

***HERITAGE HARBOR
COMMUNITY DEVELOPMENT DISTRICT***

Agenda Package

Regular Meeting

***Tuesday
December 17, 2019
6:30 p.m.***

***Location:
Heritage Harbor Clubhouse
19502 Heritage Harbor Parkway
Lutz, FL 33558***

Note: The Advanced Meeting Package is a working document and thus all materials are considered DRAFTS prior to presentation and Board acceptance, approval or adoption.

Heritage Harbor Community Development District

DPFG Management & Consulting, LLC

[X] 250 International Parkway, Suite 280
Lake Mary FL 32746
(321) 263-0132 Ext. 4205

[] 15310 Amberly Drive, Suite 175
Tampa, Florida 33647
(813) 374 -9105

December 11, 2019

Board of Supervisors
Heritage Harbor Community Development District

Dear Board Members:

The Regular Continued Meeting of the Board of Supervisors of the Heritage Harbor Community Development District is scheduled for **Tuesday, December 17, 2019 at 6:30 p.m.** at the **Heritage Harbor Clubhouse, 19502 Heritage Harbor Parkway, Lutz, FL 33558.**

The advanced copy of the agenda for the meeting is attached along with associated documentation for your review and consideration. Any additional support material will be distributed at the meeting.

The balance of the agenda is routine in nature. Staff will present their reports at the meeting. If you have any questions, please contact me. I look forward to seeing you there.

Sincerely,

Patricia Comings-Thibault

Patricia Comings-Thibault
District Manager

Cc: Attorney
Engineer
District Records

District: **HERITAGE HARBOR COMMUNITY DEVELOPMENT DISTRICT**

Date of Meeting: Thursday, December 17, 2019

Time: 6:30 PM

Location: Heritage Harbor Clubhouse
19502 Heritage Harbor Parkway
Lutz, Florida 33558

Dial-in Number: 712-775-7031
Guest Access Code: 109-516-380

Agenda

I. Roll Call

II. Audience Comments

III. Landscape & Pond Maintenance

- A. Greenview Landscape as Inspected by OLM – December 5, 2019 – Exhibit 1
96%

IV. Operations

- A. Golf Course Report *To be Distributed*
- B. DPFPG Operations Report – December 2019 Exhibit 2

V. Administrative

- A. Consideration for Approval – The Minutes of the Board of Supervisors Regular Meeting Held November 21, 2019 Exhibit 3
- B. Consideration for Acceptance – The November 2019 Unaudited Financial Report Exhibit 4

VI. Business Matters

- A. Consideration of Golf Course Services Proposal Exhibit 5
- Comparison of Current Budget to Proposal
(*To Be Distributed*)
 - Golf Course Services Proposal
- B. Presentation of Expenditures Related to Bond Proceeds Exhibit 6

VII. Staff Reports

- A. District Manager
- B. District Attorney
- C. District Engineer

VIII. Supervisors Requests

IX. Audience Comments – New Business – *(limited to 3 minutes per individual for non-agenda items)*

X. Adjournment

EXHIBIT 1



HERITAGE HARBOR CDD

LANDSCAPE INSPECTION

December 5, 2019

ATTENDING:

LARRY RHUM – GREENVIEW LANDSCAPE

PAUL WOODS – OLM, INC.

SCORE: 96%

**NEXT INSPECTION
JANUARY 9TH, 2020 AT 10:30 AM**

CATEGORY I: MAINTENANCE CARRYOVER ITEMS

NONE

CATEGORY II: MAINTENANCE ITEMS

HARBOR TOWNE

1. Parking lot islands: Redefine the soft edges throughout the tree wells. I recommend making the tree wells rectangular from curb to curb.
2. In front of Harbor Towne: Rake out the accumulation of leaf litter throughout the beds.
3. Throughout the entrance: Improve vigor and fertility in the Dwarf Oleander.
4. Control localized areas of turf fungus.
5. Avoid chemical overspray around the perimeter of the tennis court. Confirm with the maintenance engineer they are not using cleaning solutions or non-selective herbicides around the tennis court.
6. South west corner of the tennis court parking lot behind the Viburnum hedgerow: Prune back the wood line and downward growth in the trees.
7. Prune up to 15 feet for street tree clearance the Oaks across from the well in the last parking lot islands.
8. Collect trash along the pond shores and wood lines weekly.

PARKWAY

9. Detail the wood line and the golf course berm of trash and debris.
10. On the frontage berm to the north of Fisherman Pier Court: Rake down the fire ant mounds, once they have been eradicated.
11. Near the Sea Mist intersection: Redistribute the pine straw in the bed areas adjacent to the pine trees. Do not allow the pine straw to stack up along the sidewalk edge.
12. To the north of the Sea Mist intersection: Improve vigor and fertility in the center median island of the turf.
13. Along the wood lot across from 191224 Harbor Bridge Lane: Prune back the overgrowth

maintaining a neatened appearance along the base of the Wax Myrtle line.

14. Exit side lane near the golf course pond: Prune any shade impacted stubs or declining branches on the Oaks and Bottlebrushes.
15. Rear of the gate house: Maintain separation between the Plumbago and ground covering Jasmine.
16. At the right of way turf stands at the entrance: Control disease in the turf.
17. **Near the Lutz Lake Fern frontage: Prune the Oleanders so it does not overgrow the sidewalk.**

CYPRESS GLEN

18. Entrance: Improve the vigor in the Viburnum hedgerow on the inbound lane.

CATEGORY III: IMPROVEMENTS – PRICING

NONE

CATEGORY IV: NOTES TO OWNER

1. On behalf of OLM, Merry Christmas and Happy New Year!

CATEGORY V: NOTES TO CONTRACTOR

1. On behalf of OLM, Merry Christmas and Happy New Year!

PGW:kn

cc: Patricia Comings-Thibault patricia.comings-thibault@dpfg.com
Ray Lotito Raymond.Lotito@dpfg.com
Ray Leonard rleonard@greenacre.com
Larry Rhum debs@greenviewfl.com
records@dpfg.com

HERITAGE HARBOUR CDD

MONTHLY LANDSCAPE MAINTENANCE INSPECTION GRADESHEET

A. LANDSCAPE MAINTENANCE	VALUE	DEDUCTION	REASON FOR DEDUCTION
TURF	5		
TURF FERTILITY	15		
TURF EDGING	5		
WEED CONTROL – TURF AREAS	10		
TURF INSECT/DISEASE CONTROL	10	2	Fungus
PLANT FERTILITY	5		
WEED CONTROL – BED AREAS	10		
PLANT INSECT/DISEASE CONTROL	10		
PRUNING	10		
CLEANLINESS	10	2	Windfall, weekly trash and little
MULCHING	5		
WATER/IRRIGATION MANAGEMENT	15		
CARRYOVERS	5		

B. SEASONAL COLOR/PERENNIAL MAINTENANCE	VALUE	DEDUCTION	REASON FOR DEDUCTION
VIGOR/APPEARANCE	10	5	Confirm delivery to be complete 12/15
INSECT/DISEASE CONTROL	10		
DEADHEADING/PRUNING	10		
MAXIMUM VALUE	145		



Date: 12-5-19_Score: 96.0 Performance Payment™ % 100

Contractor Signature: _____

Inspector Signature: _____

Property Representative Signature: _____

EXHIBIT 2

HERITAGE HARBOR COMMUNITY DEVELOPMENT DISTRICT



Operations Report – December 2019



ACCOMPLISHMENTS

- **CDD Maintenance Activities Including Gate House, Entrances Monuments, Fountains And Common Areas**
 - **Per the Boards Request a New Time Tracking Sheet was Implemented**
 - **Gatehouse**
 - New Gate Installation By Envera Is Completed. **New Gates have been struck twice and damaged already.**
 - Proposal received from Envera to replace the LED strip.
 - **Request authorization to leave gates in the up position between the hours of 2:00PM and 6:00 PM to allow for Increased Traffic Volume and Minimize Gate Strikes.**
 - **Completed Items**
 - Implemented One Suggestion From Hillsborough County Sheriff's Office (Deputy Cullinan) In Regards To Methods To Discourage Vandalism On The Golf Course
 - Cutback Vegetation At The Rest Facility-Completed
 - Investigating other suggestions:
 - Installation Of Bougainvillea at Fence Break
 - Neighborhood Watch Programs
 - Installed ADA Compliant Grab Bars Ladies Pro Shop
 - Repaired Pro Shop Door Closing mechanism
- **Normal HOA Maintenance Activities Include The Following:**
 - **HOA Pool Area**
 - General Pool Area Maintenance
 - Playground Equipment Repairs
 - **HOA Sports Area Maintenance**
 - Tennis Courts
 - Daily Maintenance Of Tennis Courts

HCSO Suggestion Number 1 for Improved Security & Decreased Vandalism



**Before and After Pictures
Lifted And Trimmed Bushes Around Rest Facility**

HCSO Suggestion Number 2 for Improved Security & Decreased Vandalism



**District Engineer Investigating the Use of Barbed Wire Fence Between
Stonebrier and Heritage Harbor CDD Golf Course**

EXHIBIT 3

MINUTES OF MEETING
HERITAGE HARBOR
COMMUNITY DEVELOPMENT DISTRICT

The Regular Meeting of the Board of Supervisors of the Heritage Harbor Community Development District was held on Thursday, November 21, 2019 at 6:30 p.m. at Heritage Harbor Clubhouse, 19502 Heritage Harbor Parkway, Lutz, Florida 33558.

FIRST ORDER OF BUSINESS – Roll Call

Mr. Lotito called the meeting to order and conducted roll call.

Present and constituting a quorum were:

David Penzer	Board Supervisor, Chairman
Russ Rossi	Board Supervisor, Vice Chairman
Patrick Giambelluca	Board Supervisor, Assistant Secretary
Clint Swigart	Board Supervisor, Assistant Secretary

Also present were:

Raymond Lotito	District Manager, DPFG Management & Consulting, LLC.
Scott Zakany	Cypress Golf Course Services
Jeff Witt	HOA, Board Member and Resident
Tracy Robin	District Counsel, Straley Robin Vericker

The following is a summary of the discussions and actions taken at the November 21, 2019 Heritage Harbor CDD Board of Supervisors Regular Meeting.

SECOND ORDER OF BUSINESS – Audience Comments

Mr. Witt expressed concerns about the golf course conditions.

THIRD ORDER OF BUSINESS – Landscape & Pond Maintenance

A. Exhibit 1: Greenview Landscape as Inspected by OLM – November 7, 2019 – 95%

FOURTH ORDER OF BUSINESS – Operations

A. Golf Course Report

B. Exhibit 2: DPFG Operations Report – November 2019

FIFTH ORDER OF BUSINESS – Administrative

A. Exhibit 3: Consideration for Approval – The Minutes of the Board of Supervisors Regular Meeting Held October 24, 2019

On a MOTION by Mr. Giambelluca, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board approved the Minutes of the Board of Supervisors Regular Meeting Held October 24, 2019 for the Heritage Harbor Community Development District.
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B. Exhibit 4: Consideration for Acceptance – The October 2019 Unaudited Financial Report

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board accepted the October 2019 Unaudited Financial Report for the Heritage Harbor Community Development District.

SIXTH ORDER OF BUSINESS – Business Matters

- A. Exhibit 5: Consideration & Adoption of **Resolution 2020-01**, Authorizing a Lease of Certain Used Golf Course Equipment, and Execution of a Lease Agreement Substantially in the Form Attached to the Resolution as Exhibit “A”

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board adopted **Resolution 2020-01** for the Heritage Harbor Community Development District.

- B. Exhibit 6: Consideration & Adoption of **Resolution 2020-02**, Authorizing a Lease of Certain New Golf Course Equipment, and Execution of a Lease Agreement Substantially in the Form Attached to the Resolution as Exhibit “A”

On a MOTION by Mr. Penzer, SECONDED by Mr. Giambelluca, WITH ALL IN FAVOR, the Board adopted **Resolution 2020-02**, subject to District Manager confirmation per the budget, for the Heritage Harbor Community Development District.

- C. Exhibit 7: Consideration of Greenview Landscape Perennial Proposal - \$660.00

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board approved the Consideration of Greenview Landscape Perennial Proposal - \$660.00 for the Heritage Harbor Community Development District.

- D. Exhibit 8: Presentation of Golf Course Maintenance Review Report

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board approved the Golf Course Maintenance Review Report for the Heritage Harbor Community Development District.

- E. Discussion on Salary Increase and Recommendation for Title Change to Clubhouse Maintenance Manager

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board approved the Salary Increase and Recommendation for Title Change to Clubhouse Maintenance Manager, effective December 1, 2019, for the Heritage Harbor Community Development District.

- F. Board Consideration of Moving the December 19th Meeting to December 17th

On a MOTION by Mr. Penzer, SECONDED by Mr. Giambelluca, WITH ALL IN FAVOR, the Board approved moving the December 19th Meeting to December 17th for the Heritage Harbor Community Development District.

SEVENTH ORDER OF BUSINESS – Consent Agenda

- A. Exhibit 9: Ratification of Greenview Landscape Flower Installation Proposal - \$5,270.00

On a MOTION by Mr. Penzer, SECONDED by Mr. Swigart, WITH ALL IN FAVOR, the Board approved the Ratification of Greenview Landscape Flower Installation Proposal in the amount of \$5,270.00 for the Heritage Harbor Community Development District.

EIGHTH ORDER OF BUSINESS – Staff Reports

A. District Manager

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board approved the permitting of the pole barn, not to exceed \$2,000.00 for the Heritage Harbor Community Development District.

B. District Attorney

There being none, the next item followed.

C. District Engineer

There being none, the next item followed.

NINTH ORDER OF BUSINESS – Supervisors Requests

Mr. Giambelluca gave a status update on the ongoing traffic light installation at the main entrance, still scheduled for completion in November 2020 or December 2020.

TENTH ORDER OF BUSINESS – Audience Comments - New Business

Mr. Witt brought up a comment again about the condition of the golf course, with regard to irrigation versus renovation being funded by end-of-year surplus. Discussion ensued.

ELEVENTH ORDER OF BUSINESS – Adjournment

Mr. Lotito asked for final questions, comments, or corrections before requesting a motion to adjourn the meeting. There being none, Mr. Penzer made a motion to adjourn the meeting.

On a MOTION by Mr. Penzer, SECONDED by Mr. Rossi, WITH ALL IN FAVOR, the Board adjourned the meeting for the Heritage Harbor Community Development District.

**Each person who decides to appeal any decision made by the Board with respect to any matter considered at the meeting is advised that person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which such appeal is to be based.*

Meeting minutes were approved at a meeting by vote of the Board of Supervisors at a publicly noticed meeting held on _____.

Signature

Signature

Printed Name

Printed Name

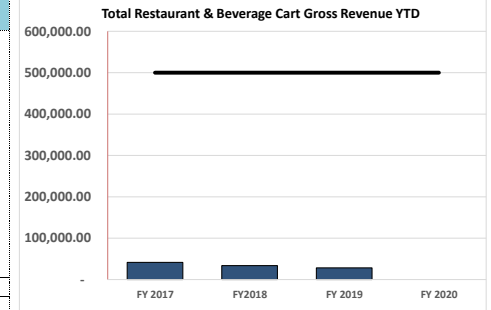
Title: ☐ Secretary ☐ Assistant Secretary

Title: ☐ Chairman ☐ Vice Chairman

EXHIBIT 4

Financial Snapshot - General Funds				
Revenue: Net Assessments % Collected YTD				
	FY 2019 Actuals YTD	FY 2020 Actuals YTD	FY 2020 Budget YTD	
General Fund	10.5%	10.8%	10.0%	
Debt Service Fund	12.6%	10.8%	10.0%	
Expenditures: Amount Spent YTD				
	FY 2019 Actuals YTD	FY 2020 Actuals YTD	FY 2020 Budget YTD	
General Fund				
Administration	\$ 32,345	\$ 37,715	\$ 37,006	
Field	102,581	93,929	125,009	
Total General Fund	\$ 134,925	\$ 131,645	\$ 162,016	
% of Actual Expenditures Spent of Budgeted Expenditures				16%
Cash and Investment Balances				
	Prior Year YTD		Current YTD	
Operating Accounts	\$ 361,492		\$ 476,440	

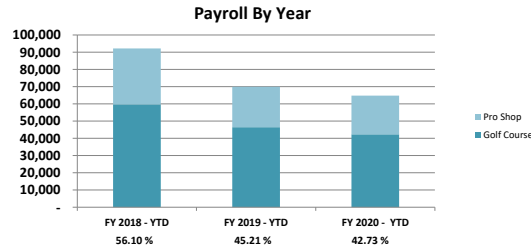
Financial Snapshot - Enterprise Fund - Restaurant				
Restaurant and Beverage Cart Gross Revenue				
	FY 2017	FY2018	FY 2019	FY 2020
October	41,368.00	33,629.00	28,113.00	Awaiting Reports
November	38,168.00	41,064.00	26,921.00	
December	37,906.00	37,247.00	29,649.00	
January	29,147.00	29,036.00	23,393.00	
February	41,938.00	54,626.00	21,969.00	
March	54,956.00	46,917.00	38,070.00	
April	44,196.00	30,767.00	31,115.00	
May	43,086.00	41,345.00	45,993.00	
June	46,328.00	29,142.00	43,421.00	
July	32,565.00	24,196.00	32,429.00	
August	34,216.00	29,982.00	33,940.00	
September	29,643.00	28,801.00	34,700.00	
Yearly Total	\$ 473,517	\$ 426,752	\$ 389,713	



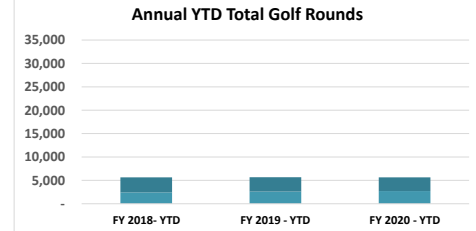
Financial Snapshot - Enterprise Fund - Golf Activity

Gross Profit by Golf Activity				
	Actual FY 2018 - YTD	Actual FY 2019 - YTD	Actual FY 2020 - YTD	Budget FY 2020 - YTD
Golf Course	\$ 148,737	\$ 151,984	\$ 148,855	\$ 155,322
Pro Shop	15,647	5,954	6,327	6,096
Cost of Goods Sold	(90)	(3,168)	(3,615)	(3,199)
Total Gross Profit	\$ 164,294	\$ 154,770	\$ 151,568	\$ 158,218
Expenses by Golf Activity				
	Actual FY 2018 - YTD	Actual FY 2019 - YTD	Actual FY 2020 - YTD	Budget FY 2020 - YTD
Golf Course	\$ 96,590	\$ 137,699	\$ 83,375	\$ 115,183
Pro Shop	65,602	50,423	61,626	88,125
Total Expenses	\$ 162,192	\$ 188,122	\$ 145,000	\$ 203,308
Net Income (Loss) by Golf Activity				
	Actual FY 2018 - YTD	Actual FY 2019 - YTD	Actual FY 2020 - YTD	Budget FY 2020 - YTD
Golf Course	\$ 52,147	\$ 14,285	\$ 65,481	\$ 40,139
Pro Shop	(50,045)	(47,636)	(58,914)	(85,228)
Total Net Income (Loss) B4 Depreciation	\$ 2,102	\$ (33,352)	\$ 6,567	\$ (45,089)
Total Depreciation Expense	-	37,111	37,111	-
Total Net Income (Loss) After Depreciation	\$ 2,102	\$ (70,463)	\$ (30,543)	\$ (45,089)
Debt Service				
	Actual FY 2018 - YTD	Actual FY 2019 - YTD	Actual FY 2020 - YTD	Budget FY 2020 - YTD
Principal Payment	\$ 10,000	\$ -	\$ -	\$ -
Interest Payment	34,294	15,349	23,466	-
Prepayment Call	-	-	-	-
Total Debt Service Payments	\$ 44,294	\$ 15,349	\$ 23,466	\$ -

Payroll by Activity				
	Actual FY 2018 - YTD	Actual FY 2019 - YTD	Actual FY 2020 - YTD	Budget FY 2020 - YTD
Golf Course				
Payroll- Hourly	\$ 48,938	\$ 38,306	\$ 34,866	\$ 45,833
FICA Taxes	7,500	4,517	3,430	7,333
Life and Health Insurance	3,290	3,637	4,013	4,733
Total Golf Course	59,728	46,460	42,309	57,900
Pro Shop				
Payroll- Hourly	26,545	19,313	18,200	24,833
FICA Taxes	4,091	2,390	2,351	3,973
Life and Health Insurance	1,800	1,804	1,904	17,000
Total Pro Shop	32,436	23,506	22,455	45,807
Total Payroll	\$ 92,164	\$ 69,967	\$ 64,764	\$ 103,707
% of Revenues	56.10%	45.21%	42.73%	65.55%



Actual Rounds of Golf by Month			
	FY 2018- YTD	FY 2019 - YTD	FY 2020 - YTD
October	2,405	2,612	2,711
November	3,233	3,066	2,946
Total Rounds	5,638	5,678	5,657
Average Price per Round	\$ 26.31		



Heritage Harbor Community Development District

Financial Statements
(Unaudited)

Period Ending
November 30, 2019

Heritage Harbor CDD

Balance Sheet

November 30, 2019

	General Fund	Golf Course & Pro Shop	Debt Series 2018	Construction	Consolidated Total
<u>ASSETS:</u>					
CASH - HANCOCK OPERATING ACCOUNT	\$ 99,843	\$ -	\$ -	\$ -	\$ 99,843
CASH - BU OPERATING ACCOUNT	68,628	-	-	-	68,628
CASH - HH OPERATING ACCOUNT	8,542	-	-	-	8,542
CASH - SUNTRUST	5,638	-	-	-	5,638
CASH - MONEY MARKET	236,984	-	-	-	236,984
CASH - HH ENTERPRISE ACCOUNT	-	144,897	-	-	144,897
CASH - FIFTH THIRD BANK	56,805	127,518	-	-	184,324
CASH ON HAND	-	600	-	-	600
INVESTMENTS:					
REVENUE FUND	-	-	31,855	-	31,855
RESERVE TRUST FUND	-	-	65,884	-	65,884
INTEREST FUND	-	-	-	-	-
CONSTRUCTION TRUST FUND	-	-	-	285,303	285,303
ON ROLL ASSESSMENT RECEIVABLE	656,820	-	293,781	-	950,601
ACCOUNTS RECEIVABLE	28,771	73	-	-	28,843
DEPOSITS - UTILITIES	1,890	3,456	-	-	5,346
DUE FROM OTHER FUNDS	375	-	31,002	-	31,377
INVENTORY ASSETS:					
GOLF BALLS	-	5,257	-	-	5,257
GOLF CLUBS	-	198	-	-	198
GLOVES	-	3,563	-	-	3,563
HEADWEAR	-	1,690	-	-	1,690
LADIES WEAR	-	709	-	-	709
MENS WEAR	-	2,065	-	-	2,065
SHOES/socks	-	52	-	-	52
MISCELLANEOUS	-	2,304	-	-	2,304
INVESTMENTS CD	-	21,489	-	-	21,489
TOTAL CURRENT ASSETS	1,164,296	313,870	422,523	285,303	2,185,993
<u>NONCURRENT ASSETS</u>					
LAND	-	1,204,598	-	-	1,204,598
INFRASTRUCTURE	-	6,011,912	-	-	6,011,912
ASSUM. DEPRECIATION-INFRASTRUCTURE	-	(5,715,463)	-	-	(5,715,463)
EQUIPMENT & FURNITURE	-	853,044	-	-	853,044
ACCUM. DEPRECIATION - EQUIP/FURNITURE	-	(853,044)	-	-	(853,044)
TOTAL NONCURRENT ASSETS	-	1,501,047	-	-	1,501,047
TOTAL ASSETS	\$ 1,164,296	\$ 1,814,917	\$ 422,523	\$ 285,303	\$ 3,687,040

Heritage Harbor CDD**Balance Sheet****November 30, 2019**

	General Fund	Golf Course & Pro Shop	Debt Series 2018	Construction	Consolidated Total
<u>LIABILITIES:</u>					
ACCOUNTS PAYABLE	\$ 35,066	\$ 15,478	\$ 4,041	\$ 4,778	\$ 59,362
DEFERRED ON ROLL ASSESSMENTS	656,820	-	293,781	-	950,601
SALES TAX PAYABLE	1,365	15,567	-	-	16,932
GIFT CERTIFICATES	-	764	-	-	764
RESTAURANT DEPOSITS	19,500	-	-	-	19,500
DUE TO OTHER FUNDS	31,002	375	-	-	31,377
TOTAL CURRENT LIABILITIES	743,753	32,184	297,822	4,778	1,078,537
TOTAL LIABILITIES	\$ 743,753	\$ 32,184	\$ 297,822	\$ 4,778	\$ 1,078,537
<u>FUND BALANCES:</u>					
NON-SPENDABLE (DEPOSITS & PREPAID)	1,890	3,456	-	-	5,346
RESTRICTED FOR:					
DEBT SERVICE	-	-	124,701	-	124,701
1ST QUARTER OPERATING RESERVES	191,412	-	-	-	191,412
INTERNAL BALANCE	-	-	-	-	-
ASSIGNED:					
RESERVES - FOUNTAINS	11,625	-	-	-	11,625
RESERVES - GATE/ENTRY FEATURES	30,142	-	-	-	30,142
RESERVES - IRRIGATION SYSTEM	49,259	-	-	-	49,259
RESERVES - LAKE ENHANCEMENTS	34,875	-	-	-	34,875
RESERVES - LANDSCAPE	34,875	-	-	-	34,875
UNASSIGNED:	66,466	-	-	-	66,466
NET ASSETS					
INVESTED IN CAPITAL ASSETS	-	1,501,047	-	-	1,501,047
RESTRICTED FOR DEBT SERVICE	-	-	-	-	-
UNRESTRICTED/UNRESERVED	-	278,230	-	280,526	558,755
TOTAL LIABILITIES & FUND BALANCES/NET ASSETS	\$ 1,164,296	\$ 1,814,917	\$ 422,523	\$ 285,303	\$ 3,687,040

Heritage Harbor CDD
GENERAL FUND
Statement of Revenue, Expenses and Change in Fund Balance
PRELIMINARY
For the period from October 1, 2019 through November 30, 2019

	FY2020 ADOPTED BUDGET	BUDGET YEAR-TO-DATE	ACTUAL YEAR-TO-DATE	VARIANCE FAVORABLE (UNFAVORABLE)
REVENUE				
SPECIAL ASSESSMENTS - ON-ROLL (Gross)	\$ 736,509	\$ 73,651	\$ 79,687	\$ 6,036
INTEREST	2,700	450	358	(92)
MISCELLANEOUS	-	-	-	-
RESTAURANT REVENUE	78,000	13,000	13,000	-
TOTAL REVENUE	817,209	87,101	93,045	5,944
EXPENDITURES				
GENERAL ADMINISTRATION:				
SUPERVISORS' COMPENSATION	12,000	2,000	1,200	800
PAYROLL TAXES	2,259	377	92	285
PAYROLL SERVICE FEE	-	-	-	-
ENGINEERING SERVICES	9,000	1,500	1,545	(45)
LEGAL SERVICES	12,000	2,000	1,560	440
DISTRICT MANAGEMENT	66,759	11,127	10,653	473
ACCOUNTING SERVICES	-	-	-	-
AUDITING SERVICES	5,800	-	-	-
POSTAGE & FREIGHT	1,500	250	-	250
INSURANCE (Liability, Property and Casualty)	13,000	13,000	12,637	363
PRINTING & BINDING	2,200	367	-	367
LEGAL ADVERTISING	1,200	200	-	200
MISCELLANEOUS (BANK FEES, BROCHURES & MISC)	1,500	250	3,604	(3,354)
WEBSITE HOSTING & MANAGEMENT	2,265	2,015	2,928	(913)
OFFICE SUPPLIES	500	83	-	83
ANNUAL DISTRICT FILING FEE	175	175	175	-
ALLOCATION OF HOA SHARED EXPENDITURES	21,979	3,663	3,321	342
TOTAL GENERAL ADMINISTRATION	152,137	37,006	37,715	(709)
FIELD:				
PAYROLL - HOURLY	44,924	7,487	7,527	(40)
FICA TAXES & PAYROLL FEE	5,948	991	927	65
LIFE AND HEALTH INSURANCE	4,998	833	803	30
CONTRACT- GUARD SERVICES	82,000	13,667	8,923	4,744
CONTRACT-FOUNTAIN	1,680	280	280	-
CONTRACT-LANDSCAPE	136,800	33,200	33,200	-
CONTRACT-LAKE	42,436	7,113	6,956	157
CONTRACT-GATES	46,680	11,670	11,670	-
GATE - COMMUNICATIONS - TELEPHONE	3,744	624	394	230
UTILITY-GENERAL	78,000	13,000	9,502	3,498
R&M-GENERAL	3,000	500	350	150
R&M-GATE	3,000	500	-	500
R&M-OTHER LANDSCAPE	34,240	5,707	540	5,167
R&M-IRRIGATION	3,500	583	-	583
R&M-MITIGATION	2,000	333	-	333
R&M-TREES AND TRIMMING	7,500	1,250	-	1,250
R&M-PARKS & FACILITIES	1,000	167	-	167
MISC-HOLIDAY DÉCOR	8,500	6,300	6,300	-
MISC-CONTINGENCY	55,512	9,252	850	8,402
RESTAURANT EXPENDITURE	69,310	11,552	5,707	5,845
TOTAL FIELD	634,772	125,009	93,929	31,080
TOTAL EXPENDITURES BEFORE OTHER FINANCING SOURCES (USES)	786,909	162,016	131,645	30,371
OTHER FINANCING SOURCES AND (USES)				
RENEWAL & REPLACEMENT RESERVE				
RESERVE STUDY CONTRIBUTION	30,300	-	-	-
TOTAL RENEWAL & REPLACEMENT RESERVE	30,300	-	-	-
TOTAL EXPENDITURES	817,209	162,016	131,645	30,371
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	-	(74,915)	(38,600)	36,315
NET CHANGE IN FUND BALANCE	-	(74,915)	(38,600)	36,315
FUND BALANCE - BEGINNING	-	-	459,143	459,143
FUND BALANCE - INC IN RESERVE	-	-	-	-
FUND BALANCE - ENDING	\$ -	\$ (74,915)	\$ 420,543	\$ 495,458

Heritage Harbor CDD
GOLF COURSE & PRO SHOP Enterprise Fund
Statement of Revenue, Expenses and Change in Fund Balance
For the period from October 1, 2019 through November 30, 2019

	FY2020 ADOPTED BUDGET	BUDGET YEAR-TO-DATE	ACTUAL YEAR-TO-DATE	VARIANCE FAVORABLE (UNFAVORABLE)
OPERATING REVENUE				
GOLF COURSE				
GREEN FEES	\$ 890,997	\$ 148,500	\$ 141,489	\$ (7,010)
CLUB RENTALS	25	255	-	(255)
RANGE FEES	38,804	6,467	7,366	899
HANDICAPS	100	100	-	(100)
TOTAL GOLF COURSE REVENUE	929,926	155,322	148,855	(6,466)
PRO SHOP				
GOLF BALL SALES	22,800	3,800	4,309	509
GLOVE SALES	6,000	1,000	1,119	119
HEADWEAR SALES	3,775	629	327	(302)
LADIES WEAR SALES	-	-	25	25
MENS WEAR SALES	2,000	333	278	(55)
MISCELLANEOUS SALES	2,000	333	269	(65)
TOTAL PRO SHOP REVENUE	36,575	6,096	6,327	231
RENTAL	-	-	69	69
SALES DISCOUNT	-	-	-	-
TOTAL OPERATING REVENUE	966,501	161,418	155,251	(6,166)
COST OF GOODS SOLD				
COS-GOLF BALLS	12,136	2,023	2,582	560
COS-GLOVES	3,314	552	553	1
COS-HEADWEAR	1,880	313	110	(203)
COS-LADIES WEAR	-	-	16	16
COS-MENS WEAR	1,008	168	239	71
COS-MISCELLANEOUS	858	143	114	(29)
TOTAL COST OF GOODS SOLD	19,196	3,199	3,615	415
GROSS PROFIT	947,305	158,219	151,636	(6,581)
OPERATING EXPENSES				
GOLF COURSE				
PAYROLL-HOURLY	275,000	45,833	34,866	10,967
PAYROLL-INCENTIVE	500	500	-	500
FICA TAXES & ADMINISTRATIVE	44,000	7,333	3,430	3,903
LIFE AND HEALTH INSURANCE	28,400	4,733	4,013	721
WEB SITE DEVELOPMENT	-	-	-	-
ACCOUNTING SERVICES	4,210	702	690	12
CONTRACTS-SECURITY ALARMS	239	40	60	(20)
COMMUNICATION-TELEPHONE	2,364	394	281	113
POSTAGE & FREIGHT	200	33	-	33
ELECTRICITY-GENERAL	13,200	2,200	1,058	1,142
UTILITY-REFUSE REMOVAL	4,620	1,154	1,284	(130)
UTILITY-WATER & SEWER	6,600	1,100	373	727
RENTAL/LEASE-VEHICLE/EQUIP	39,311	6,552	2,100	4,452
LEASE-ICE MACHINES	1,500	375	375	-
INSURANCE-PROPERTY	24,377	24,377	21,347	3,030
R&M-BUILDING	500	83	-	83
R&M-EQUIPMENT	15,500	2,583	1,442	1,141
R&M-FERTILIZER	30,000	5,000	1,565	3,435
R&M-IRRIGATION	5,000	833	-	833
R&M-GOLF COURSE	5,025	838	-	838
R&M-PUMPS	2,760	460	4,964	(4,504)
MISC-PROPERTY TAXES	2,100	-	-	-
MISC-LICENSES & PERMITS	300	300	425	(125)
OP SUPPLIES- GENERAL	4,800	800	1,099	(299)
OP SUPPLIES-FUEL, OIL	15,500	2,583	3,206	(623)
OP SUPPLIES-CHEMICALS	30,571	5,095	-	5,095
OP SUPPLIES-HAND TOOLS	750	125	-	125
SUPPLIES-SAND	1,800	300	-	300
SUPPLIES-TOP DRESSING	2,400	400	700	(300)
SUPPLIES-SEEDS	2,000	333	-	333
ALLOCATIONS OF HOA SHARED EXPENDITURES	732	122	97	25
TOTAL GOLF COURSE	564,259	115,183	83,375	31,808

Heritage Harbor CDD
GOLF COURSE & PRO SHOP Enterprise Fund
Statement of Revenue, Expenses and Change in Fund Balance
For the period from October 1, 2019 through November 30, 2019

	FY2020 ADOPTED BUDGET	BUDGET YEAR-TO-DATE	ACTUAL YEAR-TO-DATE	VARIANCE FAVORABLE (UNFAVORABLE)
PRO SHOP:				
PAYROLL-HOURLY	149,000	24,833	18,200	6,633
FICA TAXES & ADMINISTRATIVE	23,840	3,973	2,351	1,622
LIFE AND HEALTH INSURANCE	17,000	17,000	1,904	15,096
ACCOUNTING SERVICES	4,890	815	690	125
CONTRACTS-SECURITY ALARMS	2,157	360	120	240
POSTAGE AND FREIGHT	250	42	-	42
ELECTRICITY-GENERAL	8,400	1,400	649	751
UTILITY-REFUSE REMOVAL	693	116	-	116
UTILITY-WATER & SEWER	2,500	417	-	417
LEASE-CARTS	70,560	17,760	17,999	(239)
INSURANCE-PROPERTY	11,561	11,561	13,310	(1,749)
R&M-GENERAL	3,000	500	-	500
R&M-AIR CONDITIONING	800	133	-	133
R&M - RANGE	1,000	167	-	167
ADVERTISING	10,500	1,750	740	1,010
MISC-BANK CHARGES	22,000	3,667	2,468	1,198
MISC-CABLE TV EXPENSES	1,600	267	200	66
MISC-PROPERTY TAXES	5,500	-	-	-
MISC-HANDICAP FEES	500	-	-	-
OFFICE SUPPLIES	1,200	200	384	(184)
COMPUTER EXPENSE	1,000	167	965	(798)
OP SUPPLIES-GENERAL	1,000	167	266	(100)
SUPPLIES-SCORECARDS	500	83	-	83
CONTINGENCY	2,000	333	20	313
ALLOCATION OF HOA SHARED EXPENDITURES	14,495	2,416	1,359	1,057
RESERVE	27,100	-	-	-
TOTAL PRO SHOP	383,046	88,125	61,626	26,499
TOTAL DEPRECIATION EXPENSE	-	-	37,111	(37,111)
TOTAL OPERATING EXPENSE	947,305	203,308	182,111	21,196
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	-	(45,089)	(30,475)	14,615
NONOPERATING EXPENSES:				
ARBITRAGE REBATE	-	-	-	-
DISSEMINATION AGENT	-	-	-	-
TRUSTEE	-	-	-	-
PRINCIPAL DEBT RETIREMENT	-	-	-	-
INTEREST EXPENSE	-	-	-	-
DEBT SERVICE TOTAL	-	-	-	-
TOTAL EXPENSES	947,305	203,308	182,111	21,196
NONOPERATING REVENUES				
INTEREST AND DIVIDEND REVENUE	-	-	-	-
SALES TAX DISCOUNT	-	-	-	-
MISC REVENUES	-	-	-	-
GAIN ON SALE OF EQUIPMENT	-	-	-	-
INTERFUND TRANSFER IN	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-
CHANGE IN NET POSITION	-	(45,089)	(30,475)	14,615
NET ASSETS - BEGINNING	-	-	1,813,208	1,813,208
NET ASSETS- ENDING	\$ -	\$ (45,089)	\$ 1,782,733	\$ 1,827,822

HERITAGE HARBOR CDD
DEBT SERVICE 2018
STATEMENT OF REVENUE, EXPENDITURES AND CHANGE IN FUND BALANCE
For the period from October 1, 2019 through November 30, 2019

	FY2020 ADOPTED BUDGET	BUDGET YEAR-TO-DATE	ACTUAL YEAR-TO-DATE	VARIANCE FAVORABLE (UNFAVORABLE)
REVENUE				
SPECIAL ASSESSMENTS - ON-ROLL (NET)	\$ 328,407	\$ 32,841	\$ 35,642	\$ 2,801
SPECIAL ASSESSMENTS - EXCESS ON-ROLL (NET)	-	-	-	-
INTEREST--INVESTMENT	-	-	285	285
MISCELLANEOUS REVENUE	-	-	-	-
TOTAL REVENUE	328,407	32,841	35,927	3,086
EXPENDITURES				
COST OF ISSUANCE	-	-	-	-
INTEREST EXPENSE	41,407	-	23,466	23,466
PRINCIPAL EXPENSE	287,000	-	-	-
TOTAL EXPENDITURES	328,407	-	23,466	23,466
OTHER FINANCING SOURCES (USES)				
TRANSFER -IN	-	-	-	-
TRANSFER-OUT	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	-	32,841	12,461	26,552
FUND BALANCE - BEGINNING	-	-	112,240	112,240
FUND BALANCE FORWARD	-	-	-	-
FUND BALANCE - ENDING	\$ -	\$ 32,841	\$ 124,701	\$ 138,792

Heritage Harbor CDD
CONSTRUCTION FUND

Statement of Revenue, Expenses and Change in Fund Balance
For the period from October 1, 2019 through November 30, 2019

	CONSTRUCTION ACTUAL YTD
REVENUE	
INTEREST REVENUE	\$ 752
MISCELLANEOUS	-
TOTAL REVENUE	752
 EXPENDITURES	
CONSTRUCTION IN PROGRESS	-
TOTAL EXPENDITURES	-
 EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	752
 OTHER FINANCING SOURCES (USES)	
BOND PROCEEDS	-
TRANSFER-IN	-
TRANSFER-OUT	-
TOTAL OTHER FINANCING SOURCES (USES)	-
 NET CHANGE IN FUND BALANCE	752
 FUND BALANCE - BEGINNING	279,774
 FUND BALANCE - ENDING	\$ 280,526

HERITAGE HARBOR CDD
Community Development District
Operating Accounts Reconciliations
November 30, 2019

	<u>GENERAL FUND</u>		<u>ENTERPRISE FUND</u>	
	<u>HARBOR</u>	<u>Bank United</u>	<u>HARBOR</u>	
	<u>COMMUNITY BANK</u>		<u>COMMUNITY BANK</u>	<u>FIFTH THIRD BANK</u>
Balance Per Bank Statement	\$ 8,541.94	\$ 70,342.65	\$ 144,896.99	\$ 177,172.32
Less: Outstanding Checks	-	(1,715.00)	-	(1,127.68)
Plus: Deposits In Transit	-	-	-	8,279.18
<i>Adjusted Bank Balance</i>	<u>\$ 8,541.94</u>	<u>\$ 68,627.65</u>	<u>\$ 144,896.99</u>	<u>\$ 184,323.82</u>

Beginning Bank Balance Per Books	\$ 8,541.94	\$ 28,543.09	\$ 144,896.99	\$ 185,345.28
Cash Receipts & Credits	-	125,003.76	-	94,548.36
Cash Disbursements	-	(84,919.20)	-	(95,569.82)
<i>Balance Per Books</i>	<u>\$ 8,541.94</u>	<u>\$ 68,627.65</u>	<u>\$ 144,896.99</u>	<u>\$ 184,323.82</u>

EXHIBIT 5

Golf Course Maintenance Proposal for the Heritage Harbor CDD and the Heritage Harbor Golf and Country Club



HERITAGE HARBOR

Prepared By:



December 2nd, 2019

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TAB I

Introductory Letter



December 2nd, 2019

Heritage Harbor CDD Board of Directors
c/o Patricia Thibault
Senior District Manager
DPFG Management & Consulting, LLC
15310 Amberly Drive, Suite 175
Tampa, FL 33647

Patricia/ Heritage Harbor CDD Board of Directors,

On behalf of all of us at Cypress Golf Management, dba Cypress Golf Course Services, (CGCS) we thank you for the opportunity to provide The Heritage Harbor Golf and Country Club the enclosed proposal for golf course maintenance on your 18-hole golf course. The main objective of our proposal is to improve the turf maintenance conditions and aesthetics of your golf course. We strive to provide you with our knowledge of providing the best golf course conditions you will ever get from any other golf course maintenance company. Where others struggle, we have made significant impacts to bring facilities and golf conditions up to quality standards and, most importantly, to maintain those standards.

Mr. Scott Zakany, Certified Golf Course Superintendent, will be the individual responsible for the day to day operations of the maintenance and make site visits on both a scheduled and as needed basis. Mr. Zakany has an intimate knowledge of the maintenance practices needed to provide the level of service that the CDD board, members and guests desire. With the support team of Cypress Golf Course Services, improvements will be very noticeable in just a few short months. Mr. Marty Ford will be appointed as our golf course superintendent and we will work closely with Marty to ensure that every aspect of our maintenance proposal is fulfilled with his regular input and guidance. Mr. Zakany's knowledge of the Central and South Florida area is coupled with 40 years of agronomic experience in Florida and he will be working closely with Marty throughout this process. Scott has consulted and been involved with over 100 golf operations in Florida alone which ensures that the golf course maintenance department will be monitored by someone with intimate knowledge of golf course operations in this unique Florida environment.

You can be assured that we understand the dynamics of the club. We strive to not only maintain the golf course to the guidelines outlined herein but go above and beyond to ensure that the golf course is constantly improving to ensure member and guest satisfaction.

Our maintenance proposal serves as a sound agronomic program that creates the baseline for the maintenance budget. In our proposed budget, we feel that we can work within the adopted 2020 budget and have left out of our cost proposal the equipment lease, utilities for the shop and have put a cap on irrigation and equipment repair and maintenance.

As an added benefit to the golf course maintenance team, the executive team of Cypress Golf Management (if you want it) will visit the club twice annually and provide any guidance necessary that you may need as it relates to the inside operation. Our management support team has a combined 75 years of owning and operating clubs very similar to the Heritage Harbor Golf and Country Club and can help guide you or act as a sounding board for strategies and programs that you may have questions about as you navigate thru the operational component of the club. Some of the programs we offer can be found in the Company Information section of the proposal and this will be provided at “NO COST” to you. The better the club does, the better the entire operation becomes and the partnership that we have will be of a mutually beneficial value to all of us.

We look forward to your favorable consideration of our proposal and look forward to working with you making this a facility that we can all be proud of.

Sincerely,

The Cypress Golf Course Services Team

TAB II

COMPANY INFORMATION

Company Information



Cypress Golf Management, LLC Introduction

Formed December 2009

Regional Office- 235 Apollo Beach Blvd., Apollo Beach, FL 33572

Corporate Office- 1118 Massachusetts Avenue, Saint Cloud, FL 34769

FEI/EIN# 27-1636119

Cypress Golf Management is a premier golf management company with a proven track record in all aspects of Golf Club operations, marketing, acquisitions, sales and agronomics. The company's focus to provide quality service and professional management, have been the keys to their success.

Cypress Golf Management key personnel have been involved in golf management in all areas of the United States. The senior management team averages over 40 years of experience in the golf operations industry. This team of industry professional have operated and managed more than 115 public, resort and private golf facilities across the United States. This experience translates to the understanding of what it takes to provide professional golf operations management. And

in addition, as current owners and operators of golf facilities we understand the needs to maximize profits and stabilize operations.

The company's core business focus is golf course maintenance and operations management. Cypress Golf Management has an experienced management team that has been successful in every segment of the golf course and club industries. This experience is the platform for the establishment of Cypress Golf Management and the commitment to the golf industry and professional golf operations management.

OPERATIONS MANAGEMENT

Cypress Golf Management can handle any golf course management or consulting assignment at anytime and anywhere in the United States. The members of the senior management team have years of experience in golf operations and facility management in most major golf markets in America.

The company has been structured to be able to provide immediate high-level management services to every club in any location. Cypress Golf Management has the resources to fully support all golf course and private club operations, including accounting and financial services, employment of all personnel and selling memberships. We can also provide specialized support and expertise in the areas of golf shop merchandising, food and beverage and golf course agronomics.

Cypress Golf Management believes to succeed across all areas of the golf business industry every club managed by us and every employee have the same objective to "exceed each guest and client's expectations".

The key for us to be able to offer knowledgeable service is the extensive experience the team brings to a project. Averaging over 40 years of club operations and industry experience, our team members all learned the business from hands on "work experience" environment. Our experts have performed every job at one time in their careers in a club operation. This invaluable training and experience translates to the results that our clients are looking to achieve. Municipal golf courses require special attention and the ability to work efficiently in a government environment. Our senior team has a tremendous amount of experience working with small townships and HOA's as well as large city governments.

The main objective in all our assignments is to achieve the desired goal for the client and solve their problems timely, efficiently and effectively.

MANAGEMENT SYSTEM PROGRAM

Cypress Golf Management has a strategic approach to operations management. The management of a club is not a “one size fits all” approach as each facility has its own unique character. While we live by that philosophy there are several core business practices that we use as the building blocks to create a successful property. This approach can be adjusted to achieve the desires and goals for each client and each facility. In the end, the business approach gets adjusted for each facility to achieve the desires and goals for each client and club operation. The following is a list of our scope of services:

ACCOUNTING AND FINANCE

- Centralized Accounting
- Full Monthly Financial Statements
- Cash Flow Forecasts
- Weekly Sales Reports
- Payroll & Human Resource Management
- Accounts Payable and Receivable
- Cash and Inventory Controls
- Daily Cash Management
- Bank Reconciliations and Check Register Detail

MANAGEMENT SERVICES

- Excellent Client Communications and Relationships
- Regular Property Inspections
- Regular Course Inspections
- Monthly Management Report
- National Buying Programs

COURSE MAINTENANCE THROUGH OUR CYPRESS GOLF COURSE SERVICES DIVISION

- Course Evaluation Historical Agronomic Plan
- Course Maintenance Standards
- Detailed Agronomic Plan
- Detailed Agronomic Budget
- Agronomic Inspections
- Equipment Assessment and / or Replacement Plan

MARKETING

- Marketing Strategies
- Website and Database / Email Management and Marketing
- Community Outreach Programs
- Strategic Partnerships with Hotels, Business Partners, etc.
- Golf Wholesalers and Internet Tee Times

MEMEBERSHIP

- Service Standards and Training
- Review Membership Documents
- Membership Programs Development and Marketing
- Member Relations / Events

GOLF OPERATIONS

- Guest Service Standards and Training
- Membership and Club Events
- Tournaments and Leagues
- Competitive Market Analysis / Pricing Program
- Merchandising

CLUBHOUSE/ FOOD & BEVERAGE

- Guest Service Standards and Training
- Membership and Club Events
- Menu Review and Costing
- Buying Programs
- Event Bookings and Marketing

FACILITY PLANNING

- Review and Analyze Financial History
- Market Study and Competitive Analysis
- Business Plan and Annual Operating Budget
- Capital Improvement Plan

ASSET MANAGEMENT, DISPOSITION AND RECEIVERSHIP

Cypress Golf Management offers turn key Asset, Disposition and Receivership services. Their experienced team of seasoned professionals possesses the skill and vision needed to assist financial and lending institutions and provide help they require taking a troubled asset, turning it around and finally disposing of the asset.

The team at Cypress Golf Management has performed multiple assignments for lenders, financial institutions and investors faced with taking over and managing distressed golf assets. Our team has the skills and experience to work with banks, institutional lenders, and the many additional parties including attorneys and ultimately the court system. These unique qualities are what enable Cypress Golf Management to deliver results in this uncertain industry. Cypress Golf Management has a specialized process for these assignments which includes:

A COMPREHENSIVE AND DUE- DILIGENCE AND PLANNING PROCESS

Our experienced team can analyze a property and provide an assessment report which identifies any potential issues in advance of a receivership, disposition or acquisition. This analysis is then used to create a comprehensive business plan for the property to improve the asset and ultimately take it to disposition.

Cypress Golf Management is partnered with a fully certified and experienced court appointed receiver. Our team of professionals has extensive experience in stabilizing distressed real estate properties and developing a corresponding business plan that effectively monitors and controls expenses that can quickly get out of control.

Cypress Golf Management also has a partnership with a well-respected and extremely successful golf course broker. This team of golf real estate professionals is highly experienced in selling assets for receivers and lenders both large and small.

Cypress Golf Management offers a full range of services to accommodate any golf course work-out assignment quickly, efficiently and as economically as possible. Our team of professionals takes the uncertainty of managing distressed golf assets away from our clients and provides regular updates so that they can focus their attention on their business.

DEVELOPMENT AND RENOVATION

Cypress Golf Management has experience in every phase of the golf course and club development and renovations process. Over the past 25 years we have worked on countless

projects that include planning, design, permitting and renovations. Our senior team has been involved in every aspect of over a dozen golf courses constructions from permits to completion. We have worked with many of the leading golf course architects, contractors and professionals.

We have also worked with leading architectural and design firms on the construction and renovation of clubhouses, restaurants, maintenance facilities, recreational centers, and tennis and spa facilities projects up to \$10.5 million.

Our industry veterans know exactly what questions to ask and what to look for when planning, designing and constructing golf courses, clubhouses and amenities.

EXCEEDING EXPECTATIONS

Cypress Golf Properties has been built with simple but strong values. The focus for everyone is to always exceed every client and guest expectations every day. Each one of the company's strong senior management team have dedicated themselves to the golf industry and passing along their knowledge and expertise to make golf and club management successful. The success is based on sound business practices and professional club management.

The Company management philosophy is to maintain a reputation for "hands-on" involvement of senior managers. Operating a golf course remains a "cottage industry" in this age of the Internet, twits and iPhones. Our relationship with our customers is our reputation and our business.

Our true focus is our clients and their properties success. We build solid working relationships with all our clients using reporting practices and informational updates. By establishing and managing good working relationships with our clients it enables both parties to effectively and efficiently manage their asset.

SENIOR MANAGEMENT TEAM

William Stine- Chief Executive Officer- 33.3% ownership

William "Bill" Stine has over 35 years of golf course operations and acquisitions experience. Bill started in the golf course management business in 1983 as owner and CEO of U.S.A. Golf, Inc., owner and operator golf courses in FL.

As a co-founder and President of International Golf Maintenance Co. (IGM), and Meadowbrook Golf, along with Scott Zakany, was instrumental in growing the company to become the third

largest golf course operator in the U.S. with 115 courses, over 5,000 employees and grew International Golf Maintenance into the industry's largest provider of third party golf course maintenance.

Bill is a proven "results-driven" leader with a track record of successful startups and turnaround of struggling golf operations to deliver bottom-line impact. He has been responsible for numerous new course construction and renovation. In addition, the Stine family founded Golf Week magazine in 1972.

Bill is the Past President and current board member of the National Golf Course Owners Association. He was an original member of the "Golf 20/20" steering committee for the growth of golf with the Commissioner of the PGA Tour, The USGA president and Executive directors of PGA of America, LPGA and other industry leaders.

He is a frequent guest speaker at numerous golf conventions and shows. Bill has been published in many publications including Golf News, Golf Week, Golf Superintendents News, Golf Business, Forbes and Wall Street Journal.

John Fogel, PGA President & Chief Operating Officer-33.3% ownership

John has been a Class "A" PGA Professional since 1997 and possesses 25 years of experience in the golf industry. His entire career has been spent in golf and club operations, literally learning the business from the ground up. He has worked as an assistant golf professional, head golf professional and club general manager before moving into the area of multi-club operations in the 1990s. These experiences also include food and beverage and course maintenance experience. John has a proven track record of achieving club performance goals as well as managing very good relations with clients.

Previously John worked with Bill Stine and Scott Zakany at Meadowbrook Golf. Most notably, John ran the company's first golf management assignment. Under Bill and Scott, he helped grow the company to the third largest golf management company in the country. John spent over 10 years at Meadowbrook and ascended to the position of Regional Vice President responsible for operations of 16 clubs in the North East with annual gross revenues of \$25 million and 14 clubs in the South East with annual gross revenues of \$50 million.

John also worked with Kitson and Partners where he held the position of Vice President of Operations for the United States. In his time with Kitson and Partners John was responsible for all the owned clubs as well as all the third-party management contracts. He also performed multiple workout and disposition assignments for lenders and financial institutions across the country. John's responsibilities took him across the United States as he worked club in Hawaii, as well as the North East, South East and South West. Kitson & Partners is a multi-billion-dollar

real estate company with a Clubs Division grew to become the 15th largest management company in the country.

His prior work experience has also given him the ability to perform multiple course renovations and course construction projects along with clubhouse renovations and new construction.

John has been a speaker and seminar leader at golf and club industry conferences.

Scott Zakany, CGCS President, Cypress Golf Course Services- 33.3% ownership

Scott A. Zakany serves as President of Cypress Golf Course Services, the agronomic arm of Cypress Golf Management. Mr. Zakany has been involved in the Golf Course industry for over 40 years and has experience at over 300 golf facilities in three countries. Prior to his involvement with Cypress Golf Course Services, Mr. Zakany was a co-founder of International Golf Maintenance in 1994 where he served as President of the world's largest golf course maintenance company. Mr. Zakany has been a Certified Golf Course Superintendent, as designated by the Golf Course Superintendents Association of America, for over 30 years and served on the industry Advisory Board at Lake City Community College's School of Golf Course and Landscape Operations. Mr. Zakany is a member of the Top Agronomic Officers Advisory Board that works in conjunction with the National Golf Course Owner's Association and he also serves as the Agronomic Counsel for the Golf Course Business Consultants Group (CGBC) which is a professional organization that provides owners and operators with golf course related services and advice. Mr. Zakany has an Associate of Science Degree in Golf Course Operation from Lake City Community College and is an active member of several advisory organizations and groups.

Key Personnel

Having the right personnel in any operation is always a strong key to the long-term success of the club. Equally important is the on-site leader who will be the daily "voice" of the contractor. Cypress Golf Course Services will work diligently to secure the services of qualified golf course personnel for Cypress Golf. In addition, we will meet with each current employee on site and conduct a thorough evaluation of their duties and roles, and retain the best employees possible to carry out the plan that we have in place ensuring a seamless transition of companies. Once we have our team in place, a considerable amount of effort will be utilized to bring the employees up to speed with our goals and projected dates of completion which have been outlined throughout this proposal. While this seems more complex than what occurs, it is mainly due to the nature of our experience that will assure the Heritage Harbor CDD that they selected the correct company in their evaluation process.

Scott Zakany, CGCS and Alex Marshall, CGCS have been involved with contractual golf course maintenance for a combined 75 years and have taken over hundreds of clubs like the Heritage Harbor Golf and Country Club.

In addition to all the checks and balances that we have in place, periodic visits from the Cypress Golf Executive team is not only welcomed, but required. All the senior management team have been in the golf business for most of their lives and have been involved in every aspect of the business of golf including: Ownership of Golf Courses; third party management; consulting; third party maintenance; golf course equipment sales; chemical and fertilizer sales and service; and operating very large and successful management companies. Specifically, the Key personnel within Cypress Golf Course Services bring the strength of their talents to all our facilities.

Scott A. Zakany, CGCS serves as President of Cypress Golf Course Services, the agronomic arm of Cypress Golf Management. Scott will make visits to the facility at a minimum of twice per month but more frequently at the on-set of the maintenance agreement. The golf course superintendent will report directly to Scott and he will also be available to meet with the clubs representatives when needed.

Alex Marshall, CGCS has over 35 years of golf course maintenance and management experience with most of them in the Florida market. Alex serves as Regional Manager for Cypress Golf Course Services and is a key contributor to the company by bringing his vast experience and knowledge to our maintenance operations. Alex will work with the golf course superintendent to set up specific agronomic plans and procedures to ensure the work is being performed and make regular site visits to ensure that things are going according to plan.

SCOTT ZAKANY, CGCS

443 Pinellas Bayway S. Tierra Verde, FL 33715
szakany@cgcs.com (813)-526-1689

Professional Experience

Cypress Golf Course Services
President
Apollo Beach, FL

December 2009-Present

International Golf Maintenance, Inc.
President, Co-Founder
Champions Gate, Florida

1994 – 2008

ISS Golf Services (Currently called ABM)
Vice President Golf Operations
Tampa, Florida

1988 - 1994

The Evergreen Club
Certified Golf Course Superintendent
Stuart, Florida
1987 - 1988

City of Pompano Beach Golf Course
Golf Operations Manager
Pompano Beach, Florida
1982-1987

Education

Lake City Community College
Associate of Science, Golf Course Operations
Graduated Magna cum Laude,
1981

Licenses

Certified Golf Course Superintendent
Florida Restricted Use Pesticide Applicator
Florida Certified Pest Control Operator
Turf and Ornamental - Department of Health &
Rehabilitative Services- License #JF163811
Best Management Practices-
1987– Present
2009

Associations and Affiliations

Golf Course Superintendents Association of America
Florida Turfgrass Association
Florida Golf Course Superintendents Association
South Florida Golf Course Superintendents Association - (Former Vice President)
Golf Course Business Consultants- Agronomist
Top Agronomic Officer- National Golf Course Owners Association
Industry Advisory Board-
Lake City Community College School of Golf Course Operations
2004-Present
2003-Present
1995-Present

ALEXANDER W. MARSHALL, CGCS

307 West Fountain Street · Fruitland Park · Florida · 34731
amarshall@cgcs.com (407) 928-3113

Professional Experience

Cypress Golf Course Services – Pompano Beach, FL
Regional Manager
Director of Golf Course Maintenance – City of Pompano Beach Golf Course
2012-Present

Wyndham Rio Mar Beach Resort & Spa – Rio Grande, PR
Executive Director – Country Club
2007-2012

AM Ventures, LLC – Fruitland Park, FL 2004-Present
President/CEO

Valley Crest Golf Course Maintenance – Los Angeles, CA 1995-2004
Division Operations Manager

Briarwood Country Club – Hamburg, NY 1994 – 1995
Golf Course Superintendent

Orchard Park Country Club – Orchard Park, NY 1984 – 1994
General Manager

Gowanda Country Club – Collins, NY 1982 – 1984
Golf Course Superintendent

Education

Finger Lakes Community College
A.S. Applied Sciences

Certified Golf Course Superintendent
Golf Course Superintendents Association of America

Professional Experience

Golf Course Superintendents Association of America
Florida Turfgrass Association
Central Florida Golf Course Superintendents Association of America

TAB III

**MAINTENANCE STANDARDS AND
STRATEGIC PLAN OF OPERATIONS**

Maintenance Standards and Strategic Plan of Operation

As the game of golf enters its sixth century of existence, the business of golf represents one of the most dynamic environments on the American business scene. Consolidation of golf course operations continues to create challenges and opportunities for owners, managers, and municipal operators of golf facilities. Getting back to the basics of turfgrass management and the environment that we all live in is not only a choice, but a necessity in this type of golf course maintenance environment.

To deliver services better, Cypress Golf Course Services, herein referred to as CGCS, employ systematic programs that include:

- *Sound agronomic and horticultural practices as the basis for a fully customized program for each of our facilities which includes general Agronomic Planning*
- *A team approach of turfgrass professionals so that all angles of problem solving are covered.*
- *An extensive reporting system so that every client is aware of the maintenance routines performed on their golf course.*
- *A customer service orientation so that resources are directed at what the client considers most important.*
- *Integrated Pest Management (IPM) to ensure that the environmental impact is not negatively affected*
- *State of the art Equipment Maintenance monitoring and programs to maintain your assets*
- *Advanced water/irrigation technologies to ensure prudent use of the irrigation systems and regulatory requirements are being met*
- *Environmental Planning and working with Audubon and other regulatory agencies to ensure our programs are the most advanced in the industry*

To deliver these services efficiently, we employ the following practices:

- *Directing labor resources to make sure tasks are completed correctly the first time.*
- *Implementing equipment and programs that ensure productivity and reduce the overall time required to produce the desired results.*
- *Leveraging our buying power for multiple course operations to get us the best pricing with the industry's top vendors.*
- *Doing things in a business- like manner vs. traditional maintenance practices*

ENVIRONMENTAL COMMITMENT

Every day, at each golf course maintained by CGCS, our managers are acutely aware of the impact our operations can have on the local, regional, and global environment. That is why we apply chemicals fastidiously and consistently with Integrated Pest Management (IPM) practices. This commitment is detailed further in the Environmental Practices section of the proposal.

AFFILIATIONS

CGCS and its team members are proud to be affiliated with the following groups and organizations that make golf a better game:

- National Golf Foundation
- Golf Course Superintendents Association of America
- Audubon International
- National Golf Course Owners Association
- American Society of Golf Course Architects
- GCBC (Golf Course Business Consultants)
- Environmental Institute for Golf

CGCS strives to ensure all its golf courses are maintained at the highest possible standards. Below are the general standards for daily golf course conditioning and related facility maintenance standards required to achieve this goal. It is up to the individual course superintendent to ensure that these standards are met daily to guarantee the satisfaction of the club's members and guests. Even though playing conditions are affected by seasonal changes and uncontrollable weather factors, the Superintendent can use these standards to consistently meet the high standards expected of a CGCS maintained golf course.

To provide the club with the quality product they expect, it is extremely important that these standards be maintained daily. The Superintendent is responsible for ensuring that the staff is well trained, professional and is meeting these standards. All the club grounds must be properly kept up to these standards so that all guests will have a positive image of the club from the moment they enter the driveway.

It is important to understand that we are working with Mother Nature and an un-predictable (to some extent) continually changing environment. To be successful, a company must be able to adapt and have thorough plans and call to action in place. It is through these practices that CGCS has developed methods and programs designed to deliver the required conditions on a more consistent basis than anyone else.

The maintenance practices included in this section are intended to be an overall outline for the agronomic, horticultural, and recurring service practices of CGCS's golf course maintenance operations.

MOWING

Mowing is one of the most important maintenance operations on a golf course. Without regular mowing at appropriate heights of cut, the course would become unplayable. When following good mowing practices, turf density, texture, color, root development, and wear tolerance are enhanced; and when healthy turf is present, it minimizes the need for excessive use of fertilizers and

pesticides. In addition, mowing can be an effective means of controlling many weeds; thereby, helping to reduce the use of herbicides.

Growth rate and mowing height have the most influence on mowing frequency. As a rule of thumb, mowing should be done often enough that no more than 33% of the leaf blade is removed at any one mowing. Therefore, the frequency of mowing must be related to the rate of growth rather than to a time schedule. Following this practice will minimize the effect of mowing on photosynthesis and help maintain a high percentage of leaf surfaces which is necessary for healthy root development.

Height of cut is important because if the turfgrass is mowed too low it becomes less tolerant of environmental stresses, more disease prone and more dependent upon a carefully implemented cultural program. The best approach to offset these potential problems is to use the highest mowing height acceptable for the various playing surfaces. However, if fast greens are desired for tournament play, mowing heights can be lowered below the recommended minimum for a short period of time.

If the height of cut on greens should need to be lowered, it should not be lowered too rapidly and as mentioned previously, not for an extended length of time, as this action is most detrimental to the health of the turfgrass. In addition, anytime the grass is in a weakened or in a stressed condition, the mowing height should be raised immediately. Also, by varying the mowing patterns on putting surfaces, as well as other playing areas, upright growth and overall plant vigor and health will increase. These changes in mowing patterns will also help to reduce mower wear patterns as well as reduce soil compaction.

AERIFICATION

The main purpose of aerification is to relieve surface compaction and remove organic matter which in turn improves surface water infiltration, allows for good root penetration, provides for easier air/gas exchange (Carbon Dioxide is exchanged for Oxygen) in the soil, improved nutrient uptake, increases turfgrass vigor and removes thatch and the potential for disease.

VERTICUTTING / SPIKING

When done on a timely basis to actively growing turf, vertical mowing can be used to remove mower-induced grain on greens and reduce thatch. In addition, vertical mowing can be used to thin turf so that a better job of reel mowing can be done. Also, vertical mowing is used to separate the soil from aerifier cores and mix it with the sand used to fill the aerifier holes and top-dress the playing surface.

TOPDRESSING

Aerification on putting greens is commonly followed with topdressing. If aerifying is done without topdressing with proper materials, most soils will return to their original compacted state. Topdressing encourages rooting, aids thatch decomposition, stimulates new shoot growth, provides microorganisms antagonistic to parasitic fungi, provides nutrients to the turf and makes the ball roll true and faster.

Although a small amount of thatch, $\frac{1}{4}$ to $\frac{1}{2}$ inch thick is desirable to provide a certain amount of resiliency, thatch is the greatest single limiting factor in the development of fast, uniform greens.

Research has shown that topdressing is the most effective cultural practice for significantly reducing and/or managing thatch accumulation. Although topdressing does not prevent the development of stems and roots that contribute to thatch buildup, it does keep the thatch separated to prevent dense, compacted mats from forming. By mixing suitable topdressing materials with the organic material, thatch layers, as such, will not develop and will decompose faster.

FERTILIZATION

The most important aspect of a fertilizer program is to ensure that the materials used does not contaminate the soil and/or groundwater. The first step in arriving at a sound plant nutrition program is to have the soil analyzed to determine pH, calcium, magnesium, phosphorus and potassium availability and nutrient balance. From this information a valid fertilizer/salt treatment program can be developed with the assurance that excess nutrients will not be applied.

Nitrogen is the nutrient used by grasses in the largest quantities. Its function is to stimulate vegetative growth and provide the grass with green color. Nitrogen fertilization will be determined by color, density, and rate of growth (clipping yields) of the grass. Interpretation of soil nitrogen analyses to exact amounts that are available to the plant is difficult. For this reason, nitrogen rates will be adjusted with visual inspections and not solely based on soil testing. Leaching of nitrate nitrogen can be safely regulated by making controlled applications (spoon-feeding), using controlled materials (slow release) or using a combination of these approaches. Controlled applications can be made by using soluble fertilizers and applying the materials with a sprayer that has been calibrated to put out an accurate amount of material per acre. Using this method, the superintendent can personally control the rate and frequency of fertilizer application, and thereby reduce the tendency to apply excessive amounts of nitrate and ammonium forms of nitrogen on an infrequent basis.

Controlled materials, such as natural organic sources (Milorganite and others), isobutylene diurea (IBDU), urea-formaldehyde (UF) and coated areas (SCU and others) are all slow release nitrogen sources. They have the advantage of supplying a longer and more uniform source of nitrogen, a lower salt index and reduce nitrogen leaching. By combining soluble nitrogen sources with these slow-release nitrogen products, availability can be extended to the grass without fear of nitrogen leaching into the groundwater.

IRRIGATION

A definitive description of how to irrigate is elusive because of many variables to consider, i.e. slope, soil types, height of cut, rooting depth, weather factors, and the performance of the irrigation system itself. The only way for the superintendent to master the irrigation of every corner of his course is through careful study and trial and error. Experience is the best teacher when it comes to fine-tuning irrigation management skills. Given the imperfect nature of any irrigation system in the content of the variables noted above, there most likely will be different areas of the course over watered, correctly watered and under watered. Trying to achieve the most appropriate balance, preferably on the drier side, will be the goal of the irrigation program.

Irrigation scheduling involves answering two questions, when to irrigate and how much water to apply. Once these two questions have been answered, the schedule will need to be adjusted for rainfall and refined as experience is gained.

Irrigation should be scheduled only when the turf needs water, i.e. just before it begins to stress. One method that can be used in determining when to irrigate is visual inspection of the turf. When the grass begins to turn a bluish-gray tint, or leaf blades curl or fold, footprints linger in the grass long after being made and/or a soil probe indicates the soil is dry, it is time to irrigate.

GREENS

Greens should be kept healthy and pest free using accepted turf management practices by implementing sound cultural, fertility and pest control programs. A specific Turfgrass Management Plan should be developed to achieve the desired results including; regular aerifications, spiking, verticutting, annual or more often testing of fertility, topdressing sand, and the soil profile and for diseases and pests etc. The greens should be kept smooth and putting true using appropriate grooming methods to control grain, maintain good density, texture, and prevent excess thatch accumulation. Green speeds should be maintained as consistently as possible and between 8 and 9 feet at Heritage Harbor Golf and Country Club and the tif-dwarf greens.

The greens must be aerified on a regular basis. The number of annual aerifications, tine size and method of aerification must be adjusted according to the level of organic mat accumulation, compaction levels and the greens performance. For the initial quantity four (4) aerifications including ½” coring tines and one deep tine to ensure proper water infiltration is achieved on these tif-dwarf greens. Normally 2-3 times would be the standard however after performing the initial consultation report and seeing the organic layering, the need for a more aggressive aerification and verticutting process is needed.

Greens should be mowed daily. Height of cut will vary to achieve the desired playing conditions and depending on manufacturer mower differences, and as turf and weather conditions allow. The

original greens edge must be maintained to prevent green shrinkage from occurring and encroachment from surrounding undesirable turf.

All ball marks must be repaired daily and sunken cups, old hole locations and scars on the greens should be repaired immediately. Collars should be kept mowed at an acceptable height of cut and they should be appropriately groomed to prevent excessive thatch and grain accumulation.

As in any outdoor environment, it is not as much as following the specifications as it is to have the ability to adapt to the changing environment which can mean success or failure with a product.

While the scope of work (technical specifications) serve as a tool for a guideline, each area of the course will all have their own “micro-environments” that must be dealt with daily. There is however a need to understand that micro-environments exist where certain climate variations may occur. This can be a shaded area, a severely sloped area, a small green with condensed traffic from golfers, or any combination of these and other factors.

CGCS is committed to understanding these variations and will ensure as much consistency from green to green and hole to hole remains our number one focus.

TEES

The tees should be maintained in a healthy state, pest free, drain well, have good texture and density, provide good footing and quality teeing surfaces. A Turf Management Plan including regular aerifications, verticutting, topdressing, fertility testing etc. should be developed and implemented to achieve the desired results. The tee mowing height should be maintained as low as reasonably possible to achieve the desired results, but the achievable height of cut also depends upon turf conditions, climate, and season as well as plant variety. Divots must be cleaned off and filled with the appropriate site-specific mixture to promote fast recovery, maintain a level surface, and a clean appearance. Divot mix should be spread evenly into the holes and not left in piles.

Like the greens, teeing surfaces are strategic in the maintenance routine to have solid footing, firmness and uniform in appearance. More so than greens, often tees are set back in the far corners and in heavily shaded areas requiring more supplemental practices that go above and beyond the typical maintenance standards. Keeping these micro-environments in mind will allow consistency between tees and allow for a better golfer experience.

FAIRWAYS/ROUGHS

The fairways should be maintained in a healthy state, pest free, drain well, have good texture and density, provide good footing and quality fairway surfaces. A Turf Management Plan including IPM practices, regular aerification, fertility/salt testing, etc., should be implemented to achieve the desired results. Fairways should be mowed at an acceptable height of cut depending on turf conditions, climate and plant variety. The fairways must be routinely kept at the lowest height of cut that will provide a quality playing surface consistent with desired goals but without sacrificing

turf quality and health. Clippings from fairway mowing should be evenly dispersed so they are not left in piles or clumps.

The roughs should be maintained in a healthy state, have minimal pest issues, drain well, and have good texture, density and uniformity. A Turf Management Plan including IPM practices, aerification, spiking and any necessary cultural practices, including annual fertility testing, should be implemented to achieve the desired results. The rough height of cut will vary depending on the plant variety, club specific goals, and weather and turf conditions. The frequency of rough mowing should be set according to growth rates to prevent excessive clipping accumulation on the surface, to prevent lost balls and to promote healthy turfgrass. Leaf and clipping debris should be scattered as needed to maintain a clean and uniform looking rough.

Mowing of fairways needs to coincide with the approach mowing operation to have a neat and clean appearance that blends into the golf course. This coupled with a proper balance of nutrition, IPM, and utilizing an environmentally friendly organic fertilizer program will allow for an enjoyable golfing experience. Like the tees and greens, many microenvironment or supplemental work may be required to bring a less than desirable area up to the remaining course standards.

BUNKERS

The bunkers must be at least inspected and touched up every day when open for play regardless of play levels. All bunker rakes should be evenly placed outside of the bunker and parallel to the bunker in line with play, unless otherwise dictated by the Club. Bunkers must be kept free of weeds, debris and rocks and have a defined edge between sand and turf. The bunkers must be edged frequently enough to prevent grass from creeping into the sand.

Bunkers should be checked regularly for appropriate sand levels and to ensure the drains are working correctly and repaired as needed. The bunker shape and integrity should be maintained by observing proper edging techniques and avoiding bunker creep. Any excess sand accumulation on the faces should be blown off and removed as needed to slow build up. Periodically, excess sand accumulation should be removed.

Like the greens and tees, bunker faces and slopes are also micro-environments that need additional attention. Having a strong bunker face can minimize damage caused by mowing, damage from golfers walking out of the bunkers and minimize the pests that can invade this highly visible area. Extra fertilizer and insect control should be a part of all management plans to be successful.

DETAIL

Holes should be rotated to a fresh area according to the playing conditions and pin location systems in place. Holes must be cut to the proper depth with a sharp edge and the cup liner set to exactly a one-inch depth. Freshly painted cups should be rotated on a regular basis.

New flags and poles should be rotated as necessary. Worn, soiled or damaged flags should be replaced immediately. Tee markers should be in good repair should be rotated as necessary to

avoid wear and be optimally positioned for the days playing conditions. All markers should be placed with a T-line pointing at the landing area. Markers should also be placed 12" from each edge of the tee unless the tee is being divided into sections to spread wear. In this case, the markers should be placed a minimum of 15' apart. All fencing, rope, and stakes should be inspected and only clean, approved hollow-core rope with approved stakes should be used. Rope should be stretched tightly between stakes and replaced as necessary. The rope and stakes should be moved as needed to control traffic and prevent excess wear.

Cart paths must be kept clean, edged and in good repair. Cracks in the paths are to be free of weeds and grass growth. Cart path yardage markers should be kept clean, polished and replaced as needed. Sprinkler heads with yardage markings and sprinkler heads located in the fairways and around greens should be edged routinely to maintain a clean and groomed appearance. Hazard stakes should be checked for condition, proper location and straightened as needed. Tee consoles should be inspected for damage, wiped clean and kept freshly painted. Ball washers must have clean water, a fresh cloth towel and be in good working order. Trash containers should be emptied and wiped clean. All steps, walkways, and ramps should be kept clean, edged and repaired. Distance monuments should be kept edged, clean and/or freshly painted.

Attention to detail is often overlooked by the staff that sees the clubs daily and it will take additional sets of eyes to point these out and entrench the culture that the management team has for the property. It is our jobs as maintenance providers to recognize this importance and assist the club in keeping the conditions at the highest level to compete in this tough golf environment. A detailed plan of action can be found at the end of this section.

PERFORMANCE EVALUATION

Evaluating the success of the programs and Maintenance Company is vital to the overall objectives of the club and conditioning of the golf course. At CGCS, we take a two-tiered approach to managing each facility. Each month, during the inspection of Scott Zakany, President of CGCS, the superintendent at the facility will take a tour and receive a written follow up of the progress of the course. After the initial benchmarks are set by both CGCS and the club's representative, it is imperative that each month that the clubs remains consistent or a level above for adherence to the contractual obligations.

The follow up report will score/rank all areas and point out additional areas that need to be addressed. These are scored as Unacceptable; Needs improvement; or Acceptable. While this is an internal document, it covers all aspects of the operation to ensure compliance both contractually and regulatory. A sample copy of this report can be found at the end of the proposal.

ENVIRONMENTAL PRACTICES

With the attention that golf course and the fertilizers and pesticides used to maintain them is under constant scrutiny, having an environmental plan committed to and executed by the club's maintenance provider is essential. While there are several ways to approach the maintenance of a

golf course, taking additional steps to ensure the health of the environment and the surrounding area is a process that cannot be taken lightly.

As you will notice throughout the entire CGCS literature, documents, and newsletters, having a proven environmental plan and strategy is commonplace.

With our partnerships with golf and the environment and the Audubon Sanctuary for Golf Courses organizations, our commitment to the environment is something that we do not take lightly.

Golf has a unique role to play in caring for our environment. By their very nature, golf courses provide significant natural areas that benefit people and wildlife in increasingly urbanized communities across North America. At the same time, golf's use of chemicals, water, and other resources to maintain pristine golfing conditions is often criticized for threatening the quality of our environment.

Golf courses offer numerous opportunities to not only provide pleasant places to play, but also to protect drinking water, improve the water quality of our lakes, streams, and rivers, support a variety of plants and wildlife, and protect our environment for future generations.

Some of the programs and ideas that come out of this organization will help the guests at Cross Creek Golf and Country Club to not only enjoy the benefits of this type of commitment, but the club to market and sell the principals of its concepts to the golfing public.

What are the benefits of environmental performance?

- *Image and Reputation*
- *Customer Satisfaction*
- *Financial Performance*
- *Worker Safety and Reduced Liability*
- *Improved Liability*

Managing the weed bank in the soil profile will be an on-going struggle over the next several years. While in this plan we have initiated a pre- and post-emergent weed control strategy, there are several outside influences that can limit what we can do. These include annual thresholds of pesticides used in a growing season, rain, drought, severity of problem, wind, and time of year. With minimal pre-emergent herbicides being utilized in the past, the need for an aggressive strategy is imperative to the long-term success of the weed control strategy at Cross Creek Golf and Country Club. The alarming facts that a weed seed is viable to grow and lay dormant in the soil for up to 30 years, the amount of weed seeds waiting for an opportunity to grow is substantial.

Weed Control strategy at Heritage Harbor Golf and Country Club

Several species of weeds exist throughout the golf course and a detailed plan of attack to suppress and control these weeds is imperative to the playability of the golf course. Overseeding

in the fall may mask some of the weeds that exist, however in cold weather when the weeds go dormant and off color quicker than the base bermudagrass, the unsightliness and playability will be apparent.

To have a successful weed control strategy, the following conditions must exist.

Turf actively growing- This will occur when the soil temperatures reach 65+ degrees but optimum conditions are when the soil temperatures reach 75 degrees. In addition to the soil temperatures being at an optimum, soil moisture and adequate fertility levels must be prevalent and maintained during this period for turf to recover and fill in the voids that are left by the weeds.

Proper chemical compounds and rates- There are many types of products to control weeds however using these products at the correct time, the correct rates and product types and combinations is critical for success.

Pre-and post-emergent chemicals- There are several types of formulations with a variety of lengths of control that are available as a pre-emergent and many products that work as a post emergent. It is imperative that rotation of products be used so that the weeds do not build up a resistance to the weeds.

Persistence- The tough to control weeds such as tropical signal grass, crabgrass and goose grass are all prolific seeders and killing the weeds too quickly can be detrimental to the success. The preferred method for successful control is one that goes un-noticed. Bronzing of the weeds is typical but damaging the turf can be more of a hindrance and detriment to the strategy because of the amount of seeds waiting for sunlight and moisture. The ideal strategy for first season weed control would be when the soil temperatures hit the ideal mark and specifically as follows for a six-week aggressive strategy.

An example of a typical weed control strategy we would employ at Heritage Harbor Golf and Country Club for tees, fairways and intermediate roughs after target weeds are identified and a thorough examination of the soil chemistry is obtained.

Week one:

- Fertilize tees, fairways and roughs with an organic based fertilizer product.
- Spray wall to wall a complete tank mix of several products targeting goosegrass, tropical signal grass and crabgrass

Weeks two and three:

- Aerify all turf areas and drag in cores (push cores to thin areas to help fill these areas in quicker and rope off)
- Apply a pre-emergent herbicide (prodiamine) to all turf areas
- Fertilize tees, fairways and roughs

- Spray wall to wall a second application mix of products targeting both grassy weeds, sedges and broadleaf weeds. This again will be a light rate as to not eradicate the weeds too quickly leaving bare spots in the areas of prior weed cover.

Week four:

- Fertilize thin spots on all tees, fairways and roughs
- Spot spray any remaining weeds

Week five:

- Fertilize thin spots on the tees, fairways and roughs
- Spot spray any remaining weeds

Week six thru end of growing season:

- Fertilize thin spots on all the tees, fairways and roughs
- Spot spray any remaining weeds

This is a basic weed control strategy that will be adjusted as we get into the program. The key the success is not only the timing and the weather, but the responsiveness of the bermudagrass base that has been semi dormant in the past without adequate sunlight and nutrition.

What are golf's environmental opportunities?

- *Provide needed wildlife sanctuaries*
- *Preserve natural areas within urban environments*
- *Support plants and wildlife native to the area*
- *Protect water resources*
- *Filter storm water runoff through golf course wetlands and turfgrass*
- *Rehabilitate degraded landscapes*
- *Promote physical and mental wellbeing, reducing stress for more than 25 million U.S. golfers*
- *Improve air quality and moderate temperature*
- *Educate golfers and the public about the nature of the game and promote environmentally-sound management*
- *Create a Monarchs in the Rough program to bring butterflies and other natural occurring plants to key areas throughout the course.*

Ways Golf Courses Can Help Protect the Environment

When properly sited, designed, constructed, and managed, golf courses can be an environmental asset to a community. By their very nature, golf courses can provide significant open space and opportunities to provide needed wildlife habitat in increasingly urbanized communities across North America. With nearly 80% of all the 15,000-plus golf courses in the United States located in urban or suburban areas, opportunities abound for golf courses to provide ecosystem services such as storm water retention, runoff filtration, urban wildlife habitat, wildlife corridors, heat island effect reduction, etc. Like most other businesses, golf courses must also work to address the environmental challenges of water use, water quality, habitat and biodiversity loss, chemical use, waste, energy use, etc.

Fertilizers Issue information

Efforts by municipalities across the country to ban or restrict the use of fertilizers continue as elected officials and citizens attempt to address concerns of nutrient loading in waterways which most believe is a major contributor to Red Tide. Phosphorus is of special concern. Activists are attempting to overturn state preemption laws. Golf course fertilizer use remains a target due to public perception that the amounts used to manage courses are a source of the nutrient loads. State-mandated nutrient management plans can have a detrimental impact on golf courses if they are not developed with input from the golf course management industry and without consideration of existing environmental best management practices for golf courses.

Specific fertilizer issues include:

- *Nutrient Management and Management Plans*
- *Best Management Practices (BMPs)*
- *Total Maximum Daily Loads (TMDLs)*
- *Fertilizer Bans/Restrictions*

In Florida, many Counties and Cities are requiring that the companies applying fertilizers have additional training and certification in BMP's (Best Management Practices). This additional training teaches the fundamentals of the new laws on the books as they relate to Nitrogen and Phosphorous inputs into the environment.

Organic fertilizers are endorsed by the new laws as they have slow release Nitrogen compounds and are greater than 75% slow release which is a part of the new requirements. These restrictions occur between June 1st and November 30th each year.

Pesticide Laws and Regulations Issue information

Golf course superintendents utilize pesticides as part of a system of integrated pest management (IPM) to control pests and maintain healthy turf. Best management practices, continuing education, research and technology are important elements for an IPM approach for golf course

superintendents. Pesticide production is highly regulated in the U.S. through the Federal Insecticide, Fungicide and Rodenticide Act. Pesticides used to maintain healthy golf course turf have been thoroughly tested and are considered safe when used according to label directions. The safe and responsible use of pesticides, and the continued availability of effective products, is a top priority for CGCS principles of pesticide usage.

Pesticide laws and regulations should be based on sound science supported by credible peer-reviewed data and university recommendations. Golf course pesticide applicators are trained in the safe and proper use of pesticides within an integrated pest management (IPM) system and must pass a state-administered examination to be licensed. CGCS golf course superintendents follow best management practices for proper pesticide management of the course. Healthy turf allows communities to enjoy many benefits, including crucial "green spaces" and sanctuaries for birds and other wildlife, recreational opportunities and municipal revenue generated by outdoor recreational facilities.

CGCS has adopted Integrated Pest Management (IPM) as "a sustainable approach to managing pests by combining biological, cultural, physical, and chemical tools in a way that minimizes economic, health and environmental risks."

Integrated Pest Management (IPM) defined is a system of controlling pests (weeds, diseases, insects or others) in which pests are identified, action thresholds are considered, all possible control options are evaluated, and selected control(s) are implemented. Control options--which include biological, chemical, cultural, manual and mechanical methods--are used to prevent or remedy unacceptable pest activity or damage. Choice of control option(s) is based on effectiveness, environmental impact, site characteristics, worker/public health and safety and economics.

The goal of an IPM system is to manage pests and the environment to balance benefits of control, costs, public health and environmental quality. IPM takes advantage of all appropriate pest management options.

IPM systems rely on accurate determination of optimum control timing and selection of appropriate method(s).

Implementation requires current, comprehensive information on pests and control options. As a system, IPM programs include a series of three steps:

- *Monitor the site for presence of pests. Critical components of monitoring include not only acknowledging presence and level of infestation of the pest, but also accurately identifying the pest and acquiring knowledge of requirements and life cycles of both pest and host.*
- *Determine the action threshold below which the pest can be tolerated. Action thresholds are determined by factors such as severity of the injury caused by the pest, site characteristics and use requirements, health concerns related to the pest and site user needs.*

- *Initiate preventative or curative action to avoid surpassing the established threshold. The selected method(s) must balance considerations of economics, efficacy, worker/public health and safety and potential hazards to property and the environment.*

It should be noted that in Florida, a golf course superintendent who works at a public or private facility who uses or supervises the use of restricted use pesticides is required to become certified and to obtain a certified commercial applicator license. A golf course superintendent who uses or supervises the use of restricted use pesticides as an employee of a state agency, municipal, corporation, or other governmental agency is required to become certified and to obtain a certified public applicator license. The certified public applicator license is valid only for work performed for the government agency during employment. Golf course superintendents are encouraged to become certified and licensed even if they don't use restricted use pesticides.

CGCS golf course superintendents will all have the proper certifications to perform pesticide applications on Heritage Harbor Golf and Country Club and will be supervised under the license of Scott Zakany, CGCS who possesses a Certified Pest Control applicators license as well as a BMP Training Certificate as required by many cities and counties within Florida.

TAB IV

**EXPERIENCE WITH GOLF COURSE
MAINTENANCE**

Experience with Golf Course Maintenance

Cypress Golf Course Services (CGCS) is proud to list the following clients as references. On most of our projects, we have been asked to build greens, rebuild tees and fairways and consulting on several construction projects. We are currently in the process of several construction projects with more to come in the spring. Our senior management team has built several golf courses from the ground up and been part of complete renovations of clubs as well as partial greens or tee renovations on 15+ operations.

We mention this because we have seen a lot of projects get outsourced to companies with no long-term interest in the club and corners being cut as a result of that.

City of Pompano Beach Golf Course- Brian Campbell, General Manager (772) 828-1799 1101 N. Federal Highway, Pompano Beach, FL 33060

Pompano Beach Golf Course is a 36-hole municipal golf course that sits on over 300 acres of pristine natural habitat less than a mile from the Atlantic Ocean. Here you will find two golf courses, Pines and Palms with very different characteristics to suit every golf- patron needs.

The recently redesigned and renovated Greg Norman Signature Pines Course opened on January 1, 2013 to rave reviews. With state-of-the-art design, Celebration Bermuda fairways and Platinum Paspalum greens, the Pines will most assuredly become a golf destination for residents and visitors to the region. The Palms golf course continues to cater to a loyal following of golfers who have enjoyed the layout for over a half a century.

All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, landscape management of the club's grounds and the training and supervision of the 26-member golf maintenance staff.

Acres maintained-	Greens- Pines-139,500 sq. ft. (3.20 acres) of Platinum Paspalum
	Greens- Palms- 124,250 sq. ft. (2.85 acres) of Tifdwarf
	Tees- Pines- 164,375 sq. ft. (3.77 acres) of Celebration Bermudagrass
	Tees- 129,000 sq. ft. (2.96 acres) of 419/Ormond Bermudagrass
	Fairways- Pines-40 acres of Celebration Bermudagrass
	Fairways- Palms- 30 acres of 419 / Ormond Bermudagrass
	Primary Roughs- Pines- 45 acres Celebration Bermudagrass
	Primary Roughs- Palms- 40 acres of 419 Bermudagrass, Ormond
Bermudagrass	
	Secondary Roughs combined- (excludes wooded areas, lakes, parking, areas already accounted for, etc.) 97 Acres

Total Golf Maintenance and Landscape budget- \$1,416,000

Contract May 2013-Present (just renewed a five-year extension agreement on 10/1/18)

**Terraverde Golf and Country Club- Gale Mapes, General Manager (239) 437-2427
17000 Terraverde Circle, Fort Myers, FL 33908**

Situated in the heart of Florida's beautiful Southwest Gulf coast, Terraverde Country Club offers you the best of all worlds. Near miles and miles of pristine white sand beaches, magnificent coastline and recreational activities – from golf to fishing, tennis to horseback riding, boating to hunting – that makes this a true vacation paradise. Sanibel and Captiva, two of the most beautiful and famous island resorts in the world lie but minutes away. There is also excellent shopping, gourmet restaurants and conveniences just stoplights away. And, the equally excellent shopping and fine dining of Naples and Bonita Springs are near Terraverde Country Club, right off the coast in the Gulf of Mexico.

All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, landscape management of the HOA grounds and the training and supervision of the 5-member golf maintenance staff.

Acres maintained- Greens- 67,300 sq. ft. of Sea Shore Paspalum
Tees- 44,000 sq. ft. (1.1 acres) of Celebration Bermudagrass
Fairways- 3 acres of Celebration Bermudagrass
Roughs- 10 acres of Celebration Bermudagrass
Common areas/other- 8 acres of Bahia grass and St Augustine grass

Total golf course and Grounds maintenance budget- \$308,900

Contract March 2016-Present (renewed a five-year contract effective 12/1/2019)

**Highland Lakes Golf Club, Bill Berthold, General Manager, (727) 810-2296
3300 Macgregor Drive, Palm Harbor, Florida 34684**

Highland Lakes Golf Club is a 27-Hole executive style golf course located in Palm Harbor, Florida. All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, and the training and supervision of the 10-member golf maintenance staff.

Acres maintained- Greens- 172,000 sq. ft. (3.95 acres) of Tifdwarf bermudagrass
Tees- 180,000 sq. ft. (4.13 acres) of Celebration Bermudagrass
Fairways- 25 acres of 419 Bermudagrass
Roughs- 60 acres of 419 Bermudagrass/Bahiagrass

Total golf course maintenance budget- \$715,000

Contract January 2018-Present

**Hernando Oaks Golf and Country Club- Charlie Guardino, General Manager
(352) 799-9908 5230 Delacroix Dr., Brooksville, FL 34604**

Hernando Oaks Golf and Country Club is Brooksville's newest 18-hole championship semi-private course, with expansive fairways, lush Tifeagle greens and surrounded by majestic oaks.

Located just north of Tampa, Hernando Oaks is certainly one of the area's best public golf courses. Majestic oaks laden with Spanish moss, tree-lined fairways and rolling greens paint a picture of old-world Florida charm sure to provide you with an unforgettable golfing experience.

Scott Pate of Seaside Golf Development, Inc. designed the holes to blend in naturally with the native landscape, including five sets of tee boxes per hole, complimenting the rolling wooded terrain just south of Brooksville. As a unique feature, the course has native grass species in the rough areas, keeping the area environmentally friendly for habitat. The course also has numerous dry retention areas that are covered using the same native grass species.

With 18 holes of championship caliber golf meandering through the Florida countryside, Hernando Oaks treats its guests spectacularly in calm seclusion while exposing them to the true heritage of the game.

Facilities include pro shop, grill room, driving range and practice putting green.

Golf Course Scope of work and responsibilities:

All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, landscape management of the HOA grounds and the training and supervision of the 11-member golf maintenance staff.

Acres maintained-	Greens- 149,500 sq. ft. (3.43 acres) of Tifeagle
	Tees- 143,500 sq. ft. (3.29 acres) of 419 Bermudagrass
	Fairways- 35.5 acres of 419 Bermudagrass
	Roughs- 70 acres of 419 Bermudagrass
	Common areas/other- 10 acres of St. Augustine grass

Total golf course maintenance budget- \$589,900

Contract from June of 2013-Present

**The Hills Golf Club- David Kelly, General Manager- (941) 697-2414
100 Rotonda Circle, Rotonda, FL 33947**

The Hills is an 18-Hole par 72 championship course in the Oakland Hills community. This course is heavily dotted with well-placed water hazards; it is a true test of accuracy and course management skills. The greens are among the best rolling in the area. Designed by architect Jim Petride; this unique golf course first opened its doors in 1973 and has been a local favorite since

All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, landscape management of the HOA grounds and the training and supervision of the 8-member golf maintenance staff.

Acres maintained- Greens- 129,500 sq. ft. (2.97 acres) of Tifdwarf
Tees- 133,500 sq. ft. (3.06 acres) of 419 Bermudagrass
Fairways- 31 acres of 419 Bermudagrass
Roughs- 50 acres of 419 Bermudagrass
Common areas/other- 20 acres of Bahia grass

Total golf course maintenance budget- \$398,900

Contract from January 2010-Present

**The Palms of Rotonda- David Kelly, General Manager (941) 697-8118
266 B Rotonda Circle, Rotonda, FL 33947**

The Palms is Rotonda's second 18-Hole par 72 championship course. Golfers are astounded by its five finishing holes, which include six different water hazards, multi-tiered greens, and two of Florida's most demanding holes, the 15th & 16th, back to back. This course is well designed with four sets of tees that challenge all skill levels. Designed in 1980 by architect D.J. DeVictor, this Semi-Private club is a must play on the Cape Haze peninsular.

All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, landscape management of the HOA grounds and the training and supervision of the 9-member golf maintenance staff.

Acres maintained- Greens- 134,900 sq. ft. (2.97 acres) of Tifdwarf
Tees- 133,500 sq. ft. (3.1 acres) of 419 Bermudagrass
Fairways- 32 acres of 419 Bermudagrass and Ormond Bermudagrass
Roughs- 40 acres of 419 Bermudagrass and Ormond Bermudagrass
Common areas/other- 28 acres of Bahia grass

Total golf course maintenance budget- \$388,900

Contract January 2010 – Present

**Breckenridge Golf and Tennis Club, Harold Hood, Greens Chairman, (239)-992-5959
20091 Wimbledon Court, Estero, FL 33928**

Breckenridge Golf and Tennis Club is an 18-Hole executive golf course located in Estero, Florida. All golf course maintenance and landscape management of this facility including but not limited to: pesticide applications, fertilization, mowing practices, detail, bunker raking, cup and tee placement, and the training and supervision of the 4-member golf maintenance staff.

Acres maintained- Greens- 88,000 sq. ft. (2.01 acres) of Sea Dwarf Paspalum
Tees- 79,000 sq. ft. (1.8 acres) of Celebration Bermudagrass
Fairways- 5 acres of 419 Bermudagrass
Roughs- 10 acres of 419 Bermudagrass

Total golf course maintenance budget- \$239,000

Contract August 2016-Present

In addition to the experience, the principals of Cypress Golf Management and Cypress Golf Course Services have been involved with the following clubs throughout the US.

Agronomic/Maintenance and Consulting

Babe Zaharias Golf Club	Tampa, FL
Brevard County Courses	Melbourne, FL
Bobby Jones Golf Complex	Sarasota, FL
Eagles Golf Club	Oldsmar, FL
Highlands Reserve	Davenport, FL
Indian River County	Vero Beach, FL
IMG Academy Golf Course	Bradenton, FL
Ironwood Golf Club	Gainesville, FL
Longboat Key Club	Longboat Key, FL
The Village of North Palm Beach	North Palm Beach, FL
Rocky Point Golf Course	Tampa, FL
Roger's Park Golf Course	Tampa, FL
Highland Lakes East Golf Club	Orlando, FL
Highland Lakes West Golf Club	Orlando, FL
Timacuan Golf Club	Orlando, FL
Vista Royale	Vero Beach, FL

Weston Hills
Windermere Golf Club

Weston, FL
Windermere, FL

Partial List of Full Service Management and Golf Course Maintenance Operations

Bear brook Golf Club
Bella Vista Golf & Yacht
Birkdale Golf and C.C.
Boggy Creek Golf Club
Broad Bay Country Club
Champions Gate Resort
City Line Sports Center
Cobbs Creek Golf Club
Countryside Golf Club

Del Tura G&CC
Dubsdread Golf Club
Eagle Ridge Golf Club
Ed Oliver Golf Club

Emerald Springs
Fairways Golf Club
Fiddler's Green
Franklin D. Roosevelt G.C.

Highlands Reserve Golf Club
Indigo Lakes Golf Club
John Byrne Golf Club
Juniata Golf Club
Kiln Creek

Lake Windsor Golf Club
Lexington Oaks Golf Club
Marlborough Country Club

Meadow Woods North
Meadow Woods South
Memphis Oaks
Mequon Country Club
Miami Springs C.C.
Monroe Valley Golf Club

Newton, NJ
Howie in the Hills, FL
Chesterfield, VA
Orlando, FL
Virginia Beach, VA
Orlando, FL
Philadelphia, PA
Philadelphia, PA
Roanoke, VA
North Fort Myers, FL
Orlando, FL
Fort Myers, FL
Wilmington, DE
El Paso, TX
Orlando, FL
Jacksonville, FL
Philadelphia, PA
Orlando, FL
Daytona Beach, FL
Philadelphia, PA
Philadelphia, PA
Newport News, VA

Windsor, WI
Tampa, FL
Upper Marlboro, MD
Orlando, FL
Kissimmee, FL
Memphis, TN
Mequon, WI
Miami Springs, FL
Reading, PA

Montclair Country Club	Montclair, VA
Oak Hills Golf Club	Columbia, SC
Painted Dunes	El Paso, TX
Palm Beach Gardens	Palm Beach, FL
Patuxent Greens G.C.C.	Laurel, MD
Pebble Creek Golf Club	Tampa, FL
Pelican Bay Country Club	Daytona, FL
Poinciana Golf Club	Poinciana, FL
Prairie Landing Golf Club	West Chicago, IL
Prince Williams Golf Club	Nokesville, VA
Princeville (Makai Course)	Princeville, HI
Princeville Resort (Prince Course)	Princeville, HI
Remington Golf Club	Kissimmee, FL
Rolling Green Golf Club	Sarasota, FL
Sabal Point Country Club	Longwood ,FL
Scenic Hills Country Club	Pensacola, FL
Seminole Golf Club	Tallahassee, FL
Shalimar Pointe G.C.C	Shalimar, FL
Silver Springs Country Club	Menomonee, WI
Silver Stone Golf Club	Las Vegas, NV
Highland Lakes East Golf Club	Orlando, FL
Highland Lakes West Golf Club	Orlando, FL
Sun Air Country Club	Haines City, FL
Sun N Lake G&CC	Sebring, FL
Tantallon C.C.	Fort Washington, MD
Tattersall Golf Club	West Chester ,PA
The Club at Hidden Creek	Navarre, FL
The Gauntlet Golf Club	Fredericksburg, VA
The Hills C.C.	Rotunda, FL
The Links C.C.	Rotonda, FL
The Links of Cape Haze	Cape Haze, NJ
The Palms C.C.	Rotunda, FL
The Pines Golf Club at Marana	Tucson, AZ
The Reserve at Thunder Hill	Madison ,OH
The Tides Golf Club	St. Petersburg, FL
Tiger Point Golf and C.C.	Gulf Breeze, FL

Timacuan Golf Club
Twin Rivers Country Club
Walden Lakes C.C.
Walnut Lane Golf Club
Wellington G.C.C.
Willow Run
Winter Springs Golf Club

Lake Mary, FL
Oviedo, FL
Plant City, FL
Philadelphia, PA
Wellington, FL
Pewaukee, WI
Winter Springs, FL

TAB V

COST BREAKDOWN

COST BREAKDOWN

Heritage Harbor Golf and Country Club

Personnel Expense- Includes all personnel and related taxes, insurances, payroll fees, workers compensation, drug testing, background checks, etc.....	\$347,900.00
Horticultural Supplies- Includes the cost of materials for all fertilizer, chemicals, and for topdressing operations, sod, etc.	\$72,000.00
Irrigation Repair and Maintenance- Includes the NTE for irrigation expense in parts and supplies only.....	\$7800 NTE*
Equipment Repair and Maintenance- Includes the equipment repairs and maintenance in parts and supplies only.....	\$15,500.00 NTE**
Fuel and Oil- Includes all diesel and gas as well as hydraulic and motor oils.....	\$ 15,500.00
Operational Expenses- Includes the cost of all other operational supplies and expenses such as: course accessories; soil testing; seminars and training; all other daily operational needs.....	\$9,300.00
Management Fee/Overhead- Includes the cost of travel and related overhead expenses to support club operations as well as the profit to the company.....	\$18,000.00
Total Cost Breakdown-	<u>\$486,000.00</u>

Monthly- \$40,500.00

Bi-Monthly- \$20,250.00

***Irrigation NTE- Not to exceed**

**** Equipment repair and maintenance NTE- Not to exceed**

Does not include cost of effluent water or utilities to run pump station or maintenance facility electric; trash hauling; property insurance or taxes; or any equipment leases or related expenses other than the equipment repair NTE as indicated.

TAB VI

**MAINTENANCE TRAINING AND
SAFETY PROGRAM, PERFORMANCE
EVALUATION**

CYPRESS GOLF COURSE SERVICES

**Heritage Harbor Golf and
Country Club**

**MAINTENANCE
TRAINING
& SAFETY
PROGRAM**

FEB 2019

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EQUIPMENT SAFETY, INSPECTION, OPERATION & MAINTENANCE

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training for the equipment that is going to be operated, a towel, tire gauge, and oil gauge.

1. Know the equipment/vehicle fuel requirements (Gas or Diesel)
2. Operator is responsible to check the following levels periodically:
 - a. Check fuel level – if low, add the proper fuel
 - b. Check motor oil level – if low, notify the mechanic
 - c. Check hydraulic oil level – if low, notify the mechanic
 - d. Check battery fluid levels – if low, notify the mechanic
 - e. Check tire inflation – if low, notify the mechanic
3. Perform safety inspection of the vehicle by performing the following:
 - a. Tires are properly inflated
 - b. Check the steering
 - c. Check the brakes
 - d. Check warning lights and head lights for proper operation
4. Familiarize yourself with the vehicle, know where the following are located:

a. Ignition	d. Gas Pedal	g. Gauges
b. Brakes	e. Throttle	h. Horn
c. Clutch	f. Gears	
5. Check all hoses and fittings for the following:
 - a. Worn, weak areas
 - b. Visible oil around fittings
 - c. Oil spots on the floor around the equipment
6. Once you have started your vehicle please adhere to the following:
 - a. Always wear indicated PPE and use your seatbelt when provided
 - b. Drive at a safe operating speed
 - c. Obey all traffic signs and speed limits
 - d. Be courteous to golf play on the course
 - e. Be aware of high traffic and pedestrian areas
 - f. Be aware of steep slopes and blind corners
7. Operator is responsible for vehicle cleanliness and storage daily and should adhere to the following:
 - a. Blow off the vehicle in the proper area after usage
 - b. Hose off the vehicle in the proper cleaning area once it has been blown
 - c. Store the vehicle in it's proper location once it has been cleaned

NOTE: Please notify the mechanic or superintendent if you notice any of the items mentioned in 1 thru 5, or have any concerns or doubts prior to operating equipment.

UTILITY VEHICLE OPERATION

REQUIREMENTS: Valid Driver's License

PPE: None

1. Follow ALL the Equipment, Safety, Inspection, Operation, & Maintenance procedures listed on page three of the CGCS Safety and Training booklet.
2. When pulling a trailer, sprayer, or heavy load please adhere to the following:
 - d. Make sure the proper pin is used
 - e. Make sure safety chains are in place
 - f. Make sure the loads are properly secured
 - g. Make sure all passengers are properly secured
 - h. Drive at a safe speed
 - i. Always use a low gear when going down hill
 - j. Use flashers when appropriate
3. Immediately report any mechanical problems the vehicle may have to the mechanic/superintendent so that it can be repaired.

TRACTOR OPERATION

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training for operating a tractor.

PPE: Hard hat

1. Follow ALL the Equipment, Safety, Inspection, Operation, & Maintenance procedures listed on page three of the CGCS Safety and Training booklet.
2. Mount tractor, depress clutch, and place your selectors in neutral.
3. Make sure that parking brake is on and engine kill switch is off.
4. If applicable, use glow plug switch – VERY IMPORTANT
5. Turn ignition key until engine is started.
6. Disengage parking brake
7. Select desired gear, range, and direction.
8. Adjust desired RPM using the hand or foot throttle.
9. Release clutch slowly, allowing unit to move in desired direction.
10. To shut engine off, depress clutch and brake until completely stopped. Engage kill switch and apply emergency brake. Turn ignition key to "OFF" position.
11. Immediately report any mechanical problems the vehicle may have to the mechanic/superintendent so that it can be repaired.
12. When exiting this machine, make sure the engine is idled down, and is in neutral with the emergency brake on.

NOTE: Check Owner's Manual for proper shifting and other special operating instructions per make/model of equipment.

APPROACH MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a TRIPLEX REEL MOWER.

EQUIPMENT: Triplex Reel Mower

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Determine mowing route prior to starting.
 - a. Start on 18 and work backwards so that no one group is continuously interrupted.
3. Starting point should be at the green next to the collar. Choose a side to begin on. The first pass should follow the contour of the collar. Engage reels and mow from one perimeter border to the other.
4. Once inside the perimeter border, disengage reels and turn wide around in the rough.
5. The next pass should directly oppose the first pass. Starting at the perimeter and continuing to the other side.
6. Continue to mow the approach in this manner for approximately seven or eight passes or until you meet the fairway cut.

NOTE: Always extend a courtesy to golf play adhering to the following:

1. Be aware of golfers
2. Move out of the way if golfers approach
3. Idle down and patiently wait until they are done

FAIRWAY MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a GANG REEL UNIT.

EQUIPMENT: Gang Reel Unit

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. The mowing route should begin on 18 and go backwards so no one group is continuously interrupted.
3. If applicable, check with the superintendent for the pre-determined mowing pattern.
4. The correct ground speed is a must with this unit. Ground speed may vary based on make/model. Please refer to the operator's manual which will state the specifications. All operators should be familiar with the operator's manual.
5. Begin mowing with a perimeter cut.
6. When mowing 6 to 12 begin in the middle of the fairway. Start mowing from the approach to the tee to line stripe up with tee. Make sure each pass is in the opposite direction to create a striping effect.
7. If applicable, begin diagonal passes at the top of the fairway.
 - a. Lower reels and engage once inside the perimeter cut line.
 - b. Lift reels and disengage to perform wide turn arounds in the rough.
 - c. Line up for the next fairway by passing directly opposing the previous pass.

NOTE: Always extend a courtesy to golf play adhering to the following:

1. Be aware of golfers
2. If play is heavy, break the fairway down into sections and mow away from golfers.
3. Allow golfers to play through.
4. If possible, lift reels while moving forward to dispense of clippings.
5. Avoid sprinkler heads, DO NOT run over heads with tractor tires.

FLY MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a utility vehicle and fly mower.

EQUIPMENT: Fly mower, proper fuel, utility vehicle, extra string, string cutters,

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Mow route should begin on hole 18 and go backwards so that no one group is continuously interrupted.
3. Be aware of golfers. Be courteous and show proper etiquette when they are near.
4. Start mower and proceed to lip of trap. Walk mower with $\frac{1}{4}$ of mowing deck over the lip of trap, in clockwise or counter clockwise fashion.
5. Continue to make walking passes around trap connecting with the previously cut pass.
6. Mow all the trap face making sure to connect with the primary rough mower's or slope mower's area.
7. When finished mowing, tilt machine to side so that deck is angled off the ground and turn mower off. This tilting will prevent scalping as the blades slow down.

NOTE:

1. Keep all extremities from underneath mowing deck while engine is running.
2. Take extra care when grass is wet so to minimize foot slippage.
3. Store all tools in utility vehicle when not using them.
 - GAS CAN NOT BE PLACED ON TURF...

GREENS MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a GREENS MOWER (TRIPLEX) and/or A DEW WHIP (TRIPLEX).

EQUIPMENT: Greens Mower (Triplex), Dew Whip (Triplex)

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Approach the green from the sides or rear. Avoid all players approach area.
3. Idle mower down, place transmission in neutral, engage parking brakes.
4. Visually inspect the green for foreign objects. Walk to flag pole and relocate to the collar.
5. Pick an object to lock on for the first pass. Possibly a tree or other fixed object. This will help ensure the first pass is straight and make for straighter lines throughout the mowing process.
6. Mowing in the pre-determined direction of the day
 - Make the first pass over the hole; straddle the hole with triplex
 - While traveling, engage reels as soon as the collar is clear
 - Disengage reels at the other end about one foot from the collar
7. Continue to directly oppose each pass mowing one side of the hole completely then mow the other side.
8. Perimeter cut, if instructed, mow a perimeter cut directly on the inside of the collar line.
9. Dump clippings before they begin to overflow doing the following:
 - Go to a designated area or deep rough
 - Idle down mowers,
 - Place in neutral
 - Disengage reels and engage parking brake
 - Remove the buckets of clippings and scatter. If it dumps into a pile spread it with your foot. *Never dump clippings in ditches, culverts, under trees, any green or tee slopes or in any "in play" areas.*
10. Use the Dew Whip to lightly whip away excess clippings and dew that was left behind by whipping in a light sweeping manner.
11. Relocate flag pole back to cup.

NOTE:

1. “Light bulb turns” technique is used when making a turn about so as not to damage the turf.
2. Different mowing patterns for different days of the week are used to reduce wear on the green as well as grain.
3. Pay attention to any oil spots or possible leaks. If an oil leakage is detected, pull mower off green and move to path immediately.

PUSH MOWER

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a PUSH MOWER

EQUIPMENT: Push Mower, trash bags, proper fuel, and funnel

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Area scheduled for mowing will be cut in the following manner to ensure neat, consistent appearance:
 - Mow perimeter line to allow room for turning push mower while cutting parallel lines.
 - Mow remaining areas in parallel lines.
 - Obstacles such as trees or plantings will be cut around in a full circle following bed edge or tree ring.
 - Discharge clippings away from tree rings and bed areas.
 - Where grass grows up next to obstacles, leave a 3-inch clearance strip between deck and obstacles to prevent damage to mower and obstacle.
 - Remaining uncut grass around obstacle will be cut with line trimmer.
3. Clean mower with an air hose or water hose to remove dirt and grass clippings.

ROUGH MOWING
(Rough: Area outside of complex areas)

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a TRACTOR AND GANG REEL UNIT.

EQUIPMENT: Push Mower, trash bags, proper fuel, and funnel

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Have a pre-determined mowing route established prior to starting. Mow route should begin on hole 18 and go backwards so that no one group is continuously interrupted.
3. Be aware of golfers. Choose a side of the rough and begin mowing. Mow a section of the hole at one time. Continue in this manner until the entire primary rough area of that hole is complete.

NOTE:

The correct mowing speed is a must with ground driven reel units. The speed will be determined by the machinery specifications.

ROTARY ROUGH MOWING
(Common areas, areas not directly in play,
Wooded areas, “outside complex” area)

REQUIREMENTS: Current record on file with employee’s signature indicating they have received the proper training to operate a ROTARY CUTTING UNIT.

EQUIPMENT: Rotary cutting unit, hammer or mallet, and paint

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Have a pre-determined mowing route established prior to starting.

If possible, have the secondary mower follow the primary mower. This will help achieve a finished product in a systematic, orderly fashion.
3. Be aware of trees. When mowing around trees, avoid high roots and low hanging branches. Pick up fallen branches and debris and pile it neatly at a tree base for later pick-up.
4. Be aware of all hazard stakes and markers and do the following:
 - a. Stop
 - b. Disengage blades
 - c. Idle down machinery
 - d. Physically remove stakes
5. Replace all stakes after the area has been mowed (use a mallet if necessary)/
6. Be aware of all golfers and other workers. If anyone approaches, immediately disengage the blades and stop – this is to secure the area from flying debris and possible accidents.

SLOPE MOWING TEES & GREENS

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a SLOPE MOWER

EQUIPMENT: Slope Mower

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Have a pre-determined mowing route established prior to starting. Mow route should begin on hole 18 and go backwards so that no one group is continuously interrupted.
3. Be aware of the golfers. Be courteous when golfers are on the greens or tees and adjacent greens and tees. Stop movement when golfers are putting or teeing the green. Stop and idle down equipment when golfers are putting or teeing off.
4. Approach the slope at the smallest incline. Make the first pass next to the collar; mow all the way around to the fairway approach cut. Turn around in the rough area turning away from the fairway (this will help eliminate tire tracks in the approach area). Mow the next pass directly next to the previous pass.

OR

After the first pass is cut, circle around to the bottom line of the slope and mow. Mow the top and bottom of the slope consecutively meeting in the middle.

5. Coordinate slope mowers with the rough mower so that an entire area is completely mowed out, before advancing to another area.

TEE MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a TEE MOWER (TRIPLEX)

EQUIPMENT: Tee Mower (Triplex)

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Have a pre-determined mowing route established prior to starting.
3. Be aware of the designated mowing pattern.
4. Approach the tee box and adhere to the following:
 - a. Park in a level area
 - b. Idle down and place mower in neutral
 - c. Remove the markers
 - d. Inspect the area for debris
5. Mow the perimeter of the tee first.
6. Choose a side to begin the straight-line passes. Mow across the tee opposing each pass.
7. Exit the tee box for adhering to the following:
 - a. Dump clippings before they overflow
 - b. Go to the designated area or deep rough
 - c. Idle down mowers and place in neutral
 - d. Disengage reels and engage brakes
 - e. Remove buckets and scatter; if it dumps into a pile, spread it with your foot
 - f. Always dump clippings in an "out of play" area

NOTE: Always be aware of golfers

1. When there is heavy play, adjust the route to work backwards so you don't interrupt any one group more than once.
2. If golfers are playing the hole you are mowing, drive away from them, idle down the machine, and wait patiently.

VERTICAL MOWING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a VERTI-CUTTING UNIT.

EQUIPMENT: Verti-cutting Unit

PPE: Hard hat, proper hearing device

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Have a pre-determined mowing route established prior to starting.
3. Visually inspect area and approach area to be verti-cut from the rear.
4. Relocate flag to collar or tee marker to side of tee.
5. Lock on a fixed object to ensure straight line.
6. Travel to edge of area, lower verti-cutting units, engage, and proceed with first pass.
7. Lift units at end of first pass prior to traveling onto slope rough.
8. Make turn about using light bulb turn technique.
9. Continue to directly oppose each pass until the area is completed.
10. Relocate flag pole back to hole; or tee markers back to original area.

NOTE:

Do not make perimeter passes or turns when verti-cutting units are in the down position.

BACK PACK BLOWER

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a BLOWER.

EQUIPMENT: Blower

PPE: Hard hat, proper hearing device, safety goggles

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Make sure the gas cap fits well and is not leaking.
3. Turn the blower on and allow the engine to warm up.
4. Begin blowing debris along a curb or sidewalk. Mow debris toward a bed area whenever possible.
5. Be aware of pedestrians and adhere to the following:
 - a. Raise the nozzle up when someone walks near
 - b. Slow the engine when blowing near cars to prevent damage
 - c. If debris lands on a car, blow the debris off.
 - d. DO NOT wipe the debris off with your hand or a rag.
6. Always report any damages or repairs.

CHAIN SAW

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a CHAIN SAW.

EQUIPMENT: Chain Saw, Fuel/Oil Mix, wrenches, safety barricades, rakes, blower, non-metal wedges, hammer or mallet, and saw chain file.

PPE: Sawyers chaps, hard hat, proper hearing device, safety goggles

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Chain must be tight on guide bar, adjust if needed. Check chain lube oil reservoir, add thirty (30) wt oil if necessary.
3. Always wear personal protective equipment ALWAYS when using a chain saw. Always use two hands when cutting.
4. Start the chain saw and allow it to warm up. Saws weighing less than fifteen (15) pounds may be drop started when secure footing is available.
5. Prior to cutting, plan the following:
 - a. Which side of the limb to cut to avoid binding the saw.
 - b. Where each piece will land after cutting.
 - c. Movement upward of the standing limb after the cut limb falls away.
 - d. Which direction you will have to move to stay clear of moving or falling limbs.
6. Start the cut with the saw running at full speed. If the saw binds, use non-metal wedges to open the kerf.
7. NEVER cut with the tip of the saw.
8. Clear limbs from work area as needed to maintain safe footing. Pump the chain lube often as you cut (some saws do this automatically).
9. Saw should be running at full speed before the chain touches the wood to be cut.
10. Check chain for tightness and sharpness at least every hour of operation. Wear leather gloves to sharpen the chain when needed.
11. When cutting, hold the saw to the side of your body. A sudden kick back will then move the saw past you not into you.
12. After the last cut, pump the chain lube button several times to oil the chain for storage (or just run the saw several seconds for models with automatic oilers).

13. Clean up work areas.
14. Clean sawdust and chips from the saw, tighten the chain, and sharpen the chain if needed.
15. Make or report necessary repairs.

NOTE:

1. Do not continue cutting when you are tired or sore.
2. Keep the chain tight and sharp for fast cutting.
3. Cut limbs as large as possible and still can handle them.
4. Lower large limbs with rope to prevent soil compaction under the tree or drop limbs onto plywood or a pile of small limbs.

CUP CUTTING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a CUP CUTTER

EQUIPMENT: Cup cutter, cup puller, cup setter, hand spade, bucket of sand, utility cart, towel, extra tee towels, ball mark repair tool, sand, and trash bags

PPE: Hard hat

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Approach the green from the sides or rear. Avoid the player's approach area. Park utility cart on path if applicable.
3. Visually inspect the green. Repair unsightly ball marks and divots. Report any sighted oil leaks that may have occurred from a mower.
4. Select an area for the new cup. This should be free from blemishes and contamination if possible, relatively three (3) feet round, and four (4) steps from the collar.
5. Plunge cutter into selected area to a depth of approximately two (2) inches. Remove plug into bucket.
6. Place the cutter back into the hole. Make sure cutter is vertically straight – perpendicular with the horizon.
7. Push cutter down to a depth of six (6) inches. Spinning or turning the cutter to the right or left will facilitate this step.
8. Pull cylinder up slowly.
9. Take cup cutter and bucket with plug to flag then remove flag, remove cup with cup puller, and set aside.
10. Place cutter into old hole and release the dirt from the cylinder. Size up the remaining depth area of the hold in relation to the depth of the plug. If the area in the hole is shallow, remove soil from hole. If the areas too deep, add sand from the bucket. If adding sand, till sand into the existing soil mix.
11. Replace plug – green side up!! Make sure the plug is flush with the playing surface. If it is too low or too high – use the cup cutter and adjust accordingly. DO NOT force a high plug down as it will only rise and become scalped.

12. Clean the inside of the cup, especially the center hole where pin is located. Take cup and flag pole to a new location. Step lightly on cup setter to achieve proper depth.
13. Clean up any debris from around the hole. Wipe down the flag pole with towel, especially the cup fitting end.

MOVING TEE MARKERS

1. Relocate tee markers to a clean and unworn area within the designated teeing area.
2. Place markers perpendicular to the landing zone in the fairway.
3. Replace missing, dirty, torn or worn tee towels.
4. Check ball washer for water and fill if needed.
5. Fill divots with sand.\
6. Empty trash

NOTES:

1. Wet greens and expected rain fall: pin placement should be in areas that are the least likely to collect water.

GAS EDGER

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a GAS EDGER

EQUIPMENT: Gas Edger, blower, proper fuel mix.

PPE: Hard hat, safety goggles.

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Edge before mowing the turf area if possible, the mower will then help remove debris.
3. Place edger wheel(s) on grass next to bed or on hard surface of sidewalk or road. Adjust blade depth to cut grass cleanly while throwing just a small amount of soil
4. Pick a starting point and run machine along the established edge until you are back at the starting point. Keep the same bed lines unless told otherwise.
5. Remove all grass runners and bag large debris. Blow or sweep debris and soil off the hard surface if the area is finished (mowing and trimming is done).
6. Stop edging when pedestrians are nearby. Shut off the edger before leaving if for any length of time.
7. Clean edger with air hose.
8. Report necessary repairs to the mechanic.

GREENS SPIKING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a SPIKING UNIT.

EQUIPMENT: Spiking unit

PPE: Hard hat

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Determine route and spiking pattern prior to leaving the shop.
3. Visually inspect green for foreign objects, walk to flag pole and relocate to the collar.
4. Lock on an object for first pass to ensure straight line.
5. Travel to collar, lower units on collar and proceed onto green, making pass across green top.
6. Travel through collar and lift units immediately after leaving collar.
7. Turn about using light bulb turn technique.
8. Continue, directly opposing each pass until green is completely done.
9. Relocate flag pole back to cup.

NOTE:

While spiking units are in down position, DO NOT make any turns or perimeter passes.

MOBILE TRAP RAKING

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a MOBILE TRAP RAKE.

EQUIPMENT: Mobile trap rake, landscape rake, and fan rake

PPE: Hard hat

PROCEDURE:

1. Inspect the equipment to ensure it is in proper working condition. Notify the mechanic or superintendent if there are any problems.
2. Plan raking route prior to leaving the shop. When there is heavy play, start on Hole #18 and work backwards so that no one group is interrupted continuously.
3. Enter trap in a spot with minimum lip. Keep machinery off steep faces, rake this area by hand.
4. Lower rakes and begin in the middle working out. Pay attention to speed, do not create ripples.
5. Exit trap in a different area from the entrance point.
6. Use the fan rake to rake any debris such as grass clippings or leaves out of the trap.
7. Idle down machine. Use landscape rake to hand rake the trap perimeters. Pull sand from the center out to the edge.

NOTE:

Be aware of Golfers

1. When raking traps:
 - a. Wait for all players to hit their approach shot.
 - b. Rake while players are moving to their balls.
2. When golfers are on the greens and you are near:
 - a. Idle down machine.
 - b. Patiently wait until all players are through
 - c. Continue raking greenside trap.

PVC LINE REPAIR 2 ½" DIAMETER OR LESS

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a PVC SAW OR CUTTER.

EQUIPMENT: PVC saw or cutters, water bucket, clean towels, shovel, pipe cleaner (primer), pipe glue (solvent), repair couplings, pipe, and if needed, white bread.

PPE: Hard hat

PROCEDURE:

1. Locate and dig up break or leak, placing sod carefully out of the way. Dig back along the line enough to allow for both room to work and to allow some flex in the line when making the final repair.
2. Isolate the line where break has occurred if not already done.
3. Cut out portion of line that is to be repaired leaving enough area between the new cut ends to work in. Allow line to fully drain.
4. Bail out hole to dry area to work in and to allow repairs to set in dry conditions.
5. Cut new length of pipe to size. Clean any burrs with knife from ends of repair pipe and existing ends.
6. Clean all end with damp towel to remove any dirt, then dry with a clean towel. If pipe is still dripping water from one of the existing ends, use wadded up white bread (without crust) to plug the pipe to ensure dry glue set.
7. Clean all ends and repair couplings with pipe cleaner.
8. Glue repair coupling to one of the existing ends, then glue repair pipe to coupling, twisting pipe ninety (90) degrees to get good solvent spread. Pipe size lettering should be rotated up towards the surface.
9. Glue second repair coupling to other end of existing line and re-measure repair pipe length to repair coupling.
10. Glue repair line end to remaining coupling. This will need a slight flexing or bowing of the line to get proper fit.
11. Repair should be allowed to cure for at least one (1) hour before being brought back under pressure.
12. Gently put line back under pressure and if no leak exists, backfill and replace sod.

NOTE:

1. Sod should be carefully laid out around repair hole in the same order that it was dug out to ease patching after backfill operation.
2. Be careful when digging around line. Do not cut existing hydraulic tubing or electrical wires.
3. All glue fittings and pipe should be rotated to spread solvent evenly around joint.
4. After the above-mentioned rotation, the repair should be held still until weld set to prevent pipe from backing out off repair (usually this will take approximately thirty (30) seconds).
5. Usually no thrust block or rebar is needed for glued repairs, but if there is an angle or tee repair that will undergo unusual stresses, then either type reinforcement may be necessary.
6. Do not leave repair trash in hole, remove before back filling.

PVC LINE REPAIR 2 ½" DIAMETER AND UP

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a PVC SAW OR CUTTER.

EQUIPMENT: PVC saw, coarse file, fine file, pipe strap or wrench, pry bar, clean towels, bucket with clean water, bucket for bailing, pipe soap, shovel, black permanent marker, repair couplings, length of pipe.

PPE: Hard hat

PROCEDURE:

1. Locate leak or break. Carefully remove sod and set aside. Dig up area and along pipe to allow room to work. Dig well below pipe for additional room. There is no substitute for maximum room to work for slip fit repair work.
2. Isolate break or leak if not already done.
3. Cut out section where repair is to be made. Leave enough of the remaining ends exposed to allow easy filing room and area for couplings to fit. Bail out hole to provide dry work area.
4. Bevel both ends of previously existing pipe by first using coarse file to perform major shaving. The area should be at least 2" in length. Smooth the taper with the fine file. Remove any shreds or burrs from pipe ends with knife. The result should resemble the factory taper as closely as possible.
5. Measure repair pipe and cut to length to fit between tapered ends. Allow some space to occur to ease in the fitting when gap is reduced by the couplings.
6. Taper both ends of repair pipe as described in Step #4.
7. Circle all pipe with permanent marker roughly half the length of the repair coupling from the end of the pipe. This will provide a guide for the correct coupling depth on the pipe.
8. Clean previous pipe ends with a wet towel to remove dirt from repair area. Soap ends heavily. Examine O-rings in couplings to ensure proper seal and that they are facing proper direction. Soap O-rings heavily.
9. Press repair coupling to previous line and evenly, while rotating coupling to ease it onto pipe. Coupling should slide onto pipe without O-ring rolling or unseating. Slide it onto pipe until stopped by second O-ring. Repeat process at other end.
10. Heavily soap both ends of repair pipe.
11. Hold repair pipe between couplings with pipe size lettering facing up. Pull and rotate one coupling onto repair pipe using pipe strap or pry bar. Repeat process at other end.

12. Align repair couplings to circled marks to ensure proper fit and spacing.
13. Gently bring line back under pressure to check for leaks. Backfill hole and replace sod if all repairs hold.

NOTE:

1. Sod should be carefully laid around hole in the same order that it was removed to ease the patching to be done after the backfilling process.
2. Be extremely careful when digging around the line. Do not cut hydraulic tubing or electric wiring.
3. Repairs of lines greater than 4" in diameter usually require an additional person to muscle the couplings and to hold the repair line still.
4. Thrust blocks are always needed for slip fit angle or tee repairs. Cement laid over repair is not an acceptable practice!
5. Ductile fittings provide greater security for tee repair in the long run and should be used if the additional expense can be justified. Ductile fittings are not usually required in straight line repairs.

STRING TRIMMER

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training to operate a STRING TRIMMER

EQUIPMENT: String trimmer, extra line, line cutter, proper fuel, and utility vehicle.

PPE: Hard hat, safety goggles

PROCEDURE:

1. Inspect string trimmer and start before leaving shop.
2. Have enough spare string on hand to finish the days work.
3. Wear safety glasses at all times when using trimmer.
4. Trim in the following manner:
 - a. Trim areas by moving from right to left, keeping the head in front of you.
 - b. Hold the head the same distance from the ground as the mowers are cutting, this will give the entire turf area an even cut.
 - c. Allow one (1) to two (2) inches of clearance next to tree and shrub trunks to prevent plant damage. Angle the line in toward the base of posts, signs, etc. This will help prevent damage to fixed objects. Wooden posts will be damaged if repeatedly hit with the line.
 - d. Work in a uniform manner when possible. Begin at a start point and continue until back at the start.
5. Clean trimmer with air hose and perform maintenance service. Report any problems to the mechanic.

NOTES:

1. Carry extra line with you for manual heads and pick up used line.
2. Carry machine with the gas cap up to prevent spills.

TRAFFIC CONTROL TIMBERS

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training on using a SMALL CHAIN SAW.

EQUIPMENT: Small chain saw, 8" X 3" X 4" landscape timbers, 10 x 3/8" spikes, 7/16" flat washers, 1/4 "poly twist rope, 3/4" and 1 1/32" drill bits.

PPE: Hard hat, safety goggles

PROCEDURE:

1. Cut timbers into 12" sections with small chain saw.
2. Stack timbers and cut at the same time
3. Drill pilot hole for rope with 3/4" drill bit at 1 1/2" from top of timber. Use 11/32" drill bit for pilot hole at bottom of timber for mounting spike. Center hole at bottom of timber and go to a depth of 2 1/2".
4. Cut off heads of spikes. Large bolt cutters work well for this.
5. Drive spike into pilot hole, head first.
6. Paint all timbers (i.e. Hunter green to match other golf accessories such as ball washers and trash cans).
7. Install stakes where appropriate.
8. Use approximately 20' spacing between timbers. At end of each section, install single timbers to provide walkway for golfers. These should be about 5' apart, using between one and three timbers per walkway.
9. Install ropes between sections by placing rope through hole at top of timber, add washer, then tie knot to hold washer on. Cut excess rope then burn end to prevent fraying.
10. Larger areas such as across the ends of fairways before the green complex may be addressed by running rope along the ground with timbers at each end. Tie a loop at the end of the rope and insert stake.
11. Timbers should be repositioned frequently to reduce water.

TRAP MAINTENANCE

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training on performing trap maintenance and operating a STRING TRIMMER.

EQUIPMENT: Edger, line trimmer, garden rake, garden hoe, fan rake, big flat shovel, utility cart, mixed fuel, extra trimming line, "Ground Under Repair" sign

PPE: Hard hat, Face shield

PROCEDURE:

1. Line trim all around the trap:
 - Greenside trap
 - Very carefully trim over hanging grass on the greenside edge
2. Edge the remaining perimeter with the edger:
 - Redefine the original trap line
 - Penetrate the sand with edger blade to a depth of four (4) inches – this will cut the buried runners that could potentially resurface.
3. Pull the cut runners away with a rake.
4. Use the hoe to cut any remaining runners that the edger missed.
5. Remove all grass clippings using fan rake and shovel.
6. Pull the sand back to the trap lip and smooth it out.
7. Check sand depth – on high side – should be three (3) to four (4) inches deep.
8. Do not contaminate white sand with underlying soil by raking too deep.

NOTE:

Be Aware of Golfers

1. Stop all engines when golfers are near.
2. Keep all tools together and away from play.
3. Place a "Ground Under Repair" sign in the trap while maintenance is being performed.

TURF REPLACEMENT

Plugging

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training on operating a UTILITY CART

EQUIPMENT: Utility cart, plug extractor, bucket of sand, hand shovel or spade.

PPE: Hard hat

PROCEDURE:

1. Inspect utility cart for proper working order.
2. If applicable, go to designated area to remove plug; extract plug from area making sure area is weed free and healthy; fill empty area left after plug removal with sand until level with surrounding surface.
3. Use plug extractor to remove core from area to be plugged.
4. Place plug, green side up, in hole, adding or deleting soil to ensure that plug is level.
5. Continue procedure with specified spacing until jog is completed.

NOTES:

1. Plug should be extracted from an area of healthy turf so as not to contaminate the area of "grow-in" with weeds or disease.
2. Once plug is in place, it should be level with surrounding surface to facilitate a uniform appearance as well as a uniform roll of a golf ball.

TURF REPLACEMENT

Sod Replacement

REQUIREMENTS: Current record on file with employee's signature indicating they have received the proper training on the use of a MACHETE OR HATCHET

EQUIPMENT: Sod cutter, light weight roller, rake, shovels, broom, machete or hatchet.

PPE: Hard hat

PROCEDURE:

1. Sodding should only be done during the periods of the year when soil temperatures are correct for turf establishment.

2. When replacing sod please adhere to the following:
 - a. Mark area to be cut out using turf paint. Area should have square corners and straight lines when possible.
 - b. Locate and flag all irrigation heads. Install new or repair existing irrigation system now.
 - c. Measure the thickness of the soil in the replacement sod and set the sod-cutter to cut slightly less than this amount.
 - d. Cut the turf out of marked area, rake smooth, and water the exposed soil.
 - e. Lay a perimeter strip of sod along any of the existing bed areas or curbs making sure that the sod comes in good contact with the ground and that each slab of sod is butted up tightly against the previously placed piece. Gaps will cause the sod slabs to dry faster and possibly shrink causing a larger gap or hole. Slabs should be placed so they resemble brick work when finished. This prevents erosion during watering and allows faster grow in.
 - f. Cut slabs with a hatchet, machete or square spade when filling in small areas. Pieces smaller than one quarter of a full slab will dry too quickly and should not be used.
 - g. Top-dress with sand or soil to fill gaps and lightly roll the sod with the sod roller to ensure good contact between the soil and sod and to give a smooth appearance.
 - h. Water the new sod.
 - i. Water lightly twice a day to keep soil and sod moist but not saturated.
 - j. Clean up the area.

3. Clean sod-cutter and equipment.
4. Perform equipment maintenance. Report any problems to the mechanic and tag the machine.

NOTE:

Popsicle sticks can be used to peg the sod in place on steep slopes.

Allow sufficient time for rooting before mowing new sod.

Cypress Golf Course Services

GOLF COURSE OPERATIONS AND MAINTENANCE EVALUATION FORM

DATE: _____

SUPERINTENDENT: _____

AUDITOR: _____

CLUB: **Heritage Harbor Golf and Country Club**

GREENS

QUALITY STANDARD: Smooth, consistent, and uniform turf with green edges being well-defined. Suitable greens speed for the golfers. Cups placed in accordance with USGA recommendation. Flags stand straight up. Cups, poles and flags are uniform, clean and in good repair. Pin placement indicators uniform and properly used only where necessary.

1. QUALITY

100% turf cover, no bare spots. Are greens are smooth, consistent, and uniform? Do the greens hold approach shots? Are the cups cut cleanly and in proper locations? No diseases, weeds, or insects.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. APPEARANCE

Color and texture of the turf; uniformity of the mowing patterns; condition of the cup, flag and pole; and the condition of the collars around the greens.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. GREENS SURROUNDS

Area between cart path (if any) and green has uniform and consistent turf; no mud or dirt along path edges; Landscape (if present) is weed free and properly maintained.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

4. SAND TRAPS

Sand surface is uniform and smooth; is sand at an adequate depth for play? No weeds or debris in traps. Rakes are adequate in number, in good condition, and properly placed. Quality of mowing/trimming around traps? Raking patterns good? Trap edges have a neat lip?

_____ Unacceptable _____ Needs Improvement _____ Acceptable

FAIRWAYS AND ROUGHS

QUALITY STANDARD: Smooth, consistent uniform turf cover; good mowing patterns; trimming is neat and clean; fairways and roughs well defined; height of cut properly supports the ball for play.

1. QUALITY - FAIRWAYS

Mowing height of fairways is within USGA specifications; mowing frequency is appropriate for the turf type and season. Fairway turf properly supports the ball for play. Absence of wet or dry spots in play areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. QUALITY - ROUGHS

Mowing height of roughs is within USGA specifications; mowing frequency is appropriate for the turf type and season. Able to find the ball in the roughs. Absence of wet or dry spots in play areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. APPEARANCE - FAIRWAYS

Uniformity of color with good texture; quality mowing patterns. Appearance of having “manicured” turf coverage in traffic areas. No weeds, disease, insects, or off-color areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

4. APPEARANCE - ROUGHS

Uniformity of color with good texture; quality mowing patterns. Appearance of having “manicured” turf coverage in traffic areas. No weeds, disease, insects, or off-color areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

5. SAND TRAPS

Sand surface is uniform and smooth; is sand at an adequate depth for play? No weeds or debris in traps. Rakes are adequate in number, in good condition, and properly placed. Quality of mowing/trimming around traps? Raking patterns good? Trap edges have a neat lip?

_____ Unacceptable _____ Needs Improvement _____ Acceptable

6. TREES AND SHRUBS

Trimmed and pruned to maintain specimen health; limbed up for safety to golfers and maintenance employees. No exotics, suckers, and/or undergrowth present in play areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

TEES

QUALITY STANDARD: Smooth, consistent and uniform turf coverage; surfaces are level and firm but not hard; amenities including trash cans, signs tee markers, monuments, ball washers, towels, etc. are clean and in good condition and repair; tee surrounds are consistent and uniform.

1. QUALITY

Mowing height of tees is within USGA specifications; mowing frequency is appropriate for the turf type and season. Turf properly supports the ball for play. Absence of wet or dry spots on teeing areas.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. APPEARANCE

100 % turf cover and uniform. No weeds, diseases, or insects. Consistent and adequate top dressing program in use. Minimal litter or broken tees present on surfaces.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. TEE SURROUNDS

Area between cart path (if any) and tee has uniform and consistent turf; no mud or dirt along path edges; Landscape (if present) is weed free and properly maintained.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

4. TEE AMENITIES

Ball washers and other amenities are clean and in good repair and properly located for the tee positions; cart paths edges and curb lines if present are clean; no identifiable traffic wear patterns along paths.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

DRIVING RANGE AND PRACTICE AREA

1. QUALITY

Mowing height of range is within USGA specifications; mowing frequency is appropriate for the turf type and season. 100% turf coverage. Absence of wet or dry spots on teeing areas.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

2. APPEARANCE

Uniformity of mowing patterns; good turf density and color; accessories in good condition and properly placed; perimeters are clean and free of debris.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

TRAFFIC CONTROL

QUALITY STANDARD: Ropes, stakes, and other traffic control devices are cleaned as necessary, in good condition, straight and repaired. Traffic control devices are used effectively to minimize turf wear in high traffic areas. Worn areas are under repair. Routes used by golf carts are well-maintained, free of potholes, and present a generally smooth and clean appearance.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

CART PATHS

QUALITY STANDARD: Routes used by golf carts are well-maintained and free of potholes. Turf areas bordering paths are generally consistent and clean in appearance. Minimal worn areas present. Paths are cleanly edged.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

CLUBHOUSE APPEARANCE

QUALITY STANDARD: Landscape beds are mulched; plantings are healthy; landscape areas are free of debris, weeds and pests. Roadways and parking lot are clear of litter and trash. Hedges and trees trimmed and pruned to maintain specimen health, safety and manicured look; turf areas are uniform and free of weeds, debris, and pests.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

COURSE RESTROOMS

QUALITY STANDARD: Entry door stain, scuff and finger-mark –free; tile and painted walls clean; toilets clean; bowls, rims, tank tops and bodies-toilet seats cleaned; tops and under sides mirrors clean and streak free; soap dispenser clean and full; counter top clean; sink and faucet fixtures clean and functional. Light fixtures clean, functional and bug free; room air freshener clean and functional; trash receptacle clean with liner, reasonably empty.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

LAKES AND OTHER WATER BODIES

QUALITY STANDARD: Lakes and water bodies are clean and free of litter and trash; water edges are well-defined; free of weeds and noxious growth; hazards are well-marked.

1. APPEARANCE

Clean, no weeds or noxious growth, no noxious odors, no floating trash/debris.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

2. TURF AREAS AROUND LAKES

Mowing and trimming done on a regular basis; hazards properly marked; areas free of debris and trash.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

3. DITCHES

Properly mowed and trimmed; free of weeds and undergrowth; free of trash and debris; hazards properly marked.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

MAINTENANCE SHOP AND EQUIPMENT

QUALITY STANDARD: Entry door stain, scuff and finger-mark –free; tile and painted walls clean; toilets clean; bowls, rims, tank tops and bodies-toilet seats cleaned; tops and under sides mirrors clean and streak free; soap dispenser clean and full; counter top clean; sink and faucet fixtures clean and functional. Light fixtures clean, functional and bug free; room air freshener clean and functional; trash receptacle clean with liner, reasonably empty.

1. SHOP AREA (INTERIOR)

Shop area is orderly, clean, with no obvious safety hazards. Fertilizer and chemical storage is per operating manual. No disorganization, junk or trash in shop. Ceiling free of cobwebs; flammable storage labeled and in proper containers; floors clean of debris and dirt; walls painted and clean.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. MAINTENANCE BUILDING (EXTERIOR)

Maintenance building should be free of debris and trash; equipment should be properly stored and organized; gates operable; asphalt should be free of fuel/oil leaks; landscaping should be trimmed and well maintained; curbing/pole/bumpers should be painted; free of non-functional equipment; external lights in working order. Used oil storage and disposal area clean and free of spills/stains, wash area clean.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. EQUIPMENT

Equipment is in good repair, clean, and properly maintained. (Check oil, air cleaners, hydraulic oil, and status of machines in repair.) Small tools storage locked and organized, supply storage locked and organized.

_____ Unacceptable _____ Needs improvement _____ Acceptable

4. BREAKROOM AND RESTROOMS

Cleaned and free of trash, organized. Floor kept clean, tables, countertops, appliances wiped down. Refrigerator cleaned inside and out. Restroom walls free of marks, walls painted, floor clean and free of debris and dirt. Trash can lined and reasonably empty.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

5. EMERGENCY EYEWASH

Emergency eyewash & shower functional & clear of obstacles.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

6. EMERGENCY AIDES

Fire Extinguishers maintained, functional and properly labeled; First Aid cabinet stocked with approved supplies; Personal protective equipment available and operational; Emergency lighting and signage functional. .

_____ Unacceptable _____ Needs Improvement _____ Acceptable

7. FERTILIZER AND CHEMICAL STORAGE

Storage is secure and lockable; spill protection in place; personal protective equipment available and operational; emergency lighting and signage functional. .

_____ Unacceptable _____ Needs Improvement _____ Acceptable

OFFICE COMPLIANCE

QUALITY STANDARD: Superintendent office should be organized, cleaned, locked when not in use. Office should be free of cobwebs, dust and accumulation of dirt. Computer, fax, telephone and copier equipment should be kept clean and properly stocked as necessary.

1. REQUIRED STATE AND FEDERAL FORMS

MSDS Logs, Labor Posters posted, Worker's Compensation posters posted.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. TRAINING BOARD

Training board present and up to date.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. DAILY LOGS AND PLANNERS

Agronomic planners are being kept up to date. Audubon progress reports, pesticide reports, irrigation pumping permits should all be filed and up to-date. Pesticide records and reports should be posted in accessible area.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

4. RECORD KEEPING, FILING AND STORAGE

All Inventory, Financial Logs and PO Logs need to be filed electronically and updated on a weekly if not daily basis. Filing should be done in a timely manner to prevent lost paper work. Filing cabinet shall be kept orderly and maintained.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

5. OFFICE APPEARANCE

General office appearance should be clean, free of cobwebs, free of dirt, free of dust; walls should be painted and free of holes and or scuff marks; floors need to be cleaned and swept on a regular basis. Office shall be organized, trash cans need to be emptied, and trash needs to be picked up at all times.

_____ Unacceptable _____ Needs Improvement _____ Acceptable

6. UNIFORMS

Employee uniforms must be worn at all times during an employees scheduled shift. Uniform must be clean and free from stains, holes or wrinkles. Safety equipment must be worn while operating any piece of equipment or machinery i.e. safety goggles, hard hats, gloves.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

ADMINISTRATIVE COMPLIANCE

QUALITY STANDARD: Lines of communication between corporate and field should be open and frequent. Changes and updates need to be expressed to corporate and to the field. Logs, reports and requests are due as stated by corporate. Weekly mailings to corporate performed.

1. COMMUNICATION

Frequent communication through phone or email with administrative departments; timely responses to corporate administrative personnel. Does a weekly mailing to corporate office with all necessary reports and employee documents.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

2. REPORTS AND LOGS

All monthly and weekly reports and logs are up to date; Monthly Planner, Monthly Report, Petty Cash, Expense Reports, Inventory, Safety Meetings, and Time Sheets are turned in on respective due dates.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

3. NEW HIRE AND RE-HIRE PAPERWORK

All new hire and re-hire paperwork fully completed and submitted before hiring employee. New hire and re-hire federal documents are filled out correctly, signed, and submitted as required by law.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

4. EMPLOYEE FORMS AND REQUESTS

All employee request forms i.e.; Separations, Action Forms, Vacation Requests, Uniform Requests turned in a timely manner.

_____ Unacceptable

_____ Needs Improvement

_____ Acceptable

MAINTENANCE RECORDS AND SCHEDULES

QUALITY STANDARD: All of the following maintenance records properly kept, on site and up to-date.

1. DAILY PLANNER and LABOR LOGS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

2. IRRIGATION LOGS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

3. PESTICIDE USE LOGS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

4. FERTILITY LOGS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

5. EQUIPMENT MAINTENANCE RECORDS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

6. FUEL LOGS

_____ Unacceptable _____ Needs Improvement _____ Acceptable

EXHIBIT 6

HERITAGE HARBOR 2018 CONSTRUCTION ACCOUNT

BEGINNING BALANCE		\$ 502,179.36	
Req 2018-01	Wesco Turf	\$ (36,540.60)	Turf equipment and supplies
Req 2018-02	Florida Coast Equipment	\$ (46,393.57)	Tractor equipment
Req 2018-03	Golf Argonomics	\$ (8,964.44)	Bunker sand
Req 2018-04	Westscapes	\$ (20,099.85)	Bunker maintenance
Req 2018-05	Ez-Go Textron	\$ (57,151.16)	Golf cart equipment
Req 2018-06	Golf Argonomics	\$ (28,564.24)	Bunker Sand
Req 2018-07	Westscapes	\$ (22,570.71)	Bunker maintenance
Req. 2018-08	Golf Argonomics	\$ (2,316.32)	Bunker Sand
Req. 2018-09	Keens Portable Buildings	\$ (5,801.25)	Portable building
Req. 2018-10	Cypress Golf Management	\$ (1,500.00)	Consulting Services
TBD	Irrigation	<u>\$ (125,000.00)</u>	
	Balance	<u>\$ 147,277.22</u>	