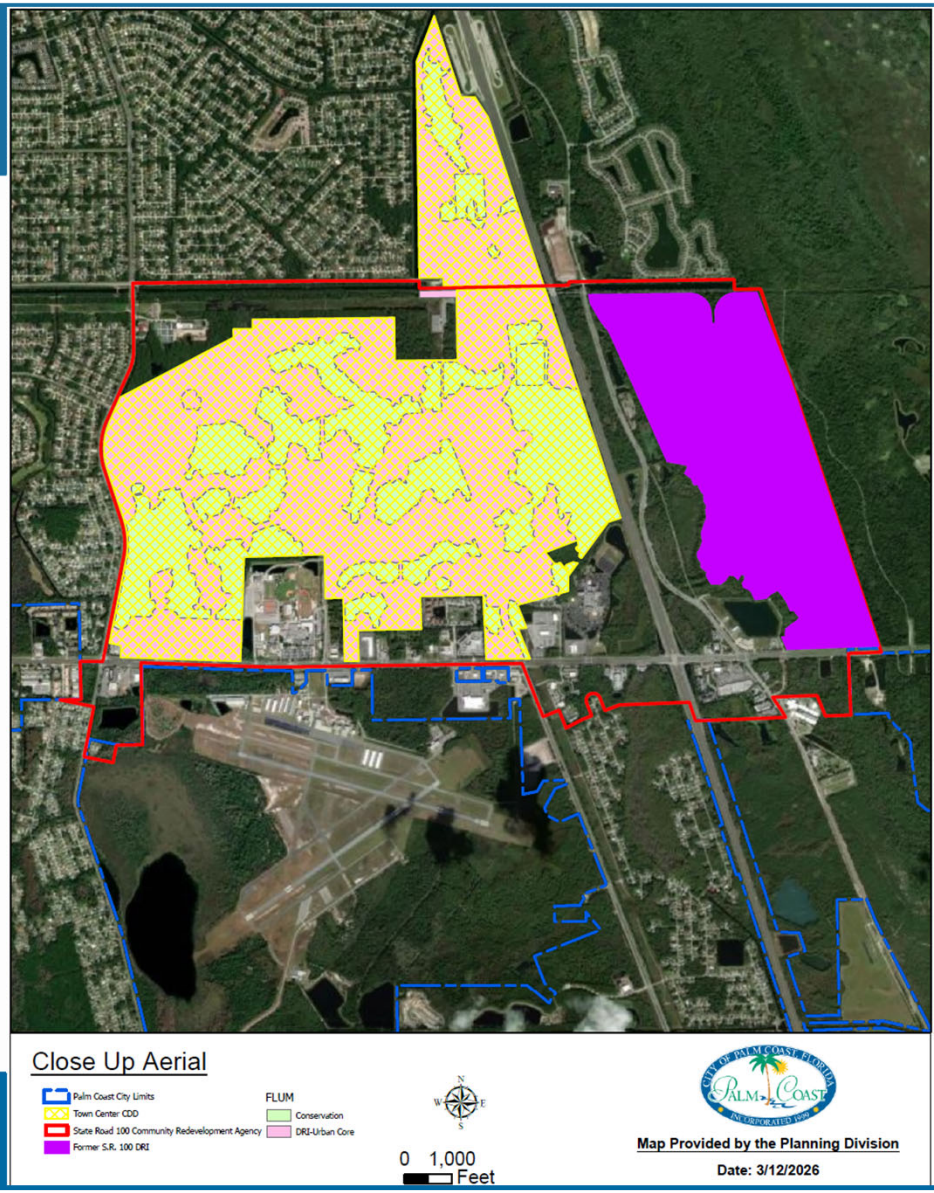
Loan # 2
Ameris Bank Loan
$5,839,000
Original closing date:
January 23, 2014
Payoff Date:
September 30, 2028
Balance as of:
September 30, 2025
$2,409,809

ADDITIONAL INTERNAL CRA DEBT

- Lehigh Trailhead:
  Paid to date (FY25): $632,620
  Amount due (FY26+): $100,754
- Southern Recreation Center:
  Paid to date (FY25): $4,318,635
  Amount due (FY26+): $2,163,664
- Cultural Arts:
  Paid to date (FY25): $0
  Amount due (FY26+): $71,563
- YMCA:
  Paid to date (FY25): $0
  Amount due (FY26+): $1,401,300
- Kickstart Program:
  Paid to date (FY25): $1,505,100
  Amount due (FY26+): $2,845,000
- Incentive (MEDNEX):
  Paid to date (FY25): $1,450,000
  Amount due (FY26+): $0

SR 100 Corridor CRA Boundaries

- South by SR 100
- North by Royal Palms Parkway
- East by Old Kings Road
- West by Belle Terre Parkway



- The majority of developable lands are in the Town Center Community Development District (CDD)
- CDD typically deals with large scale development
  - Town Center
  - Central Landings
  - Palm Coast Landings (aka Target Center)
  - Pointe Grande at Town Center
  - Hilton Garden Inn
  - The Palms
  - SOL Landing
  - The Promenade

TOWN CENTER CDD HAS ADDITIONAL REQUIREMENTS

Land Use	Approved	Entitlements Remaining to be Built Out
Residential	3,575 Units	496 Units
Office	1,285,417 Sq. Ft.	586,122 Sq. Ft.
Retail/Commercial	1,909,240 Sq. Ft.	1,205,045 Sq. Ft.
Non-Retail Commercial	1,195,000 Sq. Ft.	977,003 Sq. Ft.
Institutional	625,000 Sq. Ft.	290,000
Movie Theater	2400 seats	0 seats
Lodging	480 rooms	355 rooms
Assisted Living	485 beds	283 beds

- Valuable but costly entitlements
- Adds development approval hoops
- Relations between CDD and City
- Lack of CDD promotion
- Low carrying costs

CRA Management History

- Changing City Councils
- Changing City Administrations
- Decentralized Management
- Infrequent reviews of
  - The Plan
  - CRA Board and public review of Plan
  - Assessments and strategy reviews
- Failure to identify and pursue focused development of key catalytic sites
- Lack of
  - Grant diversity to address multiple fronts
  - Growth to cover services and implement moving plan forward

What tools can be developed to help even the playing field and accelerate growth

- Façade Improvements
- Signage Grants
- Entertainment Grants
- Vertical Development Incentive Grants
- Urban Core Tenant Improvement Grants
- Redevelopment Grants

PALM COAST



CRA SUNSETS 2034

Recommended Next Steps

- Centralize CRA Management
- Refine consultant tasks needed
  - Receive CRA Board direction
  - Confirm financial analysis and projections
  - Identify key strategic sites – realign Plan
  - Verify adequate infrastructure
  - Review boundary area
  - Analyze sunset date
  - Execute a contract for services
- Perform the requested services
- Present updated and revised CRA Plan to the CRA Board
- Approve a CRA Plan
- Staff Implementation of the Plan
- Monitor funding and achievement of Plan goals over next five years
- Update CRA Board annually

City of Palm Coast, Florida
Agenda Item

Agenda Item: E.6

Agenda Date: April 14, 2026

Department **Division**	COMMUNITY DEVELOPMENT PLANNING	**Amount** **Org/Account #**	
Subject:	PRESENTATION - DEVELOPMENT OPTIONS FOR DUPLEX ZONED LOTS		
Presenter:	**Estelle Lens, A.I.C.P, Senior Planner, Phong Nguyen, PTP, Planning Manager**		

Attachments:

1. Presentation

Background:

At the March 10, 2026, City Council Workshop staff provided a presentation of Land Development Code (LDC) regulations regarding duplex lots, drop lots and the role of the Land Use Administrator. Council requested that staff prepare options for the development of duplex zoned lots. This presentation will provide options for City Council's consideration.

Recommended Action:

FOR PRESENTATION AND DIRECTION

Duplex Zoned Lots
Development Options

Community Development Department
City Council Workshop
April 14, 2026

Duplex Lots

Purpose of the Duplex Zoning District:

LDC Chapter 3 - Zoning, Uses, and Dimensional Standards

LDC 03-02-01. Purpose of districts.

03.02.D. *Duplex (DPX).* The purpose of the Duplex District is to provide areas for two-family residential structures, combined with single-family and attached homes, in medium-density residential neighborhoods.

Development Options

Current options allowed:

1. One duplex structure on the lot with single ownership
2. One duplex structure on the lot – split the lot for dual ownership
    a. Must be legally subdivided per Chapter 2
    - Sec. 2.08.03. Non-statutory land subdivision review procedures
    b. Duplex structure, when the lot & structure are split, the duplex is then considered two townhouses.
    - Must meet fire wall building code. (Two-hour fire wall vs. one-hour fire wall.)
    - Must have separate electric meters for each unit
    - Must have separate water and sewer lines for each unit

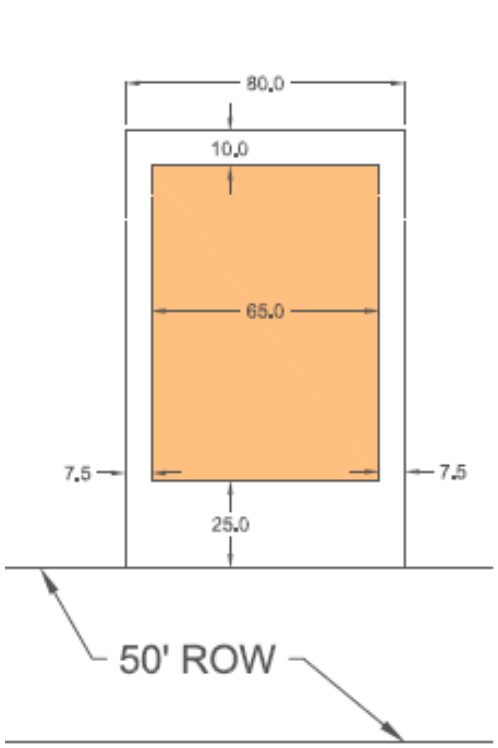
Development Options

Proposed New Option:

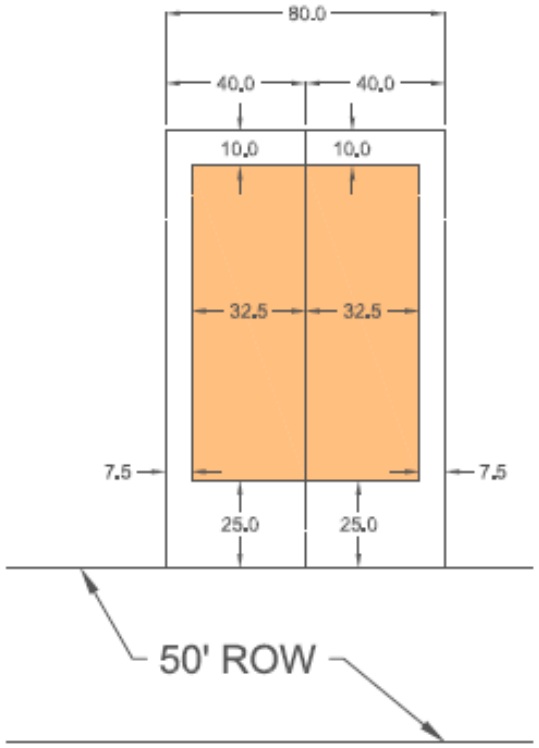
Option no. 3: Allow all originally platted ITT lots that are zoned Duplex and meet the minimum duplex lot standards to be legally subdivided into two lots and have (detached) single family residential homes constructed on each divided portion. Development standards will include:

- 40’ minimum width
- 4,000 SF minimum lot area
- 1,000 SF minimum living area
- 1 car garage
- Min. side yard setback from the newly created property line between the residences on a split duplex lot = 5 feet. (All other setbacks and regulations must be met, ie. driveways, landscaping, etc.)

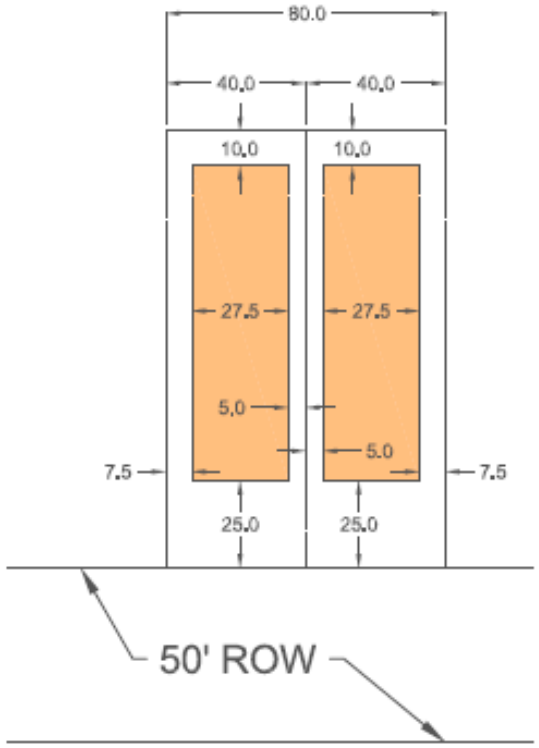
Duplex Lot Configurations



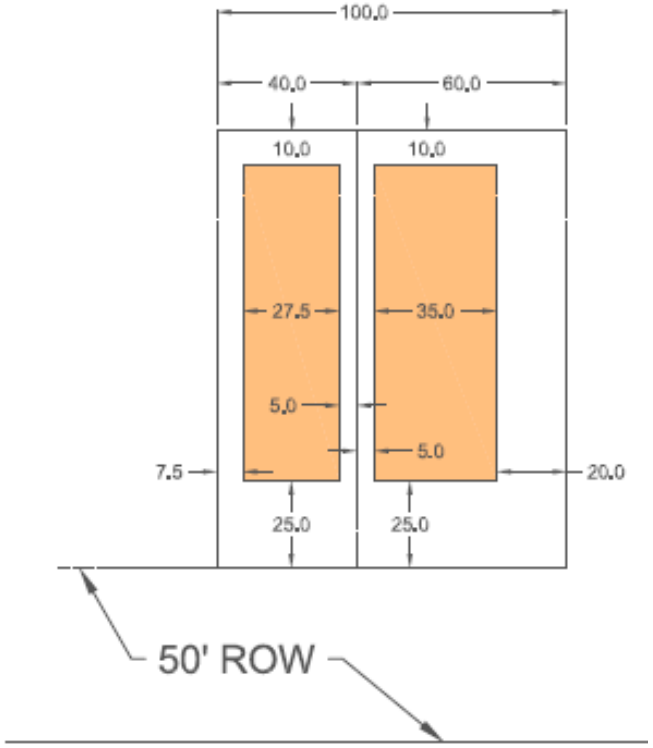
DUPLEX BLDG
W/ 1 OWNER



DUPLEX BLDG
W/ 2 OWNERS



2 SF LOTS *



2 SF LOTS
W/ CORNER LOT *

* Note that the min. side yard setback between the single-family residences on a split lot is proposed to be reduced to 5 feet

Development Options

Proposed New Options:

Option no. 4: Allow the lot split described on prior slide, Option no. 3, only if the homes on the split lot will be used for affordable housing.

a. Prior to approval of the lot split, the owner will enter into an agreement with the City to ensure compliance with affordable housing requirements addressing items such as:

- Area Median Income (AMI) ie. 80%
- Determine Affordability Period to remain affordable, ie. 10 or 15 years

- Neither option will increase the density allowed on these lots.

Recommend Options 3 or 4 with a footnote added to LDC Table 3-3

Table 3-3: Residential Zoning Districts-Dimensional Standards

Standard	SFR-1	SFR-2	SFR-3	SFR-4	SFR-5	EST-1	EST-2	AGR	MHD	DPX	MFR-1	MFR-2
Minimum Lot Size	6,000 sq. ft.	7,500 Sq ft.	10,000 sq. ft.	12,000 sq. ft.	20,000 sq. ft.	1.0 Acre [1]	2.5 Acres [1]	5 acres [2]	4,000 sq. ft	9,000 sq. ft. [3/13]	2,500 sq. ft. [3]	2,500 sq. ft. [3]
Development Site Size	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 acre	N/A	3 acres	4 acres [4]
Minimum Lot Width [5]	50'	60'	80'	80'	100'	100'	150'	200'	40'	30'/80 [6/13]	25'/100 [6]	25/100 [6]
Maximum Density (units per acre) [7]	7.0	5.0	4.0	3.0	2.0	1.0	0.4	0.2	8.0	8.0	8.0	12.0
Minimum Living Area (square feet)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	600	800 [12/13]	650	650

13. Duplex zoned lots may be split following the nonstatutory lot split procedures and have a (detached) single-family residential home constructed on each subdivided portion meeting a 1,000 SF minimum with a one car garage. Min. side yard setback from the newly created property line between the residences on a split duplex lot = 5 feet. (All other setbacks and regulations must be met, ie. driveways, landscaping, etc.)

Or,

13. May refer to a newly created LDC Section where we will include the criteria required for affordable housing. (AMI, affordability period, resale formula, etc.)

Questions/Discussion/Direction from Council

- **Options remain the same**
- **Move forward with Option 3**
  - Option 4 would not be necessary
- **Move forward with Option 4**
- **Suggest alternative**

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.7

Department STORMWATER AND ENGINEERING **Division** CONSTRUCTION MGT AND ENGINEERING	**Amount** **Org/Account #**
Subject: PRESENTATION - 10-YEAR CAPITAL IMPROVEMENT PLAN (CIP)	
Presenter: **Carl L Cote, Director of Stormwater and Engineering, Brian Roche, Director of Utility**	
Attachments: 1. Utility Presentation 2. Stormwater Presentation	
Background: This is annual presentation to City Council providing them with an update on the 10-Year Capital Improvement Plan.	
Recommended Action: **FOR PRESENTATION ONLY**	

UTILITY TEN-YEAR (FY2026 – FY2035) CAPITAL IMPROVEMENT PLAN (CIP)

PALM COAST

10-Year Capital Improvement Plan (CIP)

	($'s in 1000) Five – Year CIP Project List						
	Project Types	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY26-FY30**
R&R > depreciation	Water R&R	$14,881	$23,435	$33,387	$19,836	$19,019	$110,559
R&R > depreciation	Wastewater R&R	$23,657	$20,260	$16,242	$17,416	$16,950	$94,526
Growth Driven	Water CIAC	$14,545	$25,010	$28,929	$18,343	$18,430	$105,258
Growth Driven	Wastewater CIAC	$33,537	$69,679	$100,057	$50,198	$26,543	$280,014
	Totals	**$86,621**	**$138,383**	**$178,616**	**$105,793**	**$80,942**	**$590,355**

FY2031-FY2035

- ❑ **Master Plans**
  - ❑ Environmental
  - ❑ System Optimization
  - ❑ Treatment Capacity
  - ❑ Transmission Lines
  - ❑ R&R: $40M Baseline
  - ❑ I&I / PEP Tanks
- ❑ **Facilities/MOC**

Water R&R CIP FY26 – FY30

Water System R&R Focus - $110M

- **Water Supply & Treatment Projects ($69M)**
  - Wells $10M
  - Water Treatment Plant #1: $37M
  - Water Treatment Plant #2: $13M
  - Other: $9M
- **Water Meter Projects ($17M)**
- **Other Projects ($24M)**
  - Maintenance Operations Center (MOC)
  - Backflow Preventors
  - Water Distribution Improvements
- **FY2031 – FY2035 Key Focus Areas**
  - Water Distribution Pipe Replacement
  - Advanced Metering Infrastructure (AMI)







Water CAIC CIP FY26 – FY30

Water System Expansion Focus - $105M

- **Water Supply Projects ($45M)**
  - 15+ new wells and raw water mains
- **Water Treatment Expansion Projects ($45M)**
  - WTP #1 Expansion & Sludge Thickener: $15M
  - WTP #2 Ground Storage Tank (GST) – Completed FY26: $3M
  - WTP #3 Expansion to 3.0 - 4.5 - 6.0 MGD, 2 MGD GST: $24M
  - WTP #3 Brackish Concentrate Piping: $3M
- **Other Projects ($15M)**
  - Water Main Transmission Lines
  - Upsizing Water Mains
- **FY2031 – FY2035 Key Focus Areas**
  - WTP #3 Expansion from 6.0 – 9.0 MGD
  - Potential New WTP, Transmission Lines







Wastewater R&R CIP FY26 – FY30

Wastewater System R&R Focus - $94M

- **Wastewater Treatment Projects ($20M)**
  - WWTF#1 Generator Replacement & Electrical Upgrades GMP#1
  - WWTF #1 & #2 Odor Control
- **Wastewater Pumping R&R Projects ($22M)**
  - Capital Equipment Replacement
  - Generators/Backup Pumps
  - Eductor PS Conversion
- **Wastewater Collection R&R Projects ($28M)**
  - PEP System Upgrades, Manhole Lining, and I&I Improvements
  - Florida Park Drive Gravity/Force Main
- **Other Projects ($24M)**
- **FY2031 – FY2035 Key Focus Areas**
  - WWTF#1 Advanced Wastewater Treatment (AWT): $60M, Grant Request of $20M
  - PEP Tanks





Wastewater CAIC CIP FY26 – FY30

Wastewater System Expansion Focus - $280M

- **Wastewater Treatment Expansion Projects ($225M)**
  - WWTF#1- 6.83 to 10.83 MGD GMP#2 and GMP #3
  - WWTF#3- Initial Construction of 0.5 -1.0MGD Modular
- **Wastewater Effluent & Reclaimed ($11M)**
  - Rapid Infiltration Basin (RIB)
  - Reclaimed Transmission Lines
- **Collection System and Other Project ($44M)**
  - Master Pump Stations
  - Transmission Force Mains
  - PEP Tank, Gravity Main and I&I Reduction projects
- **FY2031 – FY2035 Key Focus Areas**
  - WWTF#3 - Construction Completion and potential Expansion
  - Biosolids Facility





Wastewater CAIC: Program Management

Project Estimates						
Task	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**Total**
Task 1 – Wastewater Master Plan	$150	$350	$100	$400	$2,000	**$3,000**
Task 2 – Effluent Management Plan	$50	$150				**$200**
Task 3 – Consent Order Compliance / Technical Support (O&M)						
Task 4 – WWTF #1, Engineering / Construction Management	$6,595	$59,888	$89,194	$43,394	$0	**$199,071**
Task 5 - Preliminary Engineering Report (PER) for new WWTF #3	$200	$300	$0	$0	$0	**$500**
Task 6 - Inflow and Infiltration (I&I) - Clay Pipe, PEP System	$3,525	$3,100	$3,600	$2,604	$5,000	**$17,829**
Task 7 – WWTF#3 Initial Construction of 0.5MGD to 1.0 MGD			$1,000	$2,000	$17,000	**$20,000**
Total:	**$10,520**	**$63,788**	**$93,894**	**$48,398**	**$24,000**	**$240,600**

Program Management incorporates $240M of the $375M **Wastewater System** projects

CIP Projected Funding Source and Use of Funds

Source of Funds	FY2026	FY2027	FY2028	FY2029	FY30	FY26-FY30
Renewal, Replacement, and Improvement	$31,389	$21,894	$19,930	$21,002	$22,970	$117,184
Water Capital Facilities Fees	$14,545	$18,510	$18,254	$9,343	$6,430	$67,083
Wastewater Capital Facilities Fees	$21,942	$7,791	$16,363	$10,875	$6,543	$63,514
Grants / Other	$7,500	$4,275	$0	$0	$0	$11,775
Existing Wastewater SRF Loan	$1,800	$1,000	$0	$0	$0	$2,800
Bond Proceeds	$9,445	$84,913	$124,069	$64,573	$0	$283,000
Potential Bond Proceeds in the Future	$0	$0	$0	$0	$45,000	$45,000
Use of Funds: Capital Expenditures	**$86,621**	**$138,383**	**$178,616**	**$105,793**	**$80,942**	**$590,355**

$509 Million

10-YEAR CAPITAL IMPROVEMENT PLAN ANNUAL UPDATE



City Council Workshop
April 14, 2026

Our Core Beliefs

OUR VISION

A multigenerational community recognized as one of Florida's premier cities that values:

- **Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services.**
- **Providing exceptional amenities and standards that support a high quality lifestyle and promote cultural activities.**
- **Protecting the environment and beauty of Palm Coast while conserving natural resources.**



OUR MISSION

Delivering exceptional service by making citizens our priority.

VALUES

Pride, Accountability, Leadership, Motivated Collaborative, Ownership, Achievement, Stewardship, Trust

Pillars of Priorities

STRONG RESILIENT ECONOMY

Support the expansion and smart growth of both population and businesses to ensure success locally as well as regionally.

Improve financial strengths within the City to promote fiscal responsibility and secure future stability.

SAFE & RELIABLE SERVICES

A safe community for all is the catalyst to ensure that residents and regional visitors experience exceptional quality amenities year-round.

Recruiting and retaining a quality, talented workforce to maintain uninterrupted services to the citizens.

CIVIC ENGAGEMENT

Build a cooperative and trusting relationship between the City and the community.

Promote the opportunity for communication between the decision-makers. Enhance existing channels through which accurate and timely information is disseminated from the City.

Increase the public's understanding and support of the City's goals and strategies.

SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

Build and effectively manage sustainable infrastructure that promotes clean water, safe streets, and green infrastructure.

Anticipate the need for additional services and infrastructure. Continue to provide opportunities for development. Maintain visual appeal by caring for our land, water, air, and wildlife.



CAPITAL PROJECT FUNDS - Restrictions

Small County Surtax

- ½ percent of the 7% sales tax collected in Flagler County
- Committed for construction & improvement of public facilities
- Adopted by Flagler County ordinance and distributed according to state formula; City receives 49.847663% of tax collected
- Began 1/1/2013 and expires 12/31/2032

CAPITAL PROJECTS FUND – STRATEGY

- Existing Facility Rehabilitation and Renovations
- Focus on Critical / Urgent Need Projects
  - Buildings & Parks (AC replacements, painting, carpet replacement, sport fields & lighting improvements, and safety items)
  - IT Infrastructure
- Funding for General Fund Portion of Maintenance and Operations Center
  - Phase one of construction to be Fleet Facility & associated sitework
  - Shortfall for general fund portion of Phase Two (Public Works)
- Funding for Non-Impact Fee Share of Park & Fire Impact Fee Fund Projects
  - Provide transfers to allocate funding for non-impact fee share
- Maintain Flexibility
  - Incorporate Projects as Opportunities Arise Such as Grants

CAPITAL PROJECTS FUND – SUMMARY

CAPITAL PROJECTS FUND (expires 12/31/2032)	GL	FY 26 Proejection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-33
Prior Year Carry-over:		22,345,736	12,305,195	8,805,433	2,941,938	6,694,980	5,306,078	3,308,669
Revenues:								
Small County Surtax:		5,318,571	5,478,128	5,642,472	5,811,746	5,986,099	6,165,681	7,707,102
Other Revenue:	369302	1,175,000	-	-	-	-	-	-
Interest:		250,000	-	-	-	-	-	-
Transfers:		5,961,074	12,687,500	7,832,000	5,600,000	25,700,000	19,750,000	-
Grants:		440,000	54,000	-	-	-	-	-
Total Revenues:		13,144,645	18,219,628	13,474,472	11,411,746	31,686,099	25,915,681	7,707,102
Total Available Funds		35,490,381	30,524,824	22,279,905	14,353,684	38,381,078	31,221,760	11,015,771
Expenditures:								
Park Projects:		4,632	-	-	-	-	-	-
Park Projects - Rehab & Renewal:		875,000	-	-	-	-	90,000	2,705,000
Path & Trail Projects:		50,000	-	-	-	-	-	450,000
IT Capital Projects:		910,000	200,000	200,000	200,000	200,000	200,000	250,000
City Facility Projects:		15,932,124	19,275,000	18,527,000	7,375,000	32,875,000	27,275,000	389,000
Transfers:		4,919,274	2,144,391	610,967	83,704	-	348,091	3,347,685
Total Expenditures		23,185,185	21,719,391	19,337,967	7,658,704	33,075,000	27,913,091	7,391,685
Available Funds End of Year		12,305,195	8,805,433	2,941,938	6,694,980	5,306,078	3,308,669	3,624,086

RECREATION IMPACT FEE - Restrictions

Recreation Impact Fee

- FY25 Impact Fee Study Completed
- Current Rate is $3,164.00 per Dwelling Unit.
- Restricted to growth related projects only; projects that add new capacity, cannot be used for existing system deficiencies.
- Impact Fee can only cover 53.39% of the costs associated with growth related projects; other funding sources must provide the 46.71% balance.

Palm Coast

RECREATION IMPACT FEE FUND – STRATEGY

- **Utilize the 2023 Countywide Recreation Master Plan as Basis for Establishing Project Priorities**
  - **Additional access to the water (kayak launches, fishing piers)**
  - **Developing a new athletic complex**
  - **Adding additional restrooms: along trails, athletic fields, playgrounds**
  - **Developing more rectangle and diamond fields**
  - **Preserving open space, beaches, conservation lands, wildlife, and heritage sites**
  - **Developing new facilities and amenities: disc golf, bike parks, lighting and shade**
  - **Developing additional trail connectivity and expanding on current system**

PARKS & RECREATION
MASTER
PLAN

RECREATION IMPACT FEE FUND – STRATEGY

- Complete Grant Funded Projects
  - Waterfront Park Water Access – Additional Parking ($286,000 Grant)
  - Waterfront Park Water Access – Shade Covering ($300,000 Grant)
  - Graham Swamp Trail: Design – OKR Trailhead to Lehigh Trail ($615,698 Grant)
- Focus on Critical Needs
  - Expand Parking at Community Center & Rehabilitation/ReUse of Fire Station #22
  - Expand Parking at Indian Trails Sports Complex & Southern Recreation Center
  - Add Lighting to Baseball / Softball Fields at Indian Trails Sports Complex (ITMS)
  - YMCA Collaboration (Aquatic Facility)
- Satisfy Obligations
  - Long Creek Nature Preserve – Remaining Build-Out

RECREATION IMPACT FEE FUND – SUMMARY

RECREATION IMPACT FEE FUND	FY 26 Projection	FY 27	FY 28	FY 29	FY 31	FY 32 - 36
Prior Year Carry-over:	6,917,162	7,042,182	7,477,531	9,546,979	5,031,254	7,400,579
Revenues:						
Recreation Impact Fees:	3,284,232	3,284,232	3,284,232	3,284,232	2,953,278	14,766,388
Impact Fee Credits:	1,071,815	-	-	-	-	-
Interest on Investments:	-	-	-	-	-	-
Grants:	1,246,546	-	-	-	-	-
Transfers (Existing Resident Share):	3,253,875	2,497,117	610,967	6,376,785	511,848	12,472,131
Total Revenues:	8,856,468	5,781,349	3,895,199	9,661,017	3,465,126	27,238,519
Total Available Funds	15,773,630	12,823,531	11,372,729	19,207,996	8,496,379	34,639,098
Expenditures:						
Other Contractual:	-	-	-	56,000	-	62,000
Community Parks:	-	-	-	-	-	-
Resource Based Parks:	1,430,316	-	517,750	420,000	-	-
Neighborhood Parks:	-	-	-	-	-	7,564,000
Path & Trail Projects:	1,395,614	-	-	-	-	-
Centers:	319,500	4,346,000	-	-	-	-
Special Use Facilities:	5,111,697	1,000,000	1,308,000	8,960,000	1,095,800	19,075,200
Transfers:	474,321	-	-	-	-	-
Total Expenditures	8,731,448	5,346,000	1,825,750	9,436,000	1,095,800	26,701,200
Available Funds End of Year	7,042,182	7,477,531	9,546,979	9,771,996	7,400,579	7,937,898

PALM COAST

TRANSPORTATION IMPACT FEE - Restrictions

Transportation Impact Fee

- FY25 Impact Fee Study Rate Determination = Various Fee amounts imposed on all new development based upon proposed use(s).
- Restricted to growth related projects only; projects that are adding new capacity, cannot be used for existing system deficiencies or maintenance.

TRANSPORTATION IMPACT FEE FUND – STRATEGY

- Complete Grant and State Appropriation Funded Projects
  - Whiteview Parkway Safety Improvements ($1,579,624 - Grant)
  - Belle Terre Safety Improvements ($4,500,000 - Appropriation)
  - OKR Widening Phase 2 ($18,380,000 - Appropriation)
  - OKR Widening South Phase 2A/2B ($500,000 - Appropriation)
  - Arterial Corridor Intersection Safety Improvements ($$$ TPO?)
  - Matanzas Woods / Palm Coast Pkwy Loop Road ($126,000,000 - Appropriation)
- Continue to Pursue Grant Funding
  - OKR North Widening - Phase 3 Construction
  - OKR South - Phase 2A & 2B Construction
  - OKR Extension - Construction
  - Matanzas Woods Widening – Phase 1 & 2 Design and Construction
  - SR100 Widening & Intersection Improvements at Belle Terre and Seminole Woods
  - Arterial Corridor Intersection Safety Improvements

TRANSPORTATION IMPACT FEE FUND – SUMMARY

TRANSPORTATION IMPACT FEE FUND	FY 26 Budget	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-36
Prior Year Carry-over:	15,119,814	6,553,342	8,422,881	21,729,106	23,389,323	17,205,192	17,947,457
Revenues:							
Transportation Impact Fees:	8,738,311	8,604,907	14,991,225	8,691,138	8,612,504	7,855,474	39,277,585
Developer Impact Fee Credits:	419,338	-	-	-	-	-	-
Interest on Investments:	150,000	-	-	-	-	-	-
Grants:	36,365,917	44,314,632	25,650,000	26,641,442	28,951,442	25,398,419	7,500,000
Total Revenues:	45,673,566	52,919,539	40,641,225	35,332,580	37,563,946	33,253,894	46,777,585
Total Available Funds	60,793,380	59,472,881	49,064,106	57,061,685	60,953,269	50,459,086	64,725,041
Expenditures:							
Other Contractual:	810,000	25,000	85,000	175,000	85,000	85,000	500,000
New Roads:	23,206,575	36,675,000	24,250,000	20,450,000	16,450,000	-	12,600,000
Widening:	15,518,923	12,450,000	-	8,747,362	20,013,077	31,801,629	29,597,503
Intersection Improvements:	13,213,840	1,700,000	2,800,000	4,100,000	7,000,000	425,000	11,350,000
Traffic Signals:	1,290,700	-	-	-	-	-	1,200,000
Transfers:	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Expenditures	54,240,038	51,050,000	27,335,000	33,672,362	43,748,077	32,511,629	56,247,503
Available Funds End of Year	6,553,342	8,422,881	21,729,106	23,389,323	17,205,192	17,947,457	8,477,538

PALM COAST

TRANSPORTATION IMPACT FEE (Town Center) - Restrictions

Transportation Impact Fee – Town Center

- Same Restrictions as Transportation Impact Fee.
- Amendment to Town Center At Palm Coast Development of Regional Impact Development Order; effective date of November 27, 2018.
  - Total Impact Fees paid to the City after December 31, 2018 (excluding from parcels in Special Assessment District) shall be used to fund regionally significant road projects as mutually identified the City and the Developer.
  - Prior to the traffic from the Town Center DRI exceeding 10,444 PM peak hour trips shall cause the installation of a box culvert within the Royal Palm Waterway that will enable Royal Palm Parkway extension to be 4-laned to Old Kings Road without requiring modifications to the overpass under which the Royal Palm Parkway extension will be located. Impact fees generated from the Town Center may fund the box culvert or other regionally significant road as mutually agreed to identified by the City and the Developer.

TRANSPORTATION IMPACT FEE FUND (TOWN CENTER) – STRATEGY

- Complete State Appropriation Funded Projects
  - OKR Widening South Widening – Phase 2 Design
    - Includes Royal Palms Parkway Extension and Widening to Town Center Blvd Intersection
- Complete Capacity Improvement Projects
  - Town Center Boulevard Widening – Central Ave to Royal Palms

TRANSPORTATION IMPACT FEE FUND (TOWN CENTER) – SUMMARY

TOWN CENTER TRANSPORTATION IMPACT FEE FUND	FY 26 Projection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-36
Prior Year Carry-over:	1,749,684	1,052,056	772,056	846,055	946,055	1,046,055	946,055
Revenues:							
Interest on Investments:	5,000	-	-	-	-	-	
Grants:	-	-	-	-	-	-	-
Transfers:	100,000	100,000	100,000	100,000	100,000	100,000	300,000
Total Revenues:	105,000	100,000	100,000	100,000	100,000	100,000	300,000
Total Available Funds	1,854,684	1,152,056	872,056	946,055	1,046,055	1,146,055	1,246,055
Expenditures:							
Projects:	802,629	380,000	26,001	-	-	-	-
Royal Palms Parkway 4-Laning (Phase 1):	802,629	380,000	26,001	-	-	-	-
Transfers:	-	-	-	-	-	-	-
Total Expenditures	802,629	380,000	26,001	-	-	-	-
Available Funds End of Year	1,052,056	772,056	846,055	946,055	1,046,055	1,146,055	1,246,055

PALM COAST

OLD KINGS ROAD SPECIAL ASSESSMENT FUND - Re

Old Kings Road Special Assessment Fund

- City Council created OKR-SAD (Ord. 2005-10) to fund a portion of the costs associated with the widening of Old Kings Rd. from State Road 100 to Palm Coast Parkway at the request of certain landowners.
- City Council enacted Resolution 2013-77 to collect special assessment from landowners to repay Bond Anticipation Loan issued to pay for construction of Phase 1 of Old Kings Rd. widening (SR100 to Town Center Blvd.).
- Collection of Impact Fees within OKR-SAD are earmarked as provided:
- To prepay Special Assessments to pay down the principal and interest on the Bond Anticipation Loan
- To reimburse Special Assessments (including principal and interest) previously paid by a landowner, if any, related to development of real property within the District for which the impact fee has been paid (this is impact fee credit).
- Following payments of amount described in the previous bullet points, 100% of impact fees will go to Phase 2A (Town Center Blvd. to northern entrance of Hidden Lakes subdivision)
- After full funding of Phase 2A, 20% will restore Advance and 80% will be reserved for Phase 2B (northern entrance of Hidden lakes subdivision to Palm Coast Pkwy).

OLD KINGS ROAD SPECIAL ASSESSMENT FUND – STRATEGY

- Complete State Appropriation Funded Projects
  - OKR Widening South Widening – Phase 2 Design ($500,000 - Appropriation)
    - Includes Royal Palms Parkway Extension and Widening to Town Center Blvd Intersection
- Seek Grant Funding for Phase 2A and 2B
- Construct Phase 2A when Funding is Available

OLD KINGS ROAD SPECIAL ASSESSMENT FUND– SUMMARY

OLD KINGS ROAD SPECIAL ASSESSMENT FUND	FY 26 Rev. Budget	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-36
Prior Year Carry-over	1,530,355	924,740	974,740	1,024,740	1,074,740	1,124,740	5,623,702
Revenues:							
OKR Special Assessment:	323,000	323,000	323,000	323,000	323,000	323,000	1,615,000
Principal:	-	-	-	-	-	-	-
Transfer from Transportation Impact Fee Fund:	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Interest:	15,000	-	-	-	-	-	-
Grants:	461,130	-	-	-	-	-	-
Total Revenues:	899,130	423,000	423,000	423,000	423,000	423,000	2,115,000
Total Available Funds	2,429,484	1,347,740	1,397,740	1,447,740	1,497,740	1,547,740	7,238,702
Expenditures							
Contractual Services:	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Interest on OKR Loan Payment:	323,000	323,000	323,000	323,000	323,000	323,000	1,615,000
Capital Projects:	1,131,744	-	-	-	-	-	-
Old Kings Road South Design (2A, 2B, 2C)	1,131,744	-	-	-	-	-	-
Total Expenditures	1,504,744	373,000	373,000	373,000	373,000	373,000	1,865,000
Available Funds End of Year	924,740	974,740	1,024,740	1,074,740	1,124,740	1,174,740	5,373,702

PALM COAST

FIRE IMPACT FEE - Restrictions

Fire Impact Fee

- FY25 Impact Fee Study Completed.
- Current Rate is $942.00 per new dwelling and $1.495 per square foot for non-residential new development.
- Restricted to growth related projects only; projects that are adding new capacity, cannot be used for existing system deficiencies.

FIRE IMPACT FEE FUND – STRATEGY

- **Complete Construction of New Stations**
  - **Fire Station #26 (Seminole Woods) ($5,000,000 - Appropriation)**
  - **Fire Station #22 Replacement ($3,563,603 - ARPA)**
- **Continue to Evaluate Response Times & Development of New Stations**
  - **Update Future Station Locations / Timing as Necessary**



FIRE IMPACT FEE FUND – SUMMARY

FIRE IMPACT FEE FUND	FY 26 Projection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32 - 36
Prior Year Carry-over:	9,990,370	1,358,935	2,409,565	3,852,306	4,881,926	6,063,984	7,034,658
Revenues:							
Fire Impact Fees:	1,181,116	1,181,116	1,442,741	1,181,116	1,182,058	1,082,583	5,412,914
Interest on Investments:	50,000	-	-	-	-	-	-
Transfers (Existing Resident Share):	2,442,762	114,374	-	83,704	-	98,091	12,288,299
Transfers (Existing Station Replacement/R&R):	4,155	-	-	-	-	250,000	2,250,000
Grants:	624,887	-	-	-	-	-	-
Total Revenues:	4,302,919	1,295,490	1,442,741	1,264,820	1,182,058	1,430,674	19,951,213
Total Available Funds	14,293,290	2,654,425	3,852,306	5,117,126	6,063,984	7,494,658	26,985,870
Expenditures:							
Other Contractual:	-	-	-	56,000	-	-	62,000
Projects:	12,492,038	244,860	-	179,200	-	460,000	8,406,800
Fire Station #22 Replacement (partial capacity increase):	6,502,678	-	-	-	-	-	-
Fire Station #23 Expansion:	-	-	-	-	-	460,000	4,600,000
Fire Station 26 (Seminole Woods):	5,989,359	244,860	-	179,200	-	-	-
Fire Mini Station 251 (Whiteview):	-	-	-	-	-	-	3,806,800
Fire Station 2Xc (West):	-	-	-	-	-	-	15,488,840
Transfers:	442,318	-	-	-	-	-	-
Total Expenditures	12,934,355	244,860	-	235,200	-	460,000	23,957,640
Available Funds End of Year	1,358,935	2,409,565	3,852,306	4,881,926	6,063,984	7,034,658	3,028,230

PALM COAST

STREETS IMPROVEMENT FUND - Restrictions

Local Option Fuel Tax

- Currently 6 cents per gallon on fuel purchased in Flagler County
- Distributed per Inter-local agreement based on road miles
- Restricted for Transportation Expenses

State Revenue Sharing (b)

- Portion of State sales and use tax collections & one-cent municipal fuel tax
- As of FY25 the State requires use of 17.4% of these funds to be used for street maintenance costs; City transferred 40% of fees received from the State to this fund in FY 2026

STREETS IMPROVEMENT FUND – STRATEGY

- Focus On Safety & Maintenance Projects
  - Continue Implementation of Continuous Street Light Master Plan
  - Continue Optimization of Traffic Signal Operations
  - Continue Bridge Rehabilitation
  - Rehabilitation & Renewal of Existing Traffic Signals
  - Safety Improvements
- Pavement Management Program
  - Strive to Maintain Current PCI Average on Arterial Roadways
  - Incorporate Global Treatments on Residential Roads (based on funding availability)
  - Additional Funding FY22 & Beyond is Required in Order to Maintain Current 'PCI'
- Currently Deferred Items *(due to pavement funding needs)*
  - Entry & Neighborhood Signs (only done if part of work area of a project)
  - Parkway Beautification(only done if part of work area of a project)
  - Sidewalks, Bike Paths and Pedestrian Accommodations

STREETS IMPROVEMENT FUND – SUMMARY

STREETS IMPROVEMENT FUND	FY 26 Projection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-36
Prior Year Carry-over:	7,842,953	1,274,523	1,300,683	1,557,352	1,410,762	1,392,161	-
Revenues:							
Local Option Fuel Tax:	2,039,667	2,080,460	2,122,069	2,164,510	2,207,799	2,251,955	11,471,901
Fuel Tax Refund:	-	-	-	-	-	-	-
State Revenue Sharing:	927,123	945,700	964,600	983,900	1,003,600	1,023,700	5,214,500
Interest on Investments:	50,000	-	-	-	-	-	-
Grants:	-	-	-	-	-	-	-
Transfers:	72,275	-	-	-	-	-	-
Total Revenues:	3,089,065	3,026,160	3,086,669	3,148,410	3,211,399	3,275,655	16,686,401
Total Available Funds	10,932,018	4,300,683	4,387,352	4,705,762	4,622,161	4,667,815	16,686,401
Expenditures:							
Other Contractual:	-	-	-	-	-	-	-
Safety Improvement Projects:	-	15,000	50,000	15,000	50,000	50,000	170,000
Path Projects:	-	-	-	-	-	-	200,000
Beautification Projects:	-	-	-	-	-	-	-
Street Lighting Projects:	105,000	80,000	-	-	-	-	-
Bridge Rehabilitation Projects:	-	100,000	100,000	100,000	-	-	250,000
Traffic Signal Projects:	750,000	200,000	200,000	200,000	200,000	200,000	750,000
Street Rehabilitation & Renewal:	8,802,495	2,605,000	2,480,000	2,980,000	2,980,000	2,980,000	14,905,000
Total Expenditures	9,657,495	3,000,000	2,830,000	3,295,000	3,230,000	3,230,000	16,275,000
Available Funds End of Year	1,274,523	1,300,683	1,557,352	1,410,762	1,392,161	1,437,815	411,401

PALM COAST

CRA FUND- Restrictions

SR 100 CRA

- Tax Increment
- Restricted to development within the CRA
- Expires 6/15/2034

CRA FUND – STRATEGY

- **Repayment of Debt Service**
  - **Loan #2 – Final Payment in FY28**
- **Funding for Non-Impact Fee Share of Park Impact Fee Fund Projects**
  - **Provide transfers to allocate funding for non-impact fee share**
- **Funding for Kickstart Program Repayment**
  - **Provide transfers to utility capital fund for impact fees**
- **Identify Short-Term Maintenance & Operation Projects (striping, paving, etc.)**



SR100 CRA FUND – SUMMARY

SR100 COMMUNITY REDEVELOPMENT AREA FUND (expires 6/15/34)	FY 26 Projection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-34
Starting Fund Balance	41,432	-	-	-	-	-	-
Revenues:							
Intergovernmental Revenue - (County Portion of Taxes):	2,157,700	2,222,400	2,291,063	2,359,800	2,430,600	2,503,500	7,961,100
Tax Increment (COPC Portion of Taxes):	1,148,644	1,183,100	1,218,600	1,255,200	1,292,900	1,331,700	4,075,002
Interest on Investments:	30,000	-	-	-	-	-	-
Total Revenues:	3,336,344	3,405,500	3,509,663	3,615,000	3,723,500	3,835,200	12,036,102
Total Available Funds	3,377,776	3,405,500	3,509,663	3,615,000	3,723,500	3,835,200	12,036,102
Expenditures:							
Operating Expenditures:	312,222	193,859	197,943	197,469	1,037,675	3,591,934	11,036,102
Debt Service:	852,145	859,615	866,720	-	-	-	-
Projects:	701,106	1,684,926	-	1,186,725	-	-	1,000,000
Town Center Roadway Improvements	701,106	1,684,926	-	1,186,725	-	-	-
Land Purchase:	11,350	-	-	-	-	-	-
Transfers - Park Projects:	1,300,953	467,100	-	2,230,805	2,685,825	243,266	-
Transfers to Utility Fund - Kickstart Program Repayment:	200,000	200,000	2,445,000	-	-	-	-
Total Expenditures	3,377,776	3,405,500	3,509,663	3,615,000	3,723,500	3,835,200	12,036,102
Available Funds End of Year	0	0	0	0	0	0	0

PALM COAST

STORMWATER MANAGEMENT FUND

Capital Projects

- Ordinance 2011-1 provided authorization to establish Stormwater Utility Charges/Fees.
- Resolution 2023-53 established updates to the Stormwater Fees and Charges based upon the 2023 Stormwater Rate Study Update.
- 2023 Stormwater Rate Study Update Identified Capital Projects to be Completed.
- 2023 Stormwater Rate Study Update Identified Loans to be Utilized to Fund Various Capital Improvement Projects.

STORMWATER MANAGEMENT FUND – STRATEGY

- Complete Capital Projects Identified in 2023 Stormwater Rate Study Update
  - Complete Grant Funded Projects
    - P-1 Weir Replacement ($1,250,000 – Appropriation)
  - Complete Loan Funded Projects
    - Colbert & Blare Castle Pipe Capacity Replacement
    - Pine Grove Waterway West - Freshwater Canal Dredging
    - Capacity Improvement Projects
    - Drainage Improvement Projects
    - Stormwater Pipe Lining
  - Replace and Rehabilitate Aging Infrastructure
  - Enhance Stormwater System to Improve System and Increase Capacity

STORMWATER MANAGEMENT FUND – SUMMARY

STORMWATER MANAGEMENT FUND	FY 26 Projection	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32-36
Starting Fund Balance	27,567,273	9,870,393	11,091,874	9,640,676	11,264,480	12,743,458	12,743,458
Revenues:							
Stormwater Fees:	23,977,931	25,488,380	26,071,356	26,905,639	27,766,620	27,766,620	154,920,944
Grants:	991,828	-	-	-	-	-	-
Debt Proceeds:	-	6,395,000	-	-	-	-	-
Misc Revenues:	346,080	350,000	350,000	350,000	350,000	350,000	-
Interest on Investments:	161,077	63,200	64,200	65,000	66,000	67,000	333,000
Total Revenues	26,007,637	32,828,800	27,019,274	27,866,633	28,741,171	28,742,171	158,245,413
Total Available Funds	53,574,910	42,699,193	38,111,148	37,507,309	40,005,651	41,485,629	170,988,871
Expenses							
Operating Expenditures:	13,382,449	13,847,693	16,415,167	15,010,725	13,886,462	20,542,535	79,443,000
Debt Service:	2,896,197	3,206,593	3,202,356	3,201,482	3,144,610	3,144,610	14,491,236
Professional Services:	430,000	442,827	255,796	261,548	261,548	261,548	1,464,669
Contractual Services:	293,000	193,367	197,815	202,236	202,236	202,236	1,132,519
Saltwater Canal System:	115,000	120,000	125,000	130,000	130,000	130,000	728,000
Stormwater Storage/Detention Expansion:	3,482,496	1,000,000	1,525,000	-	2,000,000	-	600,000
Control Structure Rehab. & Replacement:	2,107,828	3,430,000	150,000	150,000	150,000	150,000	420,000
Major Pipe & Canal Crossings (R&R):	5,951,350	2,525,000	525,000	525,000	525,000	525,000	3,830,000
Capacity Improvements:	8,270,150	850,000	750,000	1,200,000	1,200,000	1,200,000	3,500,000
Freshwater Canal Dredging:	1,126,293	-	-	-	-	-	-
Pipe Replacements:	785,000	840,000	895,000	950,000	950,000	950,000	5,250,000
System Maintenance Rehab & Renewal:	3,177,838	2,219,838	2,303,338	2,396,838	2,504,338	2,504,338	13,946,319
New Equipment & Replacement:	1,611,916	2,932,000	2,126,000	2,215,000	2,308,000	2,405,000	13,008,500
Total Expenditures	43,704,517	31,607,319	28,470,472	26,242,829	27,262,193	32,015,266	137,814,242
Available Funds End of Year	9,870,393	11,091,874	9,640,676	11,264,480	12,743,458	9,470,363	33,174,629

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** E.8

Department INFORMATION TECHNOLOGY **Division** INFORMATION TECHNOLOGY	**Amount** **Org/Account #**

Subject: PRESENTATION - SOFTWARE STRATEGY AND RISK MITIGATION COUNCIL SAP PRIORITY 6.1

Presenter: **Doug Akins, Director of Information Technology**

Attachments:

1. Presentation

Background:

As part of City Council's Strategic Action Plan, Council directed staff to evaluate the City's existing enterprise software environment, compare it with the market, and create a long-term plan for addressing operational needs and software deficiencies. In response, the Information Technology Department developed a Software Strategic Plan that establishes a formal framework for evaluating, governing, consolidating, replacing, and acquiring software across the organization. The plan identified a fragmented software environment in several key operational areas, including work order management, asset management, inventory tracking, and performance reporting, resulting in manual workarounds, disconnected data, and reduced efficiency.

The Software Strategic Plan identifies implementation of a modern Enterprise Asset Management (EAM) platform as the City's highest-priority software modernization initiative. An EAM platform would provide a centralized system for managing assets, work orders, inventory, and related operational data while integrating with existing enterprise systems such as Tyler Munis and Salesforce. This recommendation is also supported by the City's 2025 Entity-Wide Risk Assessment, which identified Asset Management as the City's second-highest residual risk.

To help inform future budget and procurement planning, the City issued a Request for Information for EAM solutions and received 14 responses from vendors. Based on those responses, staff developed a planning-level estimate of approximately $450,000 in first-year implementation costs and approximately $150,000 in annual recurring costs. The purpose of this agenda item is to present the Software Strategic Plan, summarize the relationship between the plan and the recent risk assessment, and seek Council guidance on whether staff should pursue an Enterprise Asset Management platform in the upcoming fiscal year. This item does not request vendor selection or contract approval at this time.

Recommended Action:
FOR PRESENTATION ONLY

Software Strategy & Risk Mitigation

City Council SAP Priority #6.1

Why We Are Here

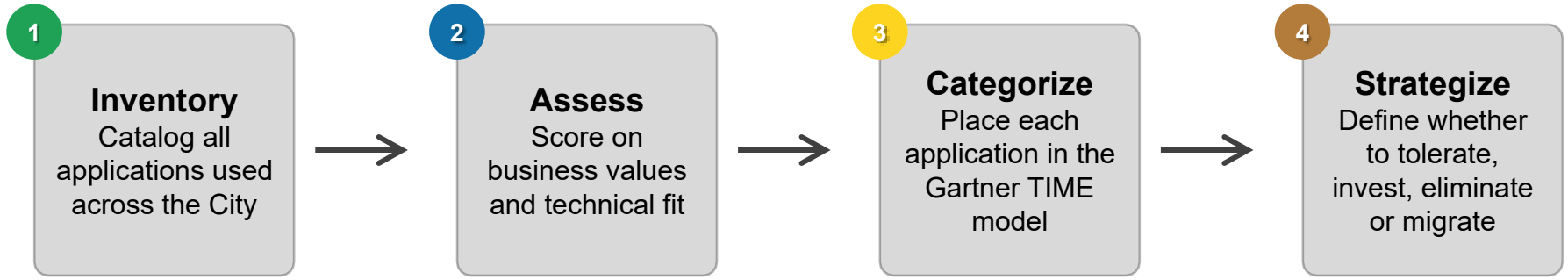
Council asked staff to

- Evaluate existing enterprise software
- Compare with the market for features, efficiencies, maturity, interoperability, robustness, and support
- Explore technologies that improve city operations, planning and collaboration
- Create a long-term plan for operational needs and software deficiencies

Today's purpose

- Present the long-term software strategy
- Show where the biggest operational gaps are
- Explain why EAM rises to the top
- Seek guidance on pursuing EAM in FY27

How the Plan Was Built



What we did

- Inventoried City software platforms
- Evaluated operational gaps, inefficiencies, and manual workarounds
- Performed a first-pass ranking of inventoried platforms
- Assessed alignment with operational risk and long-term planning
- Aligning with Application Portfolio Management (APM) framework

Gartner TIME Model

Tolerate Important, but technologically constrained	**Invest** Strategic applications to maintain and enhance
Eliminate Candidates for decommissioning	**Migrate** Technically sound, but not delivering enough value

Guiding Principles

Consolidate First

Before acquiring a new application, the City will first look to leverage existing enterprise platforms. This principle favors consolidating functionality to reduce software duplication, minimize the total cost of ownership, lower the support burden on IT, and create a more seamless user experience.

Data as a Strategic Asset

Data is a critical City asset that must be managed accordingly. Applications will be evaluated on their ability to integrate, share data, and contribute to a "single source of truth." We will prioritize solutions that break down data silos and make information readily available for comprehensive reporting and analytics.

Cloud Appropriate

The City will favor modern, secure, cloud-based solutions (SaaS) where they provide clear value in terms of scalability, accessibility, and vendor-managed maintenance. The appropriateness of a cloud solution will always be weighed against security, integration, data ownership, and long-term cost considerations.

User-Centric Design

Technology must serve the needs of its users, both City staff and the public. We will prioritize applications that are intuitive, reduce manual effort, and demonstrably improve workflows. The goal is to implement solutions that are adopted easily and empower users to perform their duties more effectively.

Fragmentation is the Biggest Problem

Across the portfolio, the biggest efficiency losses come from disconnected systems, spreadsheets, and manual workarounds.

Work Orders
Decentralized across Salesforce, specialized tools, paper, and department-specific methods.

Asset Tracking
Many assets are still tracked in standalone spreadsheets with no central registry.

Inventory
Parts and supplies are spread across local spreadsheets and siloed departmental applications.

Performance Reporting
KPI and dashboard work depends on manual extraction from disconnected systems.

Risk Assessment Verifies Our Findings

ASSET MANAGEMENT

Plante Moran ranked Asset Management as one of the City's five highest residual risks - second overall in the report's executive summary.

Risk detail in the report:
"Inadequate management, tracking, maintenance, or safeguarding of City-owned assets and infrastructure ... leads to loss, misuse, or service disruption."

This is why the software strategy does not stop at governance; it leads to a platform recommendation.

Top risks

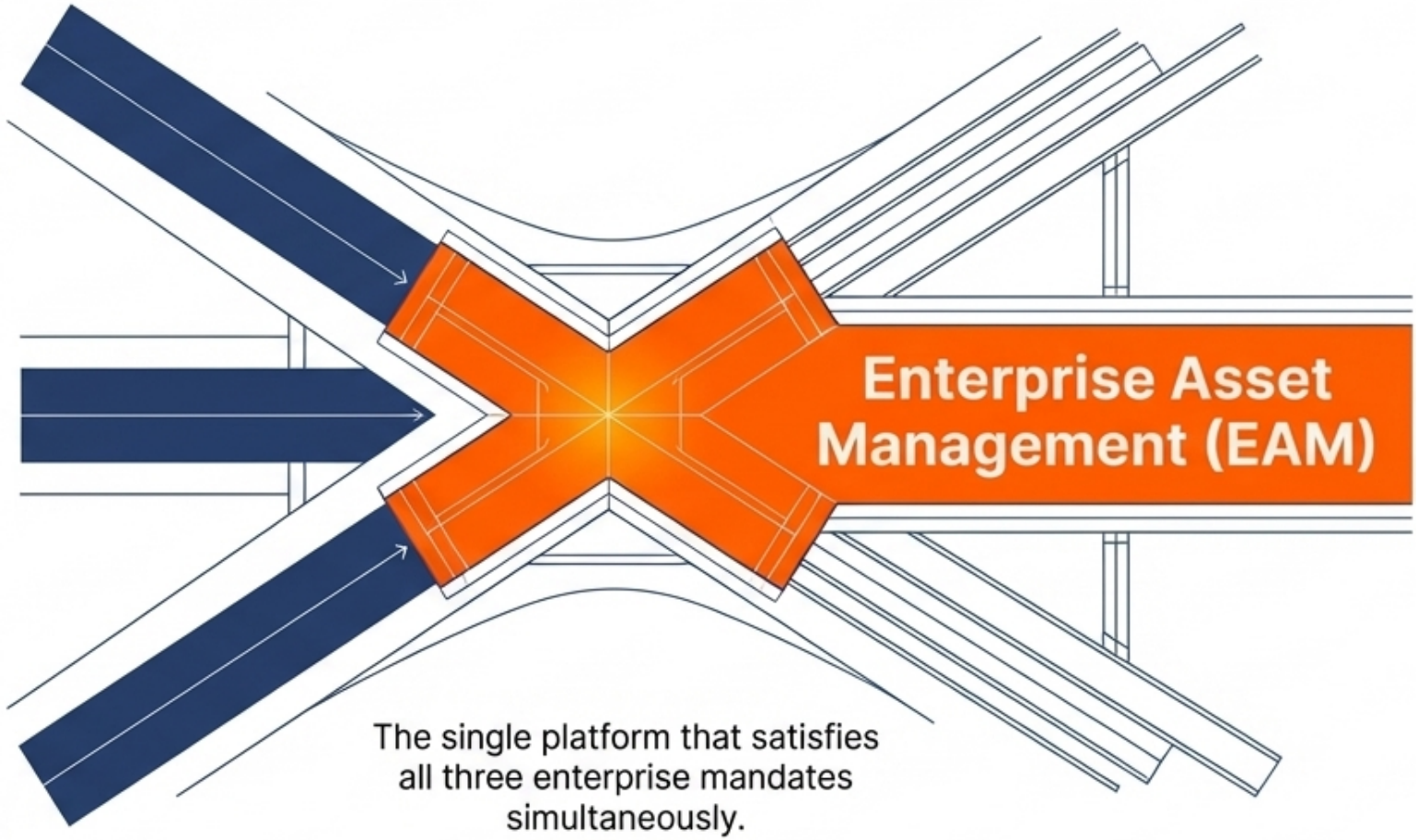
#	Risk title	Risk description	Why it is a top risk	Key mitigating activities
1	Political Climate	Shifts in leadership or policy priorities disrupt strategic initiatives or funding.	1. Strategic project reprioritization and delays create challenges for staff engagement and morale. 2. Tensions and uncertainty regarding the current political climate.	1. Citizen input is gathered via surveys and town halls to align priorities with community values. 2. The Strategic Action Plan Dashboard tracks progress toward key priorities.
2	Asset Management	Inadequate management, tracking, maintenance, or safeguarding of City-owned assets and infrastructure.	1. Aging infrastructure 2. Rapid growth 3. Reactive maintenance 4. Capacity constraints	1. Departments perform routine maintenance and use data to monitor asset health and prevent failures. 2. Long-term plans and dedicated funds guide capital investment decisions.
3	Public Services	Inability to meet service expectations for residents, businesses, and visitors.	Gaps between community expectations and operational realities create challenges.	1. Departments use Palm Coast Connect and CD Plus to track and respond to citizen inquiries and issues. 2. Investments in crews, tools, and field tech have boosted service response.

Why EAM?

Council Directive
Eliminate manual workarounds & drive operational efficiency.

IT Software Strategy
Close the "Spreadsheet Gap" via the Consolidate First principle.

Plante Moran Audit
Mitigate the high-level risk of inadequate asset tracking.



The single platform that satisfies all three enterprise mandates simultaneously.

How an EAM Platform Reduces the Asset Management Risk

The software strategy describes the operational response to the risk identified in the risk assessment.

Current Risk State	EAM Response
No single, authoritative asset registry	Central asset record with location, condition and lifecycle history
Reactive maintenance and limited visibility	Preventive maintenance schedules and better planning of replacements
Disconnected work orders, parts, and asset history	Linked labor, parts, work orders, and asset condition in one workflow
Manual reporting and hard-to-assemble performance data	Real-time dashboards, auditable history, and easier management reporting

Data Ownership
An EAM platform becomes the operational hub where Munis remains the financial system of record and Palm Coast Connect remains the system of resident engagement.

What the City gets
Better asset visibility, fewer manual handoffs, stronger planning discipline, and clearer accountability for maintenance and service levels.

Why this matters
The report links aging infrastructure, rapid growth, reactive maintenance, and capacity constraints to the Asset Management risk.

EAM Impact for FY27

14 RFI responses received.

Responses included OpenGov, AssetWorks, Cityworks, KloudGin, CivicPlus, CentralSquare, MaintStar, VUEWorks, HxGN and others.

Observed in the market
Implementation:
$65k to $350k+

Annual recurring:
$35k to $315k+

Year 1 planning placeholder

$450,000

Implementation, configuration, data cleanup, integration work, training, and year-one SaaS.

Recurring annual placeholder

$150,000

Starting in FY28 for subscription, integration and support, and premium support / updates.

Why this amount?

The year 1 cost is estimated based off 14 RFI responses we received. This estimate anticipates enterprise-scale needs : GIS-centric configuration, training, change management, and a licensing model that can support growth without punishing field adoption through per-user pricing.

Questions?

City of Palm Coast, Florida
Agenda Item

Agenda Date: April 14, 2026 **Agenda Item:** J.1

Department CITY CLERK **Division** CITY CLERK	**Amount** **Org/Account #**
Subject: AGENDA WORKSHEET AND CALENDAR	
Presenter:	
Attachments: 1. Agenda Worksheet 2. Calendar	
Background:	
Recommended Action: **AGENDA WORKSHEET AND CALENDAR**	

	April 21, 2026 Business Meeting (9 a.m.)	**PRESENTER**
Proclamation	Volunteer Apreciation Month	Council
Proclamation	Autism Acceptance Month	Council
Proclamation	Arbor Day	Council
Presentation	YTD Budget	Finance
Appointment	Firefighters' Retirement System and Trust Board	Cook
Ordinance 1st	Procurement Ordinance	Alves
Resolution	U-Haul Reservation of ROW	Smith/Nguyen
Resolution	U-Haul Technical Site Plan Tier 3	Hanson
Resolution	U-Haul ROW Purchase Agreement	Nguyen
Resolution	Loop Road Phase 3 - FDOT State Funded Grant Agreement	Kehoe/Crawford
Resolution	YMCA Agreement	Hirst
Resolution	Loop Road Phase 3 - FDOT State Funded Grant Agreement	Kehoe/Crawford
Resolution	Samsara Software	Akins
Resolution	Piggyback Contract with Iteris,Inc	Cote
Resolution	Work Order for Town Center Widening Design Services	Cote
	April 28, 2026 Optional Workshop (6 p.m.)	**PRESENTER**
	May 5, 2026 Business Meeting (6 p.m.)	**PRESENTER**
Proclamation	Maternal Mental Health Awareness Weekend	Council
Presentation	Citizens Academy Graduation	Council
Resolution	ITMS Field Lighting	Gebo
Ordinance 1st	Palm Coast Park MPD Amendment	Lens
Ordinance 1st	Charter Amendments	Duffy
Ordinance 2nd	Procurement Ordinance	Alves
Resolution	MSA for Wastewater System Program Management & Engineering Services	Roche
Resolution	ITMS Field Lighting	Gebo
	May 12, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
Presentation	Review Authority, Enforcement, and Procedures -Chapter 2 LDC	Papa/Duffy
Presentation	Tree Preservation, Buffers, Enforcement - Chapter 11 LDC	Picatagi, Rodriguez, Mini
Resolution	Cultural Arts Facility Master Plan	Gebo
Presentation	Flagler County Housing Services	Paradowski, Byrer, Gonzalez
Presentation	Affordable Housing Study	Papa
Presentation	SAP Evaluation Workshop	Kershaw
Presentation	Pavement Management Program - FY26 Update	Kehoe/Gibson
Presentation	Stormwater Annual Update	Stevens/Morales
Presentation	Approving a Work order for Borroughs Stormwater Park Study	Morales
	May 19, 2026 Business Meeting (9 a.m.)	**PRESENTER**
Proclamation	Water Safety Month	Council
Resolution	Prosperity 2025 Adoption	McKinney/NEFRC
Resolution	Flagler County Housing Services	Paradowski, Byrer, Gonzalez
Ordinance 2nd	Charter Amendments	Duffy
Ordinance 2nd	Palm Coast Park MPD Amendment	Lens
Resolution	Approving a Work order for FS23 Stormwater Park Study	Morales
Resolution	Surplus Lands	Smith
	May 26, 2026 Optional Workshop (6 p.m.)	**PRESENTER**
	June 2, 2026 Business Meeting (6 p.m.)	**PRESENTER**
Resolution	City Hall Exterior Modifications	Gebo
Resolution	OKR North Phase 2 - Construction Contract, CEI Services, Project Contingency	Kehoe/Crawford
Ordinance	West Parcel Annexation	Nguyen/Papa
Ordinance	Western Parcel FLUM	Papa
Ordinance	Western Parcel MPD	Papa
Ordinance 1st	Western Parcel Abandonment of the DRI	Papa
Resolution	SAP Adoption	Johnston
	June 9, 2025 Workshop Meeting (9 a.m.)	**PRESENTER**
Presentation	Flagler County Sheriff's Office	FCSO
Presentation	Overview of Property Taxes and TRIM	Financial Services
Presentation	Zoning Dimensional Standards - LDC Chapter 3	Lens, Hanson
Presentation	Conditions for Limited Specific Uses and Activities - LDC Chapter 4	Hanson, Gonzalez, Lens, Doak
Presentation	Glossary - LDC	Planning
	June 16, 2026 Business Meeting	**PRESENTER**

Resolution	Flagler Landings Technical Site Plan Tier 3	Hanson
Resolution	Flagler Landings Proportionate Share Agreement	Nguyen
Ordinance 1st	Magnolia Trace (OARE) MPD Amendment	Papa
	June 23, 2026 Optional Workshop (6 p.m.)	**PRESENTER**
	July 7, 2026 Business Meeting (6 p.m.)	**PRESENTER**
Proclamation	Parks & Rec Month	Council
	July 14, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
Presentation	Proposed General Fund, Facilities, IT Budget & TRIM Rate Discussion	Financial Services
Presentation	LDC item if needed	Planning
Presentation	Review of Code Enforcement sections related to Animal Control	Grossman
	July 21, 2026 Business Meeting (9 a.m.)	**PRESENTER**
Resolution	Adopt Proposed Millage Rate (TRIM Rate)	Financial Services
Ordinance 2nd	Magnolia Trace (OARE) MPD Amendment	Papa
Ordinance 1st	Adoption of the LDC	Nguyen
	July 28, 2026 Special Budget Workshop (1 p.m.)	**PRESENTER**
Presentation	Proposed Water and Wastewater Utility, Stormwater, Collection and Sanitation, IT Enterprise & Building Fund Operating Budgets	Financial Services
	August 4, 2026 Business Meeting (6 p.m.)	**PRESENTER**
Ordinance 2nd	West Parcel Annexation	Nguyen/Papa
Ordinance 2nd	Western Parcel FLUM	Papa
Ordinance 2nd	Western Parcel MPD	Papa
Ordinance 2nd	Western Parcel Abandonment of the DRI	Papa
Ordinance 2nd	Adoption of the LDC	Nguyen
	August 11, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
Presentation	5 Year Capital Improvement Plan and Fleet Proposed Budgets	Financial Services
	August 18, 2026 Business Meeting (9 a.m.) - TENTATIVELY CANCEL - PRIMARY ELECTION DAY	**PRESENTER**
	August 25, 2026 Optional Workshop (1 p.m.)	**PRESENTER**
Presentation	Final Proposed Budget for FY 2027 (All Funds)	Financial Services
	September 1, 2026 Business Meeting (6 p.m.)	**PRESENTER**
	September 8, 2026 Workshop (9 a.m.)	**PRESENTER**
	Cultural Art Grant Recommendation	Hirst/FC3
	September 15, 2026 Business Meeting (9 a.m.)	**PRESENTER**
	September 22, 2026 Optional Workshop Meeting (6 p.m.)	**PRESENTER**
	October 6, 2026 Business Meeting (6 p.m.)	**PRESENTER**
	Cultural Art Grant Recommendation	Hirst
	October 13, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
	October 20, 2026 Business Meeting (9 a.m.)	**PRESENTER**
	October 27, 2026 Optional Workshop Meeting (6 p.m.)	**PRESENTER**
	November 3, 2026 Business Meeting (ELECTION DAY)	**PRESENTER**
	November 10, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
	November 17, 2026 Business Meeting (9 a.m.)	**PRESENTER**

	November 24, 2026 Optional Workshop Meeting (6 p.m.)	**PRESENTER**
	December 1, 2026 Business Meeting (6 p.m.)	**PRESENTER**
	December 8, 2026 Workshop Meeting (9 a.m.)	**PRESENTER**
	December 15, 2026 Business Meeting (9 a.m.)	**PRESENTER**
	December 22, 2026 Optional Workshop Meeting (6 p.m.)	**PRESENTER**
	Future	**PRESENTER**
Resolution	Memorandum of Understanding - Co Location for PCFD and Flagler County Fire Rescue	Berryhill
Ordinance	Pile Burning	Berryhill
Presentation	Right of Way	Buckley
Resolution	Belle Terre / SR 100 Intersection Study	Castello
Resolution	Belle Terre / Seminole Woods Intersection Study	Castello
Resolution	Matanzas/ Belle Terre Intersection (Right of Way)	Cote
Resolution	Occupational Services	Fuller
Resolution	Belle Terre Park Master Plan Study	Gebo
Rpresentation	Swale Parking Analysis	Grossman/Hanson/Nguyen
Presentation	Analysis of Golf Carts	Grossman/Nguyen/Kehoe
Presentation	Nuisance Abatement	Grossman
Resolution	Palm Harbor Professional Sports Complex - Technical Site Plan Tier 2	Hanson
Resolution	Red Mill Pointe - MPD	Hanson
Resolution	Loop Road Phase 2 - FEC Utility Line Agreements	Kehoe/Crawford
Resolution	FY 26 Microsurfacing Contract	Kehoe/Gibson
Resolution	Loop Road Phase 2 & 4 Wetland Mitigation Credit Purchase Agreement	Kehoe/Crawford
Resolution	Soleta Lakes - Subdivision Master Plan	Lens
Resolution	Soleta Lakes - Land Exchange Agreement	Lens
Resolution	City-Wide Real Time Flood Forecasting	Morales
Resolution	Saltwater Canal Design Status	Morales
Resolution	Ditch 10 / Graham Swamp Waterway Expansion - Design	Morales
Resolution	FS23 / Burroughs Dr. Stormwater Park - Design	Morales
Resolution	B-1, B-2, & B-3 (Pop offs for Bellaire Waterway) - Design	Morales
Resolution	Dry Lake Improvements (off-site improvements) - Design	Morales
Resolution	Structure Repairs	Morales
Resolution	W-1 Weir Replacement & Upgrade - Design	Morales
Resolution	Lehigh Canal Extension - Study	Morales
Resolution	Pipe Lining	Morales
Resolution	Interlocal Agreement TPO Urban Boundary Expansion	Nguyen
Resolution	Belle Terre Estates	Nguyen
Presentation	Alternative Water Sources	Roche
Resolution	Matanzas/Belle Terre Intersection (Right of Way)	Smith/Crawford
Resolution	Seminole Woods ICI Pre-Annexation	Smith/Nguyen
Resolution	Joint Planning Agreement	Zobler

Meeting Calendar for 4/21/2026 through 12/29/2026

4/21/2026
City Council Business Meeting
City Hall

5/5/2026
City Council Business Meeting
City Hall

5/12/2026
City Council Workshop
City Hall

5/19/2026
City Council Business Meeting
City Hall

6/2/2026
City Council Business Meeting
City Hall

6/9/2026
City Council Workshop
City Hall

6/16/2026
City Council Business Meeting
City Hall

7/7/2026
City Council Business Meeting
City Hall

Meeting Calendar for 4/21/2026 through 12/29/2026

7/14/2026
City Council Workshop
City Hall

7/21/2026
City Council Business Meeting
City Hall

7/28/2026
City Council Budget Workshop
City Hall

8/4/2026
City Council Business Meeting
City Hall

8/11/2026
City Council Workshop
City Hall

8/18/2026
City Council Business Meeting
City Hall

8/25/2026
City Council Workshop Meeting
City Hall

9/1/2026
City Council Business Meeting
City Hall

Meeting Calendar for 4/21/2026 through 12/29/2026

9/8/2026
City Council Workshop
City Hall

9/15/2026
City Council Business Meeting
City Hall

10/6/2026
City Council Business Meeting
City Hall

10/13/2026
City Council Workshop
City Hall

10/20/2026
City Council Business Meeting
City Hall

11/10/2026
City Council Workshop
City Hall

11/17/2026
City Council Business Meeting
City Hall

12/1/2026
City Council Business Meeting
City Hall

Meeting Calendar for 4/21/2026 through 12/29/2026

12/8/2026
City Council Workshop
City Hall

12/15/2026
City Council Business Meeting
City Hall