Lake Ashton
Community Development District

Meeting Agenda

November 23, 2026
(REVISED November 17, 2026)

AGENDA

Lake Ashton
Community Development District

219 E. Livingston St., Orlando, Florida 32801
Phone: 407-841-5524 - Fax: 407-839-1526

November 16, 2026

Board of Supervisors Meeting
Lake Ashton Community Development District

Dear Board Members:

The next regular meeting of the Board of Supervisors of the **Lake Ashton Community Development District** will be held **Monday, November 23, 2026** at **9:00 AM** at the **Lake Ashton Clubhouse Ballroom, 4141 Ashton Club Drive, Lake Wales, FL 33859**.

Members of the public may attend the meeting in person or participate in the meeting utilizing the following options from your computer, tablet, or smartphone. To participate using video, please go to the link address below. To participate by telephone, please use the call-in number below and enter the **Meeting ID** when prompted. Members of the public may make a public comment in-person or via Zoom. All public comments should be limited to 3 minutes. Residents may submit feedback or questions in advance of the Board meeting by email to jburns@gmscfl.com. Those comments received will be distributed to the Board of Supervisors but not read aloud at the meeting during the Public Comment portion.

Zoom Video Link: https://us06web.zoom.us/j/96959231158
Zoom Call-In Information: 1-646-876-9923
Meeting ID: 969 5923 1158

Following is the advance agenda for the meeting:

Board of Supervisors Meeting

1. Roll Call and Pledge of Allegiance
2. Approval of Meeting Agenda
3. Public Comments on Specific Items on the Agenda (*All public comments are limited to three (3) minutes each*)
4. Organizational Matters
    A. Administration of Oaths to Newly Elected Board Members (*if necessary*) (*General Election – Tuesday, November 3, 2026*) (Seat #2 – Deborah Landgrebe, Seat #3 – Frank Svarczkopf & Seat #4 – Kevin Marsh)
    B. New Supervisor Introduction Presentation (*District Counsel*)
        A. Discussion Regarding Sunshine Laws and Electing Compensation
    C. Consideration of Resolution 2027-05 Electing Officers
5. Consideration of Minutes from the October 19, 2026 Board of Supervisors Meeting
6. Staff Reports
    A. Engineer
    B. Attorney
    C. Field Manager
        A. Aquatics Maintenance

a) Presentation of Monthly Aquatics Reports

B. Site Inspection Report

C. Presentation of Holiday Light Rendering

D. Lake Ashton Community Director

A. Consideration of Surge Protection Quotes for Clubhouse Cameras & Access Card Readers

a) Presentation of Quote Comparison
b) Presentation of Manufacturer Warranties
c) Proposal from ASG (All Systems Go)
d) Proposal from Kincaid Electrical Services

B. Consideration of Proposal for Restaurant Kitchen Ice Machine Replacement (Bin Replacement Option & Full Machine Replacement Option) (*tabled from September 21, 2026 Board Meeting*)

E. District Manager

A. **REMINDER -** Next Board Meeting is **Monday, December 14, 2026**

7. Financial Reports
   A. Combined Balance Sheet
   B. Capital Projects Reserve Fund
   C. Statement of Revenues, Expenditures, and Changes in Fund Balance
   D. Approval of Check Run Summary
8. Old Business
   A. Consideration of Resolution 2027-01 Adopting a Joint Meeting Schedule for Fiscal Year 2026/2027
9. New Business
   A. Discussion Regarding Proposals Received from Restaurant Services RFP
      a) Presentation of RFP
      b) List of Vendors Sent the RFP
      c) Proposals Received
         i. Artemis Lifestyles
         ii. Coull Enterprises, LLC
         iii. Olardo Lawrence (Tropical Fusion Grill)
   B. Discussion Regarding Merging of Districts (*requested by Supervisor Svarczkopf*)
   C. Discussion Regarding Board Priorities, Opportunities, and Future Direction (*requested by Supervisor Realmuto*)
   D. Discussion Regarding Fitness Center Office (*requested by Supervisor Landgrebe*)
10. **CLOSED SECURITY SESSION** (*Items listed below provided to Board separately due to confidentiality purposes*)
    A. Consideration of Request from Nation Security for Rate Increase
11. Public Comments (*Time Permitting*)
12. Supervisor Requests/Supervisor Open Discussion
13. Adjournment

SECTION IV

SECTION B

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NEW SUPERVISOR ORIENTATION

LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

What is a CDD?

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- Local unit of special-purpose government created and operating under Chapter 190, Florida Statutes
- Like a city or county, but with significantly limited powers
- Primary functions:
  - Finance, construct, and maintain public infrastructure and amenities
  - Issue tax-exempt bonds to finance the cost of public infrastructure
  - Levy special assessments on the lands that benefit from the improvements
- A CDD does NOT handle zoning, building permits, police services (including traffic enforcement), or code enforcement

Board of Supervisors

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The CDD is governed by an elected 5-member Board of Supervisors. This Board is currently in Phase 2.

Phase 1: Landowner Elections

- Supervisors are elected at-large by those owning property within the CDD.
- 1 acre of land = 1 vote (partial acres are rounded up)
- Candidates must be Florida residents and U.S. citizens

Phase 2: General Qualified Electors

- Generally, once 6 years have passed since the initial appointment of Supervisors and the CDD has at least 250 qualified electors, seats transition to the general election as terms expire, starting with two seats (10 years and 500 electors for districts over 5,000 acres or compact, urban, mixed-use districts).
- Supervisors elected through the general election process must be “qualified electors” (legal residents of the District and Florida who are U.S. citizens, at least 18 years old and registered to vote in Polk County and serve four-year terms with staggered expiration dates.

CDDs vs HOAs

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CDDs

- Unit of government
- Subject to the Sunshine Law, public records laws, and ethics laws
- Typically collects assessments on the annual tax bill
- Able to finance public improvements through bonds
- Tax-exempt

HOAs

- Private entity
- Financing limited to annual assessments, shorter-term loans, and other private financing
- Required to hold homeowner votes for certain decisions

Responsibilities and Control

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Lake Ashton CDD

- Public Roadways
- Stormwater Management System
- Irrigation and Landscaping (common areas)
- Amenities
- Entryway monuments, perimeter walls, and guardhouse

HOA

- Deed restriction enforcement
- Community architectural control
- Irrigation and landscaping (private property)
- Homeowners' driveways and lawns

Unit of Government

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As a unit of government, a CDD and its Supervisors are:

- Subject to the Government in the Sunshine Law;
- Subject to Public Records laws;
- Subject to certain reporting and disclosure requirements;
- Subject to bidding requirements for certain projects; and
- Able to issue tax-exempt bonds and enjoy the protections of sovereign immunity.

As a Supervisor, you are now a public officer – subject to laws that do not apply to HOA board members.

Sunshine Law

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- Government in the Sunshine Law: Chapter 286, Florida Statutes, and Article I, s. 24, Florida Constitution
- Applies to any gathering of two or more members of the same Board to discuss any matter that may foreseeably come before that Board for action
  - Includes in-person conversations, phone calls, text messages, emails (including cc'ing another Supervisor), and social media (including direct messages)
  - Applies to conversations with other Board members, not with District staff
- Such discussions can only take place at a meeting that is: (1) noticed, (2) open to the public, and (3) where minutes are taken
- Only those exceptions expressly provided in Florida law are permitted (e.g., pending litigation; security and fire safety system details)

Sunshine Law in Practice

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- Do NOT use District staff, neighbors, or others as a conduit to pass messages between Supervisors; District staff cannot poll the Board between meetings.
- Social media: if another Supervisor responds to your post about District business, whether directly or indirectly, that exchange may trigger the Sunshine Law.
- Do not discuss District business at HOA meetings when other CDD Supervisors are present, unless the HOA meeting was noticed and is being conducted as a workshop of the CDD Board.
- You *may* talk with fellow Supervisors about *non-District* matters.
- You *can and should* contact District staff (District Manager, District Engineer, District Counsel, field staff) at any time.
- Violations can result in criminal penalties, fines, removal from office, and attorneys' fees. Board action taken outside a public meeting is not binding.
- When in doubt, leave the conversation and call District Counsel.

Public Records Laws

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- Documents and written communications related to District business must be preserved as public records and produced when requested. This includes texts, emails, and posts on personal devices and accounts.
  - We recommend using a separate email address for all District business and keeping any hard-copy files in a separate, easy-to-access place.
- If you post about District business on social media, send a copy of the page to the District Manager's office. Do NOT delete posts.
- Forward any and all public records requests to the District Manager for processing as soon as possible after receipt. Do not attempt to respond directly to public records requests without consulting District Counsel.

Ethics Laws

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- Supervisors are subject to many of the same ethics laws as county and city officials (Chapter 112, Part III, Florida Statutes).
- Do not solicit or accept anything of value given to influence your vote.
- Do not use your position or District resources for a special privilege or benefit.
- Do not seek a District job or appointment for a relative.
- Avoid conflicts of interest.
  - If an agenda item would specially benefit you, a family member, or a close business associate, contact District Counsel before the Board meeting. You may need to file a voting conflict form and abstain from voting on that item.
  - Landowner-elected (one-acre, one-vote) Supervisors are not prohibited from voting (s. 112.3143(3)(b), F.S.).

Annual Requirements

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Financial Disclosure

- File Form 1, Statement of Financial Interests, with the Florida Commission on Ethics electronically by July 1 each year. The Commission will email you a filing notice.

Ethics Training

- Complete 4 hours of ethics training each calendar year by December 31, beginning next year. Training must cover ethics, the Sunshine Law, and public records.
- Our Firm offers specialized ethics training to assist Supervisors in meeting this requirement and can also provide links to both free and paid options upon request.

Meeting Procedures

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- Call meeting to order
- Roll call – a quorum (3 of 5 Supervisors) must be physically present to conduct the meeting
- Public comment (not a Q&A session)
- District business
  - Motion, second, and majority vote of the Supervisors present; any Supervisor may make or second a motion.
  - Supervisors may vote by phone if authorized by District procedures.
  - The CDD has not adopted Robert's Rules of Order and follows its own adopted *Rules of Procedure*.
- Public hearings (rules, assessments, etc.)
  - Separate published notice and separate public comment opportunity

Role of the Board and Staff

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The Board (Chapter 190, F.S.)

- Sets policy
- Retains staff to implement policy
- Holds staff accountable
- Makes major decisions (e.g., issuing bonds or approving significant contracts)

Working With Staff

- District Manager has "charge and supervision of the works of the District" (s. 190.007(1), F.S.)
- District Counsel and District Engineer work for the Board as a whole, not individual Supervisors.
- Individual Supervisors do not direct on-site staff or vendors unless the Board authorizes it in advance.
- Send agenda questions to District staff *before* the meeting.

Questions?

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For additional information, please contact Kilinski | Van Wyk PLLC at:

Kilinski | Van Wyk PLLC
517 E. College Avenue
Tallahassee, Florida 32301
Ph: (877) 350-0372
Savannah Hancock, savannah@cddlawyers.com
Meredith Hammock, meredith@cddlawyers.com

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SECTION C

RESOLUTION 2027-05

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT ELECTING THE OFFICERS OF THE DISTRICT AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Lake Ashton Community Development District (hereinafter the "District") is a local unit of special-purpose government created and existing pursuant to Chapter 190, *Florida Statutes*, being situated within Polk County, Florida; and

WHEREAS, the Board of Supervisors of the District ("Board") desires to elect the Officers of the District.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT:

SECTION 1. The following persons are elected to the offices shown:

Chairperson	_____
Vice Chairperson	_____
Secretary	Jill Burns
Assistant Secretary	_____
Assistant Secretary	_____
Assistant Secretary	_____
Assistant Secretary	_____
Assistant Secretary	George Flint

SECTION 2. This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED this 23rd day of November 2026.

ATTEST:

LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

_____
Secretary / Assistant Secretary

_____
Chairperson, Board of Supervisors

MINUTES

MINUTES OF MEETING
LAKE ASHTON
COMMUNITY DEVELOPMENT DISTRICT

The regular meeting of the Board of Supervisors of the Lake Ashton Community Development District was held on **Monday**, **October 19, 2026** at 9:00 a.m. at the Lake Ashton Clubhouse Ballroom, 4141 Ashton Club Drive, Lake Wales, FL.

Present and constituting a quorum were:

Brenda VanSickle	Chairperson
Mike Costello	Vice Chairman
Steve Realmuto	Assistant Secretary
Debby Landgrebe	Assistant Secretary
Greg Ulrich	Assistant Secretary

Also present were:

Jill Burns	District Manager, GMS
Savannah Hancock	District Counsel, Kilinski Van Wyk
Garrett Posten	District Engineer, Rayl Engineering
Christine Wells	Clubhouse Office Manager
Pete Wittman	Yellowstone Landscape
Alan Rayl *by Zoom*	District Engineer

The following is a summary of the discussions and actions taken at the October 19, 2026 Lake Ashton Community Development District Board of Supervisors meeting.

FIRST ORDER OF BUSINESS **Roll Call and Pledge of Allegiance**

Ms. Burns called the meeting to order at 9:00 a.m., called roll, and recited the pledge of allegiance. All five Supervisors were in attendance, constituting a quorum.

SECOND ORDER OF BUSINESS **Approval of Meeting Agenda**

Ms. VanSickle requested that item 8B, Discussion Regarding Engineer Review of Wall on Thompson Nursery Road, be moved up under the Engineer's report. Ms. Landgrebe agreed and asked to also add a discussion of the lake and water levels under the Engineer's report.

On MOTION by Ms. Landgrebe, seconded by Mr. Costello, with all in favor, the Meeting Agenda, was approved as amended 5-0.

THIRD ORDER OF BUSINESS **Public Comments on Specific Items on the Agenda *(All Public Comments are limited to three (3) minutes each)***

Ms. VanSickle opened the public comment period and noted that all public comments are limited to three minutes.

Resident (Frank Kennedy) thanked the five Supervisors for their dedication, and especially Ms. VanSickle and Mr. Costello, who will not be returning next month.

Resident (Marianne Zak) thanked all Board members especially Mr. Costello and Ms. VanSickle, for their many years of service, and reminded residents that the community is a family that can agree to disagree.

Resident (Mr. Jim Sullivan) thanked Mr. Costello and Ms. VanSickle for their service. Noting that this was the final meeting of the current Board and that at least two members at the next meeting would be newly elected, he asked the Board to exercise restraint on significant decisions that did not need to be made at this meeting, including the amended Rules of Procedure, amended rental rates, the encroachment policy, the third maintenance position, the pool maintenance, water chemistry equipment and janitorial proposals, and the revised reserve study, out of respect for the incoming Board and the voters.

Ms. VanSickle then addressed what she described as rumors and misinformation regarding the recent departure of several staff members. She stated that several employees had become concerned about their continued employment following repeated statements by an individual Supervisor and by election candidates about eliminating the current management arrangement and moving to direct employment, and she described concerns raised about the treatment of staff, including excessive demands on their time, condescending remarks and micromanagement, as well as instances of residents speaking to employees disrespectfully and suggesting they might not have jobs after the election. She noted that the management company had retained several of those employees through promotion, stated that no individual Supervisor speaks for the Board

or has authority to determine the employment of staff, and asked Board members and residents to treat staff with courtesy and respect.

FOURTH ORDER OF BUSINESS **Consideration of Minutes from the August 17, 2026 Board of Supervisors Meeting (*tabled from September 21, 2026 Board Meeting)* and September 21, 2026 Board of Supervisors Meeting**

A. August 17, 2026 Board of Supervisors Meeting

Ms. VanSickle presented the minutes from the August 17, 2026 Board of Supervisors meeting. Mr. Realmuto moved to approve the August minutes as presented in the agenda packet. Ms. VanSickle stated that she agreed with the corrections on page two and page five (the plantings), but that the remaining additions highlighted one Supervisor's point of view. She noted the Board had chosen summary minutes over verbatim minutes and preferred approving the original version with only the legitimate corrections, adding that if such additions were made, all comments would need to be included. Mr. Realmuto responded that the additions addressed omissions where staff responses were recorded without the questions that prompted them, that they reflected comments by three or four different Supervisors, and that they had been identified by an AI comparison of the minutes to a transcript of the meeting. Ms. Burns noted that the Board had directed at the last meeting that the requested additions be included for consideration at this meeting.

On MOTION by Mr. Realmuto, seconded by Mr. Ulrich, with Mr. Realmuto, Mr. Ulrich, Mr. Costello, and Ms. Landgrebe in favor and Ms. VanSickle opposed, the Minutes of the August 17, 2026 Board of Supervisors Meeting (*tabled from September 21,2026 Board Meeting)*, were approved 4-1.

B. September 21, 2026 Board of Supervisors Meeting

Ms. Burns noted that minor comments from Ms. Landgrebe would be incorporated. Mr. Realmuto stated that there were approximately two dozen typographical errors and a small number of additions he had not been able to address with staff before the meeting and asked that approval be tabled to the November meeting. Ms. VanSickle noted she had spelling corrections to pass along. Ms. Landgrebe questioned the repeated tabling of minutes, and Mr. Realmuto responded that Supervisors cannot discuss corrections with each other before the meeting. Mr. Realmuto moved to table the September minutes pending review of the corrections submitted; the motion died for lack of a second. Ms. Burns clarified that the comments received from Ms. VanSickle and Ms. Landgrebe were minor typographical corrections, not substantive changes.

On MOTION by Mr. Costello, seconded by Ms. Landgrebe, with Ms. VanSickle, Mr. Ulrich, Mr. Costello, and Ms. Landgrebe in favor and Mr. Realmuto opposed, the Minutes of the September 21, 2026 Board of Supervisors Meeting, were approved 4-1 as amended.

FIFTH ORDER OF BUSINESS **Staff Reports**

A. Engineer

Mr. Posten reported that the Turnberry storm sewer repairs were scheduled for this week, and he would inform staff once the contractor confirmed the date. AAA has been scheduled to pave Waterford on November 3, 2026, after the storm sewer repairs. Ms. Landgrebe noted that November 3 is election day. Mr. Posten noted that during the Turnberry work the contractor had entered through the Berwick gate, and Mr. Realmuto supported doing the same to avoid election traffic at the main gate. Mr. Posten will arrange a key for the contractor, and Ms. Landgrebe asked that the gate be kept closed.

Mr. Posten reported that the marina bridge repair was completed; however, due to miscommunication the contractor repaired the southernmost approach rather than the northern approach he had presented to the Board. He considers all three damaged approaches equivalent repairs at equivalent cost, and the conditions found underneath were as expected. He will obtain additional quotes, targeting three, for the remaining two approaches. Ms. Landgrebe expressed concern that the vendor proceeded without

coordinating with the engineer. Mr. Ulrich confirmed the error did not cost the District more and asked to see the quotes. Mr. Realmuto noted the vendor had been reliable and had saved the District money but should understand this cannot recur. Mr. Posten stated the contractor had been told it was not tolerable. Mr. Realmuto also asked Mr. Posten to look at a bridge near Hole 7, where a resident reported washout under the approach, and stated he would send photographs.

Mr. Posten reported that the Southwest Florida Water Management District notified the District that the ponds under its .000 permit must be certified, and the inspection will be done in the coming month.

I. Discussion Regarding Lake Water Levels (*ADDED as requested by Supervisor Landgrebe)*

Ms. Landgrebe reported resident concerns about low water levels in the large lake and asked whether surrounding development, rather than drought alone, could be a cause. Mr. Posten stated that since the earlier incident with a neighboring property, staff gauge photographs are taken during site visits; he will review that data and report back to the Board.

B. Discussion Regarding Engineer Review of Wall on Thompson Nursery Road *(requested by Supervisor Landgrebe)*

**The following item was taken out of order.*

Ms. Landgrebe requested that the wall and fence line from Olsen Road along Thompson Nursery Road be documented with photographs before the planned road construction, so that any damage caused by the work could be proven. Mr. Costello stated that, due to cost, staff should take the photographs section by section at distance, medium and close range. Mr. Posten stated his firm could provide guidance; documentation by the firm would not be a structural inspection, and a slow, high-quality video with context showing the road and the wall works well. Mr. Realmuto requested a video of the entire length of the wall bordering Thompson Nursery Road plus photographs of key areas, including the entrance. Ms. Burns stated the field team could do this, noted the District's insurance coverage, and suggested waiting until the construction start date is known so the documentation is close in time to the work. Ms. Hancock noted that Polk County is

generally cooperative in resolving damage it causes. Ms. Wells noted that staff photographs and videos the amenities before storms or at the start of storm season. Ms. Landgrebe agreed with waiting until construction is scheduled. Mr. Realmuto suggested adding the wall to the periodic storm-season documentation and ensuring it is updated at least annually.

Mr. Realmuto asked whether AAA would reduce its price for the thermoplastic stop bars. Mr. Posten responded that AAA could not, as the price comes from its subcontractor. Mr. Realmuto suggested coordinating with the Field Manager's pending quotes for stop bars elsewhere in the community. Mr. Posten stated the savings would likely be minor. Mr. Ulrich suggested proceeding with the work as quoted and pricing stop bars as a separate item in the future, and Mr. Realmuto agreed.

C. Attorney

Ms. Hancock reminded Supervisors that the required four hours of ethics training must be completed by December 31 and reported on Form 1, due in July. At Mr. Ulrich's request, her office will email the links to the free trainings. Ms. Burns and Ms. Hancock noted that Supervisors taking office after March 31 are not required to complete the training for that year.

Ms. Landgrebe asked if there was an update on the RFPs for the restaurant. In response to Ms. Landgrebe, Ms. Hancock reported that one restaurant RFP proposer had submitted several questions, addenda had been issued, several parties had toured the facility, and the due date had been extended due to the staffing changes. Ms. Burns stated that the deadline is the first week of November and that proposals received will be included in the November agenda package.

D. Field Manager

I. Aquatics Maintenance

II. Bridge Board Maintenance Report

Ms. Wells presented the Field Manager's report included in the agenda packet. Mr. Realmuto questioned the television replacement in Mr. Fisher’s report. In response to Mr. Realmuto’s question, Ms. Wells reported that the ballroom television, which is less than a year old, displays lines intermittently, and the manufacturer and retailer would not

replace it because it is in commercial use; no protection plan had been purchased. Mr. Realmuto asked that the television be tested with a short local HDMI connection before it is replaced. Ms. Wells will confirm with staff and, if it still does not work, proceed with replacement at approximately $800. Mr. Ulrich suggested purchasing a less expensive television with a protection plan, and Ms. Wells noted upcoming Black Friday pricing. In response to Ms. Landgrebe, Ms. Wells reported that Mr. Fisher is recovering.

Pete Wittman with Yellowstone reported that the account manager had changed from Jose to Ricardo, who will attend next month. Fertilizer and insect control were applied last month, an inspection is scheduled this week, the irrigation inspections and repairs approved by Mr. Fisher were completed, and mulch was applied to all common areas. Regarding grass clippings entering ponds, he stated the mowers have guards and crews make passes in the opposite direction, but string trimming near pond banks makes it difficult to keep all clippings out; the crew has been reminded. He noted remaining frost-damaged plants around the clubhouse and along the boulevard and offered to work with Mr. Fisher to bring options back to the Board; Ms. Wells noted there is a plant replacement budget. Ms. Landgrebe reported complaints about the plantings around the fountain, and Mr. Ulrich noted they are a young dwarf variety that will produce red blooms. Mr. Wittman noted that they seem very healthy and a lot of new growth.

E. Lake Ashton Community Director

Ms. Wells reported that the Bingo agreement was executed following last month's meeting, and staff is working with ASG and Magnum Door to schedule installation of the west entrance door opener. Taylor Wright has been hired as Resident Services Coordinator. Staff is interviewing Community Director candidates and will then hire a second Resident Services Coordinator. Office hours have been adjusted to 8:00 a.m. to 3:00 p.m. for training, and Entertainment Series tickets are sold 10:00 a.m. to 1:00 p.m. Monday, Wednesday and Friday with help from volunteers, whom she thanked. Ms. Wells will remove the $6,500 card reader item from the completed section of the project tracking list. Mr. Realmuto noted that the Turnberry storm drain repair budget is listed as $112,600, whereas the Board approved approximately $102,212.

I. Consideration of Surge Protection Quotes for Clubhouse Cameras & Access Card Readers

a) All Systems Go

b) Kincaid Electrical Services

Ms. Wells presented quotes from All Systems Go for $7,457 and Kincaid Electrical Services for $9,565, noting the District's technology team recommended the work, which will not protect against a direct lightning strike. Mr. Costello asked about protecting the bowling alley and other equipment and favored protecting all valuable equipment; Ms. Wells noted the TECO Zap Cap system protects the building's electrical service and recommended starting with these key systems. Mr. Realmuto supported following the vendor's recommendation but noted the CyberPower UPS units appear priced well above retail and asked staff to investigate potential savings of about $1,000. Ms. Wells recommended the ASG quote in its entirety, noting concern about commercial warranty coverage for owner-supplied equipment, and will obtain warranty information from Mr. Fisher. Mr. Ulrich and Mr. Realmuto supported deferring the item one meeting, noting the end of storm season and the public request for restraint.

On MOTION by Ms. VanSickle, seconded by Mr. Costello, with Ms. VanSickle and Mr. Costello in favor and Ms. Landgrebe, Mr. Ulrich, and Mr. Realmuto opposed, the All Systems Go Proposal for Surge Protection in the Amount of $7,457, the motion failed 2-3.

Ms. Landgrebe asked that the item be placed on the November agenda if no response is received from Mr. Fisher during the meeting, and Ms. Burns agreed.

F. District Manager

I. REMINDER – Next Board Meeting is Monday, November 23, 2026

Ms. Burns had nothing further to report; the staffing updates were covered by Ms. Wells, and interviews for the Community Director position were promising. In response to Mr. Realmuto, she confirmed the next Board meeting is November 23, 2026, and noted that no joint meeting is currently scheduled because this Board has not approved a joint meeting schedule.

SIXTH ORDER OF BUSINESS **Financial Reports**

A. Combined Balance Sheets
B. Capital Projects Reserve Fund
C. Statement of Revenues, Expenditures, and Changes in Fund Balance
D. Approval of Check Run Summary

Ms. VanSickle presented the combined balance sheet, capital projects reserve fund, statement of revenues, expenditures and changes in fund balance, and check run summary. In response to Mr. Realmuto, Ms. Burns stated these are not final year-end figures, as additional invoices are expected; any amended budget would be presented at the November meeting, within 60 days of year end.

On MOTION by Mr. Realmuto, seconded by Ms. Landgrebe, with all in favor, the Check Run Summary, was approved 5-0.

SEVENTH ORDER OF BUSINESS **Old Business**

A. Consideration of Resolution 2027-01 Adopting a Joint Meeting Schedule for Fiscal Year 2026/2027

Ms. Burns reported that, as requested, staff asked Lake Ashton II CDD about switching the meeting days it hosts, but it declined because of the strain on its staff. She suggested tabling the item to the November meeting so the new Board members could weigh in. Mr. Realmuto agreed and noted that February 15, 2027, listed as a joint meeting date, is Presidents' Day and also this Board's February meeting date. Ms. Burns noted the dates could be changed. This item was tabled to the November meeting.

B. Presentation/Discussion of Revised Reserve Study

Ms. Burns stated that the Board accepted version 10 of the reserve study at the prior meeting subject to the requested additions, which are incorporated in version 11, and no further action is needed unless changes are required. Mr. Realmuto confirmed that version 11 is the version adopted, noted he has outstanding questions for the vendor, and expressed surprise that the final installment was paid before the changes were delivered; Ms. Burns believed the Board had directed Ms. Plavetzky to approve that payment. No action was taken on this item.

EIGHTH ORDER OF BUSINESS **New Business**

A. Public Hearings

I. Public Hearing on the Adoption of Amended and Restated District Rules of Procedure (Chapter 1)

Ms. Burns noted the public hearing would need to be opened to start.

On MOTION by Ms. Landgrebe, seconded by Mr. Costello, with all in favor, Opening the Public Hearing, was approved 5-0.

a) Consideration of Resolution 2027-02 Adopting Amended and Restated District Rules of Procedure (Chapter 1)

Ms. Hancock noted these are the rules discussed at length at the last meeting. There were no public comments and no further Board discussion.

On MOTION by Ms. Landgrebe, seconded by Mr. Costello, with all in favor, the Resolution 2027-02 Adopting Amended and Restated District Rules of Procedure (Chapter 1), was approved 5-0.

With no additional Board discussion on this item, Ms. Burns requested a motion to close the public hearing.

On MOTION by Ms. Landgrebe, seconded by Mr. Ulrich, with all in favor, Closing the Public Hearing, was approved 5-0.

II. Public Hearing on the Adoption of Amended Rental Fee Rates (Chapter III)

Ms. Hancock noted the public hearing would need to be opened to start.

On MOTION by Mr. Costello, seconded by Ms. Landgrebe, with all in favor, Opening the Public Hearing, was approved 5-0.

a) Consideration of Resolution 2027-03 Adopting Amended Rental Fee Rates (Chapter III)

Ms. Zak asked about the purpose of the item. Ms. Hancock explained that it allows the vacant restaurant to be temporarily rented, such as to a caterer for a weekend, at a rate of $0 to $10,000 per month, which may be prorated to a daily rate and is inclusive of a security deposit that may be refunded in whole, in part or retained, subject to a rental agreement with cleanup and equipment protections. Ms. Zak emphasized the importance of the security deposit given past restaurant costs. There were no other public comments in person or on Zoom.

Mr. Ulrich expressed concern about including the kitchen given the District's past cleanup costs, and Mr. Realmuto shared that concern. In response to Mr. Costello, Ms. Hancock stated that a temporary rental agreement is not a standard lease and would not trigger property tax, and that renters would be responsible for health department and licensing compliance and would face significant insurance requirements. She explained that a twelve-month lease is a long-term lease under statute and this provision is a stopgap while the RFP is underway. Ms. Burns suggested that staff approve rentals of the dining space while any kitchen use requires Board approval. Ms. Landgrebe preferred that the Chair be able to approve kitchen use between meetings to avoid delays. Ms. Wells noted that food truck vendors had previously expressed interest in commissary-type use of the kitchen. Ms. Hancock noted that if the rate was not adopted at this noticed hearing, re-noticing would take about two months. Ms. Hancock clarified that staff may approve rentals of the dining room space, tables and chairs, while any use of the kitchen room, including the stove, refrigerator and sinks, requires Board approval; Mr. Realmuto noted sinks are available in the dining area. Ms. Hancock stated that moving approval authority to the Chair later would not require a noticed hearing.

On MOTION by Mr. Realmuto, seconded by Mr. Ulrich, with Mr. Realmuto, Mr. Ulrich, Ms. VanSickle, and Mr. Costello in favor and Ms. Landgrebe opposed, Resolution 2027-03 Adopting Amended Rental Fee Rates (Chapter III), Amended so that Temporary Rental of the Restaurant Dining Space and Any Use of the Restaurant Kitchen Requires Board Approval, was approved 4-1.

With no additional Board discussion on this item, Ms. VanSickle requested a motion to close the public hearing.

On MOTION by Mr. Costello, seconded by Mr. Ulrich, with all in favor, Closing the Public Hearing, was approved 5-0.

III. Public Hearing on the Adoption of an Encroachment Policy

Ms. VanSickle requested a motion to open the public hearing.

On MOTION by Ms. Landgrebe, seconded by Mr. Ulrich, with all in favor, Opening the Public Hearing, was approved 5-0.

a) Consideration of Resolution 2027-04 Adopting an Encroachment Policy

Ms. Hancock presented the policy, which creates an application process for improvements on District property or within District easements, with a fee range of $0 to $5,000 based on the complexity and engineering review required; requests may be approved, approved with conditions or denied, with an appeal process. Ms. Landgrebe noted that fences are not permitted and references to them should be removed, and Mr. Realmuto asked that perimeter walls also be removed. Ms. Hancock will remove those references and refer instead to retaining walls.

Mr. Alan Rayl, District Engineer, commenting on Zoom, urged the Board to be cautious about approving any encroachments in drainage easements and on District property, noting such areas often relate to access to infrastructure. Ms. Hancock responded that the policy is intended to have residents come to the District first so it can prevent blocked access or impacts to stormwater easements.

Mr. Ulrich stated his default response to encroachment requests would be no and asked about existing downspout drains installed by the builder. Ms. Hancock stated the policy is not applied retroactively but could be used to address existing encroachments as issues arise, citing an example from another district. Ms. Landgrebe and Ms. VanSickle expressed concern that the policy could open a Pandora's box. Mr. Realmuto requested an analysis and asked Ms. Hancock and Ms. Burns if they are better off with or without this policy. In response to Mr. Realmuto, Ms. Hancock stated it is a business decision of

the Board and that the policy standardizes decision-making. Ms. Burns noted most encroachment requests elsewhere involve fences and landscaping, recommended having a policy if the Board will allow any encroachments, and noted the Board could deny every request under it.

On MOTION by Mr. Ulrich, seconded by Mr. Realmuto, with Mr. Ulrich, Mr. Realmuto, and Mr. Costello in favor and Ms. VanSickle and Ms. Landgrebe opposed, Resolution 2027-04 Adopting an Encroachment Policy as amended to Remove References to Fences and Perimeter Walls, was approved 3-2.

With no additional Board discussion on this item, Ms. VanSickle requested a motion to close the public hearing.

On MOTION by Ms. Landgrebe, seconded by Mr. Realmuto, with all in favor, Closing the Public Hearing, was approved 5-0.

B. Discussion Regarding Engineer Review of Wall on Thompson Nursery Road (*requested by Supervisor Landgrebe)*

**This item was taken out of order and discussed under the Engineer's Report.*

C. Discussion Regarding the Use of the Gym Office Space *(requested by Supervisor Ulrich)*

Mr. Ulrich proposed cleaning up the former restaurant office in the gym by removing the countertops, patching, painting and furnishing it with a table and chairs, so it could be used by Simply Healthy and others for private one-on-one meetings or Supervisor office hours. Mr. Realmuto confirmed the space is intended for activities, not storage. Ms. Landgrebe asked why the countertops would be removed and requested that Simply Healthy receive first preference. Mr. Costello raised the District's storage needs and possible restaurant use of the space; Mr. Realmuto noted that this office and a storage closet were excluded from the restaurant RFP. Ms. VanSickle supported using a sign-up list as with other rooms.

On MOTION by Mr. Ulrich, seconded by Mr. Realmuto, with all in favor, Refurbishing the Gym Office Space, including Removing the Countertops, Patching, Painting and Furnishing with a Table and Chairs, at a Cost Not to Exceed $1,500, was approved 5-0.

D. Update Regarding On-Site Staffing Changes and Discussion Regarding 3rd Maintenance Position

I. Presentation of Proposals for Pool Maintenance Services

a) Increase Request from Poolsure

b) Central Florida Pool and Spa *(Proposal Shows Two Options – **Option 1** – Chemicals NOT included & **Option 2** – Chemicals INCLUDED)*

c) Heartland Pools

i. Proposal with Chemicals NOT Included

ii. Proposal with Chemicals INCLUDED

d) Proposals for Installation of Water Chemistry Controller

i. Central Florida Pool and Spa

ii. Heartland Pools

iii. Comparison of Proposal Information

II. Presentation of Proposals for Janitorial Maintenance Services

a) Clean Star Services (CSS)

b) Orchid Cleaning Services

c) Comparison of Proposal Information

Ms. Burns presented staff's recommendation not to hire a third maintenance person, for a credit of approximately $64,242, and instead contract for pool and janitorial services. The current pool chemical cost is approximately $12,230, Heartland Pools' three-day-per-week service with chemicals is $32,850 for the first year including $8,850 for water chemistry controllers, and CSS Clean Star Services' three-day-per-week janitorial service is $45,840 annually, for a net increase of approximately $2,218, offset by expected savings on cleaning chemicals. She stated that GMS has no CPO-certified backup if the pool-certified employee leaves, noting a prior employee left without notice, while general maintenance coverage can be backfilled, and that on-site staff would continue cleaning on the other days. In response to Ms. VanSickle, Ms. Wells clarified that both janitorial proposals provide nighttime cleaning.

Mr. Realmuto stated the credit is less than the average employee cost under the amenity contract of about $89,000; Ms. Burns responded that maintenance positions cost

less than the average and the credit reflects actual pay and benefits. Mr. Realmuto noted the third maintenance position was originally added to replace the cleaning and pool contracts at a savings, residents are pleased with the pool, and Florida code requires daily chemical logs that staff would still perform on non-service days; he viewed the proposal as a reduction in service and asked that it be deferred to the new Board. Ms. VanSickle stated she would continue to act in the community's best interest until the new Board is seated and that a certified pool operator is required. Ms. Burns recommended trying the arrangement for a year, stating GMS is not a pool maintenance provider and should not have taken on that work. Ms. Landgrebe supported the recommendation. In response to Mr. Ulrich, Ms. Wells explained that the current Poolsure controller system is not District-owned, and the $8,850 Heartland system would be District-owned and is a one-time cost unless the District changes vendors. Mr. Costello noted that hiring a CPO-certified third person would cost more than the $64,242 credit.

Mr. Ulrich moved to accept the staff recommendation using the CSS and Heartland proposals. Mr. Realmuto noted the District had previously paid for staff CPO certification and expressed concern about cleaning only three days per week; Ms. Burns and Ms. Wells clarified that staff would continue cleaning on the other four days. Ms. Wells noted that when the services were brought in-house she committed to returning to the Board if the workload became too much and had done so several times. Mr. Realmuto stated he was not opposed to the concept but would vote against it because it was being decided at this meeting without more resident input; Ms. Burns noted it was discussed at the last meeting and posted with the agenda.

On MOTION by Mr. Ulrich, seconded by Ms. Landgrebe, with Mr. Ulrich, Ms. Landgrebe, Ms. VanSickle, and Mr. Costello in favor and Mr. Realmuto opposed, Not Filling the Third Maintenance Position and Contracting with CSS Clean Star Services for Three-Day-Per-Week Nighttime Janitorial Services at $3,820 Per Month ($45,840 annually) and with Heartland Pools for Three-Day-Per-Week Pool and Spa Service Including Chemicals at $2,000 Per Month, Plus $8,850 for Water Chemistry Controllers ($32,850 first year), was approved 4-1.

Ms. Burns stated that Ms. Hancock will draft the Heartland Pools and CSS contracts and confirmed for Ms. VanSickle that the evening cleaning hours will be noted.

NINTH ORDER OF BUSINESS **Public Comments** *(Time Permitting)*

There being no public comments in person or on Zoom, the next item followed.

TENTH ORDER OF BUSINESS **Supervisor Requests/Supervisor Open Discussion**

Ms. Landgrebe read a social media post by resident Stephanie Isaac encouraging residents to ask questions before complaining, to disagree without personal attacks, rumors or public shaming, and to treat volunteers, board members, golfers, walkers and employees with dignity and respect. Ms. Landgrebe requested that post she read be included in the meeting minutes and it has been included below as requested(*).

Mr. Ulrich thanked Mr. Costello and Ms. VanSickle for their years of service.

Mr. Realmuto, on behalf of the Board and residents, presented plaques recognizing Mr. Costello for nearly 12 years of service as Chairman and most recently Vice Chairman, including the golf course acquisition and security update, and Ms. VanSickle for 12 years of service over two terms, including her final term as Chairperson, for her advocacy of community improvements and staff.

Ms. Wells, on behalf of staff, also thanked Ms. VanSickle and Mr. Costello for their leadership and support of staff.

Ms. Hancock reported that staff received a request to host a monthly game called Show Me Your Money at the clubhouse. Because gambling is regulated under Florida statutes, the group must demonstrate it is a registered entity meeting one of the statutory exceptions, as Lake Ashton Bingo has done; until then the event cannot be hosted, and the group was advised to seek its own counsel. At Mr. Costello's suggestion, Ms. Hancock will draft an explanation for the LA Times. Ms. Landgrebe noted that trivia, as a game of skill, is permitted, and Ms. Hancock agreed.

Mr. Costello thanked the residents for their help and input during his service.

(*)Ms. Landgrebe's item included below

Taylor Wright <twright@calmfla.com>

Print for Debby

debby n don landgrebe <d5landgrebe@yahoo.com>
To: Taylor Wright <twright@calmfla.com>

Mon, Oct 19, 2026 at 8:45 AM

A THOUGHT ABOUT OUR COMMUNITY

My husband and I have lived in Lake Ashton for seven years, and during that time we have met so many wonderful people. The overwhelming majority of our residents are kind, caring, helpful, and proud of where they live.

But I also believe something has changed in the way we sometimes treat one another, and I think it is worth talking about.

It seems increasingly easy to complain before asking why something was done, to take part of a story and repeat it without the full context, or to turn a disagreement into personal attacks, insults, name-calling, rumors, or public shaming.

We can disagree without being disagreeable.

Our HOA and CDD boards and community committees will not make decisions that please everyone. Residents absolutely have the right to ask questions, express concerns, and disagree with decisions. But disagreement does not give anyone the right to demean another resident, attack a volunteer, yell at an employee, or publicly tear someone down.

The way some volunteers and employees are spoken to is particularly troubling. People have been yelled at, insulted, belittled, and told that residents "hate" the HOA or CDD boards. Why would good people continue volunteering their time if that is how we choose to treat them?

Perhaps before criticizing the people serving our community, more residents should consider volunteering themselves. It provides a very different perspective when you see firsthand the rules, responsibilities, restrictions, and difficult decisions involved.

When we purchased our homes in Lake Ashton, we chose a 55+ community governed by certain organizations and rules. We knew there was an HOA, CDDs, and ARC requirements. Those rules don't disappear simply because one of them becomes inconvenient to us.

And sometimes two things that appear inconsistent really aren't. Asking why a homeowner must maintain a palm tree when a common area hasn't yet been maintained may sound reasonable, but one situation does not automatically excuse the other. Different property, responsibilities, budgets, schedules, and rules may be involved.

The same consideration should extend to how we share our community.

We have residents walking on golf cart paths because our community does not have sidewalks. We have golfers who deserve to enjoy the course, but they also have a responsibility to follow course conditions and protect the course. Neither group should be subjected to yelling, profanity, or disrespect from the other.

We are not children, we learned to share a long time ago, or at least I thought we did.

Lake Ashton is also one community that happens to span two municipalities — Winter Haven and Lake Wales. Different municipal requirements can sometimes result in differences in what is permitted or required on each side of the community. That isn't something our neighbors created.

What concerns me most is that it only takes a relatively small number of people behaving badly to affect the morale and reputation of an entire community. And when everyone who witnesses that behavior remains silent, those individuals may begin to believe their behavior is acceptable.

Before we speak, post, forward a rumor, or publicly criticize someone, perhaps we should ask ourselves:

Do I have all the facts?
Have I asked for an explanation?
Would I say this to the person's face?
And how would I feel if someone spoke this way about me?

Lake Ashton is our home. We don't have to agree on everything. We don't even have to like every decision that is made.

But we can choose to treat our neighbors, volunteers, board members, committee members, golfers, walkers, and employees with basic dignity and respect.

A community isn't defined only by its beautiful homes, amenities, golf courses, or landscaping. It is defined by how the people who live there treat one another.

I think Lake Ashton can do better — and that starts with each of us.

Sent from Yahoo Mail for iPhone

ELEVENTH ORDER OF BUSINESS **Adjournment**

The meeting was adjourned.

On MOTION by Ms. Landgrebe, seconded by Mr. Realmuto, with all in favor, the meeting was adjourned.

Secretary / Assistant Secretary

Chairman / Vice Chairman

SECTION VI

SECTION A

11/23/2026
Lake Ashton CDD Meeting
Engineering Report

- **Turnberry Area Storm Sewer Repairs**
  - Completed

- **Waterford Paving**
  - Paving completed.
  - Thermoplastic stop bars to be placed.

- **Bridge Repairs (Marina, Hole #7)**
  - Quotes requested

- **SWFWMD .000 Permit Inspections**
  - Inspection to be completed 11/23

- **4456 Water Drive Storm Pipe**
  - Groome Industrial - $1,880.25 (includes 15% fuel sur charge)
  - Insight - $1,300.00 - *Recommended*

- **Ashton Blvd Pothole near Clubhouse**

- **Lake Ashton Water Levels**
  - Water level tracking chart attached.

- **2027 Paving Schedule**

GROOME
Industrial Service Group

1925 N. US Hwy 17/92, Davenport, FL 33837 | O: 863.421.1519 | F: 863.421.4688

November 10, 2026 Quote # 5916

Garrett Posten
Rayl Engineering & Surveying, LLC
810 East Main Street
Bartow, FL 33830

P | (863)537-7901
E | garrett@raylengineering.com

RE: Exploratory video of storm pipe

Dear Mr. Posten

In response to the above-referenced proposal, Groome Industrial Service Group, LLC (Groome) appreciates the opportunity to present our information. Our proposal is based on the scope of work detailed in the information provided by Rayl Engineering & Surveying, LLC.

Scope of Services to be Provided: **Groome Industrial Service Group, LLC** to furnish supervision, labor and equipment that may be required for exploratory video of storm pipe. Project will be T&M since this is existing storm pipe, and condition of pipe is unknown. Groome Industrial Service Group makes no guarantee that pipe will be able to be completely videoed due to unknown conditions. Groome Industrial Service Group is not responsible for any plugging or dewatering of pipe. This project will be portal to portal.

PRICING

(1) Camera Truck with Operator and One (1) Technician		
Regular Time	per crew	$260.00/hour
Over 8 Hours & Sat/Sun	per crew	$313.00/hour
Administrative Fee		$75.00

Estimated total for one (1) six (6) hour shift not including fuel sur charge $1,635.00
A 15% fuel sur charge will be added to the total invoice.

Clarifications

- The prices quoted are based on the following criteria:
  - Non Certified Payroll.
  - No Retainage.
- Delays caused by no fault of Groome Industrial will be billed at the hourly rates provided above.
- Truck & crew stay on the clock until truck is cleaned out and back at shop.
- Overtime Rate refers to: time exceeding eight (8) hours in a given shift and/or work performed between the hours of 19:00 Friday through 07:00 Monday.
- Subject to a six (6) hour minimum charge, per shift, per crew plus materials used.
- Should the above criteria not be able to be complied with, the pricing submitted will be subject to revision.

- For purposes of the proposal evaluation period, this proposal and rates are valid until January 10th 2027. If this project's award or start date is after this date, rates could be subject to change.
- Groome per diem rates, if quoted, are subject to adjustment based on current economic fluctuations.
- Videos are guaranteed for 90 days after the completion of the job.

Others to Provide

Access

Thank you for considering Groome Industrial and your interest in our services. If you have any questions about this or other projects, please do not hesitate to call me.

Sincerely,

Chris Whidden
M: (863)528-8650 | E:cwhidden@groomeindustrial.com

* * * PROPRIETARY OR PRIVILEGED INFORMATION * * *
The information contained in this document, including technical data and pricing values, is the property of Groome Industrial Service Group, LLC. It is disclosed in confidence and may be subject to Attorney-Client privilege. This information is to be used only to secure services from Groome Industrial Service Group, LLC and any unauthorized use, distribution, disclosure, or review is prohibited.

TERMS & CONDITIONS

Pricing:

Purchase orders are subject to review and acceptance by Groome Industrial Service Group, LLC (GISG).

Terms of Payment:

Our proposal and pricing do not include applicable federal, state, or local taxes currently in effect for states where the work will be performed. All applicable taxes will be noted as a separate line item on our invoice. Upon award, as the client representative, I understand and agree that applicable taxes will be added to our invoice. If this project is to be tax-exempt, a sales tax exemption certificate or a direct pay permit must be provided at the time of award.

Invoices shall be paid net 30 via commercial check, ACH or wire transfer, unless otherwise identified in the proposal. Credit card / purchase card transactions must be arranged prior to award of any work and may result in additional fees. Approved credit card payments must be made net 15. All overdue accounts will be subject to a late charge of 1.5% per month from due date until paid in full.

Questions or disputes with any portion of our invoicing shall be clearly communicated in writing (email acceptable) within 15 days of invoice date. Extensions to due date will be considered on a case-by-case basis and will be based on the nature of the dispute, timeliness of the inquiry, and response time.

Limitation of Liability:

GISG shall not be responsible for the acts, omissions or workmanship of the employees, contractors, subcontractors, suppliers or agents of the Customer. GISG shall not be liable to the Customer for any loss, injury, or illness to persons or property caused by the negligence of the Customer, its employees, contractor, suppliers or their employees, agents or sub-contractors. In no event shall GISG be liable, whether arising under contracts, tort (including strict liability and negligence) or otherwise, for loss of anticipated profits, loss by reason of plant shutdown, non-operation or increased expense of operation, service and erection, cost of purchase of replacement power, or for any specific, indirect, incidental or consequential loss or damage of any nature arising at time or from any cause whatsoever.

Indemnification / Hold Harmless Clauses:

GISG will defend, indemnify and hold harmless the Customer from and against all damages, claims, liability, losses and expenses, including attorney's fees, for injury or death to persons or damage to property of others arising out of or resulting from any negligent act or omission of Contractor, its agents, employees, suppliers or subcontractors.

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Please indicate your acceptance of the above proposal, clarifications, and terms by signing and returning by email to cwhidden@groomeindustrial.com.

Proposal terms and rates are hereby accepted:

_____
Authorized Signature

_____
Print Name and Title

_____
Date

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Quote Letter – Hourly Estimate

November 11, 2026 Quote #2753

Customer:
Lake Ashton CDD C/O Governmental Management Services – Central Florida, LLC
219 E Livingston Street, Orlando, FL 32801

Attn: Jillian Burns, District Manager
Phone: 407.841.5524

Project Location:
Lake Ashton, Lake Wales, FL

Scope:
IUS will provide a CCTV van with a two (2) man crew to video inspect the storm pipe at the above location, where a cavity has opened up in the yard above the pipe approximately 80' north of the structure.

Pricing:

Unit:	Rates:
CCTV Unit w/ 2 Man Crew, 4 hour minimum @ $265.00 p/h	$1,060.00
Mobilization, 1 round trip @ $240.00	$240.00

Minimum estimate (4 hours) is $1,300.00

Quote Notes:

- Four (4) hour minimum.
- The total shown is the minimum estimate; final billing is based on actual hours onsite.
- Additional hours are billed at $265.00 per hour.
- Quote is valid for 90 days from written, exceptions may apply.
- Project manager or site contact required to be available while onsite.
- CCTV unit will provide two (2) USB flash drives.
- Rates are valid during normal business hours.

Customer to provide the following:

All Services:

- Notification of any known site hazards
- Access to on-site sanitary facilities for crew
- Vehicle access for the CCTV unit at each work area

Price quoted does not include:

- Additional insurance coverage (if required)
- Cleaning or dewatering of the pipe (available for additional charge)
- CCTV laser profiling (available for additional charge)
- Traffic control, maintenance of traffic and lane closures (available for additional charge)
- Pipe repair or rehabilitation (available for additional charge)

Payment Terms:

Payment terms: Net 25 from date of invoice.

We accept check, ACH or wire transfer. Credit cards are accepted with an additional 3.5% processing fee.

We understand you have choices, and we're committed to earning your trust by providing exceptional service, accurate diagnostics, and proven expertise.

This Quote is governed by and incorporates the InSight Underground Solutions Service Terms and Conditions (Rev. 8/2026) posted at https://insight-underground.com/service-terms/, which include a release or waiver of claims and a limitation of liability. The undersigned represents that he or she is authorized to bind Customer, and by signing Customer acknowledges that it has received and reviewed the Terms and Conditions and agrees to be bound by them.

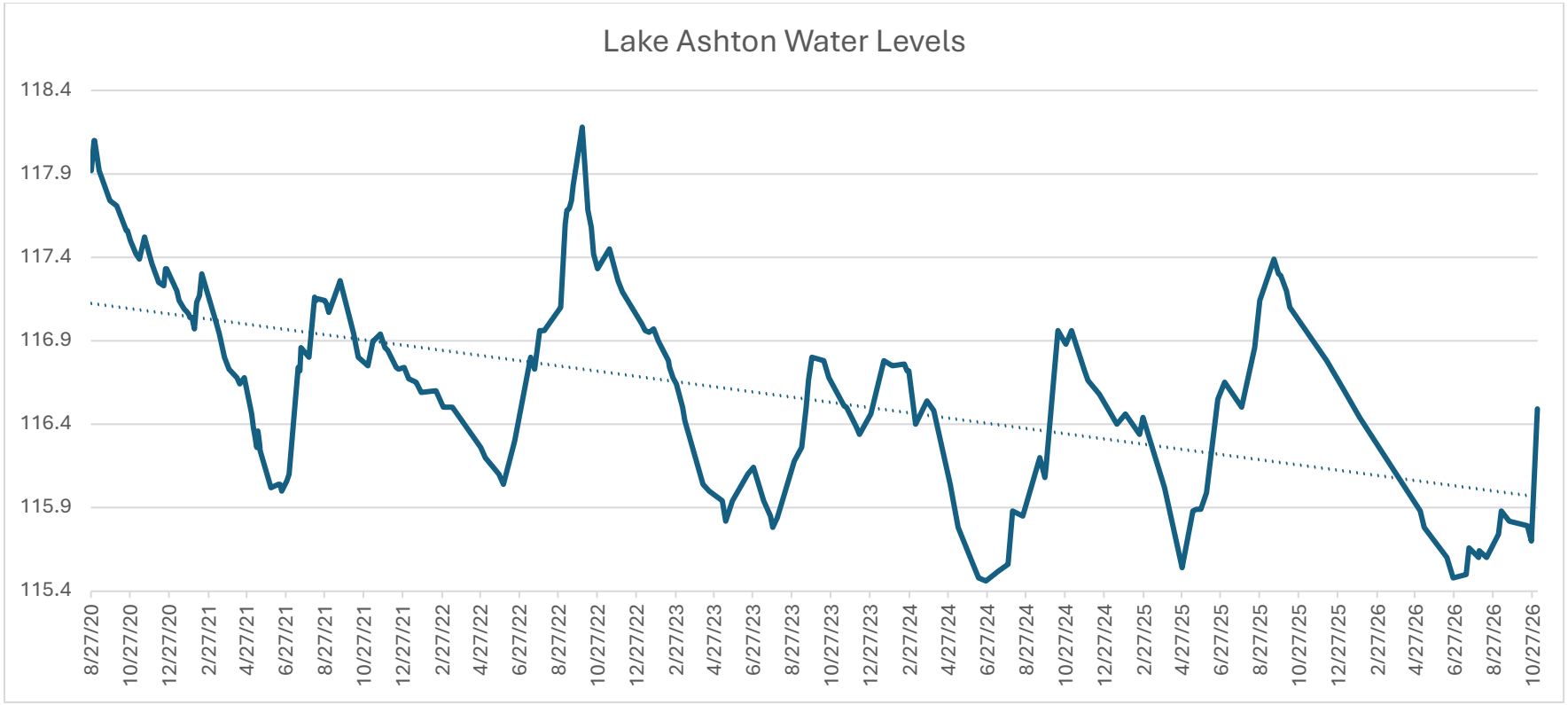
I understand the Terms and Conditions (Rev. 8/2026) are available at
https://insight-underground.com/service-terms/

T&C's _____ initials

_____
Customer Signature

_____
Customer Name Printed

_____
Date


Lake Ashton Water Levels
118.4
117.9
117.4
116.9
116.4
115.9
115.4
8/27/20
10/27/20
12/27/20
2/27/21
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SECTION C

November 23, 2026

Lake Ashton CDD

Field Management Report

Completed Items

- Ballroom and dressing room carpet cleaning is finished.
- Roofline lights on the Clubhouse's west side were repaired under warranty.
- An electrical outlet was replaced that the spa chemical controller is plugged into.
- Rusted conduit with exposed wire on the pool deck's south side was replaced.



Contracted Services

- The landscaping vendor continues to maintain the landscaping in satisfactory condition. Landscape review is included in my report.
- The stormwater ponds remain in satisfactory overall condition. See the attached Solitude service reports.
- The janitorial vendor has started servicing the Clubhouse and Gate House on Monday, Wednesday, and Friday evenings.
- The pool vendor services the pool and spa on Mondays, Wednesdays, and Fridays and is keeping both in satisfactory condition per the contract.



In Progress

- Lake Ashton staff have started installing Holiday lights. See the attached rendering.
- Relplace burnt palm uplight bulbs along Lake Ashton Blvd.
- Baseboard touch up paint throughout the Clubhouse.
- Clubhouse exterior pressure washing.

SECTION A

SECTION (a)


Lake Ashton CDD
4141 Ashton Club Drive,
Lake Wales, FL 33859
SOLitude Lake Management
Legend
4141 Ashton Club Dr
canal
Conservation Area
littoral shelf 1
pond
wetland
Dunmore Dr
Conservation Area
canal 1
canal 2
Berwick Dr
flyover
utility easement
DOTE TRAVEL
Echevarria Travel
Troon Ln
Waterford Dr
Strathmore Dr
Turnberry Ln
Aberdeen Dr
Thompson Nursery Rd
4141 Ashton Club Dr
Lake Ashton
Lake Ashton Blvd
Ryan Homes a
East Conservation Area
Sable Loop Dr
Ashton Pines Dr
Ashton Club Dr
Lake Ashton
Google Earth
Image © 2025 Airbus
2000 ft

Work Order	01053818	Account	Lake Ashton CDD
Actual Start	10/20/2026 10:00 AM	Contact	Matthew Fisher
		Address	4141 Ashton Club Drive Lake Wales, FL 33859 United States

Appointment Information

Specialist Comments to Customer	Technician was on site on 10/20 from 11:00am to 12:45pm. Treated ponds 4, 6, 8, 32, and 33 for algae, shoreline weeds and emergent grasses. Pond 33 has significant erosion and washout. Thank you for choosing Solitude.	Name	Steve Smith
		Specialist State License Number	

Assets Serviced

Work Order Line Item

Asset Name	Status	Product Work Type Name
Lake - ALL	Inspected	

Service Parameters Applied

Work Order Line Item

Asset Name	Product Work Type Name	Specialist Comments
Lake - ALL	ALGAE CONTROL	
Lake - ALL	DYE APPLICATION	
Lake - ALL	LAKE WEED CONTROL	
Lake - ALL	MONITORING	
Lake - ALL	SHORELINE WEED CONTROL	
Lake - ALL	TRASH / DEBRIS COLLECTION (IN HOUSE)	
Lake - ALL	LITTORAL SHELF	

SŌLITUDE
LAKE MANAGEMENT

Service Photos









SŌLITUDE
LAKE MANAGEMENT





Work Order	01053818	Account	Lake Ashton CDD
Actual Start	10/28/2026 8:00 AM	Contact	Matthew Fisher
		Address	4141 Ashton Club Drive Lake Wales, FL 33859 United States

Appointment Information

Specialist Comments to Customer	Technician was on site on 10/28 from 9:00am to 11:00am. Treated ponds 21, 22, 23, 24, 25 and 27 for algae, shoreline weeds and emergent grasses. Thank you for choosing Solitude.	Name	Steve Smith
		Specialist State License Number	

SOLITUDE LAKE MANAGEMENT

Assets Serviced

Work Order Line Item

Asset Name	Status	Product Work Type Name
Lake - ALL	Inspected	

Service Parameters Applied

Work Order Line Item

Asset Name	Product Work Type Name	Specialist Comments
Lake - ALL	ALGAE CONTROL	
Lake - ALL	DYE APPLICATION	
Lake - ALL	LAKE WEED CONTROL	
Lake - ALL	MONITORING	
Lake - ALL	SHORELINE WEED CONTROL	
Lake - ALL	TRASH / DEBRIS COLLECTION (IN HOUSE)	
Lake - ALL	LITTORAL SHELF	

Service Photos



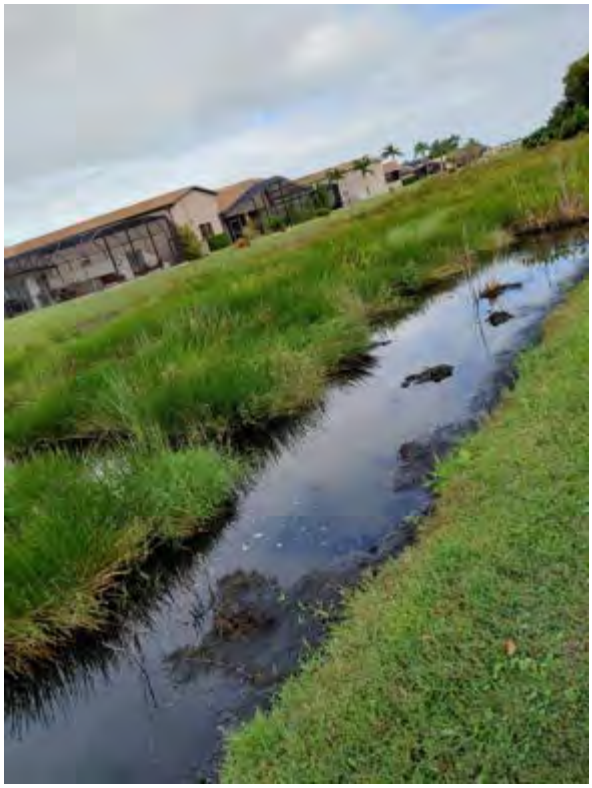


SŌLITUDE
LAKE MANAGEMENT









SŌLITUDE
LAKE MANAGEMENT



Work Order	01067043	Account	Lake Ashton CDD
Actual Start	11/6/2026 9:30 AM	Contact	Matthew Fisher
		Address	4141 Ashton Club Drive Lake Wales, FL 33859 United States

Appointment Information

Specialist Comments to Customer	Technician was on site on 11/6 from 10:30am to 1:45pm. Treated ponds 13, 14, 16, 18, 30 and canal 1 and 2 for algae, submerged vegetation, floating vegetation, shoreline weeds and emergent grasses. Thank you for choosing Solitude.	Name	Steve Smith
		Specialist State License Number	

Assets Serviced

Work Order Line Item

Asset Name	Status	Product Work Type Name
Lake - ALL	Inspected	

Service Parameters Applied

Work Order Line Item

Asset Name	Product Work Type Name	Specialist Comments
Lake - ALL	ALGAE CONTROL	
Lake - ALL	DYE APPLICATION	
Lake - ALL	LAKE WEED CONTROL	
Lake - ALL	MONITORING	
Lake - ALL	SHORELINE WEED CONTROL	
Lake - ALL	TRASH / DEBRIS COLLECTION (IN HOUSE)	
Lake - ALL	LITTORAL SHELF	

Service Photos





SŌLITUDE
LAKE MANAGEMENT









SŌLITUDE
LAKE MANAGEMENT








Work Order	01065846	Account	Lake Ashton CDD
Actual Start	11/16/2026 10:15 AM	Contact	Matthew Fisher
		Address	4141 Ashton Club Drive Lake Wales, FL 33859 United States

Appointment Information

Specialist Comments to Customer	Technician was on site on 11/16 from 11:15 to 1:50pm. Treated ponds 19, 20, 21, 23, 24 and 26 for algae, submerged and floating vegetation, shoreline weeds and emergent grasses. Thank you for choosing Solitude.	Name	Steve Smith
		Specialist State License Number	

Assets Serviced

Work Order Line Item

Asset Name	Status	Product Work Type Name
Wetland - ALL	Inspected	

Service Parameters Applied

Work Order Line Item

Asset Name	Product Work Type Name	Specialist Comments
Wetland - ALL	BUFFER MANAGEMENT	
Wetland - ALL	TRASH / DEBRIS COLLECTION	

Service Photos





SECTION B

LAKE ASHTON

Site Inspection Summary

November 16, 2026 | Inspected by Matt Fisher

4144 Ashton Club Drive, Lake Wales, FL 33859

16	14	2
Items documented	Marked for proposal	Maintenance items

The inspection identified turf loss, soil washout and gaps in landscape beds. Engineering was assigned to review washout along the cart path, where riprap may be needed.

Scope marked for vendor proposals

Trees and planting beds Declining weeping bottlebrush with woody galls noted, dead trees, bromeliad fill-ins in the west parking lot median, arboricola refresh in the Reflection Garden and planting fill-ins south of the ballroom.

Turf replacement Replace sod near the Veterans Memorial and St. Augustine sod north of the tennis court and south of the ballroom. Replace crabgrass in the Reflection Garden and replace a separate crabgrass area with St. Augustine sod.

Erosion and bare areas Add sod with minor fill at one erosion area, use Bahia sod with minor fill at another and install sod at a third. Evaluate the cart path washout for possible riprap.

Routine maintenance

Remove sod and extend mulch to the cart path. Cover exposed weed barrier.



Declining bottlebrush



Veterans Memorial turf



Cart path washout area

Source | Lake Ashton Site Report 20261116-18449628219

Inspection Findings and Photos

01 Declining weeping bottlebrush

Woody galls were visible on the declining tree. The field report identifies them as Sphaeropsis galls.

Marked for vendor proposal



02 Dead trees

The inspection documented dead trees in the areas shown below.

Marked for vendor proposal







Inspection Findings and Photos

03 Veterans Memorial sod

Replace damaged sod near the Veterans Memorial.

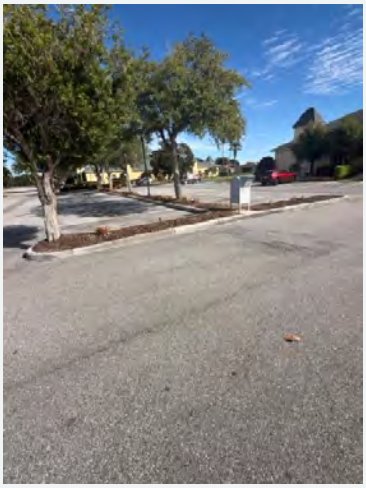
Marked for vendor proposal



04 West parking lot median

Fill gaps in the median planting bed with bromeliads.

Marked for vendor proposal

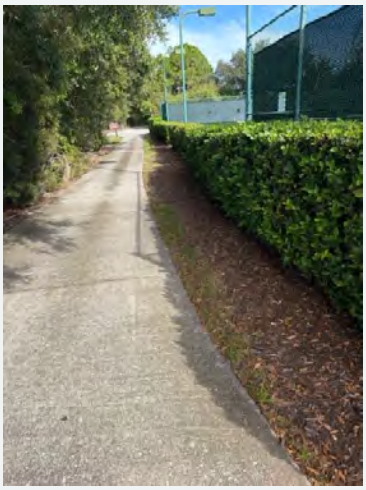


Inspection Findings and Photos

05 Cart path bed edge

Remove sod and extend mulch to the cart path.

Routine maintenance



06 Erosion area needing sod and fill

Add minor fill and install sod to help prevent erosion.

Marked for vendor proposal



Inspection Findings and Photos

07 Cart path washout

Engineering review of soil washout along the cart path. Riprap may be needed.

Marked for vendor proposal | Engineering assignment



08 Bahia sod and fill

Add minor fill and install Bahia sod.

Marked for vendor proposal



Inspection Findings and Photos

09 Erosion area needing sod

Install sod to help prevent erosion.

Marked for vendor proposal



10 Tennis court sod

Replace St. Augustine sod on the north side of the tennis court.

Marked for vendor proposal



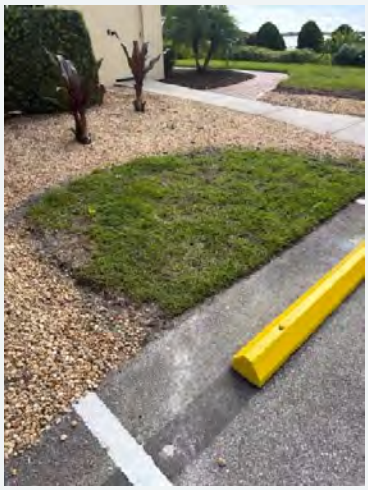
Inspection Findings and Photos

11 Crabgrass replacement

Replace the crabgrass shown below with St. Augustine sod.

Marked for vendor proposal





12 Exposed weed barrier

Cover the exposed weed barrier in the planting bed.

Routine maintenance





Inspection Findings and Photos

13 South ballroom sod

Replace St. Augustine sod on the south side of the ballroom exterior.

Marked for vendor proposal





14 Reflection Garden planting refresh

Refresh the arboricola plantings in the Reflection Garden.

Marked for vendor proposal







Inspection Findings and Photos

15 Reflection Garden turf

Replace the crabgrass in the Reflection Garden.

Marked for vendor proposal






16 South ballroom planting beds

Fill gaps in the planting beds south of the ballroom.

Marked for vendor proposal



SECTION C

Christmas Lighting Reference









Soft white LEDs • Wrap both palm trunks from the base to halfway up

SECTION D

LAKE ASHTON

LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

COMMUNITY DIRECTOR REPORT

November 23, 2026

ADMINISTRATION

- **Staffing and Resident Services**
  - The second Resident Services Coordinator is expected to start in approximately two weeks. We are completing the hiring process. Both coordinators will mirror one another in their job responsibilities, expanding services to residents through administrative tasks and community events.
  - Those of us who are new would like to sincerely thank Christine and Caroline for their hard work and dedication on our behalf. We also thank everyone for their patience, kindness, and understanding as we continue to acclimate to our roles. We appreciate your support and look forward to working together for the benefit of our community.
- **Communication and Resources**
  - As we move forward, I anticipate publishing a team contact directory to help residents know who to contact for specific needs and questions.
  - Residents are encouraged to visit the CDD website for Board-approved information and updates. Once the LA Times newsletter is printed, it will also be available on the website. Residents can contact the Board of Supervisors directly through the website's contact button and may submit articles for consideration in the LA Times. The website also provides access to District documents and previous editions of the newsletter.
- **Volunteer Appreciation**
  - We are grateful to our volunteers who generously give their time to make everyone entering the clubhouse feel welcome and supported. Their contributions make a real difference in our community.
  - We are always looking for new volunteers! Come join a wonderful group of people who create such a warm and welcoming atmosphere for everyone who walks through the clubhouse doors. We would love to have you be part of the team!
- **Registration Hours**
  - **Current Hours (Through December 2026)** are now Tuesdays and Wednesdays, 10:00 AM – 1:00 PM
  - **New Hours (Beginning January 2027)** will be Monday – Friday during regular office hours. Walk-ins are welcome; appointments are preferred!
  - With the addition of a new team member on November 30, we will dedicate December to staff training to ensure a smooth transition. We appreciate your patience as we prepare to offer more convenient and flexible registration services for Lake Ashton residents.

FOLLOW-UP FROM PREVIOUS BOARD MEETING

- **Reserve Study:** Staff has received the final Reserve Study with all requested changes incorporated.
- **Northwest Ballroom Door:** The automatic door opener has been installed behind the railing to help protect the card reader arm from potential damage.
- **Fitness Center Conference Room:** The room has been cleared, and tables and chairs have been added. It will be added to our reservation program as well as the Joint Amenity Policy. The countertop has not yet been removed while we assess whether that needs to be done.
- **Janitorial and Pool Contracts:** Both contracts, drafted by Counsel, have been executed. Staff is monitoring performance and identifying opportunities for improvements as we go.
- **Maintenance Staffing and Expanded Responsibilities**
  - With Janitorial and Pool services now contracted for Monday, Wednesday, and Friday, our Maintenance team will continue to handle these responsibilities on the remaining days. This

adjustment allows Maintenance staff to dedicate more time to the many other ongoing needs of our property and amenities, including:

- Power washing and general property upkeep.
- Painting and touch-ups.
- Preventative maintenance.
- Event setup and breakdown.
- Oversight of vendors working on property.
- Supply ordering and inventory.
- Training and continued development.
- Daily maintenance checklists and routine inspections.
- Guardhouse area oversight and upkeep.
- Responding to daily operational needs and unexpected issues as they arise.
- Supporting clubhouse operations and special projects.

  - Many of these tasks have previously been difficult to address consistently due to competing daily responsibilities and have, at times, been deferred or overlooked. This change creates an opportunity to give these areas the attention they deserve. There is no shortage of work or projects requiring attention. Our goal is to make the best use of our staff's time, improve accountability and follow-through, and ensure our facilities remain well-maintained, safe, and welcoming for residents.

- **Website Updates**
  - The Amended and Restated Rules, Amended Facility Fees, and Encroachment Policy have been added to the CDD website.
  - Remember, you can email the Board of Supervisors, request an LA Times submission, and review District documents and previous LA Times newsletters through the website.

SAFETY AND SECURITY

- **Facility Repairs and Safety Awareness**
  - The guardhouse roof has been repaired following a leak that developed after last week's heavy rains.
  - Staff is reviewing the possibility of adding additional signage around the lakes to remind residents and guests to be mindful of alligators, as was suggested during an appraisal.
- **Security Services and Oversight**
  - The Community Director will be meeting with Nations to become familiar with the contract, service expectations, post orders, and assigned duties.
  - We have also requested that they ensure the pool is being walked and increase patrols during periods of high usage. These measures are intended to strengthen oversight and help maintain a safe environment for residents and guests.

COMMON AREA PROJECTS

- **Clubhouse Roof and Leak Repairs**
  - Numerous leaks were identified following last week's heavy rainstorms. Fisher and Floyd Roofing came out to address a leak coming through the flashing near a window. They have also placed us on their schedule to address numerous additional leaks throughout the clubhouse, including the ballroom and several other areas. Maintenance has identified, marked, and documented the leaks in the clubhouse for the roofing contractor when they return. The Community Director will make recommendations to the Board of Supervisors for repair vs. replacement guided by information in the Reserve Study.

- **Exterior Lighting and Holiday Decorations**
  - The decorative lights along the exterior roofline have been fixed. The issue appears to have been related to a possible software update. Going forward, when we have partial outages, we will turn off all lights until the entire set is repaired.
  - Maintenance is working on stringing additional exterior holiday lights.
- **Fire Equipment**
  - PYE Barker will be installing a new Voice notifier evacuation panel and duct detector once the new devices come in.
- **Pool Equipment**
  - The deposit has been paid to Heartland Pools to install new automation boards, chemical feeders, and chemical containers in both the pool and the spa.
- **Boulevard Lighting**
  - Maintenance discovered a streetlight outage on the Boulevard. They checked the breaker and determined there was no power to that line. Kincaid will be coming out to repair the outage.
- **HVAC Preventative Maintenance**
  - Millers will begin our contracted AC maintenance on December 14, which we expect to take several days.

LIFESTYLE

- **Monday Coffee**
  - November has been a great month for Monday Coffee gatherings, featuring notable speakers from ComForCare, Matt Simpson representing Edward Jones, and Home Instead. These events provide valuable opportunities for community connection, education, and networking.
  - *Please note that there will be no Monday Coffee on December 14 due to the CDD meeting, or on December 28 due to the holidays and anticipated limited attendance.*
- **Activities and Events**
  - Upcoming events include:
    - **January 14:** Entertainment Series begins.
    - **February 12:** PS I Love You Valentine's Dance.
    - **April 23:** Toga Party.
  - We look forward to a fun-filled lineup of events and opportunities for residents to connect, celebrate, and make lasting memories!

LA TIMES NEWSLETTER

- The print and digital editions of the November LA Times were distributed on November 2, 2026. This issue welcomed back seasonal residents and included updates from both Community Directors, District news (including the introduction of the new Resident Services Coordinator), election information, Veterans Day observances, the annual USO Dance, the upcoming 2027 Entertainment Series, holiday events, club activities, resident spotlights, safety reminders, health and wellness information, and golf updates. The issue also included information about community initiatives, volunteer opportunities, charitable fundraisers, and important District and HOA announcements.
- The deadline for the December issue of the LA Times was November 11, and it will be distributed on December 1.

Respectfully Submitted,
Amanda Harling
Community Director

Lake Ashton Community Development District - Project tracking List

CLUBHOUSE

BOARD APPROVAL	PROJECT NAME	APPROVED BUDGET	CURRENT STATUS	PAID FROM GENERAL FUND	PAID FROM CAPITAL PROJECTS FUND	Difference
10/19/26	**Conference Room**	**$1,500**	**The room has been cleared out, cleaned and tables added from the restaurant. Staff is assessing whether or not the counter needs to be reomved. No money has been spent as of yet.**			
10/19/26	**Hayward Pool Automation Equipment**	**$8,850**	**Deposit Requested**		**$4,300**	
			COMPLETE			
N/A	Replace ice machine bin or entire ice machine in restaurant		(9/21/26) BOS tabled approval until a restaurant is leasing the space. (8/17/26) Millers proposal to replace bin only ($4,269) or entire machine (10,726) Pending board review/approval			
N/A	Clean and wax fitness center floor	$1,450.00	(9/9/26) Approved proposal and scheduled for 10/6 to 10/8. Fitness room needs to be closed for 24 - 48 hours for wax to cure			complete
1/26/26	Northwest/side entrance: relocate card reader to post away from door and add automatic opener	$7,111.22				complete
4/15/24	Conversion of propane to natural gas	$37,693.00	(4/7/25) Staff is working on scheduling the conversion of hot water heaters <u>PAID AS OF 1/13/25</u>: *(DOES NOT INCLUDE REBATES IN PROCESS)* $885 - hooking restaurant line to meter & new quick connect $18,235 - restaurant kitchen equipment $1,200 - changing ansul system for new equipment in restaurant kitchen $1,640 - convert spa heater $5,500 - New pool heater Replacement of 3 water heaters remaining	$0.00	$27,460.00	move to complete
8/10/26	Roof repairs needed (east side of clubhouse)	$1,450.00	(9/14/26) Repair COMPLETE			complete
2/23/26	Install TVs in ballroom & restaurant		(4/13/26) COMPLETE	$2,832.83		complete

Lake Ashton Community Development District - Project tracking List

GROUNDS (Landscaping, Roads, Stormwater Mgtmt, Bridges & Concrete Pathways)

BOARD APPROVAL	PROJECT NAME	APPROVED BUDGET	CURRENT STATUS	PAID FROM GENERAL FUND	PAID FROM CAPITAL PROJECTS FUND	Difference
			Complete			
9/21/26	Waterford paving	$60,700.00	BOS approval for AAA for paving ($55,500), including small section on Berwick ($1,500) and geotech testing by Nissi ($3,700)		Pend Pymt	
9/21/26	Waterford storm drain repairs	$112.600.01	BOS approved repair of 5 sections. Pending board review/approval		$102,212,83	
9/21/26	Bridge repair (concrete approach)	$3,000.00	BOS approved engineer recommendation. Pending board review/approval		Pend Pymt	
7/20/26	East course bridge cleaning, stain & inspection done 7/10/26, with replacement of 44 boards over 10 of 13 bridges needed.	$19,040.00	(9/17/26) COMPLETE	$19,040.00		$0.00
8/17/26	Clean end caps on Thompson Nursery Rd wall		(9/15/26) COMPLETE	$1,062.50		$0.00
7/20/26	Pipe Inspection (Turnberry, Strathmore & Berwick) prior to paving Waterford Dr	$5,220.00	(9/11/26) inspection COMPLETE & report rec'd (7/28/26) Awaiting scheduling			
	Paver repairs (C&C Outdoors)	$1,500.00	Replace/reset loose pavers on walkways around clubhouse.	$1,500.00		$0.00
5/18/26	Replace freeze damaged plants front entry/exit		(7/31/26) Complete	$6,999.99		
5/18/26	End caps along blvd		(7/31/26) Complete	$285.71		
5/18/26	Fountain full semi-circle		(7/31/26) Complete	$1,714.26		
	Clean end caps at entrance		(7/31/26) Complete	$285.71		
4/20/26	Planting in littoral area of pond 5	$2,700.00	(7/20/26) Complete (5/11/26) Deposit has been issued	$1,350.00		
4/20/26	Removal of dead plants throughout CDD property	$5,357.06	(5/11/26) Work is scheduled to take place week of 5/11/26 (7/1/26) Work completed, awaiting invoice			
4/20/26	Testing for Waterford Dr prior to paving	$8,624.00	(5/11/26) Base layer testing (geotechnical) is $3,800 (Nissi) and storm water testing is $4,824 (Insight) (7/1/26) Testing complete and report received			
3/16/26	Install mulch along Aberdeen fence line bordering TNR (Yellowstone)	$3,623.58				
3/16/26	Restriping east & west parking lot (1-800 Striper)	$2,250.11	(5/11/26) Some minor corrections need to be made in the west parking lot		$2,250.11	0.00
3/16/26	Install retaining wall along pond bank 20 at hole #1 on east golf course (Toole's Tractor)	$58,000.00	(5/11/26) Work is in progress (6/8/26) COMPLETE		$57,780.00	220.00
11/17/25	Repair flume on pond 18 (Toole's Tractor)	$7,830.00	(5/11/26) COMPLETE		$7,830.00	0.00

11/15/25	Pond erosion study (Rayl)	$10,000.00	(2/16/26) COMPLETE	$10,000.00		0.00
10/20/25	Well pump replacement (clubhouse)	$4,648.49	(10/21/25) COMPLETE	$4,648.49		0.00
10/20/25	Replace bridge boards on east golf course (Bevis Construction)	$16,000.00	(11/26/25) Work completed and inspected, final payment issued to vendor		$16,000.00	0.00

SECTION A

SECTION (a)

LAKE ASHTON CDD / CLUBHOUSE CAMERAS AND CARD READERS

Surge Protection Quote Comparison

All Systems Go	Kincaid Electrical	Quoted difference
$7,457 | October 1, 2026	$9,565 | September 24, 2026	$2,108 lower for All Systems Go

Equipment or work	All Systems Go | #2296	Kincaid Electrical | #1393
Card-reader surge protection	16 DITEK DTK-4LVLPCR.	16 of the same model. Scope places 12 in the IT room and 4 in the cinema.
Camera network protection	3 DITEK DTK-WM8NETS 8-port units.	3 listed as DTK-WM8NET. Scope places one in the rack and two on the wall.
Rackmount battery backup (UPS)	3 CyberPower CP1500PFCRM2U, 1500VA.	3 CyberPower 1500 VA, 8-outlet rackmount units.
Cinema battery backup (UPS)	1 CyberPower CP1500PFCLCD, 1500VA.	1 CyberPower 1500VA mini-tower.
Racks and power distribution	Racks and separate rackmount surge strips are not itemized.	Lists 4 vertical 6U racks and 4 CyberPower 12-outlet rackmount surge strips.
Grounding and bonding	Lists 2 grounding kits and 2 copper ground bar kits.	Specifies bonding at card-reader enclosures and new IT-room ground interconnect blocks.
Removal, mounting and cleanup	Includes removal/replacement of surge equipment and organization of affected wiring. Full wiring cleanup is outside scope.	Specifies removal of old UPS units, mounting existing converters and retained UPS, and basic cleanup in the work area.

SECTION (b)

Manufacturer Warranties

Equipment	Common model and quantity	Manufacturer warranty
Card-reader surge protection	16 DITEK DTK-4LVLPCR 12 in the IT room and 4 in the cinema	10-year limited product warranty
8-port Ethernet / PoE protection	3 DITEK DTK-WM8NETS	10-year limited product warranty
Rackmount UPS	3 CyberPower CP1500PFCRM2U	3-year warranty
Mini-tower UPS	1 CyberPower CP1500PFCLCD	3-year warranty

SECTION (c)

ESTIMATE

All Systems Go
707 46th St Ct E
Palmetto, FL 34221

rbright@asgtampa.com
+1 (941) 928-0800

Bill to
Lake Ashton CDD
4141 Ashton Club Drive
Lake Wales, Florida 33859 USA

Ship to
Lake Ashton CDD
4141 Ashton Club Drive
Lake Wales, Florida 33859 USA

Estimate details
Estimate no.: 2296
Estimate date: 10/01/2026
Expiration date: 11/01/2026

#	Product or service	Description	Qty	Rate	Amount
	This estimate is for the requested surge protection for the access control and camera systems, based on the information provided and the list of parts supplied by Matt Fisher. Surge protection is a great investment to help protect your equipment from electrical surges and voltage fluctuations; however, it is important to note that surge protection cannot guarantee protection against a direct lightning strike or the damage that may result from one.				
1.	**Install Labor**		8	$150.00	$1,200.00
2.	**Card Reader Surge Protector for Card Readers Operating**	DITEK's DTK-4LVLPCR provides surge protection for card readers operating on 12/24V power. Protects four pairs of power/data connections.	16	$105.00	$1,680.00
3.	**DITEK 8-Channel NeTwork Surge Protector**	The DTK-WM8NETS is an 8-channel, wall mount surge protector that uses state-of-the-art circuitry to provide best-in-breed surge protection for shielded Ethernet, PoE and optional PoE extender* circuits. It supports data speeds up to 10GbE, and provides surge protection grounding to remote devices when used with STP cabling. The DTK-WM8NETS is ideal for smaller installations where Ethernet cabling feeds require protection before entering network switches.	3	$478.00	$1,434.00
4.	**CyberPower PFC Sinewave Rackmount for UPS Systems, 1500VA 1000W, 120VAC**	The PFC Sinewave rackmount UPS that provides battery backup (using sine wave output), surge protection, and EMI/RFI filtration for security systems, audio/visual equipment, and networking equipment requiring active PFC power source	3	$541.00	$1,623.00

		compatibility. The CP1500PFCRM2U features Automatic Voltage Regulation (AVR), which corrects minor power fluctuations without switching to battery power, and a multifunction control panel with a color LCD to quickly confirm status and alerts at-a-glance. Remote management and/or monitoring is available with optional purchase of a Remote Network Management Card or Cloud Monitoring Card. At only 10.5" in depth, the CP1500PFCRM2U fits comfortably in short-depth rack installations where space is at a premium.			
5.	**CyberPower PFC Sinewave for UPS Systems, Mini-Tower, Sine Wave, 1500VA 1000W**	A mini-tower UPS with line interactive topology, the CyberPower PFC Sinewave CP1500PFCLCD provides battery backup (using sine wave output) and surge protection for desktop computers, workstations, networking devices, and home entertainment systems requiring active PFC power source compatibility. The CP1500PFCLCD features an advanced multifunction control panel with a color LCD to quickly confirm status and alerts at-a-glance. The screen tilts for easy viewing when the UPS is placed in a low position such as under a desk. Two USB charge ports (one Type-A and one Type-C) power portable devices such as mobile phones and tablets, even during a utility power failure. The CP1500PFCLCD uses Automatic Voltage Regulation (AVR) to correct minor power fluctuations without switching to battery power, which extends battery life. AVR is essential in areas where power fluctuations occur frequently.	1	$360.00	$360.00
6.	**Grounding Kit**	Ground rod, grounding wire, clamps, and related grounding materials are included as a preventative measure to help protect the equipment from electrical surges. Proper grounding can help reduce the risk of damage from electrical surges; however, it cannot guarantee protection against a direct lightning strike or eliminate the possibility of equipment damage caused by lightning.	2	$300.00	$600.00
7.	**12" Heavy-Duty Copper Ground Bar Kit,Grounding Bus Bar**	12" Heavy-Duty Copper Ground Bar Kit,Grounding Bus Bar,with 24 x 0.41'' Holes & Slots and 2" x 2'' Standoff Insulators Made from UL Recognized Material,2500V	2	$105.00	$210.00
8.	**Misc**	Patch cables, Hardware. wire managment	1	$350.00	$350.00

This estimate is for the removal and replacement of the existing surge protection equipment, along with properly managing and organizing the replacement wiring associated with the equipment being replaced. This estimate does not include a complete renovation or cleanup of all wiring within the head-end locations beyond the equipment specifically included in this scope of work. If a full overhaul and cleanup of the head-end locations is desired, we would be happy to provide a separate quote to complete that work as well.

Ways to pay

BANK

Please submit payment via ACH or mail payment to:
All Systems Go
707 46th Street Court East
Palmetto, FL 34221

Total	**$7,457.00**
Deposit due	$3,728.50
Expiry date	11/01/2026

Accepted date

Accepted by

SECTION (d)

Kincaid Electrical Services, Inc

15510 Hwy 27
Lake Wales, FL 33859-2532
(863) 676-0198
service@kincaidelectric.com

ADDRESS
LAKE ASHTON
4141 ASHTON CLUB DRIVE
LAKE WALES, FL 33859

ESTIMATE 1393
DATE 09/24/2026

SCOPE OF WORK
PLEASE SEE BELOW

QTY	DESCRIPTION
	SCOPE OF WORK -INSTALL (12) DITEK CARD READER SURGE ARRESTORS IN THE IT CLOSET (IN DOOR CARD INCLOSURE) AND INTERCONNECT GROUND WIRE/BOND -INSTALL NEW GROUND INTERCONNECT BLOCKS IN IT ROOM -CORRECTLY MOUNT ANALOG TO IP CONVERTERS AND EXISTING UPS IN EXISTING RACK -INSTALL 8-PORT DITEK POE ETHERNET PROTECTOR IN THE BOTTOM OF THE RACK AND PROTECT THE INCOMING CAMERA FEEDS -REMOVE ALL THE MISCILLANIOUS OLD UPS DEVICES IN THIS ROOM AND INSTALL (3) NEW VERTICAL RACKMOUNT 1500VA CYBERPOWER UPS BATTERY BACK UP WITH DISPLAYS. -INSTALL CYPREPOWER RACK MOUNT SURGE PROTECTOR AT THE UPS LOCATIONS FOR MORE SURGE PROTECTED PLUG IN LOCATIONS THAT ARE NOW BACK UP POWER CRITICAL -INSTALL (2) 8 PORT DITEK WALL MOUNT POE ETHERNET PROTECTORS ON THE WALL BELOW THE SERVICE TO PROTECT THE IP CAMERA FEEDS -BASIC CLEAN UP OF ITEMS WE ARE WORKING ON IN THIS CLOSET -INSTALL MINI TOWER UPS IN THE BASE OF THE CINEMA A/V CLOSET FOR EQR CINEMA EQUPITMENT. -INSTALL (4) DITEK CARD READER SURGE ARRESTORS AT THE DOOR CARD ENCLOSURE IN THE CINEMA ABOVE THE EQUIPTMENT RACK
16	DITEK DTK-4LVLPCR CARD READER SURGE ARRESTOR
3	DITEK DTK-WM8NET 8CH. WALL MOUNT ETHERNET PROTECTOR
4	6U VERTICLE RACK
4	CYBERPOWER UPS BACK UP 1500VA, 8 OUTLET, RACK MOUNT
4	CYBERPOWER RACK MOUNT SURGE ARRESTOR, 12 OUTLET, RACK MOUNT
1	CYBERPOWER MINI TOWER UPS 1500VA 12 OUTLET, AVR
1	MISC. HARDWARE, WIRE CONN, ANCHORS, SCREWS, ETC.
1	LABOR

AGREED TERMS: Payment is due upon receipt of products and services listed above, unless prior arrangements have been made. The customer will be charged a rate of 18% interest per annum on all amounts which are not paid before the due date of this invoice as well as a $50.00 late fee if payment is not received within 30 days of the invoice date. In the event of non-payment, the customer agrees to pay all attorney's fees and costs incurred by Kincaid Electrical Services, Inc. to collect the amounts due, pre-suit, in litigation, post-suit, and in bankruptcy as well as all attorney's fees and costs incurred in connection with determining the entitlement to and amount of recoverable attorney's fees and costs. Failure to object to these agreed terms in writing within 5 days of receipt of the products and services listed on this invoice, and/or immediately upon receipt of this invoice constitutes acceptance of these agreed terms.

SUBTOTAL	9,565.00
TAX	0.00
TOTAL	**$9,565.00**

Accepted By

Accepted Date

SECTION B

Recommendations

Miller's Central Air
www.millerscentralair.com
20 W Interlake Blvd
Lake Placid, FL 33852
FL: CA-C058675
Work: (863) 699-5455

Daniel Rodriguez
Sales
daniel@pricebook.millerscentralair.com

Prepared for

Lake Ashton Clubhouse
4141 Ashton Club Drive
Lake Wales FL 33859
cwells@lakeashtoncdd.com
Mobile: (863) 324-5457

Restaurant Kitchen - Ice Machine options

Prepared	Effective through
08/17/2026	10/16/2026

Miller's Central Air	Expires on	Prepared by	Prepared for
(863) 467-1545	10/16/2026	**Daniel Rodriguez**	**Lake Ashton Clubhouse**

New Hoshizaki ice machine and bin	New hoshizaki ice machine bin only
System Price $10,726	**System Price** $4,269
Your Price $10,726	**Your Price** $4,269

Scope of Work for Restaurant Kitchen Proposal

Hoshizaki Ice Machine

Equipment

- Hoshizaki KM-522MAK cube-style ice maker (air-cooled, self-contained, up to 548 lb/24 hrs)
- Hoshizaki B-700SF ice bin (700 lb storage, stainless steel exterior)

Option 1 – Full Replacement (Head + Bin)

- Remove existing ice machine head and bin
- Set new KM-522MAK head and B-700SF bin in place
- Reconnect drainage with new PVC
- Reuse existing high-voltage power connection
- Complete basic installation, start-up, and operational check

Option 2 – Bin Only

- Remove existing ice machine head and set aside
- Remove old bin and install new B-700SF bin
- Reinstall existing head on the new bin
- Start unit and verify proper operation

3 year part warranty on entire machine 1 year labor

5 year parts warranty on compressor , air cooled condenser and evaporator 1 year labor

3 year parts warranty on bin 1 year workmanship warranty

Restaurant Kitchen (option 1/2)

Miller's Central Air (863) 467-1545

Ice Machine options

Pricing

*Your Final Cost is an estimate. Homeowner must file for rebates and credits, and additional conditions may apply. Individual rebates and credits may not apply in your particular case.

System Price	**$10,726**
Your Price	**$10,726**

Restaurant Kitchen (option 2/2)

Miller's Central Air (863) 467-1545

Ice Machine options

Pricing

*Your Final Cost is an estimate. Homeowner must file for rebates and credits, and additional conditions may apply. Individual rebates and credits may not apply in your particular case.

System Price	**$4,269**
Your Price	**$4,269**

SECTION VII

SECTION A

Lake Ashton

Community Development District

Combined Balance Sheet

October 31, 2026

	General Fund	Debt Service Fund	Capital Reserve Fund	Totals Governmental Funds
Assets:				
Cash:				
Operating Account	$ 20,848	$ -	$ -	$ 20,848
Capital Reserve Account	$ -	$ -	$ 828	$ 828
Assessments Receivable	$ 9,175	$ 1,476	$ -	$ 10,651
Lease Receivable	$ 21,713	$ -	$ -	$ 21,713
Due from General Fund	$ -	$ -	$ 225,000	$ 225,000
Investments:				
Investment Pool - State Board of Administration	$ 35,787	$ -	$ 783,814	$ 819,601
Series 2015				
Reserve	$ -	$ 166,375	$ -	$ 166,375
Revenue	$ -	$ 147,209	$ -	$ 147,209
Prepayment 2015-1	$ -	$ 52,137	$ -	$ 52,137
Prepayment 2015-2	$ -	$ 7,324	$ -	$ 7,324
Total Assets	**$ 87,523**	**$ 374,521**	**$ 1,009,642**	**$ 1,471,686**
Liabilities:				
Accounts Payable	$ 63,882	$ -	$ 4,300	$ 68,182
Due to Capital Reserve Fund	$ 225,000	$ -	$ -	$ 225,000
Deposits - Ballroom Rentals	$ 9,235	$ -	$ -	$ 9,235
Deposits - Restaurant	$ 5,000	$ -	$ -	$ 5,000
Deferred Revenue-Leases	$ 15,494	$ -	$ -	$ 15,494
Total Liabilities	**$ 318,611**	**$ -**	**$ 4,300**	**$ 322,911**
Fund Balance:				
Restricted for:				
Debt Service - Series 2015	$ -	$ 374,521	$ -	$ 374,521
Assigned for:				
Capital Reserves	$ -	$ -	$ 1,005,342	$ 1,005,342
Unassigned	$ (231,088)	$ -	$ -	$ (231,088)
Total Fund Balances	**$ (231,088)**	**$ 374,521**	**$ 1,005,342**	**$ 1,148,775**
Total Liabilities & Fund Balance	**$ 87,523**	**$ 374,521**	**$ 1,009,642**	**$ 1,471,686**

SECTION B

Lake Ashton

Community Development District

Capital Reserve Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance

For The Period Ending October 31, 2026

	Adopted Budget	Prorated Budget Thru 10/31/26	Actual Thru 10/31/26	Variance
Revenues:				
Interest	$ 25,000	$ 2,083	$ 3,105	$ 1,022
Total Revenues	**$ 25,000**	**$ 2,083**	**$ 3,105**	**$ 1,022**
Expenditures:				
Capital Projects	$ 451,358	$ 37,613	$ -	$ 37,613
Stormwater Management/Pond Erosion	$ -	$ -	$ 3,000	$ (3,000)
Pool Equipment	$ -	$ -	$ 4,300	$ (4,300)
Other Current Charges	$ 650	$ 54	$ 53	$ 1
Total Expenditures	**$ 452,008**	**$ 37,667**	**$ 7,353**	**$ 30,314**
Excess (Deficiency) of Revenues over Expenditures	**$ (427,008)**		**$ (4,248)**	
Other Financing Sources/(Uses):				
Transfer In/(Out)	$ 402,093	$ 33,508	$ -	$ (33,508)
Total Other Financing Sources/(Uses)	**$ 402,093**	**$ 33,508**	**$ -**	**$ (33,508)**
Net Change in Fund Balance	**$ (24,915)**		**$ (4,248)**	
Fund Balance - Beginning	**$ 982,215**		**$ 1,009,590**	
Fund Balance - Ending	**$ 957,300**		**$ 1,005,342**	

SECTION C

Lake Ashton

Community Development District

General Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance

For The Period Ending October 31, 2026

	Adopted Budget	Prorated Budget Thru 10/31/26	Actual Thru 10/31/26	Variance
Revenues:				
Special Assessments - Levy	$ 2,473,028	$ -	$ -	$ -
Rental Income	$ 30,000	$ 2,500	$ 400	$ (2,100)
Entertainment Fees	$ 165,000	$ 13,750	$ 4,138	$ (9,612)
Newsletter Ad Revenue	$ 95,000	$ 7,917	$ 3,397	$ (4,520)
Interest Income	$ 15,000	$ 1,250	$ 98	$ (1,152)
Sponsorship - Advent Health	$ 8,000	$ 667	$ -	$ (667)
Miscellaneous Income	$ 9,000	$ 750	$ 1,840	$ 1,090
Security Credentials	$ 4,000	$ 333	$ -	$ (333)
Total Revenues	**$ 2,799,028**	**$ 27,167**	**$ 9,872**	**$ (17,294)**
Expenditures:				
General & Administrative:				
Supervisor Fees	$ 12,000	$ 1,000	$ 450	$ 550
FICA Expense	$ 918	$ 77	$ 34	$ 42
Engineering	$ 75,000	$ 6,250	$ 3,082	$ 3,168
Arbitrage	$ 600	$ 50	$ -	$ 50
Dissemination	$ 1,545	$ 129	$ 129	$ -
Attorney	$ 60,000	$ 5,000	$ 5,000	$ -
Annual Audit	$ 4,000	$ 333	$ -	$ 333
Trustee Fees	$ 4,570	$ 381	$ -	$ 381
Management Fees	$ 75,414	$ 6,285	$ 6,285	$ 0
Accounting System Software	$ 1,030	$ 86	$ 86	$ 0
Postage	$ 3,500	$ 292	$ -	$ 292
Printing & Binding	$ 500	$ 42	$ -	$ 42
Newsletter Printing	$ 55,000	$ 4,583	$ 4,631	$ (48)
Marketing	$ 3,000	$ 250	$ -	$ 250
Rentals & Leases	$ 4,000	$ 333	$ 290	$ 44
Insurance	$ 82,000	$ 82,000	$ 76,593	$ 5,407
Legal Advertising	$ 1,500	$ 125	$ -	$ 125
Other Current Charges	$ 750	$ 63	$ 151	$ (88)
Property Taxes	$ 13,500	$ 1,125	$ -	$ 1,125
Office Supplies	$ 300	$ 25	$ 3	$ 23
Dues, Licenses & Subscriptions	$ 175	$ 175	$ 175	$ -
Total General & Administrative	**$ 399,302**	**$ 108,602**	**$ 96,908**	**$ 11,694**

Lake Ashton

Community Development District

General Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance

For The Period Ending October 31, 2026

	Adopted Budget	Prorated Budget Thru 10/31/26	Actual Thru 10/31/26	Variance
Operations & Maintenance:				
Field Expenditures				
Field Management Services	$ 580,484	$ 48,374	$ 43,020	$ 5,354
Gate/Patrol/Pool Officers	$ 360,000	$ 30,000	$ 35,139	$ (5,139)
Security/Fire Alarm/Gate Repairs	$ 5,000	$ 417	$ 5,330	$ (4,913)
Access Control System	$ 67,118	$ 5,593	$ 1,719	$ 3,874
Pest Control	$ 4,690	$ 391	$ 395	$ (4)
Telephone/Internet	$ 7,000	$ 583	$ 564	$ 19
Electric	$ 255,000	$ 21,250	$ 21,780	$ (530)
Water	$ 15,000	$ 1,250	$ 803	$ 447
Gas/Natural Gas-Pool	$ 28,000	$ 2,333	$ 394	$ 1,939
Refuse	$ 8,000	$ 667	$ 353	$ 314
Clubhouse Repairs and Maintenance	$ 85,600	$ 7,133	$ 3,469	$ 3,664
Fitness Center Repairs and Maintenance	$ 3,000	$ 250	$ -	$ 250
Bowling Lanes Repairs and Maintenance	$ 17,000	$ 1,417	$ 1,180	$ 237
Restaurant Repairs and Maintenance	$ 6,000	$ 500	$ 1,100	$ (600)
Furniture, Fixtures, Equipment	$ 10,000	$ 833	$ -	$ 833
Pool Maintenance	$ 30,000	$ 2,500	$ 2,129	$ 371
Pool Repairs	$ 10,000	$ 833	$ -	$ 833
Golf Cart Repairs and Maintenance	$ 6,500	$ 542	$ 690	$ (148)
Maintenance Contingency	$ 2,000	$ 167	$ -	$ 167
Landscape Maintenance-Contract	$ 194,520	$ 16,210	$ 16,210	$ -
Landscape Maintenance-Improvements	$ 20,000	$ 1,667	$ 1,400	$ 267
Irrigation Repairs	$ 8,500	$ 708	$ -	$ 708
Lake Maintenance-Contract	$ 57,721	$ 4,810	$ 4,670	$ 140
Wetland/Mitigation Maintenance	$ 27,000	$ 2,250	$ -	$ 2,250
Permits/Inspections	$ 3,000	$ 250	$ -	$ 250
Office Supplies/Printing/Binding	$ 4,000	$ 333	$ -	$ 333
Credit Card Processing Fees	$ 5,500	$ 458	$ 75	$ 383
Dues & Subscriptions	$ 9,500	$ 792	$ -	$ 792
Decorations	$ 2,500	$ 208	$ -	$ 208
Special Events	$ 165,000	$ 13,750	$ 4,050	$ 9,700
Total Operations & Maintenance	**$ 1,997,633**	**$ 166,469**	**$ 144,471**	**$ 21,998**
Total Expenditures	**$ 2,396,935**	**$ 275,072**	**$ 241,379**	**$ 33,693**
Excess (Deficiency) of Revenues over Expenditures	**$ 402,093**		**$ (231,506)**	
Other Financing Sources/(Uses):				
Transfer In/(Out)	$ (402,093)	$ (33,508)	$ -	$ 33,508
Total Other Financing Sources/(Uses)	**$ (402,093)**	**$ (33,508)**	**$ -**	**$ 33,508**
Net Change in Fund Balance	**$ 0**		**$ (231,506)**	
Fund Balance - Beginning	**$ -**		**$ 418**	
Fund Balance - Ending	**$ 0**		**$ (231,088)**	

Lake Ashton

Community Development District

Debt Service Fund Series 2015

Statement of Revenues, Expenditures, and Changes in Fund Balance

For The Period Ending October 31, 2026

	Adopted Budget	Prorated Budget Thru 10/31/26	Actual Thru 10/31/26	Variance
Revenues:				
Assessments - Tax Roll	$ 340,500	$ -	$ -	$ -
Interest Income	$ 5,000	$ 417	$ -	$ (417)
Total Revenues	**$ 345,500**	**$ 417**	**$ -**	**$ (417)**
Expenditures:				
Series 2015-1				
Interest - 11/01	$ 37,625	$ -	$ -	$ -
Interest - 05/01	$ 37,625	$ -	$ -	$ -
Principal - 05/01	$ 220,000	$ -	$ -	$ -
Special Call - 11/01	$ 40,000	$ -	$ -	$ -
Series 2015-2				
Interest - 11/01	$ 8,125	$ -	$ -	$ -
Interest - 05/01	$ 8,125	$ -	$ -	$ -
Principal - 05/01	$ 25,000	$ -	$ -	$ -
Special Call - 11/01	$ 5,000	$ -	$ -	$ -
Total Expenditures	**$ 381,500**	**$ -**	**$ -**	**$ -**
Excess (Deficiency) of Revenues over Expenditures	**$ (36,000)**		**$ -**	
Net Change in Fund Balance	**$ (36,000)**		**$ -**	
Fund Balance - Beginning	**$ 99,103**		**$ 374,521**	
Fund Balance - Ending	**$ 63,103**		**$ 374,521**	

Lake Ashton

Community Development District

Month to Month

FY 2027

	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Total
Revenues:													
Special Assessments - Levy	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rental Income	$ 400	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 400
Entertainment Fees	$ 4,138	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,138
Newsletter Ad Revenue	$ 3,397	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,397
Interest Income	$ 98	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 98
Sponsorship - Advent Health	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Miscellaneous Income	$ 1,840	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,840
Security Credentials	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 9,872**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,872**
Expenditures:													
General & Administrative:													
Supervisor Fees	$ 450	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 450
FICA Expense	$ 34	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 34
Engineering	$ 3,082	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,082
Arbitrage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Dissemination	$ 129	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 129
Attorney	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000
Annual Audit	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Trustee Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Management Fees	$ 6,285	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,285
Accounting System Software	$ 86	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 86
Postage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Printing & Binding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Newsletter Printing	$ 4,631	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,631
Marketing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rentals & Leases	$ 290	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 290
Insurance	$ 76,593	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 76,593
Legal Advertising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Current Charges	$ 151	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 151
Property Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Office Supplies	$ 3	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3
Dues, Licenses & Subscriptions	$ 175	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175
Total General & Administrative	**$ 96,908**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 96,908**

Lake Ashton

Community Development District

Month to Month

FY 2027

	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Total
Operations & Maintenance:													
Field Expenditures													
Field Management Services	$ 43,020	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,020
Gate/Patrol/Pool Officers	$ 35,139	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,139
Security/Fire Alarm/Gate Repairs	$ 5,330	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,330
Access Control System	$ 1,719	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,719
Pest Control	$ 395	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 395
Telephone/Internet	$ 564	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 564
Electric	$ 21,780	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,780
Water	$ 803	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 803
Gas/Natural Gas-Pool	$ 394	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 394
Refuse	$ 353	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 353
Clubhouse Repairs and Maintenance	$ 3,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,469
Fitness Center Repairs and Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bowling Lanes Repairs and Maintenance	$ 1,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,180
Restaurant Repairs and Maintenance	$ 1,100	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100
Furniture, Fixtures, Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pool Maintenance	$ 2,129	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,129
Pool Repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Golf Cart Repairs and Maintenance	$ 690	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 690
Maintenance Contingency	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Landscape Maintenance-Contract	$ 16,210	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,210
Landscape Maintenance-Improvements	$ 1,400	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,400
Irrigation Repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lake Maintenance-Contract	$ 4,670	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,670
Wetland/Mitigation Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Permits/Inspections	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Office Supplies/Printing/Binding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Credit Card Processing Fees	$ 75	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 75
Dues & Subscriptions	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Decorations	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Special Events	$ 4,050	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,050
Total Operations & Maintenance	**$ 144,471**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 144,471**
Total Expenditures	**$ 241,379**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 241,379**
Excess (Deficiency) of Revenues over Expenditures	**$ (231,506)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (231,506)**
Other Financing Sources/(Uses):													
Transfer In/(Out)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Other Financing Sources/(Uses)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Net Change in Fund Balance	**$ (231,506)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (231,506)**

LAKE ASHTON

COMMUNITY DEVELOPMENT DISTRICT

Long Term Debt Report
FY 2027

Series 2015-1, Special Assessment Bonds		
Interest Rate:	5.000%	
Maturity Date:	5/1/32	$1,505,000.00
Reserve Fund Definition Requirement:	50% Maximum Annual Debt Service	
Reserve Fund Requirement:	$170,250.00	
Reserve Fund Balance:	$166,375.00	
Bonds outstanding - 9/30/2026		$1,505,000.00
	November 1, 2026 (Special Call)	$0.00
	May 1, 2027 (Mandatory)	$0.00
	May 1, 2027 (Special Call)	$0.00
Current Bonds Outstanding		**$1,505,000.00**

Series 2015-2, Special Assessment Bonds		
Interest Rate:	5.000%	
Maturity Date:	5/1/37	$325,000.00
Bonds outstanding - 9/30/2026		$325,000.00
	November 1, 2026 (Special Call)	$0.00
	May 1, 2027 (Mandatory)	$0.00
	May 1, 2027 (Special Call)	$0.00
Current Bonds Outstanding		**$325,000.00**

Total Current Bonds Outstanding	**$1,830,000.00**

SECTION D

LAKE ASHTON

COMMUNITY DEVELOPMENT DISTRICT

Check Run Summary

November 23, 2026

Date	Check Numbers	Amount
General Fund		
10/16/26	10382-10387	$56,685.46
10/26/26	10388-10404	$84,718.78
11/06/26	10405-10422	$36,503.72
11/12/26	10423-10435	$53,769.76
Auto Pay		
10/28/26	8066-8068	$22,764.39
10/29/26	8069	$353.03
General Fund Total		**$254,795.14**
Capital Reserve Fund		
10/26/26	461	$3,000.00
11/06/26	462	$4,300.00
Capital Reserve Fund Total		**$7,300.00**

CHECK DATE	VEND#	INVOICE DATE	INVOICE	EXPENSED TO... YRMO	DPT	ACCT#	SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
10/16/26	00741	10/09/26	44-0926	202609	320	57200-34000				*	3,738.99-		
			CREDIT MAINT WORKER 09/26										
		10/09/26	44-1026	202610	320	57200-34000				*	43,020.11		
			AMENITY MGMT 10/26										
									COMMUNITY ASSOCIATIONS AND			39,281.12	010382
10/16/26	00133	10/15/26	35297	202610	320	57200-43000				*	1,805.00		
			RENEW POLICY 10/26										
									EGIS INSURANCE ADVISORS,LLC			1,805.00	010383
10/16/26	00789	10/01/26	94822	202610	310	51300-54000				*	175.00		
			ANNUAL FEE 10/26										
									FLORIDA COMMERCE			175.00	010384
10/16/26	00215	10/01/26	500	202610	310	51300-34000				*	6,284.50		
			MGMT FEE 10/26										
		10/01/26	500	202610	310	51300-35100				*	85.83		
			INFO TECH 10/26										
		10/01/26	500	202610	310	51300-31300				*	128.75		
			DISSEMINATION AGENT SVCS										
		10/01/26	500	202610	310	51300-51000				*	2.50		
			OFFICE SUPPLIES 10/26										
									GMS-CENTRAL FLORIDA, LLC			6,501.58	010385
10/16/26	00098	9/10/26	3522986	202609	320	57200-54500				*	54.87		
			SUPPLIES 09/26										
		9/11/26	2514148	202609	320	57200-54500				*	11.76		
			SUPPLIES 09/26										
		9/11/26	2514157	202609	320	57200-54500				*	374.20		
			SUPPLIES 09/26										
		9/11/26	2543463	202609	320	57200-54500				*	557.88		
			SUPPLIES 09/26										
		9/18/26	5623038	202609	320	57200-54500				*	129.18		
			SUPPLIES 09/26										
		9/22/26	1514973	202609	320	57200-54500				*	31.42		
			SUPPLIES 09/26										
		9/25/26	8610305	202609	320	57200-54500				*	33.89		
			SUPPLIES 09/26										
		10/02/26	1510633	202609	320	57200-54500				*	151.88		
			SUPPLIES 10/26										
									HOME DEPOT CREDIT SERVICES			1,345.08	010386
10/16/26	00848	10/08/26	16206	202609	310	51300-31500				*	7,577.68		
			SVCS 09/26										
									KILINSKI VAN WYK PLLC			7,577.68	010387

*** CHECK DATES 10/09/2026 - 11/16/2026 *** LAKE ASHTON CDD - GF
BANK A LAKE ASHTON - GF

CHECK DATE	VEND#	INVOICE DATE	INVOICE	YRMO	DPT ACCT# SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
10/26/26	00851	10/16/26	2489 SVCS 10/26	202610	320-57200-34504			*	1,719.00		
		10/16/26	2490 SVCS 10/26	202610	320-57200-34500			*	5,180.00		
							ALL SYSTEMS GO			6,899.00	010388
10/26/26	00831	7/13/26	42755239 SUPPLIES 07/26	202607	320-57200-54500			*	47.92		
		9/14/26	42822853 SUPPLIES 09/26	202609	320-57200-54500			*	47.92		
		10/05/26	42945487 SUPPLIES 10/26	202610	320-57200-54500			*	47.92		
		10/12/26	42853547 SUPPLIES 10/26	202610	320-57200-54500			*	47.92		
							CINTAS CORP			191.68	010389
10/26/26	00621	10/08/26	1096494 PEST CONTROL 10/26	202610	320-57200-54501			*	250.00		
		10/08/26	1096496 PEST CONTROL 10/26	202610	320-57200-54520			*	150.00		
		10/08/26	1096498 PEST CONTROL 10/26	202610	320-57200-54501			*	145.00		
							COUNTRY BOY PEST CONTROL			545.00	010390
10/26/26	00466	10/05/26	52595 10/26 LA TIMES	202610	310-51300-42501			*	4,631.00		
							CUSTOMTRADEPRINTING.COM			4,631.00	010391
10/26/26	00214	9/24/26	AR160841 COPIER LEASE 09/26	202609	320-57200-51000			*	254.65		
							DEX IMAGING			254.65	010392
10/26/26	00504	10/14/26	108438 REPLACED LAMPS 10/26	202610	320-57200-54500			*	611.00		
		10/20/26	108467 SVCS 10/26	202610	320-57200-54500			*	238.00		
							KINCAID ELECTRICAL SERVICES			849.00	010393
10/26/26	00512	10/01/26	3559953 POOL PHONE 10/26	202610	320-57200-41000			*	73.50		
							KINGS III OF AMERICA, INC.			73.50	010394
10/26/26	00837	7/27/26	103210 SECURITY SVCS 07/26	202607	320-57200-34501			*	6,706.00		
		9/21/26	104128 SECURITY SVCS 09/26	202609	320-57200-34501			*	6,706.00		

CHECK DATE	VEND#	INVOICE DATE	INVOICE	YRMO	DPT ACCT# SUB SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
		9/28/26	104224 SECURITY 09/26	202609	320-57200-34501		*	6,706.00		
		10/05/26	104340 SECURITY SVCS 10/26	202610	320-57200-34501		*	7,195.13		
		10/12/26	104440 SECURITY 10/26	202610	320-57200-34501		*	6,986.00		
						NATION SECURITY SERVICE			34,299.13	010395
10/26/26	00538	10/01/26	10206 SVCS AGREE/MAINT 10/26	202610	320-57200-54506		*	345.00		
						PERFORMANCE GOLF CARTS			345.00	010396
10/26/26	00753	9/08/26	10225290 SUPPLIES 09/26	202609	320-57200-45300		*	229.74		
						POOL & PATIO CENTER			229.74	010397
10/26/26	00631	10/05/26	RES 19-1 202609 SVCS 09/26		310-51300-31100		*	5,419.68		
						RAYL ENGINEERING & SURVEYING, LLC			5,419.68	010398
10/26/26	00830	10/02/26	PSI31008 202610 MAINT 10/26		320-53800-46800		*	4,670.00		
						SOLITUDE LAKE MANAGEMENT			4,670.00	010399
10/26/26	00238	9/11/26	331738 SUPPLIES 09/26	202609	320-57200-45300		*	1,930.00		
		9/25/26	332102 SUPPLIES 09/26	202609	320-57200-45300		*	1,965.50		
						SPIES POOL,LLC			3,895.50	010400
10/26/26	00234	9/25/26	60751438 SUPPLIES 09/26	202609	320-57200-51000		*	55.11		
		9/25/26	60751438 SUPPLIES 09/26	202609	320-57200-54500		*	121.89		
						STAPLES BUSINESS CREDIT			177.00	010401
10/26/26	00430	10/28/26	50416379 COPIER LEASE 10/26	202610	310-51300-42502		*	144.90		
						WELLS FARGO VENDOR FINANCIAL SVCS			144.90	010402
10/26/26	00587	9/28/26	26005 MAINT 09/26	202609	320-57200-54530		*	4,024.00		
		9/28/26	26065 PINSETTER MAINT 05/26	202605	320-57200-54530		*	1,860.00		
						XS BOWLING SERVICE LLC			5,884.00	010403

CHECK DATE	VEND#	INVOICE DATE	INVOICE	EXPENSED TO YRMO	DPT	ACCT#	SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
10/26/26	00445	9/24/26	1270578	202609	320	57200-46200				*	16,210.00		
			LANDSCAPE MAINT 09/26										
									YELLOWSTONE LANDSCAPE			16,210.00	010404
11/06/26	00786	10/13/26	000447	202610	320	57200-54500				*	350.00		
			SVCS 10/26										
									ACG BUSINESS SERVICES			350.00	010405
11/06/26	00851	10/27/26	2496	202610	320	57200-34500				*	150.00		
			SVCS 10/26										
									ALL SYSTEMS GO			150.00	010406
11/06/26	00856	10/28/26	048	202610	320	57200-54520				*	950.00		
			SVCS 10/26										
									C&S HOME REPAIR & FLOORING LLC			950.00	010407
11/06/26	00695	10/21/26	16744750	202611	320	57200-41000				*	491.67		
			SVCS 11/26										
									CHARTER COMMUNICATIONS			491.67	010408
11/06/26	00831	9/28/26	42883744	202609	320	57200-54500				*	47.92		
			SUPPLIES 09/26										
		10/19/26	42960741	202610	320	57200-54500				*	56.22		
			SUPPLIES 10/26										
									CINTAS CORP			104.14	010409
11/06/26	00055	10/15/26	20735-10	202610	320	57200-43100				*	570.97		
			SVCS 10/26										
		10/15/26	20740-10	202610	320	57200-43100				*	191.48		
			SVCS 10/26										
		10/15/26	37737-10	202610	320	57200-43100				*	40.95		
			SVCS 10/26										
									CITY OF LAKE WALES-UTILITIES DEPT			803.40	010410
11/06/26	00839	10/13/26	1633	202610	320	57200-54500				*	1,400.00		
			FITNESS/DINING SVCS 10/26										
									DETTER CARPENTRY LLC			1,400.00	010411
11/06/26	00821	10/19/26	06266783	202610	320	57200-43200				*	92.98		
			SVCS 10/26										
									GAS SOUTH			92.98	010412
11/06/26	00834	10/19/26	10192026	202610	320	57200-49400				*	300.00		
			TRIVIA 10/26										
									STEPHANIE ISZAK			300.00	010413

CHECK DATE	VEND#	INVOICE DATE	INVOICE	YRMO	DPT ACCT# SUB SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
11/06/26	00020	11/01/26	002700-1	202611	310-51300-31400		*	15,627.03		
			ACC272918-865152-002700							
						JOE G. TEDDER, TAX COLLECTOR			15,627.03	010414
11/06/26	00504	10/23/26	108489	202610	320-57200-54500		*	287.72		
			SVCS 10/26							
						KINCAID ELECTRICAL SERVICES			287.72	010415
11/06/26	00512	11/01/26	359625	202611	320-57200-41000		*	73.50		
			POOL PHONE 11/26							
						KINGS III OF AMERICA, INC.			73.50	010416
11/06/26	00837	10/19/26	104529	202610	320-57200-34501		*	6,986.00		
			SECURITY 10/26							
		10/26/26	104625	202610	320-57200-34501		*	6,986.00		
			SECURITY SVCS 10/26							
						NATION SECURITY SERVICE			13,972.00	010417
11/06/26	00817	11/01/26	10129568	202611	320-57200-45300		*	753.38		
			WATER MGMT 11/26							
						POOLSURE			753.38	010418
11/06/26	00345	10/26/26	37640	202610	320-57200-54500		*	314.50		
			SVCS 10/26							
						PRECISION SAFE & LOCK, LLC			314.50	010419
11/06/26	00857	5/12/26	PF-1690	202605	320-57200-34500		*	600.00		
			SPRINKLER/BACKFLOW 05/26							
						PROACTIVE FIRE SYSTEMS, INC			600.00	010420
11/06/26	00234	10/25/26	60780212	202610	320-57200-54500		*	115.80		
			SUPPLIES 10/26							
						STAPLES BUSINESS CREDIT			115.80	010421
11/06/26	00781	10/31/26	00079533	202608	310-51300-48000		*	117.60		
			#12514733							
						USA TODAY MEDIA CORP			117.60	010422
11/12/26	00823	10/29/26	0257331	202610	320-57200-46201		*	1,400.00		
			DEPOSIT 10/26							
						AHVD LLC			1,400.00	010423
11/12/26	00831	11/02/26	42076071	202611	320-57200-54500		*	47.92		
			SUPPLIES 11/26							
		11/09/26	42839776	202611	320-57200-54500		*	47.92		
			SUPPLIES 11/26							
						CINTAS CORP			95.84	010424

CHECK DATE	VEND#	INVOICE DATE	INVOICE	EXPENSED TO... YRMO	DPT ACCT# SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
11/12/26	00059	11/03/26	47051	202611	320-57200-45300			*	1,200.00		
			POOL SVCS 11/26								
							HEARTLAND COMMERCIAL POOL SERVICES			1,200.00	010425
11/12/26	00767	11/08/26	112026	202611	320-57200-52005			*	400.00		
			DECORATING CHRISTMAS TREE								
							TYRA HUNT			400.00	010426
11/12/26	00720	10/07/26	29	202611	320-57200-49400			*	250.00		
			DANCE PARTY 11/26								
		10/08/26	33	202610	320-57200-49400			*	600.00		
			KARAOKE 10/26								
		11/05/26	34	202611	320-57200-49400			*	450.00		
			KARAOKE 11/26								
							WAYNE A. MORSE			1,300.00	010427
11/12/26	00837	11/02/26	104735	202610	320-57200-34501			*	6,986.00		
			SECURITY 10/26								
							NATION SECURITY SERVICE			6,986.00	010428
11/12/26	00538	11/01/26	10208	202610	320-57200-54506			*	345.00		
			SVCS 10/26								
		11/06/26	373861	202611	320-57200-54506			*	117.47		
			SVCS 11/26								
							PERFORMANCE GOLF CARTS			462.47	010429
11/12/26	00753	10/07/26	10225344	202610	320-57200-45300			*	269.94		
			SUPPLIES 10/26								
		10/14/26	10225352	202610	320-57200-45300			*	1,105.82		
			SUPPLIES 10/26								
							POOL & PATIO CENTER			1,375.76	010430
11/12/26	00815	11/01/26	IV014438	202611	320-57200-34500			*	212.55		
			QRTLY FIRE ALARM MONITOR								
							PYE BARKER FIRE & SAFETY			212.55	010431
11/12/26	00858	11/06/26	11062026	202611	320-57200-54500			*	890.00		
			SVCS 11/26								
							R&J CARPET CLEANING			890.00	010432
11/12/26	00631	11/03/26	RES 19-1	202610	310-51300-31100			*	3,082.04		
			SVCS 10/26								
							RAYL ENGINEERING & SURVEYING, LLC			3,082.04	010433
11/12/26	00830	11/01/26	PSI31181	202611	320-53800-46801			*	4,200.00		
			MAINT 11/26								

CHECK DATE	VEND#	.....INVOICE..... DATE	INVOICE	...EXPENSED TO... YRMO	DPT ACCT# SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	....CHECK..... AMOUNT	#
		11/01/26	PSI31182 MAINT 11/26	202611	320-53800-46800			*	4,450.00		
		11/01/26	PS131182 MAINT 11/26	202611	320-53800-46800			*	4,670.00		
		11/02/26	PSI13172 MAINT 11/26	202611	320-53800-46801			*	4,583.50		
		11/02/26	PSI31746 MAINT 11/26	202611	320-53800-46800			*	4,810.10		
		11/02/26	PSO31708 MAINT 11/26	202611	320-53800-46800			*	4,326.00		
							SOLITUDE LAKE MANAGEMENT			27,039.60	010434
11/12/26	00587	11/02/26	26066 PINSETTER MAINT 06/26	202606	320-57200-54530			*	1,480.00		
		11/02/26	26077 PINSETTER MAINT 07/26	202607	320-57200-54530			*	1,163.75		
		11/02/26	26103 PINSETTER MAINT 08/26	202608	320-57200-54530			*	2,714.00		
		11/02/26	26109 PINSETTER MAINT 09/26	202609	320-57200-54530			*	2,787.75		
		11/02/26	26110 PINSETTER 10/26	202610	320-57200-54530			*	1,180.00		
							XS BOWLING SERVICE LLC			9,325.50	010435
								TOTAL FOR BANK A	231,677.72		

*** CHECK DATES 10/09/2026 - 11/16/2026 *** LAKE ASHTON CDD - GF
BANK Z LAKE ASHTON - GF ACH

CHECK DATE	VEND#	.....INVOICE..... DATE	INVOICE	...EXPENSED TO... YRMO	DPT	ACCT#	SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	....CHECK..... AMOUNT	#
10/28/26	00825	10/16/26	20000461	202610	320	57200-43200				*	300.93		
			SERVICE THRU 10/14/2026										
									CENTRAL FLORIDA GAS-ACH			300.93	008066
10/28/26	00061	10/13/26	OCT-26	202610	320	57200-43000				*	19,974.97		
			SERVICE THRU 10/7/2026										
									TECO-ACH			19,974.97	008067
10/28/26	00664	10/02/26	1928-100	202609	320	57200-52000				*	2,488.49		
			CC PURCHASES THRU 10/2/26										
									WELLS FARGO-ACH			2,488.49	008068
10/29/26	00217	9/14/26	06540013	202610	320	57200-43300				*	353.03		
			REFUSE SVCS.										
									REPUBLIC SERVICES #654			353.03	008069

TOTAL FOR BANK Z 23,117.42

TOTAL FOR REGISTER 254,795.14

*** CHECK DATES 10/09/2026 - 11/16/2026 *** LAKE ASHTON CDD - CPF
BANK B LAKE ASHTON - CPF

CHECK DATE	VEND#	INVOICE DATE	INVOICE	YRMO	DPT	ACCT#	SUB	SUBCLASS	VENDOR NAME	STATUS	AMOUNT	CHECK AMOUNT	CHECK #
10/26/26	00129	10/05/26	7082 SVCS 10/26	202610	600	53800-60003				*	3,000.00		
									TOOLES TRACTOR SERVICES & H20			3,000.00	000461
11/06/26	00143	10/20/26	46879 POOL EQUIPMENT 10/26	202610	600	53800-68026				*	4,300.00		
									HEARTLAND POOLS			4,300.00	000462

TOTAL FOR BANK B 7,300.00

TOTAL FOR REGISTER 7,300.00

SECTION VIII

SECTION A

RESOLUTION 2027-01

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT AND THE LAKE ASHTON II COMMUNITY DEVELOPMENT DISTRICT ADOPTING THE ANNUAL JOINT MEETING SCHEDULE FOR FISCAL YEAR 2027; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Lake Ashton Community Development District ("Lake Ashton CDD") and Lake Ashton II Community District ("Lake Ashton CDD II") are a local unit of special-purpose government created and existing pursuant to Chapter 190, *Florida Statutes*, and situated entirely within Polk County, Florida; and

WHEREAS, the District's are required by Section 189.015, *Florida Statutes*, to file quarterly, semi-annually, or annually a schedule (including date, time, and location) of its regular meetings with local governing authorities; and

WHEREAS, further, in accordance with the above-referenced statute, the District's shall also publish quarterly, semi-annually, or annually the District's regular meeting schedule in a newspaper of general paid circulation in the county in which the District's are located; and

WHEREAS, the Board desires to adopt the Fiscal Year 2027 annual joint meeting schedule attached as **Exhibit A**.

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT AND LAKE ASHTON II COMMUNITY DEVLEOPMENT DISTRICT:

SECTION 1. The Fiscal Year 2027 annual meeting schedule attached hereto and incorporated by reference herein as **Exhibit A** is hereby approved and shall be published in accordance with the requirements of Florida law and also provided to applicable governing authorities.

SECTION 2. This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED this 23rd day of November 2026.

ATTEST:

LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

_____
Secretary/Assistant Secretary

_____
Chairperson, Board of Supervisors

Exhibit A: Fiscal Year 2027 Annual Meeting Schedule

Exhibit A

NOTICE OF JOINT MEETINGS OF THE LAKE ASHTON AND LAKE ASHTON II COMMUNITY DEVELOPMENT DISTRICTS
FISCAL YEAR 2027

The Board of Supervisors of the Lake Ashton and Lake Ashton II Community Development Districts will hold joint scheduled public meetings for Fiscal Year 2027 as follows, unless otherwise indicated:

Monday, January 25, 2027 at 11:30 AM at the Lake Ashton Clubhouse Ballroom, 4141 Ashton Club Drive, Lake Wales, Florida (after Lake Ashton CDD regular meeting)

Thursday, April 15, 2027 at 11:30 AM at the Lake Ashton Health & Fitness Center (HFC), 6052 Pebble Beach Boulevard, Winter Haven, Florida (after Lake Ashton II CDD regular meeting)

Monday, July 19, 2027 at 11:30 AM at the Lake Ashton Clubhouse Ballroom, 4141 Ashton Club Drive, Lake Wales, Florida (after Lake Ashton CDD regular meeting)

The meetings are open to the public and will be conducted in accordance with the provision of Florida Law for Community Development Districts. The meetings may be continued to a date, time, and place to be specified on the record at the meeting. A copy of the agenda for these meetings may be obtained from Governmental Management Services – Central Florida, LLC, 219 E. Livingston Street, Orlando, FL 32801 for the Lake Ashton CDD, or from Governmental Management Services – Tampa, LLC, 4530 Eagle Falls Place, Tampa, FL 33619 for the Lake Ashton II CDD. They may also be reached by telephone by calling (407) 841-5524 (Central Florida) or (813) 344-4844 (Tampa).

There may be occasions when one or more Supervisors or staff will participate by telephone. Pursuant to provisions of the Americans with Disabilities Act, any person requiring special accommodations at this meeting because of a disability or physical impairment should contact the District Office at (407) 841-5524 at least three (3) business days prior to the meeting. If you are hearing or speech impaired, please contact the Florida Relay Service by dialing 7-1-1, or 1-800-955-8771 (TTY) / 1-800-955-8770 (Voice), for aid in contacting the District Office.

A person who decides to appeal any decision made at the meeting with respect to any matter considered at the meeting is advised that person will need a record of the proceedings and that accordingly, the 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.

District Manager

SECTION IX

SECTION A

SECTION (a)

Lake Ashton Community Development District

REQUEST FOR PROPOSALS

FOR

FOOD AND BEVERAGE OPERATIONS SERVICES

August 28, 2026

Lake Ashton Community Development District

Request for Proposals

Food and Beverage Operations Services

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PART I.A. NOTICE OF REQUEST FOR PROPOSALS

Lake Ashton Community Development District

Request for Proposals for Food and Beverage Operations Services

The Lake Ashton Community Development District (the "**District**"), located in Polk County, Florida, hereby announces that it is soliciting proposals from qualified firms ("**Proposers**") to provide management, supervision, labor, materials, equipment, and related services necessary for the operation of the District's onsite food and beverage facility, and to provide catering services for special events through a lease structure.

The RFP, consisting of instructions to Proposers, technical information, and other materials, will be available upon request to dplavetzky@calmfla.com and is expected to be available beginning **August 28, 2026, at 12:00 p.m. (EST)**. The District reserves the right in its sole discretion to make changes to the RFP until up until the Proposal Deadline, as defined herein, and to provide notice of such changes only to those Proposers who have provided their contact information to the District Manager via e-mail at jburns@gmscfl.com.

To be eligible to submit a proposal, and in addition to any other requirements set forth in the RFP packet, an interested firm must hold all required local, state, and federal licenses in good standing, and be authorized to do business in Polk County and the State of Florida.

Firms desiring to provide Food and Beverage Operations Services to the District must submit one (1) original copy and one (1) electronic copy (PDF format and all documents included on a USB flash drive) of the required Proposal no later than **Friday, October 9, 2026, at 12:00 p.m. (EST)**, at the District's administrative office located at 4141 Ashton Club Drive, Lake Wales, Florida 33859 (or at an alternative location to be determined and announced).

Proposals shall be in the form provided in the RFP package and submitted in a sealed envelope that shall bear "RESPONSE TO REQUEST FOR PROPOSALS FOR LAKE ASHTON CDD FOOD AND BEVERAGE OPERATIONS SERVICES ENCLOSED" on the face of it. The District reserves the right to return to the Proposer any Proposals received after the time and date stipulated above. Each Proposal shall remain binding for a minimum of one hundred twenty (120) days after the Proposal opening.

Proposals will be evaluated in accordance with the criteria included in the RFP packet. **The District reserves the right to reject any and all Proposals, make modifications to the work, and waive minor or technical irregularities in any Proposal, as it deems appropriate, and if the District determines in its discretion that it is in the District's best interests to do so.** There is no requirement that these services be publicly procured; therefore, no interested party shall be afforded protest rights by submitting or not submitting a proposal. Additional information and requirements regarding protests are set forth in the RFP packet and the District's Rules of Procedure, which are available from the District Manager, Governmental Management Services - Central Florida, LLC, at 219 East Livingston Street, Orlando, Florida 32801, or by sending an email to jburns@gmscfl.com, or by telephone at (407) 841-5524.

Any and all questions relative to this procurement shall be directed in writing by e-mail only to the District Manager, Jill Burns (jburns@gmscfl.com), the Community Director, Denise Plavetzky (dplavetzky@calmfla.com) and District Counsel, Savannah Hancock (savannah@cddlawyers.com). No phone inquiries please.

PART I.B. INSTRUCTIONS TO PROPOSERS

General Instructions

1. STATEMENT OF INTENT.

The Lake Ashton Community Development District (the "**District**"), located in Polk County, Florida, hereby announces that it is soliciting proposals from qualified firms ("**Proposers**") to provide management, supervision, labor, materials, equipment, and related services necessary for the operation of the District's onsite food and beverage facility, consisting of a restaurant and bar, and to provide catering services for special events through a lease structure.

The District reserves the right to waive any irregularities submitted, reject any and/or all submittals, re-advertise, and accept any submittals deemed to be in the best interest of the District. There is no requirement that these services be publicly procured; therefore, no interested party shall be afforded protest rights by submitting or not submitting a proposal. All interested parties must register by email to the District Manager (jburns@gmscfl.com) and Community Director (dplavetzky@calmfla.com) with their name, email address, address and telephone number to receive any future changes, additions, addendums or notices concerning this RFP.

At the discretion of the District, a short list of the most qualified Proposers may be developed, and Proposers may be asked to give a short presentation or interview as part of the evaluation and selection process. All information provided shall be considered by the District in making a recommendation to enter into an agreement with the selected Proposer.

It is the District's intent that restaurant operation will drive its own revenue, generate publicity for the Lake Ashton food and beverage facility over a wider geographic area, and provide the following advantages over the current operation:

- Offer consistent hours of operation;
- Offer a high-quality standard fare and menu selection;
- Appeal to, and market to, the general public;
- Cater to private groups, meetings and events;
- Deliver quality, refreshment, and restaurant service and catering services for events;
- Promote and market facility to improve revenue and economic performance;
- Develop and implement recommendations for capital improvements; and
- Initiate new programs and services to increase usage of the facility with the approval of the District's Board of Supervisors.

The District desires to make this opportunity available to all qualified Proposers. The District has made a significant investment in acquiring the restaurant facility that is the centerpiece amenity of the Lake Ashton community and is looking for firms or individuals to partner with the District who share its vision for maintaining and operating a quality restaurant facility.

The successful Proposer shall be an independent contractor and shall furnish all management, supervision, labor, and any or all other services, as required by the District, consistent with generally accepted operations of a quality restaurant facility with public access. It is the desired goal of the District to have an executed lease agreement with the successful Proposer to be effective on **November 1, 2026**.

2. RESTAURANT OPERATION BACKGROUND.

The District's food and beverage operation consists of one on-site venue ("**Restaurant**"). The District's intent is that the Restaurant operation can be improved and operate as a high-quality, stand-alone restaurant operation capable of attracting residents, as well as the public, for lunch and dinner. Improvement in this area is a top priority of the Board.

In addition to the Restaurant facility, the District maintains a quality commercial kitchen and dining room. Proposers will be given an opportunity to fully inspect the facility at the pre-bid meeting and shall not interrupt daily operation of the facility.

The Restaurant's seating capacity is 235.

It is suggested that the facility be open 7 days a week to patrons and the general public to appeal to the residents and general public seeking to dine out. Operating hours for lunch and dinner should appeal to residents of Lake Ashton and the general public.

The successful Proposer will be expected to provide a food and beverage service plan within the first ninety (90) days of entering into contract with the District, with the service plan focusing on the following: menu options appealing to community residents, operating hours per day and week compatible with District goals and a market plan.

3. ANTICIPATED TERMS AND SUBMITTAL REQUIREMENTS.

The District's interest is to entertain proposals from Proposers to provide food and beverage operation services through a lease structure. **A draft lease outlining the District's proposed terms is included in Part I.D. Please note, final terms will be negotiated with the successful firm.**

A. Proposers submitting proposals for the Restaurant operation shall, at a minimum, include the following in their responses:

   i. Letter of interest describing legal composition of the entity; and

   ii. Business plan to address the following:

      a. description of the business from an ownership, organizational, historical, and structural perspective; and

      b. number of proposed full-time and part-time employees by position title, educational experience to be required to qualify for each type of position and anticipated salary range; and

      c. expected market for its product and its marketing plan to include growth of customer base; management plan, including operational and financial issues; and

d. projected schedule for expansion or initiation of operations; and critical risks and perceived problems or obstacles.

iii. Operator Experience/Project Team(s) Qualifications/Financial Capability; and

iv. Resumes of key management staff; and

v. References: four (4) verifiable references of which two (2) must be letters of reference; and

vi. Financial capability:

a. Proposer should have a demonstrated record of financial responsibility commensurate with the obligations contemplated under this RFP.

b. Proposers should include profit and loss statement as well as balance sheet from the most recent complete year of operation for existing businesses or a financial plan (cash flow pro forma) with proof of financial capacity for new ventures.

vii. Description of Proposer's point of sales ("POS") system or comparable system; and

viii. Duration and renewal options; and

B. Restaurant Operations

Specific to food and beverage operations, the District is interested in the following information, keeping in mind the demographics of Lake Ashton residents, the public, and the District's goals to provide first-rate food and beverage services.

i. **Business Plan**

a. Briefly state the Proposer's understanding of the work to be done.
b. Explain why the Proposer is deserving of being awarded this lease.
c. Proposer should briefly describe their vision for the Food and Beverage operation at Lake Ashton.
d. Describe Proposer's customer service philosophy.
e. Give a brief description of Proposer's creative ideas to provide first-rate concessions.
f. What will draw patrons to your services?
g. What will keep them coming back?
h. What will be Proposer's specialty?
i. Provide a staffing plan.
j. Provide a proposed menu with prices for all items and services.
k. Provide a statement regarding Proposer's interest and ability to provide catering for special events.
l. How will Proposer monitor customer satisfaction? How would Proposer address customer dissatisfaction?
m. Provide a detailed schedule of the maintenance of both premises and equipment.
n. How does Proposer anticipate promoting and marketing the facility?

o. Specify Proposer's expectations of accomplishment in the first year of operation.
p. Please include Proposer's vision of the services to be offered to Lake Ashton as well as examples of Proposer's approach, activities & work products.
    (1) Plans for the future methods of operation.
    (2) Types of uniforms used.
    (3) Menu and food selection process.
    (4) Schedule of hours of operation.
    (5) Labor scheduling/staffing.
    (6) Equipment maintenance schedule.
    (7) Sanitation policies.
    (8) Proposed site improvements.
    (9) Regular pest control inspections and extermination, in compliance with all State and local regulations concerning pesticide applications.

ii. **Qualifications and Experience**

a. Demonstrate a minimum of 3-5 years' experience of restaurant operation or catering.
b. Provide information about Proposer's experience and current relationships with food & beverage suppliers.
c. Provide 3 current clients and 3 former clients references, preferably from the last 5-10 years.
d. Explain what experience Proposer and your team have provided in concession services at similar venues. Please be specific in terms of length of experience (years, seasons) and roles (owner, supervisor, cook, etc.).
e. Has Proposer ever failed to complete any work awarded to you or defaulted on a contract? If so, please explain.

iii. **Background Information**

a. Name and address of legal entity submitting the proposal.
b. Name and address of principal officers and/or all owners of proposing organization.
c. Legal status of proposing organization (i.e., corporation, partnership, sole proprietorship).
d. Please describe the proposing organization in terms of size, longevity, areas of specialization, and any other information that the District can use to come to an opinion about the stability and fiscal strength of the organization.
e. Please provide bank references.
f. Will Proposer, upon request, be able to fill out a detailed financial statement and furnish any other information that may be required by the District?
g. Provide a statement of Proposer's financial stability, including information as to current or prior bankruptcy proceeding if any.
h. Corporation registration with the Secretary of State of Florida.
i. For out of state businesses, provide evidence of authority to do business in the state of Florida.

C. Operational Notes

i. Enforcement of Regulations Pertaining to the Dress of Restaurant Customers

a. The successful firm shall be permitted to enforce only dress code rules and other regulations as determined and approved by the District for Lake Ashton residents and guests.

ii. Exclusivity

a. The successful firm shall be the only person or company permitted to operate the Restaurant as a food and refreshment service. However, the District reserves the right to utilize caterers or allow renters to utilize caterers to provide refreshments on District property.

iii. Equipment

a. The District intends to furnish the equipment necessary for the operation of the Restaurant such as pots, pans, dishes, silverware, cups, glasses, cooking utensils, etc.
b. The District will also furnish the following major kitchen equipment: stove(s), fryer(s), refrigerator(s), freezer(s), washing equipment and grill.
c. The District will also furnish counter stools, tables, and chairs.
d. The successful firm will be expected to operate the Restaurant with the present major equipment now located in the facility. The successful firm will be responsible for the daily maintenance of the District's equipment.
e. The District will be responsible for all major repairs to its equipment, assuming normal wear and tear and not due to the lack of care by the successful firm. Any changes of existing major equipment or renovation must be mutually agreed upon by the successful firm and the District in writing.
f. If the Proposer intends to provide any of its own equipment, please note this in the response. Any equipment provided by the Proposer which may be on premises during the term of this agreement shall be at the sole risk and hazard of the Proposer.
g. The successful firm shall be solely liable and responsible for all cash and merchandise losses resulting from spoilage, accident, theft, dishonesty, vandalism, equipment failure or any other cause.

iv. Maintenance

a. The successful firm will maintain the Restaurant in as good condition and repair as it now is, natural wear and unavoidable damages excepted. The successful firm will be responsible for normal housekeeping, minor repairs and maintenance of the facility.
b. The successful firm will, at all times, maintain the Restaurant in a clean and safe manner that is acceptable to the District and other agencies having jurisdiction (i.e., Health Department) and shall be subject to regular inspection by the District in addition to any inspections conducted by other agencies having jurisdiction.

c. The successful firm will be responsible for the maintenance (including but not limited to preventative maintenance), cleanliness and payment of all exhaust fans cleaning, hood cleaning, monthly grease trap cleaning, monthly carpet cleaning, and exhaust duct work servicing.
d. The successful firm will be responsible for regular pest control inspections and extermination, in compliance with all State and local regulations concerning pesticide applications.
e. The District will be responsible for major repairs, major improvements and renovations.

v. **Compliance with Federal, State and Local Laws**

a. The successful firm shall be required to operate the Restaurant, in strict compliance with applicable federal, state, and local laws, and all rules and regulations adopted by the District.

vi. **Permits**

a. Unless otherwise agreed, the successful firm will be responsible for acquiring and maintaining any permits, certificates, etc. necessary for the operation of the Restaurant. Copies of health inspections, permits, certificates, etc. must be provided to the District.

vii. **Liquor License & Insurance**

a. The successful firm shall provide any required food and beverage licensure, including a liquor license.
b. The successful firm will be required to sell alcoholic beverages on the premises. The successful firm shall maintain liquor liability insurance, including contractual liability coverage, by endorsement to commercial general liability insurance or otherwise, with limits of not less than Two Million Dollars ($2,000,000) per occurrence. Said policy shall designate as an additional named insured "Lake Ashton CDD and its Board of Supervisors, employees, staff, officers, and consultants."
c. All licensing shall be coordinated with the District and all servers shall be required to undertake safe server training.

viii. **Staff**

a. The successful firm will provide, at all times, adequate help in the Restaurant to reasonably accommodate customers at the facility. The successful firm shall only employ persons of good moral character, and all employees of the successful firm shall be neatly dressed at all times.
b. The Restaurant should operate as a drug free workplace and personnel should successfully pass a drug screening test and background check prior to employment.
c. All employees of the successful firm shall conduct themselves courteously in their relations with the public. When on duty, employees shall direct their full attention to the operation of the Restaurant. No employee shall engage in inappropriate conduct during working hours, including, but not limited

to, horseplay, card playing, conversations that are loud, inappropriate, or of an excessive duration, or any other activity which would tend to cause discredit to the District.

d. All employees of successful firm shall be clean and shall wash prior to commencing work and after any clean-up activity. All employees will comply to the rules and regulations of the Polk County Health Department governing personal hygiene.

ix. **Outside Facilities**

a. The successful firm may provide food services and personnel for special events happening at other District facilities, such as the District's ballroom. The hours of operation will be subject to the approval of the District.

x. **Hours of Restaurant Operation**

a. The successful firm shall, at a minimum, operate during lunch and dinner hours.

b. The successful firm, in consultation with the District, reserves the right to modify hours and dates of operation it deems the same to be necessary or desirable. The District reserves the right to require the successful firm to operate the Restaurant during any special events as may be designated by the District.

c. In the event of adverse weather conditions, as determined by the District in its sole discretion, the successful firm shall be permitted to close the Restaurant during the otherwise normal hours of operation.

xi. **Standard of Service**

a. The successful firm shall use reasonable care and diligence, at all times, in operation of the Restaurant in order to avoid any possible accidents.

b. The successful firm shall conduct the operation of the Restaurant in a manner that will be satisfactory, at all times, to the patrons and visitors of the District and the District's Board of Supervisors.

D. Basic Requirements for Lease

Prior to commencement of the lease, the successful firm shall work cooperatively with the District Board to further clarify the intended goals and purpose of the lease; discuss and clarify any issues; gain an understanding of District operations; and establish responsibilities and timeframes. The lessee will assume responsibility for the following operations associated with the food and beverage operation on an annual basis:

i. Formulating and implementing business plans, maintenance, and operating programs, and budgets to be submitted to the Board for review and/or approval for each year.

ii. Purchasing of all supplies, consumables, etc. for use in the operation of the food and beverage facility.

iii. Propose facility improvements, with specific recommended projects and an implementation schedule subject to District approval. The extent of District involvement will be dependent on the size, scope, and budget of each proposed facility improvement project.

iv. Presenting monthly reports for both maintenance and expense reports to the District by the 5th business day of each month to allow inclusion into pre-Board meeting informational packets for Board Supervisors.
v. The successful firm will provide an in-person representative to attend Board meetings that currently occur on the third Monday of each month at 9:00 a.m.
vi. The successful firm, as a rule, must schedule the use of ballroom through the District Community Director a minimum of thirty (30) days prior to use of venue. Exceptions may be made, but after the deadline, there is no guarantee that the venue will be made available to the successful firm.
vii. The Restaurant may be asked to provide catering services for a function at the District's amenity facilities, such as the ballroom. However, the Restaurant will not have an exclusive right to provide such catering services.
viii. Comply with all applicable laws, rules, and regulations while performing its obligations under the Lease, including that Vendor will not take a tax position inconsistent with it being a tenant and not owner of the any of the District facilities.

E. Agreement Terms for Lease. The District has included a proposed form of lease agreement in Part I.D. However, the District expects proposals to be negotiable based on other terms of the final agreement. The District is open to operational ideas, considerations and other factors.

F. Term of Agreement. The term of the lease agreement shall begin on an agreed-upon date, which is expected to be no later than **November 1, 2026**, and shall end on the last day of the month preceding the first anniversary of the start date unless terminated by the District prior to that date. The lease may be renewed for one (1) year terms for up to three (3) additional renewals at the District's sole discretion.

G. Termination for Convenience. The lease agreement may be terminated upon mutual consent of the operator and the District. If either party wishes to terminate the agreement for convenience, it must notify the other party in writing at least sixty (60) days prior to the proposed termination date.

H. Termination for Cause. The District shall have the right to terminate the contract for cause, based on the lessee's performance, as follows:
i. Consistent inability to maintain economic performance of the District's Restaurant facility;
ii. Persistent or repeated failure to meet the performance standards for the Restaurant facility;
iii. Persistent or repeated disregard of laws, ordinances, rules, regulations or orders of a public authority having jurisdiction;
iv. Persistent or repeated failure to supply properly skilled workers that results in performance impairments;
v. Breach of fiduciary obligations under the lease;
vi. Filing of a voluntary petition for protection under federal bankruptcy laws or the failure to obtain the dismissal of an involuntary petition under federal bankruptcy laws within ninety (90) days;

vii. Discontinuance of its business or activities at the Restaurant facility; or
viii. Any other substantial breach of the lease.

If the District terminates the lease for cause, the lessee will not be entitled to receive any further payment. In addition, the lessee will vacate the facility within seven (7) days, or such other time as required by Florida law, and turn over the facility and all equipment, supplies, inventory, goods, property, etc., to the District, unless such date is extended in writing by the District. If the cost of completing the services that were the responsibility of the lessee under the lease exceeds the balance of the costs in the lease between the lessee and the District, the lessee shall be responsible for paying the difference to the District. The obligation for payment shall survive termination of the lease.

4. SUBMISSION OF PROPOSALS.

Firms desiring to provide to the District must submit one (1) original copy and one (1) electronic copy (PDF format and all documents included on a USB flash drive) of the required Proposal no later than **Friday, October 9, 2026, at 12:00 p.m. (EST)**, at the District's administrative office located at 4141 Ashton Club Drive, Lake Wales, Florida 33859 (or at an alternative location to be determined and announced). Unless certain circumstances exist where a public opening is unwarranted, proposals will be publicly opened at that time. Proposer shall assume full responsibility for timely delivery at location designated for receipts of Proposals. Proposals received either in person, or by mail after the time and date for receipt of Proposals will not be accepted and will be returned unopened. Oral, telephonic, or e-mail Proposals are invalid and will not be considered.

5. SUMMARY OF SCHEDULE. The District anticipates the following schedule for the procurement, though certain dates may be subject to change:

Date/Time	Event
August 28, 2026	RFP Notice Issued.
August 28, 2026	RFP packet available upon request to District Manager.
September 2, 2026	Deadline to challenge RFP packet.
September 9, 2026 at 11:30 a.m.	Optional Pre-Proposal Meeting.
September 10, 2026 – October 1, 2026	Site inspections available upon request. Prior approval from District Manager is required.
September 25, 2026 at 5:00 p.m.	Deadline for questions.
September 30, 2026 at 5:00 p.m.	Deadline for addenda to be issued.
October 9, 2026 at 12:00 p.m.	Proposal submittal deadline and official bid opening.

6. OPTIONAL PRE-PROPOSAL MEETING.

A. An **optional** pre-proposal meeting will be held at 11:30 a.m. (EST) on September 9, 2026.

B. **Proposers are not required to attend the pre-bid meeting for a detailed discussion of the proposal process, but are encouraged**. At that time, Proposers will have the opportunity to tour the facility.

C. Proposers should not attempt to tour facility without prior authorization from the District Manager or Community Director and must not in any way disrupt employees or operations during the proposal process.

7. FAMILIARITY WITH THE LAW. By submitting a Proposal, the Proposer is assumed to be familiar with all federal, state, and local laws, ordinances, rules and regulations that in any manner affect the work. Ignorance on the part of the Proposer will in no way relieve it from responsibility to perform the work covered by the Proposal in compliance with all such laws, ordinances and regulations. Moreover, Proposers shall comply with all laws, ordinances and regulations applicable to the development contemplated herein, including those applicable to conflict of interest and collusion. Proposers are presumed to be familiar with all Federal, State and local laws, ordinances, codes and regulations that may in any way affect the services offered. The proposals shall comply with the District's Rules of Procedure, City of Lake Wales and Polk County Land Development Code, Building Code and other applicable regulatory requirements. Approval by the District, in its proprietary capacity does not constitute regulatory approval of any aspect of the proposal by the District, in a regulatory capacity.

8. INTERPRETATIONS AND ADDENDA; ZONE OF SILENCE. Any and all questions relative to this procurement shall be directed in writing by e-mail only to the District Manager, Jill Burns (jburns@gmscfl.com), Community Director, Denise Plavetzky (dplavetzky@calmfla.com), and District Counsel, Savannah Hancock (savannah@cddlawyers.com). No phone inquiries please.

All questions must be received no later than **5:00 p.m. (EST) on September 25, 2026,** to be considered. Interpretations or clarifications considered necessary by the District in response to such questions will be issued by addenda e-mailed to all parties recorded as having received the RFP packet. Only questions answered by formal written addenda will be binding. No interpretations will be given verbally. All questions and answers will be distributed to all Proposers via e-mail and, accordingly, all Proposers should email the District Manager at jburns@gmscfl.com with a copy to the Community Director at dplavetzky@calmfla.com to request to be placed on the distribution list.

Except as set forth in this Section, Proposers (including Proposer's officers, directors, employees, agents, representatives, contractors, affiliates, subsidiaries or anyone else acting on a Proposer's behalf) should not communicate during the submission and evaluation process with any District Supervisor, staff member, or other representative of the District in person, by mail, by facsimile, by telephone, by electronic mail, or by any other means of communication. This does not apply to pre-solicitation conferences or communications with staff not concerning this solicitation. **ANY COMMUNICATION CONTRARY TO THE REQUIREMENTS OF THIS SECTION MAY CAUSE AN INDIVIDUAL FIRM, OR TEAM, TO BE DISQUALIFIED FROM PARTICIPATING.**

9. INSURANCE. All Proposers shall include as part of the Proposal a current Certificate of Insurance detailing the company's insurance coverage, or some other evidence of insurance or insurability. In the event the Proposer is notified of award, it shall provide proof of insurance in

the form required by the District within such time period as the District may request, which may include requirements to name the District as an additional insured on certain policies.

10. SUBMISSION OF ONLY ONE PROPOSAL. Proposers may be disqualified, and their Proposals rejected, if the District has reason to believe that collusion may exist among Proposers, the Proposer has defaulted on any previous contract, or is in arrears on any previous or existing contract, or for failure to demonstrate proper licensure and business organization.

11. PROPOSAL MODIFICATION; INQUIRIES BY THE DISTRICT; WITHDRAWAL. Proposals may be modified by an appropriate document duly executed and delivered to the place where Proposals are to be submitted at any time prior to the time Proposals are due. The District reserves the right to ask clarification questions and seek additional information from any of the Proposers at any time. Prior to the time and date designated for receipt of Proposals, Proposals submitted early may be modified or withdrawn only by an appropriate document duly executed (in the manner that a Proposal must be executed) and hand-delivered by notice to the party receiving Proposals at the place and prior to the time designated for receipt of Proposals. No Proposal may be withdrawn for a period of one hundred and twenty (120) days from the due date for the Proposals.

12. ACKNOWLEDGEMENTS. In addition to any other requirements set forth in this RFP packet, by submitting a Proposal, the Proposer acknowledges the following:

A. The Proposer has carefully reviewed the RFP packet, including any other documentation included within the RFP packet. The documents contained within the RFP packet are complementary, and what is called for by one is binding as if called for by all. If the Proposer finds any conflicts, errors, ambiguities or discrepancies with the RFP packet, he/she shall call it to the District's and/or the District's designees' attention in writing within the time period allotted for asking questions as part of the procurement process.

B. The Proposer is responsible for inspecting the site prior to submitting a Proposal and notifying the District and/or its designee of discrepancies in the RFP packet that may affect its costs, timing, etc.

C. Unless otherwise specified, if any are required, the successful firm shall secure and pay for all fees associated with necessary permits or approvals.

D. All materials and services provided by Proposer shall be performed in strict compliance with all applicable governmental regulations, permits required, 2010 American with Disabilities Act ("**ADA**") Accessibility Guidelines, and local, state and federal laws.

E. Proposer certifies, by submitting a proposal in response to this RFP, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction per the provision of section 287.133(2)(a), *Florida Statutes*.

F. Proposer certifies, by submitting a proposal in response to this RFP, that neither it nor any of its officers, directors, executives, partners, shareholders, members, or agents is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Terrorism Sectors List, created pursuant to section 215.473, *Florida Statutes*, and in the event such status changes, Proposer shall immediately notify the District.

G. Proposer agrees that, if awarded an agreement at the conclusion of the District's solicitation of services pursuant to this RFP, Proposer shall comply with and perform all applicable provisions of section 448.095, *Florida Statutes*. Accordingly, to the extent required by Florida Statute, the successful Proposer shall register with and use the United States Department of Homeland Security's E-Verify system to verify the work authorization status of all newly hired employees and shall comply with all requirements of section 448.095, *Florida Statutes*, as to the use of subcontractors. The District may terminate the agreement with the successful Proposer immediately for cause if there is a good faith belief that the successful Proposer has knowingly violated section 448.09(1), *Florida Statutes*. By submitting a proposal in response to this RFP, Proposer represents that no public employer has terminated a contract with the Proposer under section 448.095(5)(c), *Florida Statutes*, within the year immediately preceding the date of Proposer's submission of its response to this RFP.

13. EVALUATION OF PROPOSALS.

All qualified submissions received by the deadline will be analyzed by the District according to the criteria outlined in Section I.C. of this RFP package. Failure to comply with the provisions of the RFP may cause any proposal to be ineligible for evaluation.

Proposers responding to this RFP shall be available for interviews with the District. Discussions may be conducted with Proposers for purposes of clarification to assure full understanding of and conformance to the RFP requirements. After proposals are opened, any selected entity notified by the District should be prepared to meet with the District at the time and date determined by the District. Selection shall be based on the firm's qualifications and proposal, as applicable to the scope and nature of this RFP. Determination of qualifications shall be based on written proposals, responses from past and current references and information presented to the District during oral interviews, if any.

Each proposal will be initially analyzed and evaluated according to the evaluation criteria below. In addition to the proposal, the Board of Supervisors and its staff may request additional material, information or references from the submitting entity or others.

Importance and weighting of the criteria may change depending on the overall proposal options received. Upon completion of the evaluations, the final selection and award of a contract or contract(s) rests with the Board of Supervisors, which has the sole discretion at which option they believe will best meet the interests of the District.

Provided it is in the best interest of the District, the Proposer(s) determined to be the most responsive, taking into consideration the evaluation factors set forth in this RFP, will be selected to begin contractual negotiations. The Proposer(s) selected will be invited to submit more

comprehensive information if necessary. If no satisfactory agreement can be reached with the "most responsive entity," then the District is anticipated to begin contractual negotiations with the Proposer determined to be the next most responsive, and, if unsuccessful in reaching a satisfactory agreement, will continue the process of entering into contractual negotiations with any/all Proposers whom proposals are determined to be in the best interest of the District.

As a part of the Proposal evaluation process, the District may conduct a background investigation of Proposer, including a record check by the City of Lake Wales and Polk County Sheriff's Office or private security firm, as determined by the District. Proposer's submission of a proposal constitutes acknowledgment of the process and consent to such investigation.

14. DISTRICT'S RIGHT TO TAKE ACTIONS IN ITS BEST INTERESTS. The District reserves the right to reject any and all Proposals, make modifications to the work, award the contract in whole or in part with or without cause, and waive minor or technical irregularities in any Proposal, as it deems appropriate, if it determines in its discretion that it is in the District's best interests to do so.

15. RFP POSTPONEMENT/CANCELLATION/WAIVER OF IRREGULARITIES. The District may, at its sole and absolute discretion, reject any and all, or parts of any and all, proposals; re-advertise this RFP; postpone or cancel, at any time, this RFP process; or waive any irregularities in this RFP or in the proposals received as a result of this RFP.

16. INDEMNIFICATION. To the fullest extent permitted by law, Proposer shall indemnify, hold harmless, and defend the District and its Board members, officers, directors, supervisors, staff, lawyers, managers, engineers, consultants, employees, representatives, contractors, subcontractors, agents, successors and assigns of each and any of all of the foregoing entities and individuals (together, "Indemnitees") from all claims, liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees, relating to the Proposal and/or this RFP and to the extent caused, in part or in whole, by the negligence, recklessness, or intentionally wrongful misconduct of the Proposer or those acting on Proposer's behalf. In the event that any indemnification, defense or hold harmless provision of this RFP is determined to be unenforceable, the provision shall be reformed to give the provision the maximum effect allowed by Florida law and for the benefit of the Indemnitees.

17. LIMITATION OF LIABILITY. Nothing herein shall be construed as or constitute a waiver of District's limitations on liability contained in Section 768.28, *Florida Statutes*, or other statute or law.

18. PUBLIC RECORDS AND PROPRIETARY INFORMATION. Responses to this RFP, upon receipt by the District, become public records subject to the provisions of Chapter 119, Florida Statutes, Florida's Public Records Law. To the extent permitted by law, all documents pertaining to this RFP shall be kept confidential until the proposal evaluation is complete, and a contract is awarded. No information about any submission of proposals shall be released to anyone until the process is complete, except to the appropriate District staff and Board of Supervisors. If Proposer(s) believe that any portion of its response is exempt from Florida Public Records Law, Proposer(s) should clearly identify the specific documents for which confidentiality is claimed and provide specific legal authority of the asserted exemption. It is also strongly recommended that those

specific materials that you assert qualify for exemption from Chapter 119, Florida Statutes, be submitted in a separate envelope and clearly identified as "TRADE SECRETS EXCEPTION," with your firm's name and the proposal number marked on the outside. Please also note that details of proposals, including alleged trade secrets, with the exception of a company's financial statements, may be disclosed at a public meeting.

In the event the District determines that any materials claimed to be exempt as trade secrets do not qualify as such, the Proposer will be contacted and will have the opportunity to rescind their proposal or waive their claim to confidentiality. Please be aware that the designation of an item as a trade secret by Proposer, and the refusal to disclose any materials submitted to the District, may be challenged in court by any person. By Proposer's designation of material in its proposal as a "trade secret" Proposer(s) agree to hold harmless the District for any award to a plaintiff for damages, costs or attorneys' fees and for costs and attorneys' fees incurred by the District by reason of any legal action challenging Proposer's claim, and the District's refusal to disclose.

Please be aware that public meetings will be required through the approval process for the chosen project, and that the designation of financial or other information as a trade secret does not preclude this subject matter from discussion during a public meeting. In the event that a claim of any kind is filed challenging the confidentiality of the Proposer's information, the District may require the Proposer to indemnify, defend and hold harmless the Indemnitees from all claims, liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees, relating to the claim.

19. MANDATORY AND PERMISSIVE REQUIREMENTS. The only mandatory requirements contained within this RFP are that: (i) an interested firm must hold all required local, state and federal licenses in good standing, and (ii) be authorized to do business in Polk County and the State of Florida. All of the requirements or provisions set forth in the RFP shall be deemed "permissive," in that a Proposer's failure to meet any requirement described in mandatory terms such as "shall," "will," "mandatory," or similar language does not automatically disqualify the Proposer's Proposal, but instead may be taken into account in the evaluation and scoring of the Proposal.

20. PROTESTS. There are no protest rights afforded to any proposer through this Request for Proposal process.

PART I.C. EVALUATION CRITERIA

Evaluation Criteria	Points
Proposer's qualifications, experience, and past performance of the firm/team	35 points
Business concept, as proposed in response to this RFP	30 points
Financial analysis, capability, proposed terms	35 points

PART I.D. FORM OF LEASE AGREEMENT

THIS LEASE AGREEMENT ("**Agreement**") is made effective the ___ day of _____ 2026, by and between:

> **LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT**, a local unit of special-purpose government organized and existing in accordance with the Uniform Community Development District Act of 1980, Chapter 190, Florida Statutes as amended, and located in Polk County, Florida with a mailing address of c/o Governmental Management Services - Central Florida, LLC, 219 East Livingston Street, Orlando, Florida 32801 ("**Landlord**" or the "**District**"), and
>
> **[VENDOR],** a [State] [entity type] ("**Tenant**"), with an address for notice purposes at [Mailing Address], [City], Florida [ZIP Code], Attn: _____.

RECITALS

WHEREAS, the District was established for the purpose of planning, financing, constructing, operating, and/or maintaining certain infrastructure, including recreational amenities and a restaurant facility; and

WHEREAS, Landlord owns and operates a clubhouse located at 4141 Ashton Club Drive, Lake Wales, Florida 33859 ("**Clubhouse**"); and

WHEREAS, Landlord desires to lease the restaurant facility located within the Clubhouse ("**Restaurant**"), as shown in **Exhibit A**, which is attached hereto and incorporated by reference, to an independent contractor for such independent contractor to provide labor and materials necessary to operate the Restaurant for the benefit of the District's Clubhouse and patrons; and

WHEREAS, Tenant represents that it is qualified, willing, and able to provide the materials and perform the services as provided for herein and has agreed to provide Landlord with those services for the benefit of the District's Clubhouse and patrons.

NOW, THEREFORE, in consideration of the recitals, agreements, and mutual covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by Landlord and Tenant, Landlord and Tenant hereby agree as follows:

1. **INCORPORATION OF RECITALS.** The recitals stated above are true and correct and, by this reference, are incorporated as a material part of this Agreement.

2. **LEASE.** Landlord shall lease to Tenant, and Tenant shall lease from Landlord, the Restaurant, as depicted in **Exhibit A**, for the purpose of Tenant providing the materials and performing the services as provided for herein.

3. **TERM.** The Initial Term of this Agreement shall commence on the date made effective above and shall expire October 31, 2027, ("**Initial Term**"). Earlier termination by Landlord or Tenant may occur as otherwise set forth in this Agreement or as provided by law.

4. **SECURITY DEPOSIT; RENT.**

   a. ***Security Deposit.*** Tenant shall pay to Landlord, upon the execution of this Agreement, a deposit in the amount of Eight Thousand Dollars and Zero Cents ($8,000.00) as security for the performance by Tenant of its obligations under this

Agreement ("**Security Deposit**"), which amount shall be returned to Tenant after the expiration or earlier termination of this Agreement, provided that Tenant shall have fully performed all of its obligations contained in this Agreement. The Security Deposit, at the election of Landlord, may be retained by Landlord as and for its full damages or may be applied in reduction of any loss and/or damage sustained by Landlord by reason of the occurrence of any breach, nonperformance or default by Tenant under this Agreement without the waiver of any other right or remedy available to Landlord at law, in equity or under the terms of this Agreement. Tenant acknowledges and agrees that in the event Tenant shall file a voluntary petition pursuant to the Bankruptcy Code, or if an involuntary petition is filed against Tenant pursuant to the Bankruptcy Code, then Landlord may apply the Security Deposit towards those obligations of Tenant to Landlord which accrued prior to the filing of such petition. Tenant acknowledges further that the Security Deposit may be commingled with Landlord's other funds and that Landlord shall be entitled to retain any interest earnings on the Security Deposit. In the event of termination of Landlord's Interest in this Agreement, Landlord shall transfer the Security Deposit to Landlord's successor in interest, and Landlord shall be released from liability by Tenant for the return of such deposit or for an accounting of the Security Deposit.

b. ***Rent.*** In addition to the Security Deposit, Tenant shall pay Landlord a monthly fee of One Thousand Two Hundred Fifty Dollars and No Cents ($1,250.00) to operate the Restaurant. Tenant is entitled to any and all proceeds derived from Tenant's provision of food and beverage and other services to District's patrons. Further, and as set forth more fully herein, Tenant shall pay all expenses and costs associated with operating the Restaurant, and accordingly, Tenant shall assume any and all losses derived from the food and beverage and other services provided by Tenant.

5. GENERAL CONDITIONS AND USE. Tenant's use of the Restaurant shall be for the sole purpose of managing and operating food and beverage services at the Restaurant for the benefit of the District's patrons, and is subject to the following conditions:

a. ***Lease.*** Tenant agrees to provide food and beverage services at the Restaurant. Landlord leases, lets, demises and grants to Tenant the right to use and occupy the Restaurant. By taking possession of the Restaurant on or after the effective date of this Agreement, Tenant stipulates, represents and warrants that Tenant has examined the Restaurant and surrounding areas and that they are at the time of taking possession, in good order, repair and in a safe, clean and tenantable condition.

b. ***Provision of Services.*** Tenant agrees to provide food and beverage services at the Restaurant per the schedule included as **Exhibit B**, which is attached hereto and incorporated by this reference.

c. ***Use of Equipment.*** Landlord grants Tenant the right to use the equipment and inventory described in the attached **Exhibit C**, which is incorporated by this reference, (collectively, the "**Equipment**"). Any equipment not identified therein shall be provided by Tenant and shall not be considered "Equipment" for purposes of this Agreement. Any equipment not identified in **Exhibit C** shall be provided by Tenant. The Restaurant and Equipment shall at all times remain under Landlord's ownership. Except as otherwise stated herein, Tenant is accepting and leasing the Restaurant as it is presently equipped, and Landlord shall have no responsibility to provide any additional equipment or inventory for Tenant's operation of the Restaurant but may choose to do so in its sole and absolute discretion. Tenant further agrees to exercise all due care with respect to the Equipment owned by Landlord, and Tenant shall promptly notify Landlord of any problems associated with any equipment owned by Landlord. Tenant shall relinquish all use of the Equipment at the conclusion of the term of this Agreement and hereby acknowledges Tenant has no right in ownership to such Equipment.

d. ***Ingress/Egress.*** Landlord grants Tenant the right to use, on a non-exclusive basis, the parking and other common areas of Landlord's Clubhouse for ingress and egress to and from the Restaurant. The area used for loading and unloading shall be as directed by the District through its designee, which shall be the District Manager and Community Director.

e. ***Compliance with Laws.*** There shall be no use or act by Tenant, or by Tenant's guests or invitees, which is in violation of any law, rule, or ordinance established by any federal, state, municipal or local governmental or regulatory agency, or covenant running with the property. Tenant shall maintain in good standing, and at all times, any and all licenses and permits required by law to provide food and beverage services at the Restaurant. No hazardous materials of any kind shall be allowed within the Clubhouse, Restaurant, or Landlord's property. Firearms shall not be permitted except to the extent required by Florida law. Additionally, Tenant and Tenant's guests and invitees shall comply with all rules and policies of Landlord, as may be adopted from time to time.

f. ***Standards of Service.***

i. Tenant shall be permitted to provide the food and beverage services contemplated by this Agreement during normal operating hours of the recreational facilities but shall not be permitted to extend the hours past normal operating hours of the District, unless permission is provided in writing by the District. The hours of operation shall be as set forth in **Exhibit B** or otherwise approved by the District's Board of Supervisors ("**Board**") in writing. Tenant shall take all reasonable steps to ensure that the hours of operation are clearly displayed for patrons at the Restaurant during operating hours and shall update any changes in hours of operation as necessary.

ii. Tenant shall ensure that the Restaurant is properly staffed as needed and, at a minimum, as set forth in **Exhibit B** or otherwise approved by the Board, in writing.

iii. Menu pricing shall be competitive with local rates for similar-standard dining experiences in the Polk County area.

g. ***Tenant Marketing.*** Tenant shall be allowed to post its name in the Restaurant upon the approval by Landlord of design and placement and Tenant shall be responsible for purchase of such signage. Tenant shall be permitted to provide marketing materials; however, such information shall contain a disclaimer that the materials are not Lake Ashton Community Development District materials and do not constitute an endorsement, recommendation or sponsorship by the Lake Ashton Community Development District. Nothing in this Agreement shall be interpreted or construed as imposing on Landlord an obligation to allow Tenant to post marketing and/or advertising materials.

h. ***Remote Orders.*** Tenant shall be allowed to take and satisfy call-in, mobile, or internet orders and authorized to take and deliver orders in its discretion, provided that such delivery services do not disrupt the recreational facility operations or activities of its users.

i. ***Utilities***. Tenant shall, at its expense, make all monthly payments for the Restaurant associated with internet, cable, and gas usage. Unless Tenant and Landlord agree otherwise in a separate writing, Landlord shall make all monthly payments, at its expense, for the utility services at the Restaurant, which shall include electric, water and telecommunications services (together, the "**Utilities**") for the duration of this Agreement.

j. ***No Joint Venture***. Landlord and Tenant shall not, by virtue of this Agreement, be construed as joint venturers or partners of each other and neither shall have the power to bind or obligate the other. Landlord and Tenant acknowledge and agree that any employees of Tenant shall only be employees of Tenant. In furtherance thereof, Tenant shall be responsible for the payment of all compensation, taxes and employee benefits and other charges payable with respect to its operations, including, but not limited to, all applicable federal income tax withholding, FICA, FUTA tax, unemployment compensation and any other taxes or charges imposed by law with respect to its operations.

k. ***Alcohol***; ***Licenses***. Tenant is permitted to sell alcoholic beverages only upon Tenant obtaining the required alcoholic beverage license(s) from the applicable state and local government authorities. Tenant shall coordinate with Landlord to obtain and maintain alcohol licenses and all other business licenses applicable to the operation of the Restaurant, and Tenant shall pay for all expenses related to the procurement of such license(s), including legal fees and costs associated therewith. Tenant shall act in good faith and use best efforts to obtain and secure the applicable alcoholic

beverage license(s) authorizing the sale of beer and wine in the Restaurant from the applicable state and local governmental authorities within thirty (30) days from the date of this Agreement. Furthermore, Tenant shall act in good faith and use best efforts to obtain and secure the applicable alcoholic beverage license(s) authorizing the sale of liquor in the Restaurant from the applicable state and local governmental authorities within ninety (90) days from the date of this Agreement. Tenant shall cause all activities at the Restaurant to be performed in accordance with all applicable laws, rules and regulations governing the sale and service of alcoholic beverages at the Restaurant, as well as Tenant's obligation to pay any and all fees and charges on behalf of the Landlord, including in the event of any violations. Landlord shall cooperate and assist Tenant as necessary in connection therewith. Upon termination of this Agreement, Tenant shall take all such actions as may be reasonably required to relinquish all rights and interests in such license(s) to Landlord, including costs associated therewith. Furthermore, Tenant hereby agrees to abide by Landlord's adopted alcohol policies.

l. ***Notice of Damage***. Tenant shall provide notice as to all accidents or claims for damage or other emergency information relating to or occurring within the Restaurant within twenty-four hours or as soon as reasonably possible. Such notices shall be provided to the District's legal counsel, District Manager, and Community Director as provided herein. Tenant shall cooperate and make any and all reports required by any insurance company or Landlord. Tenant shall not file any claims with Landlord's insurance company without the prior consent of Landlord.

m. ***Alterations of Premises***. Tenant will not make or allow to be made any alterations in or to the Restaurant without first obtaining the written consent of Landlord. Tenant has no authority or power, expressed or implied, to create or cause any liens or claims of any kind against the amenity facilities or the Restaurant. Upon any termination of this Agreement, Tenant shall be entitled to remove any personal property installed by Tenant with Landlord's prior written authorization, provided that such removal does not damage the Restaurant or other property in any way. If any such personal property is affixed to the Restaurant, such that removal would damage the Restaurant or other property, then Tenant shall only remove such personal property with Landlord's prior written permission and only after, in the Landlord's sole discretion, (i) Tenant agreeing to promptly restore the Restaurant to its original condition, or (ii) Tenant providing Landlord with sufficient funds to restore the Restaurant to its original condition.

n. ***Assignment and Sublease.*** Tenant shall be prohibited from assigning or subleasing the Restaurant under this Agreement, unless Tenant and Landlord agree to such assignment or sublease in writing.

o. ***Landlord's Limitation of Liability.*** Tenant agrees that any personal property brought in by Tenant or its employees, licensees and invitees shall be at the sole risk of Tenant; and Landlord shall not be liable for theft thereof or of any money

deposited therein or for any damage thereto, such theft or damage being the sole responsibility of Tenant.

6. DEFAULT; PROTECTION AGAINST THIRD-PARTY INTERFERENCE.

a. In the event Tenant shall fail to perform any covenant, term, or provision of this Agreement within five (5) days after written notice, then Landlord shall have every remedy available at law or in equity under the law, provided however, any action by Tenant which shall endanger the public health, safety, or welfare shall be grounds for immediate termination of this Agreement and Tenant shall immediately cease all operations, remove all property belonging to Tenant, and immediately vacate the Restaurant.

b. A default by either party under this Agreement shall entitle the other to all remedies available at law or in equity, which may include, but not be limited to, the right of damages, injunctive relief, and/or specific performance. The Landlord shall be solely responsible for enforcing its rights under this Agreement against any interfering third party. Nothing contained in this Agreement shall limit or impair the Landlord's right to protect its rights from interference by a third party to this Agreement.

c. In the event that either the Landlord or the Tenant is required to enforce this Agreement by court proceedings or otherwise, then the prevailing party shall be entitled to recover all fees and costs incurred, including reasonable attorneys' fees and costs for trial, alternative dispute resolution, or appellate proceedings.

d. This Agreement and the provisions contained in this Agreement shall be construed, interpreted, and controlled according to the laws of the State of Florida. The exclusive venue for any dispute arising under this Agreement shall be in a court of appropriate jurisdiction in and for Polk County, Florida.

7. MAINTENANCE OF PROPERTY, PREMISES, AND EQUIPMENT.

a. Tenant shall, at its expense and at all times, maintain the Restaurant and its improvements thereon, in a clean, neat, and sanitary condition in accordance with all applicable laws, rules, ordinances and covenants.

b. Tenant shall keep the Restaurant and Equipment in good operating condition and repair. Except as otherwise specified in this paragraph, all improvements, repairs and replacements of Equipment exceeding $500.00 for a single item, or group of items not typically segregated, shall be the responsibility of Landlord, unless otherwise agreed to in writing by both Parties. All improvements, repairs and replacements $500.00 and under for a single item, or group of items not typically segregated, shall be the responsibility of Tenant. However, Tenant shall remain solely liable to the District for any damage to the Restaurant or Equipment, regardless of cost, caused by improper use, negligence or other actions taken by Tenant or his/her agents that are beyond normal wear and tear.

c. Tenant agrees to exercise all due care to protect Landlord's Restaurant during the term of this Agreement including, but not limited to, maintaining the facilities and Equipment as provided herein, securing the facilities upon closing each day, and notifying Landlord of any conditions which may result in damage or loss of Landlord's property at the Restaurant.

d. Landlord shall only provide janitorial services to the Clubhouse. Tenant is solely responsible for keeping the Restaurant clean, operated and maintained, and for hauling any trash to dumpsters. Tenant shall provide a dumpster if requested by Landlord.

e. Landlord reserves for itself, the District Manager, and the District's Community Director, the right to inspect the Restaurant at any time. However, while the Landlord, the District Manager, and the District's Community Director may enter the Restaurant at any time for the protection or preservation of the premises, the Landlord, the District Manager, and the District's Community Director may provide reasonable notice to Tenant prior to inspecting the Restaurant. Reasonable notice is notice given at least 24 hours prior to entry.

8. TAXES.

a. Landlord shall be responsible for taxes and assessments assessed as to its real property and improvements. However, any taxes personal to Tenant, including without limitation business taxes, sales tax, or other assessments or taxes realized by Tenant as a result of its use of the Restaurant is the responsibility of Tenant.

b. To avoid an adverse effect on the exclusion of interest on the District's tax-exempt bonds, Tenant shall only use the Restaurant in the manner prescribed herein and in the areas set forth herein. Tenant shall obtain consent of Landlord prior to any use of the Restaurant in a manner other than that permitted herein. If, in the opinion of the District's bond counsel, any amendment to this Agreement is required to maintain the exclusion of interest on the District's bonds from gross income, Tenant shall consent to and execute such amendment upon demand by the Landlord. Both parties acknowledge that any adverse finding by the IRS or other agency on the tax-exempt status of the District's bonds entitles Landlord to terminate this Agreement immediately.

9. INDEMNIFICATION; LIMITATION ON LIABILITY. Tenant agrees to indemnify, defend and hold harmless Landlord and its supervisors, officers, staff, employees, representatives, agents, and trustees, from and against any loss, damage, injury, claim, demand, cost and expense (including legal expense) or injury arising from: a) Tenant's occupation or use of the Restaurant and surrounding District property; and b) Tenant's operations, negligence or willful conduct occurring in or on any part of the premises and Restaurant including, but not limited to, food poisoning, food contamination, and product defects. Tenant hereby assumes all risk with respect to its use of the premises and Restaurant. Nothing in this

Agreement shall be deemed as a waiver of immunity or limits of liability of Landlord beyond any statutory limited waiver of immunity or limits of liability which may have been adopted by the Florida Legislature in section 768.28, *Florida Statutes*, or other statute, and nothing in this Agreement shall inure to the benefit of any third party, including, but not limited to, guests, invitees and licensees, for the purpose of allowing any claim which would otherwise be barred under the Doctrine of Sovereign Immunity or by operation of law.

10. INSURANCE.

a. Tenant shall maintain, at Tenant's expense and throughout the term of this Agreement, the following insurance:

   i. Workers' Compensation Insurance in accordance with the laws of the State of Florida.
   ii. General liability insurance with the following limits:
      1. $2,000,000 General Aggregate
      2. $1,000,000 Products/Completed Operations
      3. $1,000,000 Personal and Advertising Injury
      4. $1,000,000 Each Occurrence
   iii. Employer's Liability Coverage with limits of at least $1,000,000 per accident or disease.
   iv. Comprehensive Automobile Liability Insurance for all vehicles used by Tenant with respect to the operation of the Restaurant, whether owned, non-owned, or hired, in limits of not less than $1,000,000 combined single limit bodily injury and for property damage, providing coverage for any accident arising out of or resulting from the operation, maintenance, or use by the Tenant of any owned, non-owned, or hired automobiles, trailers, or other equipment required to be licensed.
   v. Liquor Liability Insurance, in the amount of $1,000,000 per occurrence and $2,000,000 aggregate.

b. Insurance obtained by Tenant shall be primary and noncontributory with respect to insurance outlined above. The Landlord and Landlord's officers, employees, staff, trustees, consultants, agents, supervisors, and representatives shall be named as additional insureds and certificate holders on each such policy, except Workers' Compensation and Employer's Liability policies. The Tenant shall furnish the District with the Certificate of Insurance evidencing compliance with this requirement. No certificate shall be acceptable to the District unless it provides that any change or termination within the policy periods of the insurance coverages, as certified, shall not be effective within thirty (30) days of prior written notice to the District. Insurance coverage shall be from a reputable insurance carrier, licensed to conduct business in the State of Florida.

c. If the Tenant fails to have secured and maintained the required insurance, the District has the right (without any obligation to do so, however), to secure such

required insurance in which event, the Tenant shall pay the cost for that required insurance and shall furnish, upon demand, all information that may be required in connection with the District's obtaining the required insurance.

11. WAIVER. No failure of Landlord to enforce any term hereof shall be deemed a waiver of said term, nor shall any acceptance of a partial payment of rent be deemed a waiver of Landlord's right to the payment of the full amount of rent. The rights and remedies of Landlord as contained in this Agreement and as permitted by law or equity shall be cumulative.

12. STATE-REQUIRED DISCLOSURE. Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from county health departments.

13. NOTICES. All notices, requests, consents, and other communications under this Agreement ("**Notice**") shall be in writing and shall be hand delivered, mailed by First Class Mail, postage prepaid, or sent overnight delivery service to the parties as follows:

a. **If to Landlord:** Lake Ashton Community Development District
c/o Governmental Management Services-CF LLC
19 East Livingston Street
Orlando, Florida 32801
Attn: District Manager

With a copy to: Kilinski Van Wyk, PLLC
517 E. College Avenue
Tallahassee, Florida 32301
Attn: Lake Ashton CDD, District Counsel

b. **If to Tenant:** [Vendor]
Mailing Address]
[City], Florida [ZIP Code]
Attn: _____

Except as otherwise provided in this Agreement, any Notice shall be deemed received only upon actual delivery at the address set forth above. Notices delivered after 5:00 p.m. (at the place of delivery) or on a non-business day, shall be deemed received on the next business day. If any time for giving Notice contained in this Agreement would otherwise expire on a non-business day, the Notice period shall be extended to the next succeeding business day. Saturdays, Sundays, and legal holidays recognized by the United States Government shall not be regarded as business days. Counsel for the Landlord and counsel for Tenant may deliver Notice on behalf of Landlord and Tenant, respectively. Any party or other person to whom Notices are to be sent or copied may notify the other parties and addresses

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of any change in name or address to which Notices shall be sent by providing the same on five (5) days' written notice to the parties and addressees set forth in this Agreement.

14. SEVERABILITY. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, unconscionable, or unenforceable in any respect, such invalidity, illegality, unconscionability, or unenforceability shall not affect any other provision of this Agreement, but this Agreement shall be construed as if such invalid, illegal, unconscionable, or unenforceable provision had never been contained herein.

15. MISCELLANEOUS.

a. The acceptance by Landlord of rent after it falls due or after knowledge of any breach of this Agreement by Tenant or the giving of any notice or making of any demand or any other act or waiver by Landlord, other than a specific written waiver or election, shall not be construed as a waiver of any rights of Landlord under this Agreement or as an election not to proceed under the provisions of this Agreement.

b. If Landlord or Tenant defaults in the performance of any terms, covenants, agreements or provisions of this Agreement, the defaulting party agrees to pay the non-defaulting party all of the reasonable attorneys' fees and costs incurred by the non-defaulting party in connection with such default.

16. NO THIRD-PARTY BENEFICIARIES. This Agreement is solely for the benefit of the formal parties herein and no right or cause of action shall accrue upon or by reason hereof, to or for the benefit of any third party not a formal party hereto. Nothing in this Agreement expressed or implied is intended or shall be construed to confer upon any person or corporation other than the parties hereto any right, remedy or claim under or by reason of this Agreement or any provisions or conditions hereof; and all of the provisions, representations, covenants and conditions herein contained shall inure to the sole benefit of and shall be binding upon the parties hereto and their respective representatives, successors and assigns.

17. TERMINATION. This Agreement shall terminate at the end of its term as provided in paragraph 3. Thereafter, Landlord and Tenant may renew the Agreement for a one (1) year term each year in a separate writing agreed to by Landlord and Tenant, unless the Agreement is terminated in accordance with the provisions of this Agreement. Failure of Tenant to comply with the terms and conditions of this Agreement shall constitute grounds for termination, upon five (5) days' written notice, except any action by Tenant which shall endanger the public health, safety, or welfare shall be grounds for immediate termination. Notwithstanding the foregoing, Landlord shall have the right to terminate this Agreement upon sixty (60) days' written notice for any reason, with or without cause, and in no event shall the Tenant be entitled to lost profits or other consequential damages. Tenant shall not have the right to terminate this Agreement except for cause, and in such case only after providing the Landlord with sixty (60) days' prior written notice and a reasonable opportunity to cure any default of the Landlord. Upon termination of this Agreement for any reason, Tenant shall restore the Restaurant and any related portion of the premises

utilized by Tenant or its guests or invitees to the condition it was in as of the effective date of this Agreement. Should Tenant fail to make such a restoration, Landlord may undertake to restore the Restaurant and surrounding premises, and Tenant shall be required to reimburse Landlord for said expenses.

18. MONTHLY MEETINGS. Tenant and Landlord agree to meet on at least a monthly basis to discuss and resolve any issues that may arise under the terms of this Agreement, or the provision of food and beverage services as outlined herein.

19. PUBLIC RECORDS. Tenant understands and agrees that all documents of any kind provided to Landlord in connection with this Agreement may be public records and shall be treated as such in accordance with Florida law.

20. FDLE CRIMINAL BACKGROUND CHECK. Tenant shall require a Florida Department of Law Enforcement and other criminal background checks for all employees Tenant will employ at the Restaurant. Tenant shall be solely responsible for any costs associated with conducting and providing such a criminal background check. Should any report reveal any criminal history that would endanger the health, safety and welfare of the Landlord and its residents, such individual shall not be employed at the Restaurant.

21. ENTIRE AGREEMENT. The terms and conditions of this Agreement are the entire agreement and understanding of the parties. Tenant acknowledges that it has read this Agreement and understands its provisions and agrees to occupy the Restaurant under the terms of this Agreement. No change in the terms of this Agreement may be made unless it is in writing and signed by both Landlord and Tenant.

[Signature pages follow]

DRAFT

IN WITNESS WHEREOF, Landlord and Tenant have caused this Lease Agreement to be effective as of the day and year first above written.

"LANDLORD"
LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

By: _____
Name: _____
Title: _____

"TENANT"
[VENDOR]

By: _____
Name: _____
Title: _____

Exhibit A: Restaurant Area
Exhibit B: Tenant's Proposal
Exhibit C: Equipment and Inventory List

DRAFT

Exhibit A

Restaurant Area



Exhibit B

Tenant's Proposal

[See following pages]

DRAFT

Exhibit C

Equipment and Inventory List

Quantity	Item Description
1	Frigidare refrigerator
1	True 3-door refrigerator
1	True single door freezer
1	True single door freezer
1	Hoshizaki ice machine & bin
3	Metro storage racks
1	Metro storage shelf
2	SS work/prep tables
	Assorted dinnerware (dinner, side, salad plates, cups, saucers, bowls)
	Assorted ss prep bowls, trays and utensils
1	Swisher dishwasher
1	Arctic Air 2-compartment reach in prep table refrigerator
1	Atosa 2 compartment, 3-door reach in prep table refrigerator
1	Arctic walk-in cooler
1	Arctic walk-in freezer
1	Baker's Pride pizza oven
1	Imperial convection oven (gas/electric)
3	Pitco fryers 65c+ (gas)
1	Motak gas flat top gridle
1	6 eye stove top (gas)
	Charbroiler grill (gas)
1	Metro heated banquet table
1	Waring commercial microwave
1	Waring blender,immersion, puree, emulsifier
1	Robot Coupe food processor
1	True 2-door reach in beer cooler
1	True 2-door reach in beer cooler
1	Manitowoc Q270 ice machine

DRAFT

SECTION (b)

Restaurant Vendor/Name
3-Roots
Dundee Pizza & Burgers
Plates on Deck
Tropical Fusion
Artemis Lifestyles
Sizzling Grill
Baxters Quality Meats

SECTION (c)

SECTION 1

ARTEMIS Lifestyles

PROFESSIONAL MANAGEMENT SOLUTIONS

Proposal for

LAKE ASHTON COMMUNITY DEVELOPMENT FOOD & BEVERAGE

NOVEMBER 2026



Prepared for

LAKE ASHTON COMMUNITY DEVELOPMENT FOOD & BEVERAGE

Presented by

KARLA ACEVEDO

407-613-3265

ARTEMISLIFESTYLES.COM

A Message from Our CEO

To the Board of Supervisors of
Lake Ashton Community Development District:



Thank you for the opportunity to present Artemis Lifestyles' proposal for the management and operation of the **Lake Ashton Clubhouse Food, Beverage, and Catering operations.**

At Artemis Lifestyles, our mission centers on delivering exceptional, reliable customer experiences across all public-sector and amenity operations. We recognize that the Lake Ashton restaurant, bar, and catering operation is a central hub for your active 55+ community, serving 978 resident homes in Lake Wales while offering public dining and premier event catering in the clubhouse ballroom.

Our management team brings extensive experience in community development district (CDD) amenity and food service operations, including our successful management of Café Sol Bar & Grille at Solterra Resort CDD. We understand the specific financial accountability, Florida Sunshine Law compliance, and high service standards required by CDD Boards.

We are fully committed to establishing a collaborative, transparent partnership with Lake Ashton CDD to elevate resident satisfaction, drive catering revenues, and uphold absolute fiscal discipline.



Mission

To deliver innovative, excellent, and efficient community management through a unified team of customer-focused professionals.



Vision

To provide an extraordinary experience for the communities we serve and a positive workplace for the people who make that service possible.

Sincerely

Diane Braswell
Chief Executive Officer
Artemis Lifestyles



Building stronger communities through service, innovation, and *people who care*.

Executive Qualifications & Public-Sector Experience

Artemis Lifestyles brings proven capability, state licensure, and public-sector accountability to Lake Ashton CDD:

- **20+ Years in Business:** Trusted management partner across Florida communities.
- **100+ Licensed CAMs & 25+ Accounting Professionals:** Deep expertise in institutional financial reporting, governmental compliance, and operational management.
- **Relevant CDD Restaurant Experience:** Active management of CDD-owned restaurant assets, featuring Café Sol Bar & Grille at Solterra Resort CDD under a signed CDD management agreement.
- **Licensing & Clean Record:** Florida DBPR Licensed CAM Firm (CAB5577) with Zero pending litigation or DBPR complaints within the past 5 years.
- **Insurance & Financial Protection:**
  - Errors & Omissions (E&O): $5,000,000 (Axis Insurance Co.)
  - General Liability: $1,000,000 / $2,000,000 (Continental Insurance Co.)
  - Worker's Compensation: $1,000,000 (Continental Insurance Co.)
  - Fidelity / Crime Bond: $5,000,000 (Certain Underwriters at Lloyd's London)
  - Liquor Liability Insurance: $1,000,000 per occurrence / $2,000,000 aggregate.

The right people bring *confidence*, continuity, and stronger community support.

Recommended Operational Structure:
Management & Operations Agreement vs. Lease

In accordance with Addendum #2 (Item 1.h) of the Lake Ashton Food & Beverage RFP, Artemis respectfully proposes a Management & Operations Agreement Model in lieu of a traditional commercial lease.

Key Operational & Legal Benefits to the District

- **District Ownership of Revenues & Asset Control:** 100% of gross revenues from food, beverage, and catering sales belong directly to the District and are deposited into a CDD-controlled bank account. This maintains alignment with CDD tax-exempt facility status and gives the Board full financial oversight.
- **Liquor Licensing & Risk Mitigation:** The District holds and maintains ownership of the permanent liquor license (consistent with Addendum #2, Items 1.a & 1.b). Artemis operates as the contracted management partner, eliminating third-party tenant defaults while ensuring 100% compliance with the Florida Division of Alcoholic Beverages and Tobacco (ABT).
- **Dedicated Working Capital Account:** The District establishes and funds an operational account with a rolling 1-month operating balance, replenished within 5 business days following monthly reconciliations.
- **Service Continuity:** Prevents private restaurant failure or rent default from disrupting resident dining services and clubhouse events.





Restaurant Operating Strategy & Service Philosophy

Artemis will deliver a polished, resident-centric dining and catering experience customized for Lake Ashton:

- **Hours of Operation & Dining Concept:** Open 7 days a week, serving high-quality lunch and dinner tailored to 55+ resident preferences, supplemented by seasonal chef specials.

- **Catering & Clubhouse Events:** Full-service banquet and event catering for resident clubs, private parties, and clubhouse ballroom galas, scheduled in coordination with the CDD Community Director at least 30 days in advance.

- **Point of Sale (POS) & Technology Integration:** Implementation of a modern cloud-based POS system (e.g., Toast) supporting order accuracy, inventory control, mobile ordering, and automated monthly reporting.

- **Staffing & Compliance:** Dedicated Food & Beverage Operations Manager. All staff undergo complete drug screenings, FDLE background checks, TIPS alcohol service certifications, and ServSafe manager certifications in compliance with Polk County Health Department standards.

Historical Data Request & Pre-Implementation Budget Development

Because prior restaurant sales, expense history, transaction counts, labor costs, and facility overhead were not provided in the RFP, Artemis intentionally avoids presenting speculative profit forecasts or ungrounded revenue claims.

Disciplined Pre-Implementation Process:

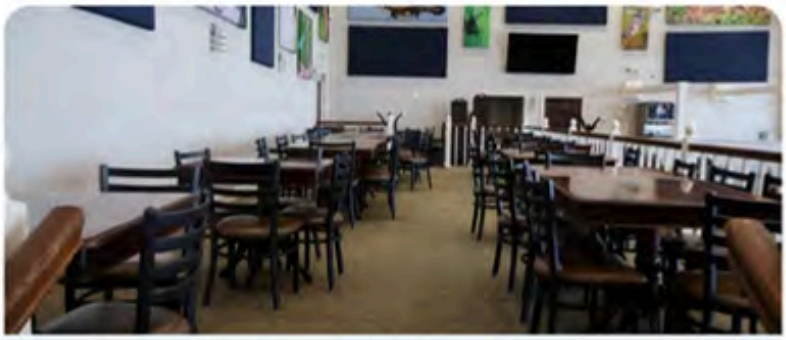
- **Financial Records Request:** Artemis requests past operating records from prior operators (sales mix, average check size, peak hour transaction counts, staffing schedules, and utility trends).
- **Collaborative Budget Development**: Prior to commencement, Artemis will analyze historical data alongside District leadership to co-develop a realistic, line-item Operating Budget for Board review and approval.



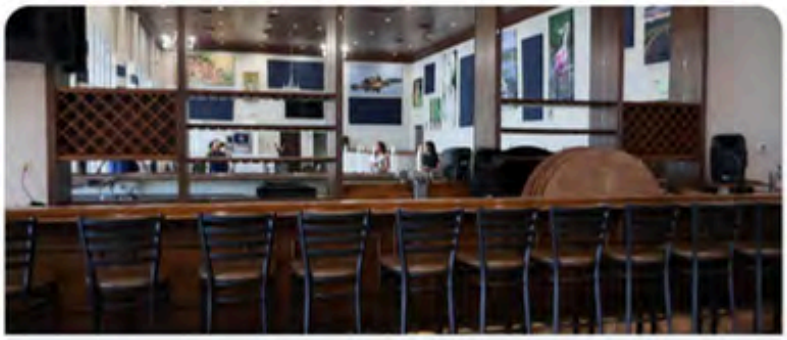
Strategic Partnership & Amenity Enhancement

When the Board determines the right time to renovate, expand, or modernize the Lake Ashton Clubhouse dining spaces, Artemis Lifestyles will act as an active advisory partner.

Leveraging our network of food service design experts and commercial contractors, Artemis will assist the Board in planning and executing facility enhancements that maximize resident value and elevate the community's overall lifestyle appeal.



Main dining room adjoining the ballroom floor



Interior bar with draft towers and back-bar storage



Cook line; charbroiler shows wear



Walk-in cooler and freezer; aged panels



Covered patio with outdoor bar

Trusted by Communities Across Florida

A few examples of communities that reflect the depth of our experience across lifestyle, amenities, financial oversight, and resident support.



Solterra Resort

Large-scale resort-style association with lifestyle, amenities, vendor coordination, and resident service needs.

01



Southshore Falls

Gated, active 55+ community in Apollo Beach, Florida, that offers resort-style amenities and maintenance-free living without the high cost of a luxury golf club.

02



Reunion Resort & Club Master

Master association and multiple sub-associations with white-glove management, financial reporting, vendor coordination, and resort-style operations.

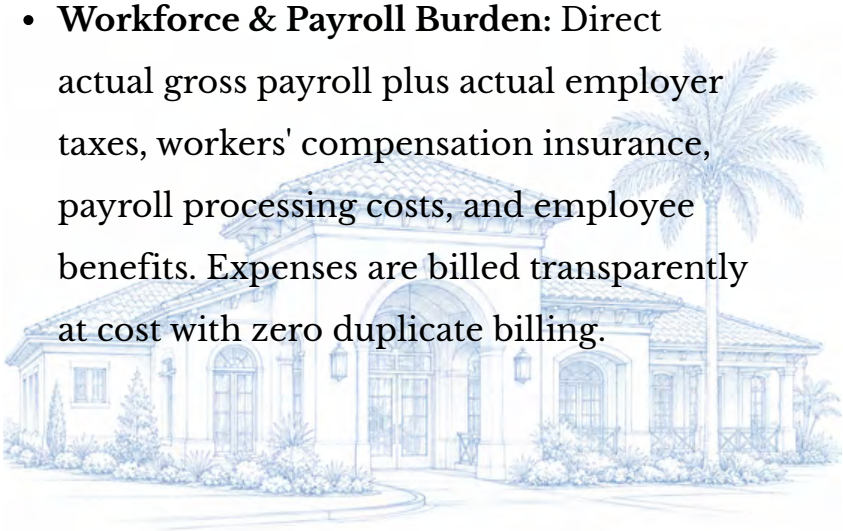
03

Proven experience supporting communities with *distinctive* needs and high expectations.

Customized Investment & Management Fee Structure

Artemis offers a straightforward, transparent fee schedule for Food & Beverage Management Services:

- **Monthly Management & Oversight Fee:** $2,000.00 / month
- **One-Time Onboarding Fee:** $1,200.00 (Includes POS integration, vendor setup, bank account coordination, staff onboarding, and portal setup)
- **Workforce & Payroll Burden:** Direct actual gross payroll plus actual employer taxes, workers' compensation insurance, payroll processing costs, and employee benefits. Expenses are billed transparently at cost with zero duplicate billing.



MONTHLY MANAGEMENT & OVERSIGHT FEE

$2,000.00

ONBOARDING FEE
(ONE TIME FEE ONLY)

$1,200.00

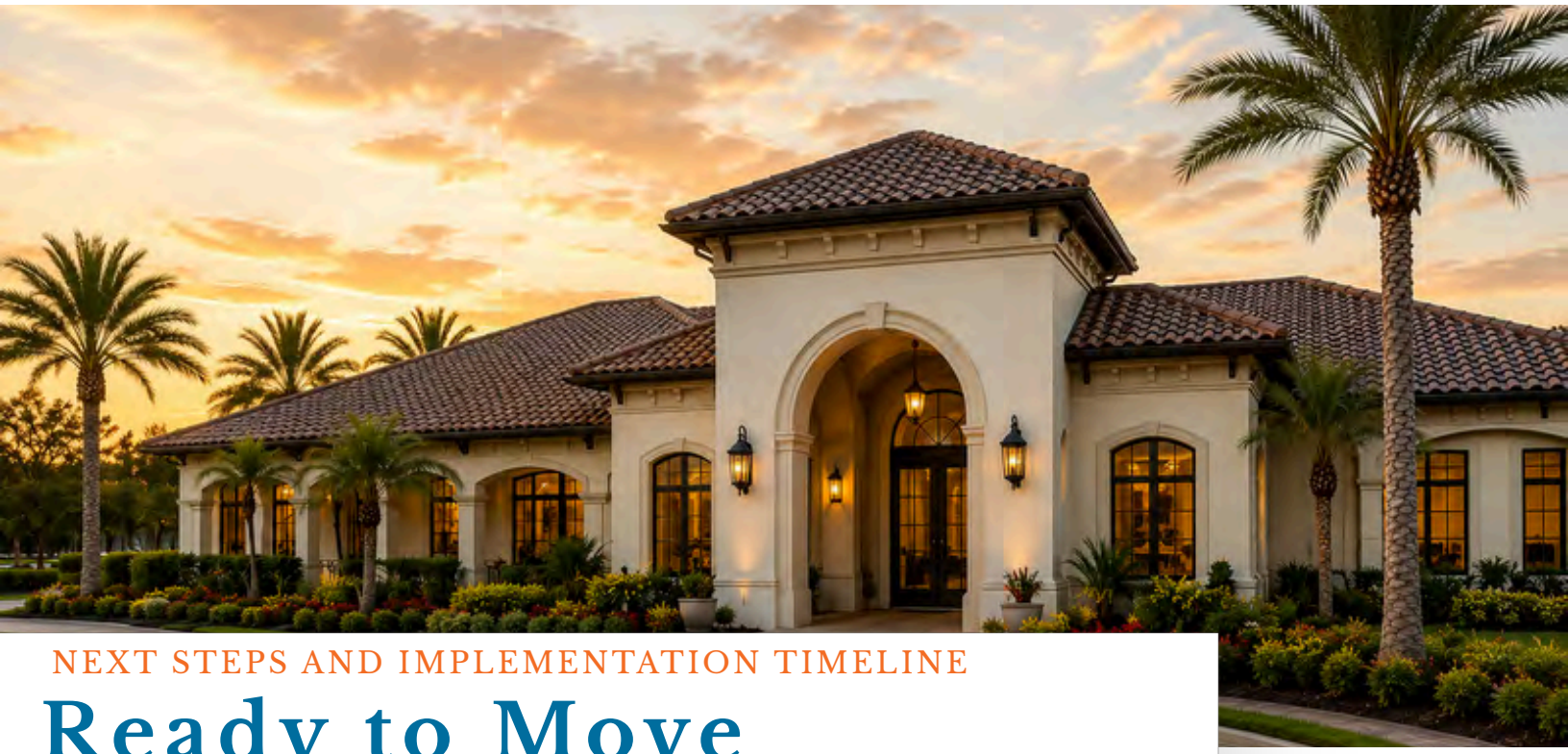
REIMBURSED AT COST

(Estimated 35% of gross payroll)

Notes & Exclusions

- Fees are based on the approved scope of services and community information provided.
- Services outside the agreed scope will be quoted separately.
- Fees are subject to annual review.
- This proposal is valid for 60 days.

A thoughtful investment in *stronger community management.*



NEXT STEPS AND IMPLEMENTATION TIMELINE

Ready to Move Forward Together

Thank you for the opportunity to present our management proposal for LAKE ASHTON COMMUNITY DEVELOPMENT FOOD & BEVERAGE. We look forward to discussing how Artemis can support your Board, residents, and community goals. We are fully prepared to deliver the leadership, stability, and operational excellence. We look forward to interviewing with the Board.

BOARD REVIEW

01 Presentation and discussion with the Lake Ashton CDD Board of Supervisors.

DATA & SCOPE REFINEMENT

02 Exchange of available historical operating records and refinement of the operational budget.

CONTRACT FINALIZATION

03 Execution of the Management & Operations Agreement.

ONBOARDING & LAUNCH

04 30 to 60-day transition leading to grand opening/relaunch.

KARLA ACEVEDO | 407-613-3265 | KACEVEDO@ARTEMISLIFESTYLES.COM

We look forward to building a *strong partnership* and helping your community

Love where you live!

ARTEMIS Lifestyles

SECTION 2

Cover Page



Response to Request for Proposals for Food and Beverage Operations Services
Lake Ashton Community Development District
Submitted by Coull Enterprises, LLC, d/b/a The Shoreline at Lake Ashton
265 Terranova Blvd, Winter Haven, FL 33884
Shawn Coull, Sole Member | (207) 861-2524 | scoull82@yahoo.com

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Ashta Compton, Barrel239
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Lunch Menu
Dinner Menu
Dessert Menu
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Weekend Brunch Beverages
Bar Menu
Happy Hour and Small Plates Menu

Section 1: Letter of Interest

Coull Enterprises, LLC
265 Terranova Blvd
Winter Haven, FL 33884
(207) 861-2524 | scoull82@yahoo.com

November 9, 2026

Board of Supervisors
Lake Ashton Community Development District
Attn: Jill Burns, District Manager
4141 Ashton Club Drive
Lake Wales, FL 33859

Re: Response to Request for Proposals for Food and Beverage Operations Services: Letter of Interest and Legal Composition of Entity

Dear Members of the Board of Supervisors,

Coull Enterprises, LLC is pleased to submit this letter of interest in response to the Lake Ashton Community Development District's Request for Proposals for Food and Beverage Operations Services. We propose to lease and operate the District's restaurant and bar at 4141 Ashton Club Drive, Lake Wales, Florida, and to provide catering for special events. We will operate the business as **The Shoreline at Lake Ashton**, an upscale-casual restaurant and bar open to residents and the general public seven days a week for lunch and dinner, with weekend brunch.

Legal composition of the entity

- **Legal name:** Coull Enterprises, LLC
- **Entity type:** Florida limited liability company
- **Date of formation:** November 2, 2026
- **Florida document number:** L2600059181
- **FEIN:** 43-2758960
- **Ownership:** single-member LLC; Shawn Coull holds 100% of the membership interest
- **Management:** member-managed; Shawn Coull is the sole member and manager
- **Authorized signatory:** Shawn Coull, Sole Member, is the only person authorized to execute contracts and bind the company
- **Trade name:** The Shoreline at Lake Ashton (fictitious name registration with the Florida Division of Corporations will be completed upon acceptance of the RFP)
- **Principal address:** 265 Terranova Blvd Winter Haven, FL 33884
- **Registered agent:** Shawn Coull

- **Status:** active and in good standing with the State of Florida

There are no other members, managers, officers or parent companies with an ownership interest in Coull Enterprises, LLC.

Coull Enterprises, LLC is authorized to do business in Polk County and the State of Florida and will obtain and maintain all required local, state and federal licenses, including a DBPR food service license and a 4COP Special Food Service (SFS) liquor license. Neither the company nor its member is debarred or suspended under section 287.133(2)(a), Florida Statutes, or listed on the scrutinized companies lists under section 215.473, Florida Statutes. The company will comply with the E-Verify requirements of section 448.095, Florida Statutes.

Statement of interest

For more than three years, I have served Lake Ashton residents every week as Market Manager for Baxter's Quality Meats LLC at the Wednesday community market, preparing soups and pot pies that many residents have come to know. My background in food began in my family's bed and breakfast in Maine and continued through two years of culinary arts training at Capital Area Technical Center and work in restaurant kitchens. Residents have often told me what they want in a neighborhood restaurant, and The Shoreline is built around those conversations.

The Shoreline at Lake Ashton will be the community's centerpiece dining destination while drawing guests from across Polk County. Our plan follows the District's goals: consistent hours seven days a week, a high-quality menu that appeals to residents, active marketing to the general public, and private events, meetings and catering. We will present our food and beverage service plan to the Board before opening, well within 90 days of lease signing, attend the monthly Board meetings, submit monthly reports, and work with the Board on facility improvements. We plan to open within 90 days of lease signing, targeting April 2027.

The proposal that follows includes our business plan, operations and staffing plans, menus and catering packages, marketing plan, qualifications, references, financial plan, POS system description, licensing and insurance plan, and proposed lease terms. I am happy to provide any additional information the District needs and welcome the opportunity to present our proposal to the Board.

Sincerely,

COULL ENTERPRISES, LLC

By: _____
Shawn Coull, Sole Member

Date: _____

Section 2: Company Background and Financial Stability

2.1 Ownership, organization, history and structure

Coull Enterprises, LLC is a Florida limited liability company formed on November 2, 2026, wholly owned by Shawn Coull. The company was formed in anticipation of operating **The Shoreline at Lake Ashton**, which will be registered as its trade name. Shawn Coull will serve as Owner/General Manager, overseeing hiring, scheduling, service, purchasing, finances, vendors and marketing, supported by an Assistant Manager, a Head Chef/Kitchen Manager and a front-of-house team.

2.2 Size, longevity, specialization and stability

The Shoreline is an owner-operated, upscale-casual Modern American grill and bar with a full bar, weekend brunch and event catering. It will open with 23 employees plus the owner, working about 617 paid hours per week, including a full-time Assistant Manager and a part-time Marketing / Administrative Project Manager who joins before opening to lead marketing, administration and guest experience measurement. A part-time Administrative / Marketing Assistant is added in month 4. Startup funding of $311,000 covers $148,500 in initial setup, $136,500 in working capital and a $26,000 contingency (see Section 9).

2.3 Bank references

Bank	Contact name	Phone	Email	Relationship
TD Bank	**Melissa Cole**	**263-295-9796**	**Melissa.cole@td.com**	**TBD**

2.4 Financial statements on request

Coull Enterprises, LLC will complete a detailed financial statement and provide any other information the District requests. As a newly formed company (November 2026), it has no operating history; Shawn Coull's personal financial information and credit history are available on request.

The company is arranging financing through banks, the Small Business Administration (SBA) and loans from private investors. Private investors will participate as lenders, not owners, so Shawn Coull will retain 100% ownership of Coull Enterprises, LLC. Neither Coull Enterprises, LLC nor its member has been involved in any bankruptcy proceeding.

Section 3: Business Plan and Vision

3.1 Understanding of the work

Coull Enterprises, LLC will lease and operate the District's restaurant and bar at 4141 Ashton Club Drive, with seating for up to 235 guests, plus a lake-view patio. We will furnish all management, supervision, labor and supplies; open seven days a week for lunch and dinner, with weekend brunch; provide full bar service; cater special events, including in the District's ballroom; maintain the premises and the District's equipment; and report monthly to the Board.

3.2 Why we deserve the lease

Throughout my career I (Shawn Coull) have had a passion for cooking, food service and hospitality and have always dreamed of having my own restaurant. I have experience not only in traditional restaurant settings but also in catering and meal prep as well as experience with staff management and product procurement. Starting at the age of 9 I began working at my family's bed and breakfast "The Loons Call Inn" which was located in China, Maine. I worked alongside my parents, especially my mother who was responsible for all the cooking at the inn. She taught me the fundamentals of cooking and laid a foundation for what would become a lifelong passion. During high school I continued to pursue these goals by enrolling in the culinary arts program at the Capital Area Technical Center where I continued to build on my cooking abilities and also learn additional skills such as ordering and procurement, menu planning, event planning and management skills. After completing 2 years of the culinary programs I was able to obtain jobs in multiple restaurants where I was able to continue to build on my knowledge and learn new skills.

When I moved to Florida I began working for Baxter's Quality Meats LLC and brought much of my expertise into my position as Market Manager. Some of my duties there were to run the community markets such as the one held on Wednesdays at Lake Ashton. Over the last 3 and a half years I have had the pleasure of serving the residents of Lake Ashton, many of whom I have formed friendships with and who have come to trust my commitment to quality, my ability to provide a great customer experience and many who looked forward to sampling my culinary ability through the prepared foods, such as homemade soup and pot pies that I made. Through these interactions I was also able to get a good look at many of my customers' preferences and hear directly from them the kind of dining experience they were looking for in a prospective restaurant in the community. When I heard about the opportunity that was available to take over the operations of the restaurant in the clubhouse, I knew this was an opportunity that I couldn't let pass by. With the encouragement of my family, friends and several Lake Ashton residents, I formed Coull Enterprises, LLC in order to be able to submit the RFP with the goal of it being accepted and accomplishing my current goal of being an owner/operator of my own restaurant.

3.3 Vision for the food and beverage operation

Great Food. Great Drinks. Great View. The Shoreline will be a full-service, upscale-casual Modern American grill and bar serving lunch, dinner and weekend brunch. Our menu will combine familiar American favorites with premium steaks, seafood, burgers, and signature cocktails.

The setting is warm and refined: natural wood, cream and navy accents, abundant daylight, a prominent bar and a lake-facing patio. It will serve Lake Ashton residents and golfers, visiting families, couples, and households from Lake Wales, Winter Haven and Lakeland.

Concept renderings



Lakeside entrance and patio access



Dining room



Bar and back bar



Lake-view patio

These are conceptual renderings of the planned design, not photographs of the current premises.

3.4 Customer service philosophy

“Treat every guest like a neighbor, because most of them are.”

The Shoreline’s service philosophy grows out of more than three years of serving Lake Ashton residents every week. Guests should feel recognized, comfortable and well cared for, whether they’re regulars stopping in for lunch or visitors celebrating a special occasion. With the owner on site as General Manager, every guest has direct access to the person responsible for their experience. Staff will create a personable but professional relationship with our customers.

Our service standards

- **Welcome:** every guest is greeted within one minute of arriving, and regulars are greeted by name.
- **Consistency:** the same quality food and service at every visit, guided by recipe and portion standards.
- **Comfort and accessibility:** easy-to-read menus, comfortable noise levels, help with seating, and patience with every request.
- **Attentiveness without rushing:** check back within two minutes of food arriving, keep drinks refilled, and never hurry a table.
- **Listen and adapt:** dietary and allergy requests are handled carefully and communicated directly to the kitchen.
- **Make it right:** every staff member is empowered to resolve concerns on the spot, and the manager on duty follows up personally.

How staff are trained

New employees complete orientation on the menu, allergens, service standards and the POS system, then shadow an experienced team member before working on their own. Servers and bartenders complete responsible alcohol-service training. Brief pre-shift meetings each day cover specials, reservations, regular guests' preferences and any feedback from the day before. Management reviews guest feedback weekly and uses it in ongoing training (see Section 4.10).

3.5 Creative ideas for first-rate concessions

The Shoreline at Lake Ashton will maintain a core menu of lunch, dinner, brunch and signature cocktails, as well as rotating specials, seasonal items and themed nights.

Examples:

- Prime Rib night every Wednesday
- Trivia night with special bar bites/drinks
- Special holiday menus, e.g., corned beef and cabbage and Guinness beef stew for St. Patrick's Day, or a surf and turf special for Valentine's Day
- Seasonal menu items like short ribs and hearty soups/stews in the winter or incorporating blueberries and strawberries into dishes and drinks while in season
- Partner with regional chefs for guest chef nights that highlight their signature cuisine

3.6 What will draw patrons

The Shoreline will give Lake Ashton residents and the surrounding community something the area doesn't have now: a dependable, upscale-casual restaurant with a lakeside view, open seven days a week.

- **A familiar face:** for more than three years, Shawn Coull has served Lake Ashton residents every week at the community market. Many already know his cooking, and the menu reflects what they've said they want in a neighborhood restaurant.

- **The setting:** lake views from the dining room and patio, a welcoming bar, and a warm, coastal atmosphere for everyday meals and special occasions.
- **A menu for every budget and occasion:** affordable soups, salads, sandwiches and burgers at lunch, alongside steaks, fresh seafood, house specialties and desserts at dinner. The lunch menu is available all day, including at dinner and during weekend brunch.
- **Weekend brunch:** Saturday and Sunday brunch with Benedicts, shrimp and grits, mimosas and Bloody Marys, a natural gathering spot for residents and their visiting families.
- **Signature cocktails and a full bar:** drinks with local character, like the Sandhill Crane Martini and The 19th Hole Moscow Mule, plus beer, wine and zero-proof options.
- **Events worth coming out for:** monthly wine pairing dinners, guest chef nights, holiday menus such as St. Patrick's Day, and live music.
- **Golf and club connections:** post-round meals and drinks for golfers, and private dining and catering for resident clubs and celebrations.
- **Open to the public:** marketing to Winter Haven, Lake Wales and nearby communities brings in new guests alongside Lake Ashton residents.

3.7 What will keep them coming back

Guests return to places where they feel known. At The Shoreline, that starts with a dependable experience on every visit and a team that stays.

- **Consistency:** recipe and portion standards mean a guest's favorite dish tastes the same every time.
- **A menu for weekly dining:** a range from soups, salads and sandwiches to steaks and seafood, plus a daily soup du jour, daily and weekly specials, and seasonal menus, so regulars always have something new to try.
- **Regular events:** we want The Shoreline to be the place where something is always happening. Examples of events include:
    - Weekly events like trivia, karaoke and local musicians
    - Special events throughout the year including wine and bourbon tastings, cooking classes, and holiday celebrations such as Easter brunch, Irish dancers on St. Patrick's Day, and a New Year's Eve dinner party.
    - Lake Ashton is also home to many members of The Central Florida Street Rod Association so there is an opportunity to host weekly car meets with special food and beverage discounts to car owners and attendees. The association has already expressed interest in holding its monthly meetings and its annual holiday party at The Shoreline.
- **Shoreline Rewards:** our loyalty program rewards every visit with points toward dining credit, birthday recognition and early notice of special events. (additional details in Section 6)
- **Familiar faces:** low staff turnover is central to our plan. When the same servers, bartenders and cooks are there week after week, they learn guests' names, favorite tables, usual orders and dietary needs. That personal connection keeps both residents and non-residents coming back.

- **How we'll keep our team:** competitive pay, consistent and fair scheduling, thorough training, recognition for great service, and room to grow into lead and management roles. A team that's treated well treats guests well.
- **Listening and responding:** guest feedback is reviewed regularly, and regulars will see their suggestions reflected in the menu and service.

3.8 Our specialty

USDA Choice steaks, seafood such as grouper and crab cakes, 8 oz burgers from a chuck, brisket and short-rib blend, and craft cocktails like the Shoreline Smoked Old-Fashioned.

3.9 First-year goals

Opening and operations

- Open seven days a week, 77 hours per week, by mid-April 2027 (dates depend on the notice of award and lease signing).
- Present the food and beverage service plan (menu, hours of operation and marketing plan, shaped by the resident survey) to the Board at its March 2027 meeting, before opening and well within 90 days of lease signing.
- Pass every health and fire inspection and submit monthly reports to the Board by the 5th business day of each month.

Sales and finances

- Reach about $1.2 million in first-year revenue and build toward monthly cash break-even of about $120,900 (about 115 guests a day at $35 per guest), reached by the end of the second year.
- Keep food cost at or below 31% of food sales and alcohol cost at or below 22% of alcohol sales.

Guests and community

- Maintain a guest satisfaction rating of 4.5 out of 5 or higher, and enroll 500 Shoreline Rewards members.
- Book at least 12 private events or catering jobs, including club gatherings and ballroom events.
- Hold at least one weekly event and one special event each month.
- Test free delivery to Lake Ashton homes and take-home meals such as pot pies, lasagna and meatloaf.

Team

- Keep at least 75% of the opening team through the first year, with all servers and bartenders certified in responsible alcohol service and all managers certified in food protection.

3.10 Opening schedule

Dates assume the Board accepts the proposal in mid-December 2026. The soft opening is targeted within 90 days of lease signing; if acceptance or lease signing moves, each date shifts by the same amount.

Milestone	Target date
Proposal accepted by the Board	Mid-December 2026
Lease negotiated and signed; financing closed	Mid-January 2027
Food service license, insurance and 4COP-SFS liquor license applied for	Food service license right after lease signing; SFS liquor license filed in February, issued about 60–90 days later (target April 2027)
Equipment inspection and renovation scope confirmed	Late January 2027
Cosmetic improvements, POS installed, supplier accounts opened	February 2027
Key staff hired (Kitchen Manager, Lead Cook, Bartender)	Mid-February 2027
Remaining staff hired	Early to mid-March 2027
Recipe costing and menu prices finalized	Early March 2027
Food and beverage service plan presented to the Board (menu, hours and marketing plan, with resident survey results)	March 2027 Board meeting
Training and mock services (friends, family, resident previews)	Late March 2027
Soft opening with controlled seating	Early April 2027
Grand opening	Mid to late April 2027

3.11 Critical risks and obstacles

Risk	How we'll address it
Alcohol licensing	Apply for the SFS license right after the lease and food service license; if it is delayed, open with food and non-alcoholic drinks and add alcohol as soon as it is issued
Shift coverage	Validate a shift-by-shift schedule with relief, breaks and overtime before opening; schedule labor by daypart
Customer demand	Open with controlled seating, track daily sales, and market to golfers and nearby communities
Cost inflation	Recipe and portion controls, supplier price comparison, inventory reconciliation
Cash during ramp-up	$136,500 working capital, $26,000 contingency, weekly cash forecasts
Financing	Secure financing proposals before signing the lease
Property maintenance	Clear repair responsibilities in the lease and a preventive maintenance schedule

Section 4: Operations Plan

4.1 Staffing plan

The Shoreline will open with 23 employees plus the owner, working about 617 paid hours per week. A full-time Assistant Manager starts on opening day and runs the evening shifts Wednesday through Sunday, so the owner or Assistant Manager is on duty whenever the restaurant is open. Kelli Welch joins before opening as part-time Marketing / Administrative Project Manager to lead the opening marketing campaign, administrative setup and guest experience measurement (see Section 7.3); her pre-opening hours are covered by the $20,000 recruiting, training and pre-opening payroll budget. Ashta Compton, owner of Barrel239, will help set up the bar, opening drink menu and bartender training as an independent consultant for a $2,500 flat fee, also paid from that budget. A part-time Administrative / Marketing Assistant will be added in month 4, once operations are stable, reporting to the Project Manager and bringing the team to 24 and about 637 hours.

All positions require reliable attendance; availability for evenings, weekends and holidays; respectful teamwork; the ability to perform essential duties with or without reasonable accommodation; and food safety training. Servers and bartenders also complete responsible alcohol-service training. Every new hire passes a drug screening and background check, and The Shoreline operates as a drug-free workplace.

Position	Count	Hours/ week	Full/part-time	Base pay	Key requirements
Owner / General Manager	1	About 50	Full-time	$60,000/yr	Restaurant and food-service management experience; hiring, training and scheduling; budgeting and food and labor cost control; Food Protection Manager certification.
Assistant Manager	1	40	Full-time	$20/hr	2+ years of restaurant supervisory experience; opens and closes, leads the floor and bar on evening shifts, handles cash and guest concerns; Food Protection Manager certification and responsible alcohol-service training.
Head Chef / Kitchen Manager	1	37	Full-time	$25/hr	5+ years of professional cooking, including 2+ leading a kitchen; recipe development and menu costing; inventory and purchasing; Food Protection Manager certification. Culinary degree preferred.

Position	Count	Hours/ week	Full/part-time	Base pay	Key requirements
Lead Cook	1	38	Full-time	$19/hr	3+ years of cooking with a similar menu and volume; experience leading a shift; works all stations.
Line Cooks	3	102 total	Full-time	$17/hr	1+ year of cooking or culinary training; follows recipe, portion and plating standards; works efficiently during busy service.
Prep Cook	1	18	Part-time	$16/hr	Basic knife skills; follows prep lists; labels, dates and rotates product.
Dishwashers	2	71 total	Split between full-time and part-time	$15.25/hr	No experience required; operates dish equipment safely; keeps the kitchen clean and organized.
Servers	6	131 total	Split between full-time and part-time	$12/hr + tips	Friendly, attentive service; learns the menu and allergens; accurate ordering and payment handling.
Bartenders	3	86 total	Split between full-time and part-time	$13/hr + tips	1+ year of bartending; classic cocktails, beer and wine; checks IDs and serves responsibly.
Host	1	16	Part-time	$15.25/hr	Warm greeting in person and by phone; manages reservations, the waitlist and seating.
Bussers / Food Runners	3	58 total	Part-time	$15.25/hr	Clears and resets tables quickly; delivers food accurately; supports servers.
Marketing / Administrative Project Manager	1	20	Part-time, starting before opening	$22/hr	Digital marketing, store operations and customer experience measurement; leads marketing, Shoreline Rewards and guest satisfaction tracking.

Position	Count	Hours/ week	Full/part-time	Base pay	Key requirements
Administrative / Marketing Assistant	1	20	Part-time, starting month 4	$18/hr	Social media, email and website updates; event and catering inquiries; reservations and scheduling support; basic POS and sales reporting. Strong writing and computer skills.
Total	**23 + owner (24 from month 4)**	**617 + owner (637 from month 4)**			

4.2 Proposed weekly shift schedule

This starting schedule uses position codes rather than names. Shifts include opening preparation and closing duties. Times run from morning to evening: 9–7 means 9 AM–7 PM, and 3–11 means 3 PM–11 PM.

Management and kitchen

GM = General Manager, ASM = Assistant Manager, KM = Kitchen Manager, LC = Lead Cook, C1–C3 = Line Cooks, P = Prep Cook, D1–D2 = Dishwashers

Day	Management	Kitchen
Mon	GM 11–9	KM 9–5, C1 12–9, P 9–3, D1 3–10
Tue	GM 11–9	LC 9–5, C2 12–9, D2 3–10
Wed	GM 9–3, ASM 3–10	KM 9–5, C2 11–8, C3 12–9, P 9–3, D1 3–10
Thu	GM 9–3, ASM 3–10	LC 9–5, C1 12–9, C3 11–8, D2 3–10
Fri	GM 9–3, ASM 2–11	KM 10–6, LC 3–11, C2 11–7, C3 3–11, P 9–3, D2 10–4, D1 3–11
Sat	GM 8–4, ASM 3–11	KM 8–4, LC 3–11, C1 8–4, C2 3–11, D1 9–5, D2 4–11
Sun	GM 8–1, ASM 1–10	KM 8–1, LC 4–10, C3 8–4, C1 2–10, D1 9–4, D2 4–11

Front of house

S1–S6 = Servers, B1–B3 = Bartenders, H = Host, R1–R3 = Bussers/Food Runners

Day	Servers	Bartenders	Support
Mon	S1 10:30–4, S2 4–9:30	B1 10:30–9:30	R2 5–9
Tue	S2 10:30–4, S3 4–9:30	B2 10:30–9:30	R2 5–9
Wed	S3 10:30–4, S4 4–9:30	B3 10:30–9:30	R3 5–9
Thu	S4 10:30–4, S5 4–9:30	B1 10:30–9:30	R3 5–9
Fri	S1 10:30–5, S2 4–10:30, S5 5–10:30, S6 5–10:30	B2 10:30–6, B3 5–10:30	H 5–9, R1 11–4, R2 5–10
Sat	S1 8:30–4, S3 9–4, S6 11–7, S4 4–10:30, S5 4–10:30	B1 8:30–4, B2 3:30–10:30	H 9–3, R1 9–4, R3 11–5, R2 4–10
Sun	S2 8:30–4, S3 9–4, S4 4–10:30, S5 4–10:30	B3 8:30–4, B1 3:30–10:30	H 9–3, R1 9–4, R3 4–10

4.3 Hours of operation

Days	Hours	Service
Monday–Thursday	11 a.m.–9 p.m.	Lunch and dinner
Friday	11 a.m.–10 p.m.	Lunch and dinner
Saturday–Sunday	9 a.m.–10 p.m.	Brunch, lunch menu and dinner

77 public hours per week, with full bar service during permitted operating hours.

4.4 Future methods of operation

Daily sales reports, recipe and portion controls, supplier price comparisons, inventory counts and weekly cash forecasts will guide adjustments to hours, menu and staffing.

- **Year 2:** grow repeat business, private dining and catering, community partnerships and the beverage program, adding staff only as demand is proven. Create and test breakfast plan.
- **Year 3 and beyond:** expand private events, make fuller use of seating and the patio, build the regional customer base, and develop department leaders so the owner can focus on strategy and financial performance.

Every expansion will be weighed against profitability, demand, available capital and readiness. Coull Enterprises, LLC intends to keep full ownership of The Shoreline while growing steadily and sustainably.

4.5 Uniforms

Uniforms reflect The Shoreline's upscale-casual, coastal style. Every employee arrives clean, well-groomed and in a clean, well-fitted uniform. The restaurant provides branded items and required protective equipment.

Position	Uniform
Servers, bussers and food runners	Navy Shoreline polo, black pants, black non-slip closed-toe shoes, black waist apron, name tag
Bartenders	Black button-down shirt, black pants, black non-slip shoes, black bar apron, name tag
Hosts	White or navy collared shirt or blouse, black or navy dress pants, black slip-resistant shoes, name tag
General Manager / Assistant Manager	Navy, black or white collared shirt; black, navy or charcoal dress pants; slip-resistant dress shoes; optional navy blazer; name tag
Head Chef / Kitchen Manager	Black chef coat with Shoreline logo, black chef pants, non-slip kitchen shoes, apron, chef hat or hair restraint
Lead Cook, line cooks and prep cook	Black chef coat or kitchen shirt, black chef pants, non-slip kitchen shoes, apron, hair restraint
Dishwashers	Black or charcoal work shirt, black pants, waterproof slip-resistant shoes, waterproof apron, protective gloves

Grooming and appearance

- Hair, and beards where needed, are restrained for anyone handling food.
- Nails and jewelry follow Florida Food Code limits for food handlers; fragrance is light or none.
- Tattoos and piercings are permitted if appropriate for a family dining setting and safe for the job.
- Personal phones are kept away from food preparation areas.
- Not permitted: open-toed or non-slip-resistant shoes; ripped, stained or offensive clothing; athletic wear; dangling accessories near food or equipment.

Reasonable religious, disability and medical accommodations will be made. Management addresses uniform issues privately and consistently.

4.6 Sanitation policies

The Shoreline will follow the Florida Food Code and Florida DBPR requirements. Shawn Coull, the Assistant Manager and the Kitchen Manager will hold Florida Certified Food Protection Manager

certification, all food employees will complete Florida-approved food handler training within 60 days of hire, and management will conduct monthly self-inspections using the DBPR inspection checklist.

Food safety

- **Hygiene:** 20-second handwashing; no bare-hand contact with ready-to-eat food; gloves changed between tasks. Employees report illness symptoms before shifts, and managers restrict or exclude them as the Food Code requires.
- **Temperatures:** cold holding at 41°F or below and hot holding at 135°F or above. Poultry is cooked to 165°F, ground beef to 155°F, and seafood and steaks to 145°F. Cooked food cools from 135°F to 70°F within 2 hours and to 41°F within 6.
- **Monitoring:** temperatures are logged at opening, during lunch and dinner, and at closing with calibrated thermometers. Food outside safe limits is corrected or discarded.
- **Receiving and storage:** product only from approved suppliers; damaged or out-of-temperature deliveries are rejected; raw poultry is stored below other foods; prepared foods are labeled and date-marked (7-day limit).
- **Allergens:** allergen information is kept for every menu item, with separate or sanitized utensils to prevent cross-contact. A consumer advisory covers undercooked steaks and eggs.

Responsible alcohol service

- Everyone who serves or supervises alcohol completes documented responsible-vendor training before serving.
- IDs are checked for any guest who appears under 35. No alcohol is served to anyone under 21 or visibly intoxicated.
- Refusals are handled calmly with manager support, water or non-alcoholic options, and a written incident record. Staff help arrange a safe ride when needed.

Alcohol service will begin once Coull Enterprises, LLC's 4COP Special Food Service (SFS) license is issued by the Florida Division of Alcoholic Beverages and Tobacco (see Section 11).

4.7 Maintenance schedule for premises and equipment

Task	Frequency	Responsible
Daily cleaning of kitchen, dining room and bar	Daily	Staff
Daily care of District equipment	Daily	Kitchen Manager
Grease trap cleaning	Monthly	Juice's Septic and Grease trap pumping
Carpet cleaning	Monthly	TBD

Task	Frequency	Responsible
Hood and exhaust fan cleaning	Filters weekly; full hood, exhaust and duct cleaning quarterly	Staff (filters); certified hood-cleaning company (NFPA 96)
Exhaust ductwork servicing	Quarterly, with full hood and exhaust cleaning (NFPA 96)	Certified hood-cleaning company (TBD)
Preventive maintenance on equipment	Quarterly service visit; fryer boil-out weekly; ice machine cleaned every 6 months	Commercial kitchen equipment service company (TBD)
Pest control inspection and treatment	Monthly	Licensed pest control company (TBD)

4.8 Proposed site improvements

We have budgeted $13,500 for non-permanent cosmetic improvements that make the space more welcoming and extend use of the lake-view patio. All improvements are subject to District approval and will be completed in February 2027, before opening.

Improvement	**What it includes**	**Budget**
Lighting	Updated dining room and bar fixtures, dimmable warm lighting and patio string lights	$2,500
Entry and doorway mats	Branded entry mats and non-slip doorway mats at the main and patio entrances	$500
Entrance stands	Host stand and menu display stand at the entrance	$1,000
Patio TVs	Two weather-rated outdoor TVs with mounts for games and events	$2,500
Patio heaters	Four commercial patio heaters for cooler evenings, placed to meet fire-safety requirements	$2,000

Improvement	What it includes	Budget
Patio fire pit	Propane fire table with seating area on the lake-view patio, placed to meet fire-safety requirements	$1,500
Barstools	New or upgraded barstools where the District's existing stools need replacing	$2,000
Décor and finishing touches	Paint touch-ups, artwork and small décor items in the Shoreline navy, ivory and gold	$1,500
Total		**$13,500**

4.9 Equipment we will provide

We will operate with the District's existing major kitchen equipment, dining furniture and bar. Our startup budget includes $30,000 for flatware, pots and pans and other kitchen equipment, with the specific items to be determined after the equipment inspection in late January 2027; $15,000 for dishes, glassware, linens and bar tools; and $8,000 for POS, network and security cameras. Items we purchase remain our property, and any changes to the District's major equipment will be agreed with the District in writing.

4.10 Customer satisfaction, acquisition and retention

The Shoreline will measure how guests feel about every visit, act quickly on what we learn, and give guests reasons to come back, guided by the service standards in Section 3.4. Marketing to new guests is covered in Section 6.

Monitoring guest satisfaction

- **Table visits:** a manager checks in with every table during lunch and dinner.
- **Guest survey:** a QR code on every receipt links to a one-minute survey on food, service, atmosphere, cleanliness and value.
- **Online reviews:** Google, Facebook, Yelp and TripAdvisor are checked daily.
- **Resident feedback:** a comment card at the host stand and a short resident survey each quarter.

Handling complaints

- Every staff member is empowered to resolve a concern on the spot (Section 3.4). The manager on duty follows up personally at the table, apologizes, and offers to correct the dish or remove it from the check.
- Each issue is recorded in the POS the same day, and regular guests receive a personal follow-up.
- Online reviews receive a response within 24 hours.

- Recurring issues are reviewed at weekly staff meetings and fixed through training, recipe or menu changes.

Bringing in new guests and keeping them

New guests are reached through the marketing and community outreach plan in Section 6. Guests come back for the reasons in Section 3.7: familiar faces who know regulars by name, consistent food, Shoreline Rewards (Section 6.8) and something always happening. With guest permission, favorite tables, usual orders and dietary needs are noted in the POS.

Measuring results

Measure	Target	Reviewed
Guest satisfaction (surveys)	4.5 out of 5 or higher	Weekly
Google review rating	4.5 stars or higher	Weekly
Complaint response	Same day in person; 24 hours online	Weekly
Shoreline Rewards members	500 in the first year	Monthly
Returning guests	35–40% of identifiable guests	Monthly
Average check per guest	$35	Weekly
Private events and catering	12 in the first year	Monthly
Staff retention	75% of the opening team after one year	Quarterly

Results will be summarized in the monthly report to the Board (Section 4.11). The goal is a loyal base of regular guests from Lake Ashton, steadily joined by new guests from the surrounding communities.

4.11 Board reporting

We will submit monthly maintenance and expense reports by the 5th business day of each month and send a representative to Board meetings on the third Monday of each month at 9:00 a.m.

Section 5: Menu and Catering

5.1 Proposed menu with prices

Below is a sample of items from our lunch, dinner, dessert, weekend brunch and bar menus, with prices and estimated ingredient costs. The lunch menu is served all day, so guests can order from it at dinner and during weekend brunch. Complete menus with prices for every item are included in the Appendix.

In addition to the core menu, guests will find daily and weekly specials (see Section 5.2) and a small-plates menu during weekday happy hour and early-bird hours, 3–6 p.m., with plates at $3, $6, $9 and $12 (shown below).

Lunch

Item	Price	Est. cost	Gross profit	Margin
Crab Cake (4 oz) with remoulade	$18.00	$6.60	$11.40	63%
Classic Caesar Salad, full	$13.00	$2.40	$10.60	82%
Pick Two lunch combo (soup, half salad, half sandwich)	$14.00	$4.00	$10.00	71%
Classic American Burger	$19.00	$5.75	$13.25	70%
Philly Cheesesteak	$22.00	$7.00	$15.00	68%
Braised Short Rib Crunch Wrap	$18.00	$5.60	$12.40	69%
Shoreline Tacos, 3 (chicken, grouper or steak)	$19.00	$6.00	$13.00	68%
Shoreline Tacos, 2	$14.00	$4.40	$9.60	69%
Blackened Grouper Sandwich	$26.00	$10.40	$15.60	60%

Dinner

Item	Price	Est. cost	Gross profit	Margin
Filet Mignon, 8 oz USDA Choice	$42.00	$13.00	$29.00	69%
Filet Mignon, 6 oz USDA Choice	$34.00	$10.10	$23.90	70%
Filet Mignon, 4 oz USDA Choice	$25.00	$7.40	$17.60	70%
New York Strip, 14 oz USDA Choice	$42.00	$13.13	$28.87	69%
Blackened Grouper, 6 oz	$33.00	$10.15	$22.85	69%

Item	Price	Est. cost	Gross profit	Margin
Shrimp Scampi Linguine	$27.00	$5.50	$21.50	80%
Chicken Marsala	$21.00	$3.55	$17.45	83%
Braised Beef Short Ribs, 8 oz	$39.00	$12.00	$27.00	69%

Lighter Appetites (half portions)

Half portions of popular dinner dishes for guests with smaller appetites, a frequent request from 55+ diners and early-bird guests.

Item	Price	Est. cost	Gross profit	Margin
Fettuccine Alfredo, half, with chicken	$14.00	$2.40	$11.60	83%
Fettuccine Alfredo, half, with shrimp	$17.00	$3.60	$13.40	79%
Shrimp Scampi Linguine, half	$17.00	$2.90	$14.10	83%
Braised Beef Short Ribs, 4 oz	$24.00	$6.50	$17.50	73%
Baked Haddock, 5 oz, one side	$18.00	$4.80	$13.20	73%
Grilled Atlantic Salmon, 5 oz, one side	$18.00	$4.60	$13.40	74%

Desserts

Item	Price	Est. cost	Gross profit	Margin
Key Lime Pie	$9.00	$1.80	$7.20	80%
Crème Brûlée	$9.00	$1.60	$7.40	82%
New York Cheesecake with seasonal fruit topping	$10.00	$3.10	$6.90	69%
Black Tie Mousse Cake	$10.00	$3.00	$7.00	70%
Seasonal Fruit Cobbler with vanilla ice cream	$9.00	$1.90	$7.10	79%
Dessert drink: Espresso Martini	$13.00	$3.20	$9.80	75%
Dessert drink: Key Lime Pie Martini	$12.00	$2.90	$9.10	76%
Dessert drink: Irish Coffee	$11.00	$2.40	$8.60	78%
Dessert drink: Baileys & Coffee	$10.00	$2.10	$7.90	79%

Weekend Brunch

Item	Price	Est. cost	Gross profit	Margin
Classic Eggs Benedict	$17.00	$2.40	$14.60	86%
Shoreline Crab Cake Benedict	$26.00	$7.80	$18.20	70%
Shoreline Shrimp & Grits	$23.00	$4.50	$18.50	80%
Traditional Breakfast Platter	$13.00	$1.70	$11.30	87%
Buttermilk Pancakes (blueberry or chocolate chip +$2)	$13.00	$1.40	$11.60	89%
Avocado Toast	$14.00	$2.80	$11.20	80%
Greek Yogurt Parfait	$9.00	$1.80	$7.20	80%

Bar and Beverages

Item	Price	Est. cost	Gross profit	Margin
Shoreline Smoked Old-Fashioned	$15.00	$3.00	$12.00	80%
Sunset on the Lake Margarita	$14.00	$3.00	$11.00	79%
The Shoreline Mimosa	$10.00	$2.15	$7.85	78%
Michelob ULTRA draft, 16 oz	$7.00	$1.73	$5.27	75%
Kim Crawford Sauvignon Blanc, 5 oz glass	$12.00	$2.40	$9.60	80%
Decoy Cabernet Sauvignon, 5 oz glass	$15.00	$3.20	$11.80	79%

Happy Hour and Early-Bird Small Plates

Weekdays, 3–6 p.m., at the bar, lounge and patio. Small plates are staggered at four price points so guests can try a bite or make a light meal; they also serve as the early-bird menu.

Small plate	Price	Est. cost	Gross profit	Margin
Hand-Cut Fries with garlic aioli	$3.00	$0.65	$2.35	78%
Shoreline Popcorn with butter and sea salt	$3.00	$0.30	$2.70	90%

Small plate	Price	Est. cost	Gross profit	Margin
Cup of Soup du Jour	$3.00	$1.00	$2.00	67%
Garlic Focaccia with herb oil and Parmesan	$3.00	$0.50	$2.50	83%
House Meatballs (2) in marinara	$6.00	$1.60	$4.40	73%
Fried Calamari, 4 oz	$6.00	$2.00	$4.00	67%
Philly Cheesesteak Egg Rolls (2)	$6.00	$2.30	$3.70	62%
Fried Chicken Bites with ranch or barbecue	$6.00	$1.70	$4.30	72%
Half Wedge Salad	$6.00	$1.50	$4.50	75%
Street Tacos (2): chicken, grouper or steak	$9.00	$2.60	$6.40	71%
Coconut Shrimp (4) with sweet chili sauce	$9.00	$2.80	$6.20	69%
Mini Crab Cake with remoulade	$9.00	$3.30	$5.70	63%
Steak Frites Small Plate	$12.00	$4.25	$7.75	65%
Filet Mignon Slider (1) with fries	$12.00	$4.30	$7.70	64%
Small Charcuterie Board	$12.00	$4.00	$8.00	67%

Happy hour drinks	Price	Est. cost	Gross profit	Margin
Draft beers, 16 oz	$4.00	$1.60	$2.40	60%
Bottles and cans	$6.00	$1.75	$4.25	71%
Signature cocktails	$10.00	$3.00	$7.00	70%
House wines by the glass, half price	$4.50–$8.00	$1.80–$3.20	$2.70–$4.80	about 60%

Estimated cost is the ingredient (plate or pour) cost based on current wholesale price estimates. Gross profit and margin are before labor, rent and overhead. Costs will be confirmed with supplier quotes before opening.

Catering Packages

Package	Inclusions	Price
Casual Buffet Service	Sandwiches, BBQ or homestyle Italian dishes, desserts	$25 pp
Classic Buffet Service		$35 pp

Package	Inclusions	Price
Signature Buffet Service **Premier Buffet Service**	Two entrées, two sides, salad, dinner rolls and desserts Upgraded entrées, sides and dessert Carving service and premium selections	$45 pp $59 pp

5.2 Menu and food selection process

The Shoreline's menu is built around what Lake Ashton residents have told us they want, then kept fresh with seasonal menus and daily and weekly specials, so regulars always have something new to try while their favorites stay on the menu.

How the menu is developed

- **Start with residents:** more than three years of weekly conversations at the Lake Ashton community market shaped the core menu, and Founding Member preview nights before opening will test it with residents.
- **Survey residents before opening:** a short survey of Lake Ashton residents, shared through community communications, email and the market, will ask about favorite dishes, price expectations, preferred dining times, and the special events and services they want most, such as themed dinners, live music, catering, take-out and private dining. We will adjust the menu, hours and events calendar based on the results and share what we learned with the District.
- **Cost every recipe:** each dish has a standard recipe and portion, priced to target ingredient costs of about 31% for food and 22% for alcohol.
- **Listen to guests:** server feedback, comment cards and Rewards surveys, together with Toast sales reports reviewed each month. Slow-selling or low-margin items are revised or replaced.
- **Options for every guest:** lighter and smaller portions, gluten-free and vegetarian choices, and clear allergen information, with the kitchen glad to accommodate dietary needs.
- **Specials lead to new menu items:** popular specials become candidates for the core menu at the next seasonal update.

Seasonal menus

The core menu stays consistent, while a seasonal features section of 4–6 dishes, desserts and cocktails changes four times a year to use ingredients at their best.

Season	Timing	Feature ideas
Winter	December–February	Peak season for residents: braised short ribs, pot pies, hearty soups and stews, Florida citrus desserts and cocktails, and Florida stone crab claws when available

Season	Timing	Feature ideas
Spring	March–May	Florida strawberries and blueberries in salads, desserts and drinks; spring vegetables; Easter and Mother's Day brunch features
Summer	June–August	Lighter plates, grilled Gulf seafood, Florida sweet corn, mango and watermelon; summer "locals" specials for year-round residents
Fall	September–November	"Welcome Back" menu for returning residents, Oktoberfest dishes, squash, apple and pumpkin flavors, and Thanksgiving dinner

Daily and weekly specials

Specials give regulars a reason to visit often, let the kitchen use seasonal and best-priced product, and test new ideas. They are costed to the same targets as the core menu and promoted on in-house boards, social media and email to Rewards members.

When	Special
Every day	Soup du jour, a chef's lunch special, the fresh catch of the day (market price) and a dessert of the day
Monday	Burger night: a featured burger of the week with a draft beer pairing
Tuesday	Pasta night: a rotating house-made pasta with salad and bread
Wednesday	Prime Rib Wednesday
Thursday	Chef's Feature Thursday: a new dish created by our chef or a guest chef, often a preview of the next seasonal menu
Friday	Fish Fry Friday: beer-battered or blackened fish with hush puppies and coleslaw
Saturday–Sunday	Brunch features: a seasonal Benedict, a French toast or pancake special and a brunch cocktail
Weekdays, 3–6 p.m.	Happy hour and early-bird small plates at $3, $6, $9 and $12, with $4 draft beers, $6 bottles, $10 signature cocktails and half-price house wines

5.3 Catering for special events

Coull Enterprises, LLC is interested in and able to provide catering for private groups, meetings and special events, at the restaurant and at other District facilities such as the ballroom. Buffet packages are

listed above. The restaurant seats up to 235 guests; ballroom capacity will be confirmed with the District. Catering packages require a minimum of 25 guests, a deposit to reserve the date, and an 18% service charge. We will book ballroom use through the Community Director at least 30 days in advance.

Section 6: Marketing Plan

6.1 Marketing strategy and brand positioning

The Shoreline will establish itself as the preferred regular restaurant for Lake Ashton residents and a dining destination for the surrounding Winter Haven–Lake Wales communities. Rather than relying on expensive advertising, we will prioritize community relationships, online discovery, strong food photography, repeat visits and word-of-mouth referrals.

Brand promise: consistently good food, attentive service, fair value and a memorable dining experience in a beautiful lakefront setting. The Shoreline will be approachable and polished, without the formality of fine dining. The brand uses navy blue, ivory and subtle gold accents with professional food photography and the tagline “Great Food. Great Drinks. Great View.”

Our advantages: a broad American menu, a full-service bar, the lake view and patio, weekend brunch, the ability to host private celebrations and community events, and an owner whom many Lake Ashton residents already know from the weekly community market.

6.2 Target customers and market

The Shoreline serves two overlapping markets: the Lake Ashton community, and the broader population of Winter Haven, Lake Wales and nearby Polk County.

Lake Ashton

Community residents	Homes	Community type
3,000+	1,600+	55+ active adult

These figures come from the District’s restaurant-services solicitation. A 2026 Lake Ashton community survey describes a predominantly owner-occupied community with many couple households; Lake Wales-side respondents tended to be older and longer-tenured, while Winter Haven-side respondents skewed somewhat younger. Resident surveys will confirm dining frequency, seasonal residence, preferred hours and menu preferences.

Surrounding market

Demographic	Winter Haven	Lake Wales
Population (July 2025)	62,313	18,650
Population growth since 2020	23.9%	16.1%
Median age	40.1	42.7
Residents age 65+	19.3%	26.7%
Median household income	$59,648	$56,347

Demographic	Winter Haven	Lake Wales
Households earning $100K+	~26%	~22%

Sources: U.S. Census Bureau QuickFacts and American Community Survey 2020–2024. City-wide figures do not describe Lake Ashton residents specifically.

Both cities have grown quickly since 2020, and Lake Wales has a larger share of residents 65 and older. Because household budgets vary, the menu offers a range of price points, from sandwiches, burgers and salads to steaks, seafood and signature cocktails.

Customer segments

Segment	Dining opportunity	How we reach them
Lake Ashton residents	Frequent lunch, dinner, brunch and social gatherings	Resident communications, Shoreline Rewards, clubs
Nearby 55+ communities, including Traditions	Weekday dining and group outings	Community partnerships and referrals
Winter Haven households	Family meals, date nights, weekend dining	Google, Facebook, Instagram
Lake Wales households	Lunch, dinner and celebrations	Local search and neighborhood marketing
Golfers and club groups	Post-round meals, drinks and banquets	Golf event partnerships
Private-event customers	Birthdays, anniversaries, reunions, catered events	Event packages and direct outreach

6.3 Resident demand and break-even

The scenarios below assume 3,000 residents, two visits per participating resident per month and a $35 average check per guest. They illustrate demand; actual visits will be tracked after opening.

Residents dining each month	Residents	Monthly guests	Monthly sales
15%	450	900	$31,500
25%	750	1,500	$52,500
35%	1,050	2,100	$73,500

At 25%, residents provide about 50 guests a day. Monthly cash break-even of about $120,900 requires about 3,450 guests a month, or roughly 115 a day, so more than half of break-even traffic must come from more frequent resident visits, outside guests and events. Catering is excluded from these projections and adds upside.

6.4 Pre-opening and grand-opening campaign

Pre-opening marketing begins about 90 days before opening. The startup budget includes $12,000 for branding, signage, menus and the pre-opening campaign (table below).

Timing	Activities
90 days out	Launch the website and social media pages; set up the Google Business Profile; share the concept, menu and renovation progress; confirm permission for promotions in Lake Ashton communications and confirm public guest access.
60 days out	Publish photos of signature dishes and cocktails; introduce the team; invite people to sign up for opening updates; begin outreach to golf groups, clubs, nearby businesses and event customers. Survey Lake Ashton residents on menu, events and services.
30 days out	Countdown campaign; announce hours; publish the menu and parking directions; hold resident preview nights and practice services.
Opening	Controlled grand opening with reservations if needed, photography, guest feedback and Shoreline Rewards sign-ups. First impressions come before maximum attendance.

Brand, signage and menu startup budget

After opening, menu reprints for seasonal changes and price updates come from the monthly marketing budget below. These amounts are estimates based on typical local costs; final quotes for signage will be obtained after the lease is awarded, and all signs are subject to District approval.

Item	What it covers	Budget
Logo and brand identity	Professional logo, colors and fonts, with print, sign, uniform and web files	$1,000
Menu design	Layout of dinner, lunch, brunch, bar and wine, kids, dessert and catering menus to match the brand	$800
Menu printing	First print run on heavy stock with durable menu covers, wipeable bar menus and table tents, plus spares	$1,500
Exterior sign	Lighted building or patio sign, design, permits and installation, subject to District approval	$3,500

Item	What it covers	Budget
Interior and directional signs	Hours, patio, restroom and reservation signs, plus a sidewalk A-frame board	$800
Entrance sign and banners	Directional sign at the community entrance (with District approval) and grand-opening banners	$500
Printed materials	Business cards, rack cards for hotels, new-neighbor welcome cards, event posters and gift cards	$700
Website and reservations	Website with menus, directions and private-event inquiries; online reservation setup	$1,200
Pre-opening campaign	Opening ads, food photography, media preview night and Founding Member previews	$2,000
Total		$12,000

6.5 Marketing channels and budget

Channel	Action	Frequency
Google Business Profile	Accurate hours, menu, photos, directions and review responses	Weekly
Facebook and Instagram	Dishes, cocktails, patio views, events and specials	3–4 posts a week
Lake Ashton communications	Dining events and seasonal menus, with community approval	Weekly
Website	Menus, directions, reservations and private-event inquiries	Ongoing
Email updates	Monthly events calendar and member offers, for guests who opt in	Monthly
Local partnerships	Referrals with golf groups, hotels and nearby businesses	Monthly outreach
Community events	Themed dinners, holiday meals, golf events and entertainment	2–4 a month
Paid local advertising	Trackable campaigns aimed at nearby diners	Monthly

Public access: because the restaurant is inside Lake Ashton, the website and Google listing will clearly explain how non-residents enter the community and where to park, once confirmed with the District.

After opening, marketing is budgeted at $1,000 a month ($12,000 a year), within the monthly overhead in the financial plan. Together with the $12,000 startup budget for branding, signage, menus and the pre-opening campaign (Section 6.4), first-year marketing totals about $24,000, without drawing on the working capital reserve.

Monthly marketing budget	**Monthly**	**Annual**
Facebook and Instagram advertising	$300	$3,600
Google search advertising	$200	$2,400
Menu reprints, event flyers, community promotions and outreach	$150	$1,800
Shoreline Rewards allowance	$200	$2,400
Food photography and content	$100	$1,200
Miscellaneous	$50	$600
Total	**$1,000**	**$12,000**

6.6 Signature campaigns and events

- **Shoreline Weekend Brunch:** Saturday and Sunday brunch from 9 AM, promoted with food photography and group reservations, to build a dependable weekend crowd.
- **Chef's Weekly Features and Prime Rib Wednesday:** rotating seafood, steaks, specials and desserts so regulars always have something new to try.
- **Sunset at The Shoreline:** evening patio dining, signature cocktails and appetizers to build weekday evening and bar traffic.
- **Celebrate at The Shoreline:** buffet and table-service packages for birthdays, anniversaries, club functions and corporate events.
- **Something always happening:** weekly trivia, karaoke and live music; wine and bourbon tastings; guest chef nights; holiday celebrations; and car meets for the many Central Florida Street Rod Association members who live in Lake Ashton. The association has already expressed interest in holding its monthly meetings and annual holiday party here.

6.7 Community outreach

The Shoreline will be a gathering place for Lake Ashton residents, neighboring communities and local businesses. All activities in Lake Ashton facilities or communication channels will have the required community approvals.

Program	What it is	Frequency
Lake Ashton Community Table	A reserved area and group menu for resident clubs and groups to meet and dine	Monthly
Shoreline Chef's Table	Small tastings of new and seasonal dishes, with guest feedback guiding the menu	Quarterly
The 19th Hole Golf Social	Post-tournament dining, league lunches and awards dinners with local golf groups	Monthly or by tournament
Shoreline Business Connections	Networking lunches for area business owners and professional groups	Every other month
Dining for a Difference	Fundraising meals with an approved local nonprofit, with the donation clearly disclosed	Quarterly, after opening stabilizes

Potential partners include the Greater Winter Haven Chamber of Commerce, the Lake Wales Area Chamber of Commerce, golf associations, Lake Ashton resident clubs, nearby active-adult communities, culinary training programs and local food suppliers. Outreach is funded with $150 a month ($1,800 a year) from the marketing budget. First-year goals: 8–12 active community partnerships, 12 or more recurring community gatherings, and 2–4 charity events once operations stabilize.

6.8 Shoreline Rewards

Shoreline Rewards is a free loyalty program run through Toast Loyalty in our POS system: "Every Visit Has Its Perks."

Benefit	What members receive
Free membership	Sign up with a phone number or email; no fees
Points	1 point per $1 spent on eligible food and non-alcoholic drinks
Rewards	$5 off an eligible purchase for every 100 points
Birthday	Complimentary dessert with an entrée during the birthday month
Welcome back	A one-time appetizer offer for members who haven't visited in 45 days (tested before wide use)
Members first	Early reservations for chef tastings, menu previews and special events

Points are not earned on alcohol, tax, gratuities, gift cards, discounts or event deposits, and rewards cannot be combined with other discounts. The maximum reward value is 5% of eligible spending.

Reward costs are tracked separately and reviewed monthly. The program begins with a 30-day pilot to test POS accuracy and redemptions before public launch in months 2–3.

6.9 Additional marketing initiatives

- **Founding Member preview nights:** before opening, invite Lake Ashton residents to preview dinners, sign up for Shoreline Rewards with bonus points, and give feedback on the menu.
- **Golf cart welcome:** where permitted, designated golf cart parking and a "cart-in" welcome make it easy for residents to drop by.
- **Seasonal resident calendar:** a "Welcome Back" celebration each fall as seasonal residents return, and summer specials for year-round residents during the slower months.
- **Early-bird small plates:** a weekday early-evening small-plates menu (3–6 p.m.) at $3, $6, $9 and $12, popular with 55+ diners and helpful for filling early tables (see Section 5.1).
- **Shoreline To Go:** take-home meals such as pot pies, lasagna and meatloaf, and a test of free delivery to Lake Ashton homes.
- **Monthly events calendar:** printed at the host stand and clubhouse, posted online and emailed to Rewards members.
- **Gift cards:** promoted for the holidays, Mother's Day and Father's Day, and as golf tournament prizes.
- **Reviews:** every guest is invited to leave a review, with prompt replies to all of them. Reviews are never paid for or requested only from happy guests.

6.10 Reaching guests beyond Lake Ashton

More than half of break-even traffic must come from outside Lake Ashton (Section 6.3). These efforts reach the more than 80,000 residents of Winter Haven and Lake Wales, nearby communities and visitors to the area.

Idea	How we'll do it
Make it easy to visit	A clear "Open to the public" message on the website, Google listing and, with District approval, signage at the community entrance; directions, gate instructions and a parking map; and online reservations.
Targeted digital ads	Facebook, Instagram and Google ads within about 15 miles of Winter Haven and Lake Wales, featuring weekend brunch, sunset views and upcoming events; Nextdoor ads for nearby neighborhoods; a trackable first-visit offer code for each campaign.
Media preview night	Before opening, invite The Ledger, local community papers and magazines, area food bloggers and Chamber leaders for a tasting. Submit every event to community calendars and Visit Central Florida.

Idea	How we'll do it
Visitor referrals	Rack cards and concierge relationships with Winter Haven and Lake Wales hotels, including those serving LEGOLAND Florida visitors, and outreach to Bok Tower Gardens visitors ("lunch after the gardens").
Workplace and hospital catering	Boxed lunches, staff appreciation meals and meeting catering for AdventHealth Lake Wales, Winter Haven Hospital, schools, real estate and professional offices, and Chamber members.
New neighbors	Welcome cards with a first-visit offer, shared through local realtors and new-home communities, to reach the many families moving into the fast-growing area.
Churches, clubs and organizations	Group lunch packages after Sunday services, and meeting space with set menus for Rotary, Kiwanis, garden clubs, Red Hat groups and veterans' organizations.
Celebrations	Rehearsal dinners, bridal and baby showers, anniversary and retirement parties, and celebration-of-life receptions, listed with local wedding planners and venues.
Golf and 55+ communities	Group outings and league lunches for nearby active-adult communities and golf courses, with transportation-friendly lunch times.
Open-to-all events	Weekly car meets, live music, trivia and holiday events promoted regionally so first-time visitors have an easy reason to come.

6.11 Special events calendar

A year-round calendar gives guests a reason to plan a visit every month. Each event is promoted 4–6 weeks ahead through social media event pages, email to Rewards members, and posters at the host stand and clubhouse. Limited-seat dinners are ticketed and prepaid to reduce no-shows. Events involving alcohol begin once the liquor license is issued.

Month	Signature events
January	New Year's Day brunch; football playoff watch parties at the bar; winter soup and stew week
February	Valentine's Day dinner for two with surf and turf; Super Bowl party with game-day platters, also available to go
March	St. Patrick's Day with Irish dancers, corned beef and cabbage, and Guinness beef stew; spring bourbon tasting

Month	Signature events
April	Easter brunch; The Masters watch party with a golf-themed menu; grand opening celebration (2027)
May	Mother's Day brunch with reservations; Kentucky Derby party; Memorial Day patio cookout
June	Father's Day steak dinner; summer wine dinner series and year-round resident specials begin
July	Fourth of July lakeside cookout; summer "locals" specials for year-round residents
August	Florida seafood week; family night before the school year starts
September	College football Saturdays; Labor Day cookout; Oktoberfest menu begins
October	"Welcome Back" party for returning seasonal residents; Halloween costume party and trivia
November	Veterans Day thank-you for veterans; Thanksgiving dinner and take-home Thanksgiving meals; holiday party bookings open
December	Holiday office parties and catering; Christmas Eve dinner; New Year's Eve dinner party; the Central Florida Street Rod Association's annual holiday party, already of interest to the club

Every month: a wine or bourbon pairing dinner, a guest chef night and the Lake Ashton Community Table. **Every week:** trivia, karaoke, live music, a car meet and Prime Rib Wednesday.

6.12 Measuring results

Measure	First-year target	Reviewed
Guest satisfaction (surveys)	4.5 out of 5 or higher	Weekly
Online review rating	4.5 stars or higher	Weekly
Shoreline Rewards members	500 by the end of year one	Monthly
Returning guests	35–40% of identifiable guests	Monthly
Private events and catering	Building toward 4 a month	Monthly
Customer acquisition cost	Marketing spend ÷ new guests, trending down	Monthly
Campaign return	Added gross profit compared with campaign cost	Monthly

Kelli Welch, Marketing / Administrative Project Manager, leads marketing from the pre-opening campaign onward, with the Owner/General Manager approving spending. From month 4, a part-time Administrative / Marketing Assistant handles day-to-day social media, email, event inquiries and Rewards reporting, reporting to the Project Manager. Channels that bring in guests at a sustainable cost receive more investment; others are revised or dropped. Results are included in the monthly report to the Board.

Section 7: Qualifications and Experience

7.1 Restaurant or catering experience

Years	Business or venue	Role (owner, manager, chef, etc.)	What you did
1989–1994	The Loons Call Inn (family bed and breakfast), China, ME	Family business, kitchen	Worked alongside my mother, who did all the cooking for the Inn; learned the fundamentals of cooking and hospitality.
2 years, 1999–2000	Capital Area Technical Center, Culinary Arts Program, ME	Culinary student	Cooking, ordering and procurement, menu planning, event planning and management skills.
1999-2012	The Periwinkle, Belfast, ME; Starting Line Restaurant Cinema and Bar Augusta, ME; Rangeley Meeting House, Rangeley, ME; Belfast Inn, Belfast, ME	Prep Cook, Line Cook, Lead Cook, Expediter, Kitchen Manager	Oversee kitchen operations, complete assigned tasks to ensure meal preparation and service was ready for guests.
2023 to present	Baxter's Quality Meats LLC, Central Florida	Market Manager	Runs community markets, including the weekly Lake Ashton market (about 3.5 years); prepares and sells weekly soups and homemade pot pies; procurement

Years	Business or venue	Role (owner, manager, chef, etc.)	What you did
			and customer service.

7.2 Experience at similar venues

From 1999 to 2012, Shawn Coull worked in restaurant kitchens across Maine, including The Periwinkle and the Belfast Inn in Belfast, the Starting Line Restaurant Cinema and Bar in Augusta and the Rangeley Meeting House, advancing from prep cook to line cook, lead cook, expediter and kitchen manager. For the past 3.5 years he has served Lake Ashton residents every week as Market Manager for Baxter's Quality Meats LLC, running the Wednesday community market and preparing soups and pot pies for residents.

7.3 Project team

Name	Role at The Shoreline	Years	Highlights
Shawn Coull	Owner / General Manager	16+	Culinary arts training; restaurant, catering and meal-prep experience; 3.5 years serving Lake Ashton residents as Market Manager
TBD	Head Chef / Kitchen Manager		
Kelli Welch	Marketing / Administrative Project Manager	25	Digital marketing, store operations and customer experience measurement programs; will lead the opening marketing campaign, Shoreline Rewards and guest satisfaction tracking
Ashta Compton	Bar Setup Advisor (Owner, Barrel239)	**6**	Owner of Barrel239; will assist with bar design and setup, the opening drink menu, product selection and bartender training as an independent consultant for a $2,500 flat fee

7.4 Supplier relationships

Supplier	Products	Relationship
Cheney Brothers; Miami Purveyors, Inc.; Colorado Boxed Beef Co.	Food, paper goods	New account; existing professional relationship from previous role

Supplier	Products	Relationship
Florida Distributing	Beer, wine, spirits	**New account**
Collins Family Market	Fresh produce	New account; existing professional relationship from previous role

While Cheney Brothers and Collins Family Market will be new accounts for Coull Enterprises, LLC, Shawn Coull has an existing professional relationship with both from a previous position, which supports reliable service, fair pricing and a smooth start from opening day.

7.5 Contract defaults

Neither Coull Enterprises, LLC nor its principal has ever failed to complete work awarded or defaulted on a contract.

Section 8: References

#	Name and organization	Relationship and years	Phone	Email	Letter attached
1	Ashta Compton; Owner/Operator Barrel239	Friend and local business owner; 2 years	(863)608-1530	comptonashta@gmail.com	Yes
2	Dave Coggeshall; Proper Pie Co. Haines City, FL	Friend and restaurateur; 1 year	(407)312-3892	David.coggeshall@gmail.com	Yes
3	Thomas Welch; Former Project IT Manager (Retired)	Friend, mentor; 5 years	(609)304-6270	Jerry.welch49@gmail.com	Yes
4	Scott and Connie Lynn; Owners, Pet Wants Kissimmee	Friend and local business owner, 3.5 years	(614)572-6129	cll7408@gmail.com	Yes
5	Luis Betancourt; Owner, San Felipe Spice Trading LLC	Friend and local business owner; 2 years	863-512-0522	luis@sanfelipe.us	Yes
6	Christina & Kent Rogers; Lake Ashton Resident	Customers; 3.5 years (current client)	(703)725-8685	Pampered4you@yahoo.com	No
7	Chuck Caesar; Lake Ashton Resident	Customer; 3.5 years (current client)	(863)521-6203	Chuck.caesar@gmail.com	No
8	John Thompson; Lake Ashton Resident	Customer; 3.5 years (current client)	(248)635-4850	Jftom58@gmail.com	No

#	Name and organization	Relationship and years	Phone	Email	Letter attached
9	Bud & Karen Colburn; Lake Ashton Residents	Customer; 3.5 years (current client)	(608)609-8007	Bud_colburn@hotmail.com	No
10	Carmelo Modesto; Lake Ashton Resident	Customer; 3.5 years (current client)	(518)852-3883		No

Bank references are in Section 2.

Section 9: Financials

As a new venture, Coull Enterprises, LLC provides a financial plan (cash flow pro forma) with proof of financial capacity, in place of prior-year profit and loss statements and balance sheets.

9.1 Startup costs and funding

Item	Amount
Lease security deposit and first month's rent	$9,250
Cosmetic improvements	$13,500
Flatware, pots and pans and other kitchen equipment (to be determined)	$30,000
Dishes, glassware, linens and bar tools	$15,000
POS, network and cameras	$8,000
Licensing, legal (including lease review) and accounting	$17,750
Insurance deposits	$8,000
Opening inventory	$15,000
Recruiting, training, pre-opening payroll and bar setup consultant	$20,000
Marketing, branding, signage and menus	$12,000
Initial setup subtotal	**$148,500**
Working capital	$136,500
Contingency	$26,000
Total startup need	**$311,000**
Owner equity	**TBD**
Financing (lender, rate, term)	**TBD**

9.2 Cash flow pro forma

Key assumptions: $35 average check per guest; sales mix of 65% food and non-alcoholic, 35% alcohol; food cost 31% and alcohol cost 22% of their segments; a 62.51% contribution margin after card processing and other variable costs. Monthly fixed obligations of $73,771 at opening (payroll with burden $48,648, including the full-time Assistant Manager and the part-time Marketing / Administrative Project Manager; owner/GM $5,000, rent $1,250, other overhead $14,500, debt service $4,373) set cash break-even at about $118,000 in monthly sales (about 112 guests a day). From month 4, adding the part-time Administrative / Marketing Assistant raises payroll to $50,433 and fixed obligations to $75,556, moving break-even to about $120,900 (about 115 guests a day).

First six months

Month	Sales	Contribution (62.51%)	Cash after obligations
1	$75,000	$46,883	−$26,889
2	$80,000	$50,008	−$23,763
3	$85,000	$53,134	−$20,638
4	$90,000	$56,259	−$19,297
5	$95,000	$59,385	−$16,172
6	$100,000	$62,510	−$13,046
Total	**$525,000**	**$328,179**	**−$119,805**

The $136,500 working capital covers the ramp-up, leaving about $16,695 after six months, with the $26,000 contingency held separately.

Three years

Year	Revenue	Contribution	Cash after obligations
Year 1	$1,200,000	$750,120	−$151,197
Year 2	$1,380,000	$862,638	−$44,034
Year 3	$1,560,000	$975,156	+$68,484

9.3 Proof of financial capacity

Coull Enterprises, LLC is a new venture, and startup financing is in progress. The total startup need of $311,000 (Section 9.1) will be funded from four sources:

Source	Amount	Status
Owner equity (Shawn Coull)	TBD	Available; bank statement available on request
Bank / SBA 7(a) loan	TBD	Meetings under way with our bank; SBA application in progress
Private investor loans	TBD	Interested investors identified; loan terms and letters of intent in progress
Grants and other programs	TBD	Applications in progress; not relied on for opening
Total	**$311,000**	

Investor funds will be structured as loans, so Shawn Coull will keep 100% ownership. Grants are treated as upside and are not counted toward the funds needed to open.

Coull Enterprises, LLC will give the District written confirmation of financing (a lender commitment letter and proof of funds) before the lease is signed. If financing is not confirmed by that date, we will notify the District promptly.

9.4 Record of financial responsibility

Coull Enterprises, LLC was formed in November 2026, so its financial record is that of its sole member, Shawn Coull. That record shows obligations met, careful handling of money and goods, and a plan built to protect the District.

Financial record

- **No bankruptcies, judgments or defaults:** neither Coull Enterprises, LLC nor Shawn Coull has been involved in any bankruptcy proceeding, judgment or default.
- **Credit standing:** Shawn Coull maintains good personal credit, with all accounts current. Credit reports are available on request.
- **Obligations met:** all personal obligations, including mortgage, vehicle, credit card and student loan accounts, are current and paid as agreed.
- **Responsibility for inventory and sales:** for 3.5 years as Market Manager for Baxter's Quality Meats LLC, Shawn Coull has handled purchasing, inventory and weekly sales, including at the Lake Ashton market. Earlier restaurant roles also included ordering, customer service and sales.
- **Separate business banking:** Coull Enterprises, LLC keeps its finances separate through its TD Bank business account (Section 2).

Financial controls for The Shoreline

- **A conservative plan:** $136,500 in working capital to cover the ramp-up, plus a separate $26,000 contingency that is not counted on in the projections (Section 9.2).
- Daily sales and labor reports from Toast, weekly cash forecasts and monthly review by an outside accountant.
- Rent, utilities, insurance, payroll taxes and loan payments paid first and on time, with automatic payments where possible.
- A monthly financial report to the Board by the 5th business day (Section 4.11).
- Written financing confirmation and proof of funds provided to the District before the lease is signed (Section 9.3).

Section 10: POS System

The Shoreline will use **Toast**, a point-of-sale system built for restaurants, as its single system for orders, payments, payroll and the Shoreline Rewards loyalty program. The $8,000 startup budget covers Toast hardware and setup, the network and security cameras. Hardware and monthly software costs are estimates; a final Toast quote will be obtained after the lease is awarded and kept within this budget by adjusting the number of stations and handheld devices.

Function	**How Toast supports it**
Orders and kitchen	Order entry at the bar, host stand and handheld devices on the patio and in the dining room; orders go straight to kitchen screens or printers, reducing errors and ticket times.
Payments and bar tabs	Cards, tap-to-pay and mobile wallets, split checks and open bar tabs, with payment at the table.
Payroll and scheduling	Toast Payroll and team management handle the time clock, scheduling, tip tracking, payroll and payroll tax filing in the same system as sales, so labor cost is visible daily.
Shoreline Rewards loyalty	Toast Loyalty runs Shoreline Rewards: guests sign up with a phone number or email, earn points automatically on each visit and redeem them at checkout (Section 6.8).
Guest notes and marketing	With permission, favorite tables, usual orders and dietary needs are saved to the guest profile; email marketing reaches Rewards members about events and specials.
Online ordering, gift cards and catering	Online and to-go ordering, digital and physical gift cards, and catering orders and deposits.
Inventory and menu	Menu and price changes in one place, item availability, and product-mix reports that guide purchasing and menu costing.
Reporting for the District	Daily sales, labor percentage, sales mix, average check per guest and Rewards activity, used to prepare the monthly report to the Board by the 5th business day.

Section 11: Licensing and Insurance

License, permit or policy	Issuing agency or carrier	Status	Expected date
Food service license	Florida DBPR, Division of Hotels and Restaurants	Application will be completed upon acceptance of RFP	TBD
Alcoholic beverage license	Florida DBPR, Division of Alcoholic Beverages and Tobacco	4COP Special Food Service (SFS) license; apply in February 2027, once the food service license is issued	Target April 2027
Local business tax receipt	Polk County / City of Lake Wales	Will be completed upon acceptance of RFP	TBD
Fictitious name (The Shoreline at Lake Ashton)	Florida Division of Corporations	Will be completed upon acceptance of RFP	TBD
Commercial general liability	TBD	Certificate provided within 30 days of lease signing	By mid-February 2027
Liquor liability, at least $2,000,000 per occurrence	TBD	Certificate provided within 30 days of lease signing	By mid-February 2027
Workers' compensation	TBD	Certificate provided within 30 days of lease signing	By mid-February 2027

Insurance: Coull Enterprises, LLC will obtain all insurance required by the lease, including commercial general liability, liquor liability, workers' compensation and automobile liability, with the District named as an additional insured. Certificates of insurance will be provided to the District within 30 days of signing the lease and before opening.

Liquor license plan

Coull Enterprises, LLC will obtain its own **4COP Special Food Service (SFS)** license from the Florida Division of Alcoholic Beverages and Tobacco (DABT). This full liquor license allows beer, wine and spirits to be served on premises, and it does not require buying a quota license.

- **Qualifications:** at least 2,500 square feet of service area, seating for at least 150 guests, and at least 51% of food and beverage sales from food and non-alcoholic drinks. The Shoreline meets these requirements, with at least 2,500 square feet of service area, seating for up to 235 guests and a planned 65% food share.
- **Before applying:** a signed lease (right of occupancy), a DBPR food service license, a floor plan of the licensed area, local zoning sign-off, and fingerprints and background checks for the owner.
- **Ongoing compliance:** DABT audits food and beverage sales after the first 120 days of operation and periodically afterward. Itemized sales and purchase records will be kept for at least three years.

Step	Target timing
Lease signed (right of occupancy)	Mid-January 2027
DBPR food service license applied for and issued	Late January to February 2027
Local zoning sign-off; SFS application filed with DABT	February 2027
DABT review, inspection and license issued (about 60–90 days)	April 2027

Cost	Amount
State annual license tax (Polk County)	$1,820 per year
Quota license purchase	Not required with an SFS license
Licensing attorney or consultant (estimate)	About $2,000–$5,000, within the $17,750 licensing, legal and accounting budget (Section 9)
Liquor liability insurance, $2,000,000 per occurrence	Included in insurance certificates (within 30 days of lease signing)

If the license has not been issued by the soft opening, The Shoreline will open serving food and non-alcoholic drinks and add alcohol service as soon as the license is issued.

The liquor liability policy will include contractual liability coverage and name as additional insured: "Lake Ashton CDD and its Board of Supervisors, employees, staff, officers, and consultants." All licensing will be coordinated with the District, and copies of health inspections, permits and certificates will be provided to the District.

Section 12: Proposed Lease Terms

Term	Our proposal
Start date	TBD
Initial term	3 years, to support the $148,500 startup investment, or reimbursement of unamortized improvements if the District ends the lease early
Renewal options	Two 1-year renewals
Rent	$1,250 per month
Security deposit	$8,000
Utilities and services	District: electricity, HVAC, water, sewer, trash and landscaping. Restaurant: gas, cable and internet.
Repairs	Restaurant: individual repairs under $500. District: individual repairs over $500 and major repairs
Alcohol license	Coull Enterprises, LLC will obtain its own 4COP-SFS license. We ask the District to support the application (lease, floor plan and any required sign-offs).
Other requests	Rent begins 60 days after the lease is signed, to allow time for setup, licensing and hiring before opening 15–30 days to correct issues that are not safety-related (the draft lease allows 5 days) A joint inspection with the District of all equipment, supplies and areas included in the lease before opening Free space in community newsletters, emails and marketing materials for menus and events Access to the community website and Facebook group to post menus, events and specials Flexibility to adjust hours seasonally, with 30 days' notice to the District Approval for music on the patio Approval for a propane fire pit on the patio Approval of operating hours until 10 p.m. Friday through Sunday, as listed in Section 4.3

12.1 Areas of discussion for lease agreement

- Liquor license: which areas the license will cover (restaurant, patio and ballroom), and time to obtain it. The draft lease requires a beer and wine license within 30 days; the 4COP-SFS license takes about 60–90 days, so we request 120 days and permission to open serving food while the license is pending.
- Signage: guidelines and approval for the exterior sign and a directional sign at the community entrance.

Appendix

Supporting documents

- ☐ Articles of Organization, Coull Enterprises, LLC (following pages)
- ☐ Certificate of status and Sunbiz entity detail (following pages)
- ☐ FEIN confirmation letter, IRS CP 575 (following pages)
- ☐ Resume: Shawn Coull (following pages)
- ☐ Letters of recommendation: Jerry Welch, David Coggeshall, Ashta Compton, Scott and Connie Lynn, Luis Betancourt (following pages)
- ☐ Designed menus: lunch, dinner, dessert, weekend brunch, brunch beverages, bar and happy hour (following pages)

Business Documents

Articles of Organization

Electronic Articles of Organization For Florida Limited Liability Company

L26000559181
FILED 8:00 AM
November 03, 2026
Sec. Of State
jnardley

Article I

The name of the Limited Liability Company is:

COULL ENTERPRISES LLC

Article II

The street address of the principal office of the Limited Liability Company is:

265 TERRANOVA BLVD
WINTER HAVEN, FL. 33884-342

The mailing address of the Limited Liability Company is:

265 TERRANOVA BOULEVARD
WINTER HAVEN, FL. 33884

Article III

The name and Florida street address of the registered agent is:

SHAWN M COULL
265 TERRANOVA BOULEVARD
WINTER HAVEN, FL. 33884

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: SHAWN COULL

Article IV

The effective date for this Limited Liability Company shall be:

11/02/2026

Signature of member or an authorized representative

Electronic Signature: SHAWN COULL

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.

Certified Copy of Articles of Organization

State of Florida
Department of State

I certify the attached is a true and correct copy of the Articles of Organization of COULL ENTERPRISES LLC, a limited liability company organized under the laws of the state of Florida, filed electronically on November 03, 2026 effective November 02, 2026, as shown by the records of this office.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

The document number of this limited liability company is L26000559181.

Authentication Code: 261105130500-100485075101#1

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Fifth day of November, 2026

Cord Byrd
Secretary of State

Certificate of Status

State of Florida
Department of State

I certify from the records of this office that COULL ENTERPRISES LLC, is a limited liability company organized under the laws of the State of Florida, filed electronically on November 03, 2026, effective November 02, 2026.

The document number of this company is L26000559181.

I further certify that said company has paid all fees due this office through December 31, 2026, and its status is active.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

Authentication Code: 261105130500-100485075101#1

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Fifth day of November, 2026

Cord Byrd
Secretary of State

Sunbiz Entity Detail

Division of Corporations

Sunbiz.org Division of Corporations

Department of State / Division of Corporations / Search Records / Search by Entity Name /

Detail by Entity Name

Florida Limited Liability Company
COULL ENTERPRISES LLC

Filing Information

Document Number	L26000559181
FEI/EIN Number	NONE
Date Filed	11/03/2026
Effective Date	11/02/2026
State	FL
Status	ACTIVE

Principal Address

265 TERRANOVA BLVD
WINTER HAVEN, FL 33884--342

Mailing Address

265 TERRANOVA BOULEVARD
WINTER HAVEN, FL 33884

Registered Agent Name & Address

COULL, SHAWN M
265 TERRANOVA BOULEVARD
WINTER HAVEN, FL 33884

Authorized Person(s) Detail

NONE Shawn M Coull

Annual Reports

No Annual Reports Filed

11/03/2026 -- Florida Limited Liability View image in PDF format

IRS EIN Confirmation (CP 575)

IRS Notice CP575A

Department Of the Treasury
Internal Revenue Service
Philadelphia, PA 19255-0023
Important Information - Please Read

COULL ENTERPRISES LLC
SHAWN M COULL SOLE MBR
% SHAWN M COULL SOLE MBR
265 TERRANOVA BLVD
WINTER HAVEN, FL 33884

November 02, 2026

We assigned you an employer identification number (EIN)

Your EIN is **43-2758960.** The name control associated with this EIN is **COUL.**

What you need to do

- If you did **not** apply for this EIN, visit IRS.gov/EINNotRequested.
- Use this EIN and your name exactly as they appear above when you fill out your tax returns. Otherwise, it may cause delays. Keep a copy of this notice for your records because we'll only send it to you once. You can share a copy with future officers of your organization or anyone asking for proof of your EIN. If your name or address is incorrect as shown, send the correct information to the address at the top of this notice.
- You must file the following forms by the dates shown.

Form	Due Date
940	01/31/2028
941	04/30/2027

What you need to know

If you need to pay certain types of taxes, like employment or corporate income taxes, we'll send you a package with instructions. The package will tell you how to pay your taxes online using the Electronic Federal Tax Payment System (EFTPS). We'llll also send you a personal identification number (PIN) separately. Be sure to activate your PIN when you receive it, so you can start using the EFTPS. To learn more about EFTPS, refer to Publication 966, Electronic Choices to Pay All Your Federal Taxes.

Additional Information

- Refer to Publication 4557, Safeguarding Taxpayer Data: A Guide for Your Business, for tips on keeping your EIN safe.
- Find tax forms or publications by visiting IRS.gov/Forms or by calling 800-TAX-FORM (800-829-3676).
- Call us at 800-829-4933 if you can't find what you need online. If you prefer, you can write to the address at the top of this notice.

Resume

Shawn Coull

Shawn Coull

265 Terranova Blvd. Winter Haven, FL 33884
(207) 861-2524 | scoull82@yahoo.com

PROFESSIONAL PROFILE

Dedicated and dependable food-service professional with hands-on experience in cooking, food preparation, food safety, inventory management, and customer service. Holds a ServSafe Food Handler certification and demonstrates a strong work ethic, adaptability, teamwork, and attention to detail. Committed to maintaining high standards of food quality, cleanliness, safety, and customer satisfaction.

SKILLS

- Food preparation and recipe execution
- Food safety, sanitation, and temperature monitoring
- Safe handling and storage of raw and cooked products
- Operation of commercial kitchen equipment and tools
- Kitchen workspace and equipment cleaning
- Inventory monitoring and product ordering
- Supplier coordination and product availability
- Customer service and relationship management
- Teamwork, organization, and attention to detail

RELEVANT WORK EXPERIENCE

BAXTER'S QUALITY MEATS, LLC
MARKET MANAGER & LEAD COOK — February 2022 – October 2026

- Organize and oversee local community market operations serving an exclusive clientele
- Monitor inventory and coordinate with suppliers to ensure retail location and mobile market trailer are stocked with pre-packed customer inventory and ingredients for in-house prepared foods
- Assist customers with meal selections and provide advice on preparation options
- Build customer relationships to support satisfaction, retention, and repeat business
- Prepare a variety of dishes and create recipes for products offered to customers
- Follow food safety and sanitation guidelines during food preparation and handling
- Monitor temperatures of raw and cooked products to support safe storage and serving
- Operation of commercial kitchen equipment and tools
- Clean workspaces and kitchen equipment to maintain a sanitary working environment

T-MOBILE CALL CENTER
CUSTOMER SERVICE REPRESENTATIVE May 2019 – October 2021

- Assisted customers with inbound service inquiries and account-related issues
- Reviewed customer accounts to identify savings opportunities and suitable plans and devices
- Recommended alternative options when appropriate to improve customer service and satisfaction
- Assisted customers with online device orders, plan changes, and additional service features
- Worked to maintain customer retention and achieve strong customer survey scores

CATHOLIC CHARITIES OF MAINE
ADULT MENTAL HEALTH CASE MANAGER October 2016 – March 2019

- Provided in-home support to adults with significant mental health needs
- Helped clients access benefits, community resources, and government support services
- Assisted with completing applications and ensuring paperwork was submitted accurately and on time
- Responded to client crises and communicated with other providers to coordinate appropriate care
- Collaborated with therapeutic support providers to develop treatment plans addressing client needs

EDUCATION & CERTIFICATIONS

CMCC, Fairfield, ME August 2010 – June 2012
Associates Degree (Liberal Arts)

Food Handler Certification June 2026 – Current
(Obtained through Baxter's Quality Meats, LLC.)

Professional References

Scott and Connie Lynn: (614) 572-6129
Time Associated: 3.5 Years
Franchise Owners of Pet Wants LLC.
Kissimmee, FL

Shay and Jon Hand: (435) 374-8281
Time Associated: 2 Years
Owners of Shay's Sugar
Winter Haven, FL

Dave Coggeshall: (407) 312-3892
Time Associated: 2 Years
Owner/Operator of Proper Pie Company
Haines City, FL

Letters of Recommendation

Jerry Welch

To whom it may concern,

I am writing to provide a professional recommendation for Shawn Coull in connection with his proposal to open a 235 seat restaurant and bar in Lake Ashton. I am a retired senior manager from the IT industry and a certified Project Management Professional. I have known Shawn for several years and have been impressed by his professionalism, work ethic, and ability to connect with customers.

During his four years with a local, small food sales and service business, Shawn consistently contributed ideas that drove growth and created a positive relationship with his customers in the local communities, including Lake Ashton. For example, Shawn introduced fresh-made soups and chicken pot pies that expanded the menu and increased sales of existing items and he expanded the number of communities that products were available to. Customers really responded to these additions, and his managers and coworkers often credited him for the year over year sales increases that followed.

Customers respond to Shawn because he is attentive, respectful, and genuinely enjoys serving people. He handles challenges calmly and takes ownership of the work. I am confident these qualities will serve him well as he starts his own restaurant. The relationships that he has already made with residents of Lake Ashton and its surrounding communities will provide a foundation for the success he will have.

Sincerely,

Jerry Welch, PMP, PMOC

Senior Manager (Ret.)

Jerry Welch
609.304.6270(m)

David Coggeshall, The Proper Pie Co.

Letter of Recommendation

To Whom It May Concern,

I am pleased to recommend Shawn Coull, whom I have had the opportunity to work alongside at several local farmers markets, where he manages the Baxter's food trailer.

Throughout our time working at these markets, I have consistently been impressed by his professionalism, strong work ethic, and ability to connect with customers. He is an excellent salesperson who understands that building relationships and earning customer trust are just as important as making a sale.

One of the things that stands out most about him is the way he interacts with people. He is friendly, knowledgeable, and genuinely attentive to his customers. He represents his company extremely well and has a natural ability to create a positive customer experience.

As a local restaurant owner myself, I recognize and appreciate the qualities that make someone successful in the food service industry. He demonstrates those qualities consistently, and I believe his professionalism, customer service skills, and experience managing a food business would serve him well in operating the restaurant at Lake Ashton.

I have no hesitation recommending him and believe he would be a valuable asset to the Lake Ashton community.

Sincerely,

David Coggeshall
Owner, The Proper Pie Co.
Haines City, Florida

Ashta Compton, Barrel239

Letter of Recommendation for Shawn Coull

The Shoreline at Lake Ashton

November 2, 2026

To Whom It May Concern,

I am writing to express my strong support and recommendation for Shawn Coull and his vision to bring The Shoreline at Lake Ashton to life.

I have had the pleasure of knowing Shawn personally and have witnessed firsthand his dedication, work ethic, and genuine passion for cooking. Shawn is someone who takes pride in everything he does. He is dependable, punctual, eager to learn, and consistently willing to put in the effort needed to succeed. He is the type of person who shows up early, works hard, and takes his responsibilities seriously.

Beyond his strong work ethic, Shawn has an incredible talent for cooking. His food speaks for itself, and the passion he puts into developing his recipes and perfecting his dishes is evident. For Shawn, cooking is more than just preparing a meal. It is something he truly loves, and that passion shines through in the quality of his food.

Opening a restaurant has been a lifelong dream of his, and I genuinely believe he has the drive, dedication, and determination to make it successful. There is something to be said about someone who is not simply pursuing a business opportunity, but fulfilling a dream they have worked toward and truly care about.

I believe Shawn would be an excellent addition to the Lake Ashton community. His passion for food, commitment to quality, and strong personal character make him an outstanding candidate for this opportunity. I truly cannot think of a better person to bring this vision to life at that location.

I wholeheartedly support Shawn in this endeavor and hope he is given the opportunity to share his talents and passion with the Lake Ashton community.

Sincerely,

Ashta Compton
Owner, Barrel239
Winter Haven, Florida

Scott and Connie Lynn, Pet Wants

To Whom It May Concern,

My name is Scott Lynn, and my wife, Constance Lynn, and I are the owners of Pet Wants Kissimmee. We have known Shawn Coull for 3 and a half years now from doing farmers' markets together. Shawn is reliable, people-friendly, knowledgeable about the products he sells, and well liked by customers and other vendors.

Please do not hesitate to contact me at 614-572-6129 if you require any further information.

Scott Lynn

Luis Betancourt, San Felipe Spice Trading LLC

November 2, 2026

To Whom It May Concern:

I am pleased to recommend **Shawn Coull** for the opportunity to take over the restaurant operation at Lake Ashton Golf Course and Country Club.

I came to know Shawn through his work at Baxter's Quality Meats. He was instrumental in introducing San Felipe Spice Trading to the store and helping us establish a business relationship there. Throughout that process, Shawn demonstrated initiative, professionalism, and an excellent work ethic.

Shawn is the kind of person who follows through, communicates well, and takes pride in his work. My experience with him showed me that he understands the importance of building strong relationships with customers, vendors, and the surrounding community. He is dependable, motivated, and willing to put in the effort necessary to make an operation successful.

Based on my experience working with Shawn, I believe he deserves serious consideration for this opportunity. I am confident that he would bring dedication, energy, and a strong sense of responsibility to the restaurant at Lake Ashton.

I am happy to recommend Shawn Coull and wish him the very best in this next chapter.

Sincerely,

Luis Betancourt
Owner
San Felipe Spice Trading LLC

Designed Menus

Lunch Menu



THE SHORELINE

at Lake Ashton

Great Food. Great Drinks. Great View.

LUNCH MENU

STARTERS & SHAREABLES

Peel & Eat Shrimp — ½ lb $16 | 1 lb $29
Chilled Old Bay-seasoned shrimp with cocktail sauce and lemon.

Philly Cheesesteak Egg Rolls — $15
Three crispy egg rolls with shaved beef, caramelized onions and melted cheese.

Fried Calamari — $15
Eight ounces of golden-fried calamari with marinara and lemon.

Crab Cakes — 1 $18 | 2 $32
Four-ounce crab cakes, pan-seared and served with house remoulade.

House Meatballs — $15
Four house-made beef meatballs in marinara, finished with Parmesan.

Chef's Choice Charcuterie Board — $31
Cured meats, artisan cheeses, seasonal fruit, olives and crackers.

FRESH SALADS

Classic Caesar Salad — Half $8 | Full $13
Romaine, shaved Parmesan, seasoned croutons and house-made Caesar dressing.

Wedge Salad — Half $8 | Full $14
Chilled iceberg, bacon, tomatoes, blue cheese crumbles and creamy blue cheese dressing.

The Shoreline Salad — Half $12 | Full $18
Mixed greens, crispy fried chicken, bacon, hard-boiled egg and house ranch.

Add grilled chicken +$6 | Grilled shrimp +$9

HOMEMADE SOUPS

Cup 8 fl oz | Bowl 12 fl oz

French Onion Soup — Cup $6 | Bowl $9
Caramelized onions in beef broth, toasted bread and melted Gruyère.

Shrimp Bisque — Cup $7 | Bowl $10
Creamy shrimp bisque with aromatic vegetables and herbs.

Soup du Jour — Cup $5 | Bowl $8
Ask your server about today's freshly prepared soup.

LUNCH COMBO

Pick Two — $14
Choose any two: a cup of French Onion, Shrimp Bisque or soup du jour; a half Caesar, Wedge or Shoreline Salad; or a half Shoreline Club, Grilled Chicken or Hot Pastrami Reuben.

SIGNATURE BURGERS

Beef burgers: 8 oz chuck, brisket and short-rib blend on a toasted brioche bun.

Classic American Burger — $19
American cheese, bacon, lettuce, tomato, red onion and pickles.

The Stilton — $21
Stilton blue cheese, sautéed mushrooms and caramelized onions.

The Big Q Burger — $20
Cheddar, crispy bacon, onion straws and house barbecue sauce.

Balsamic Portobello Burger — $16
Grilled balsamic-marinated portobello cap, provolone, roasted peppers and arugula.

Burger Sliders — $15
Two house-blend sliders with American cheese, pickles and Shoreline sauce.

Filet Mignon Sliders — $18
Two sliced filet sliders with caramelized onions, arugula and horseradish cream.

SANDWICHES, WRAPS & TACOS

Grilled or Fried Chicken Sandwich — $17
Chicken breast, grilled or crispy fried, with lettuce, tomato, pickles and house aioli.

Chicken Caesar Wrap — $16
Grilled chicken, romaine, Parmesan and Caesar dressing in a flour tortilla.

Shoreline Club Sandwich — $17
Sliced ham and turkey, bacon, lettuce, tomato and mayonnaise on toasted bread.

Philly Cheesesteak — $22
Shaved beef, grilled onions, sautéed peppers and provolone on a hoagie roll.

Blackened Grouper Sandwich — $26
Blackened grouper, lettuce, tomato and house remoulade on brioche.

Hot Pastrami Reuben — $19
Warm pastrami, Swiss, sauerkraut and Thousand Island on grilled marble rye.

Braised Short Rib Crunch Wrap — $18
Braised short rib, crispy tostada, cheddar, lettuce, pico de gallo and chipotle crema.

Shoreline Tacos — 2 for $14 | 3 for $19
Choose blackened chicken, blackened grouper or grilled steak, with slaw, pico de gallo and lime crema.

Hand-cut fries and coleslaw are included with all burgers, sandwiches, wraps and tacos. Upgrade: Truffle Parmesan Fries +$4 | Loaded Cheese Fries +$4 | Sweet Potato Fries +$3

Our lunch menu is served all day, including at dinner and weekend brunch.
Please inform your server of food allergies. Consuming raw or undercooked animal foods may increase the risk of foodborne illness.

THE SHORELINE AT LAKE ASHTON

Dinner Menu

THE SHORELINE

at Lake Ashton

Great Food. Great Drinks. Great View.

DINNER MENU

STARTERS & SHAREABLES

Peel & Eat Shrimp — ½ lb $16 | 1 lb $29
Chilled Old Bay-seasoned shrimp with cocktail sauce and lemon.

Philly Cheesesteak Egg Rolls — $15
Three crispy egg rolls with shaved beef, caramelized onions and melted cheese.

Fried Calamari — $15
Eight ounces of golden-fried calamari with marinara and lemon.

Crab Cakes — 1 $18 | 2 $32
Four-ounce crab cakes, pan-seared and served with house remoulade.

House Meatballs — $15
Four house-made beef meatballs in marinara, finished with Parmesan.

Chef's Choice Charcuterie Board — $31
Cured meats, artisan cheeses, seasonal fruit, olives and crackers.

FRESH SALADS

Classic Caesar Salad — Half $8 | Full $13
Romaine, shaved Parmesan, seasoned croutons and house-made Caesar dressing.

Wedge Salad — Half $8 | Full $14
Chilled iceberg, bacon, tomatoes, blue cheese crumbles and creamy blue cheese dressing.

The Shoreline Salad — Half $12 | Full $18
Mixed greens, crispy fried chicken, bacon, hard-boiled egg and house ranch.

Add grilled chicken +$6 | Grilled shrimp +$9

HOMEMADE SOUPS

Cup 8 fl oz | Bowl 12 fl oz

French Onion Soup — Cup $6 | Bowl $9
Caramelized onions in beef broth, toasted bread and melted Gruyère.

Shrimp Bisque — Cup $7 | Bowl $10
Creamy shrimp bisque with aromatic vegetables and herbs.

Soup du Jour — Cup $5 | Bowl $8
Ask your server about today's freshly prepared soup.

USDA CHOICE STEAKS

Steaks include two regular sides. Premium sides are available for an additional charge.

Filet Mignon — 4 oz $25 | 6 oz $34 | 8 oz $42
USDA Choice filet finished with demi-glace.

New York Strip, 14 oz — $42
USDA Choice strip with au poivre peppercorn sauce.

Ribeye, 16 oz — $46
USDA Choice ribeye finished with bourbon glaze.

Surf & Turf — +$12
Add four coconut shrimp to any steak.

SEAFOOD

Seafood entrées include two regular sides.

Blackened Grouper, 6 oz — $33
Blackened grouper with lemon-herb butter.

Grilled Atlantic Salmon, 8 oz — $26
Grilled salmon finished with bourbon glaze.

Coconut Shrimp Dinner — $27
Eight coconut shrimp with sweet chili dipping sauce.

Baked Haddock, 10 oz — $28
New England-style baked haddock with a buttery cracker-crumb topping and lemon.

Shrimp Scampi Linguine — $27
Eight shrimp with linguine, garlic, white wine, lemon butter and parsley. Served with garlic bread.

CHICKEN

Chicken entrées include two regular sides.

Chicken Marsala, 6 oz — $21
Chicken breast with mushrooms and Marsala wine sauce.

Herb-Roasted Half Chicken — $25
Half chicken roasted with herbs, garlic, lemon and butter, finished with crispy skin.

Steak weights are before cooking. Ask your server for our dessert menu.
Please inform your server of food allergies. Consuming raw or undercooked animal foods may increase the risk of foodborne illness.

THE SHORELINE AT LAKE ASHTON

Dinner Menu (page 2 of 2)

THE SHORELINE

at Lake Ashton

Great Food. Great Drinks. Great View.

DINNER MENU

PASTA & HOUSE SPECIALTIES

Fettuccine Alfredo — **Chicken $21 | Shrimp $27**
Fettuccine in creamy Parmesan sauce with grilled chicken or eight shrimp. Served with garlic bread.

Braised Beef Short Ribs, 8 oz — **$39**
Boneless short ribs with demi-glace, garlic mashed potatoes and seasonal vegetables.

Steak Frites — **$29**
Sliced 8 oz USDA Choice New York strip, fries, garlic-herb butter and house steak sauce.

LIGHTER APPETITES

Half portions for smaller appetites. Seafood and short rib half portions include one regular side; pastas include garlic bread.

Fettuccine Alfredo — **Chicken $14 | Shrimp $17**
Half portion with three ounces of grilled chicken or four shrimp.

Shrimp Scampi Linguine — **$17**
Half portion with four shrimp.

Braised Beef Short Ribs, 4 oz — **$24**
With garlic mashed potatoes.

Baked Haddock, 5 oz — **$18**
New England-style with cracker-crumb topping.

Grilled Atlantic Salmon, 5 oz — **$18**
Finished with bourbon glaze.

SIDES

Regular Sides — **Two included**
Hand-Cut French Fries · Garlic Mashed Potatoes · Baked Potato · Seasonal Vegetables · House Coleslaw · Rice Pilaf

Premium Sides — **Additional charge**
Truffle Parmesan Fries +$4 · Loaded Baked Potato +$3 · Macaroni & Cheese +$4 · Sautéed Mushrooms +$3 · Grilled Asparagus +$4 · Roasted Brussels Sprouts with Bacon & Gruyère +$5

Upgrade a Regular Side — **+$3-$5**
Swap either included side for any premium side and pay only the upgrade price.

SIGNATURE BURGERS

Beef burgers: 8 oz chuck, brisket and short-rib blend on a toasted brioche bun.

Classic American Burger — **$19**
American cheese, bacon, lettuce, tomato, red onion and pickles.

The Stilton — **$21**
Stilton blue cheese, sautéed mushrooms and caramelized onions.

The Big Q Burger — **$20**
Cheddar, crispy bacon, onion straws and house barbecue sauce.

Balsamic Portobello Burger — **$16**
Grilled balsamic-marinated portobello cap, provolone, roasted peppers and arugula.

Burger Sliders — **$15**
Two house-blend sliders with American cheese, pickles and Shoreline sauce.

Filet Mignon Sliders — **$18**
Two sliced filet sliders with caramelized onions, arugula and horseradish cream.

SANDWICHES, WRAPS & TACOS

Grilled or Fried Chicken Sandwich — **$17**
Chicken breast, grilled or crispy fried, with lettuce, tomato, pickles and house aioli.

Chicken Caesar Wrap — **$16**
Grilled chicken, romaine, Parmesan and Caesar dressing in a flour tortilla.

Shoreline Club Sandwich — **$17**
Sliced ham and turkey, bacon, lettuce, tomato and mayonnaise on toasted bread.

Philly Cheesesteak — **$22**
Shaved beef, grilled onions, sautéed peppers and provolone on a hoagie roll.

Blackened Grouper Sandwich — **$26**
Blackened grouper, lettuce, tomato and house remoulade on brioche.

Hot Pastrami Reuben — **$19**
Warm pastrami, Swiss, sauerkraut and Thousand Island on grilled marble rye.

Braised Short Rib Crunch Wrap — **$18**
Braised short rib, crispy tostada, cheddar, lettuce, pico de gallo and chipotle crema.

Shoreline Tacos — **2 for $14 | 3 for $19**
Choose blackened chicken, blackened grouper or grilled steak, with slaw, pico de gallo and lime crema.

Burgers, sandwiches, wraps and tacos include hand-cut fries and coleslaw. Upgrade: Truffle Parmesan Fries +$4 | Loaded Cheese Fries +$4 | Sweet Potato Fries +$3

Ask your server for our dessert menu.

Please inform your server of food allergies. Consuming raw or undercooked animal foods may increase the risk of foodborne illness.

THE SHORELINE AT LAKE ASHTON

Dessert Menu

THE SHORELINE

at Lake Ashton

Great Food. Great Drinks. Great View.

DESSERT MENU

DESSERTS

Key Lime Pie **$9**
Tart Florida key lime custard in a graham cracker crust with whipped cream.

Crème Brûlée **$9**
Vanilla bean custard with a caramelized sugar crust.

New York Cheesecake **$10**
Classic cheesecake with a seasonal fruit topping.

Black Tie Mousse Cake **$10**
Layers of chocolate cake with dark and white mousse.

Seasonal Fruit Cobbler **$9**
Warm fruit cobbler served with vanilla ice cream.

DESSERT DRINKS

Espresso Martini **$13**
Vodka, coffee liqueur and fresh espresso.

Key Lime Pie Martini **$12**
Vanilla vodka, lime, cream and a graham cracker rim.

Irish Coffee **$11**
Irish whiskey, hot coffee, brown sugar and whipped cream.

Baileys & Coffee **$10**
Baileys Irish Cream with fresh-brewed coffee.

Coffee or Hot Tea **$3.50**
Regular or decaf coffee, or a selection of hot teas.

Please inform your server of food allergies.

THE SHORELINE AT LAKE ASHTON

Weekend Brunch Menu

THE SHORELINE

at Lake Ashton

Great Food. Great Drinks. Great View.

WEEKEND BRUNCH · SATURDAY & SUNDAY

BENEDICTS & CLASSICS

Classic Eggs Benedict **$17**
Two poached eggs, Canadian bacon, English muffin, hollandaise and breakfast potatoes.

Shoreline Crab Cake Benedict **$26**
Two house-made crab cakes, poached eggs, English muffin, hollandaise and breakfast potatoes.

Traditional Breakfast Platter **$13**
Two eggs to order, bacon or sausage, breakfast potatoes and choice of bread.

Steak & Eggs **$25**
USDA Choice New York strip, two eggs to order, breakfast potatoes and choice of bread.

FROM THE GRIDDLE

Challah French Toast **2 slices $16 | 1 slice $10**
Thick-cut challah in vanilla-cinnamon custard with fresh berries, maple syrup and whipped butter.

Buttermilk Pancakes **$13**
Three fluffy buttermilk pancakes with maple syrup and whipped butter. Make them blueberry or chocolate chip +$2.

LIGHTER FARE

Avocado Toast **$14**
Smashed avocado on toasted sourdough with cherry tomatoes, red onion and everything seasoning. Add two eggs +$3.

Greek Yogurt Parfait **$9**
Greek yogurt layered with house granola, fresh berries and a drizzle of honey.

SOUTHERN FAVORITES

Biscuits & Sausage Gravy **$13**
Two large biscuits with house sausage gravy and breakfast potatoes. Add two eggs +$3.

Shoreline Shrimp & Grits **Full $23 | Half $14**
Sautéed shrimp, creamy cheddar grits, Cajun butter sauce, smoky bacon and scallions.

SKILLETS

Shoreline Breakfast Skillet **$18**
Potatoes, two eggs, bacon, sausage, peppers, onions and cheddar, with choice of bread.

Braised Short Rib Hash Skillet **$26**
Braised short rib, two eggs, potatoes, caramelized onions, peppers and demi-glace.

BRUNCH BURGERS

Make Any Burger Breakfast-Style **+$3**
Add a fried egg and bacon to any burger from our lunch menu, served with breakfast potatoes.

BREAKFAST SIDES

Applewood Bacon or Sausage **$4**
Three strips of bacon, or sausage links or patties.

Two Eggs Any Style **$4**

Breakfast Potatoes · Cheddar Grits **$4 each**

Fresh Fruit Cup **$4**

Buttermilk Biscuit · One Pancake **$3 each**

Toast or English Muffin **$2**

Our full lunch menu is also available during weekend brunch.
Bread choices: white, wheat, sourdough, marbled rye or English muffin. Please inform your server of food allergies.

THE SHORELINE AT LAKE ASHTON

Weekend Brunch Beverages

AT LAKE ASHTON

THE SHORELINE

WEEKEND BRUNCH BEVERAGES

Great Food. Great Drinks. Great View.

SIGNATURE COCKTAILS

The Shoreline Mimosa $10
Chilled Prosecco with your choice of fresh orange, pineapple, grapefruit or cranberry juice.

Shoreline Signature Bloody Mary $14
Vodka and house-made Bloody Mary mix. Celery, olives, pickle, bacon and shrimp. Mild, Medium or Spicy.

SIGNATURE MOCKTAILS

Shoreline Sunrise $8
Orange and pineapple juices, strawberry purée and sparkling water.

Lake Breeze $8
Grapefruit juice, house lemonade, rosemary syrup and sparkling water.

Peach on the Lake $8
Peach purée, fresh lemon, muddled mint and sparkling water.

Virgin Shoreline Bloody Mary $9
House-made nonalcoholic Bloody Mary mix with celery, olives, pickle, bacon and shrimp. Mild, Medium or Spicy.

Arnold Palmer $4.50
Equal parts house-brewed iced tea and house lemonade, over ice with lemon.

FRESH JUICES

10 fl oz per serving · $5 each

Orange	$5
Pineapple	$5
Grapefruit	$5
Cranberry	$5

COFFEE & REFRESHMENTS

Fresh-Brewed Coffee	$3.50
Hot Tea	$3.50
House Iced Tea	$3.50
House Lemonade	$4

Weekend brunch · Saturday & Sunday
Please inform your server of allergies. Bloody Mary garnishes contain shellfish.

Bar Menu

THE SHORELINE

AT LAKE ASHTON

GREAT FOOD. GREAT DRINKS.
GREAT VIEW.

COCKTAILS / BEER

SIGNATURE COCKTAILS

Shoreline Smoked Old-Fashioned — $15
Bourbon, Demerara, bitters, orange, cherry, cherrywood smoke

Sunset on the Lake Margarita — $14
Blanco tequila, orange liqueur, lime, orange, strawberry, salt rim

Sandhill Crane Martini — $14
Vodka, cranberry, elderflower, lemon, rosemary

The Shoreline John Daly — $10
Vodka or bourbon, house iced tea, house lemonade, lemon

The 19th Hole Moscow Mule — $13
Vodka, ginger beer, lime, mint; served in a copper mug

DRAFT BEER / 16 OZ PINT

Michelob ULTRA	$7
Yuengling Traditional Lager	$6
Modelo Especial	$8
Cigar City Jai Alai IPA	$9

BOTTLES & CANS

Bud Light / 12 oz bottle	$5
Miller Lite / 12 oz bottle	$5
Coors Light / 12 oz bottle	$5
Corona Extra / 12 oz bottle	$7
Heineken / 12 oz bottle	$7
Blue Moon Belgian White / 12 oz bottle	$7
Angry Orchard Crisp Apple / 12 oz bottle	$7
High Noon Pineapple / 12 oz can	$8
Sam Adams Seasonal / 12 oz bottle	$7

THE SHORELINE

AT LAKE ASHTON

GREAT FOOD. GREAT DRINKS.
GREAT VIEW.

WINES / REFRESHMENTS

WINES BY THE GLASS & BOTTLE

	GLASS / BOTTLE
Ruffino Lumina Pinot Grigio	$9 / $36
La Crema Sonoma Coast Chardonnay	$14 / $56
Kim Crawford Sauvignon Blanc	$12 / $48
Josh Cellars Rosé	$10 / $40
Decoy Merlot	$14 / $56
La Crema Sonoma Coast Pinot Noir	$16 / $64
Decoy Cabernet Sauvignon	$15 / $60
La Marca Prosecco	$11 / $44

5 oz glass / 750 mL bottle

PREMIUM WINES / BOTTLE ONLY

Duckhorn Napa Valley Cabernet Sauvignon	$150
The Prisoner Red Blend	$110
Rombauer Carneros Chardonnay	$95
Veuve Clicquot Yellow Label Brut Champagne	$150

ZERO-PROOF & CLASSICS

Shoreline Sunrise / citrus, pineapple, strawberry	$8
Lake Breeze / grapefruit, lemonade, rosemary	$8
Peach on the Lake / peach, lemon, mint	$8
Virgin Shoreline Bloody Mary	$9
Arnold Palmer	$4.50
House Lemonade	$4
House Iced Tea / Coffee / Hot Tea	$3.50
Fresh Juice / four varieties	$5

Bar Menu (page 3 of 3)

THE SHORELINE

AT LAKE ASHTON

GREAT FOOD. GREAT DRINKS.
GREAT VIEW.

WEEKEND BRUNCH / COCKTAILS

WEEKEND BRUNCH FAVORITES

The Shoreline Mimosa — **$10**
Prosecco with your choice of orange, pineapple, grapefruit or cranberry juice

Shoreline Signature Bloody Mary — **$14**
Vodka, house Bloody Mary mix, celery, olives, pickle, bacon, shrimp
Choose mild, medium, or spicy.

MORE TO ENJOY

Shoreline Sunrise — **$8**
Orange, pineapple, strawberry, sparkling water

Lake Breeze — **$8**
Grapefruit, lemonade, rosemary, sparkling water

Peach on the Lake — **$8**
Peach, lemon, mint, sparkling water

Virgin Shoreline Bloody Mary — **$9**
House Bloody Mary mix and full garnish; no alcohol

Arnold Palmer — **$4.50**
Half house iced tea, half house lemonade

Ask your server about available wine vintages and seasonal beer.

Please enjoy responsibly.

Happy Hour and Small Plates Menu

THE SHORELINE

AT LAKE ASHTON

GREAT FOOD. GREAT DRINKS. GREAT VIEW.

HAPPY HOUR / SMALL PLATES

WEEKDAYS · 3-6 P.M.

BITES $3

Hand-Cut Fries
Seasoned fries with garlic aioli

Shoreline Popcorn
Fresh-popped with butter and sea salt

Cup of Soup du Jour
Today's freshly made soup

Garlic Focaccia
Warm house focaccia with herb oil and Parmesan

SMALL PLATES $6

House Meatballs
Two beef meatballs in marinara with Parmesan

Fried Calamari
Four ounces with marinara and lemon

Philly Cheesesteak Egg Rolls
Two crispy egg rolls with shaved beef and cheese

Fried Chicken Bites
Crispy chicken with house ranch or barbecue sauce

Half Wedge Salad
Iceberg, bacon, tomato and blue cheese dressing

SHAREABLES $9

Coconut Shrimp
Four coconut shrimp with sweet chili sauce

Mini Crab Cake
Two-ounce crab cake with house remoulade

Street Tacos
Two tacos: blackened chicken, grouper or grilled steak

PLATES $12

Steak Frites
Sliced USDA Choice strip, fries, garlic-herb butter

Filet Slider & Fries
One filet mignon slider with horseradish cream, with fries

Small Charcuterie Board
Cured meats, cheeses, olives and crackers

DRINKS

Draft Beers, 16 oz $4
Michelob ULTRA, Yuengling, Modelo, Jai Alai IPA

Signature Cocktails $10
Old-Fashioned, Margarita, Martini, Mule and more

Bottles & Cans $6
Imports, craft and seltzers; domestic bottles $4

House Wines by the Glass ½ PRICE
White, rosé, red and Prosecco

Available Monday through Friday, 3–6 p.m., at the bar, lounge and patio. Dine-in only.
Small plates are also offered as our early-bird menu.
Please drink responsibly. Consuming raw or undercooked foods may increase the risk of foodborne illness.

SECTION 3

PROPOSAL IN RESPONSE TO

REQUEST FOR PROPOSALS — FOOD AND BEVERAGE OPERATIONS SERVICES

Lake Ashton Bar & Grill

Prepared for the Lake Ashton Community Development District Board of Supervisors

Submitted by Olardo Lawrence, Owner Manager of TFG

Responsive to Addenda No. 1 (September 28, 2026), No. 2 (October 9, 2026), and No. 3 (November 4, 2026) — November 2026

I. Business Description

Ownership

Lake Ashton Bar & Grill will operate under our Florida limited liability company, with Olardo Lawrence serving as Managing Member and primary signor. Robert Lawrence, Executive Sous Chef, will serve as co-signer and co-responsible party for the location.

Organizational Structure

The ownership and management team consists of two principals who will share on-site operating responsibility six days a week: Olardo Lawrence (Owner/Operator), Robert Lawrence (Executive Sous Chef), and an additional Kitchen Manager which we will hire. Each location the team operates maintains its own dedicated manager and staff, so day-to-day operations at Lake Ashton will not depend on shared coverage with any other location.

Historical Background

The ownership team currently operates Tropical Fusion Grill, doing business as Tropical Pub & Grille, at the Swiss and Hidden Golf Club in Winter Haven — a property affiliated with the same parent company as Lake Ashton. Tropical Fusion Grill LLC has been in continuous operation for two years, including one full year as a tenant at the Swiss and Hidden Golf Club property, with a consistent, on-time rent payment history throughout that tenancy.

Structural Overview

Lake Ashton Bar & Grill will operate as a fully independent location with its own dedicated manager, staff, and day-to-day operational structure, supported by centralized ownership oversight for financial management, strategic planning, and marketing across both locations.

II. Staffing Plan

All proposed positions are full-time. Compensation for each role will be competitive with local market rates and finalized as part of the approved operating budget.

Position	Count	Employment Type	Experience / Qualifications
Manager	3	Full-Time	Prior restaurant management experience preferred; responsible for daily operations, staff supervision, and guest experience
Chef	2	Full-Time	Culinary training/certification and professional kitchen experience
Cook	2	Full-Time	Prior kitchen/line experience; food safety training
Bartender	1	Full-Time	Responsible vendor/alcohol service certification and prior bar experience
Server	2	Full-Time	Customer service experience preferred
Total	10	All Full-Time	

III. Market & Marketing Plan

The primary market for Lake Ashton Bar & Grill is the Lake Ashton community's approximately 1,600 homes, supplemented by traffic from nearby communities and event-driven visitors (live music, themed nights, golf activity). Based on the market analysis provided in our original proposal, we estimate:

- Peak season (October–April): 1,100–1,500 customer covers per week
- Slow season (summer months): 700–1,000 customer covers per week

Growth in customer base will be supported through community-based programming (live entertainment on select days, holiday and event service), a resident-focused meal-plan option currently under discussion with the Board, consistent quality and service standards, and word-of-mouth from our existing presence at Swiss and Hidden. Financial projections in Section VIII are deliberately built on our current, demonstrated performance rather than the higher end of this covers range, to present a conservative and verifiable financial picture.

IV. Management Plan

Operational

Daily operations will be overseen on-site by a rotating management presence among Olardo Lawrence, Robert Lawrence, and an additional manager, six days a week, supported by the staffing plan in Section II. Standardized recipes, portioning, and shared training ensure consistency in food quality and service across all locations operated by the team.

Financial

Financial oversight includes weekly review of sales, labor, and cost-of-goods performance against the plan outlined in Section VIII, with centralized bookkeeping shared across both locations for consistency and accountability.

V. Projected Schedule

Milestone	Estimated Timing
Lease execution	Upon Board approval (Week 0)
Liquor & food license applications submitted	Within 5 business days of lease execution
Initial inventory ordering and staffing/hiring begins	Weeks 1–4
Staff onboarding and training	Weeks 3–6
Food service license issued (typical timeline)	Weeks 4–6
Liquor license issued (typical timeline)	Weeks 6–10
Grand Opening Dinner Event	Week 8
Soft opening (regular service)	Weeks 8–9
Full operations	Weeks 10–12

VI. Critical Risks and Mitigations

Risk	Mitigation
Seasonal revenue fluctuation between peak (Oct–Apr) and slower summer months	Financial plan is built on demonstrated slow-season performance as its base case, not peak assumptions, so operations remain sound in the lower-revenue months
Liquor license processing timeline	Application will be submitted immediately upon lease execution; food service can begin operating on food-only revenue while the liquor license is pending

Risk	Mitigation
Coordinating staffing across two locations	Each location maintains its own dedicated, full-time on-site management team; locations do not depend on shared day-to-day staffing
Initial community adoption during transition/opening period	Phased ramp-up in the financial plan reflects a conservative build toward full customer volume rather than assuming immediate peak traffic

VII. Financial Plan — Proof of Financial Capability

Funding Source

Startup capital of $20,000 is available in savings and will fund all pre-opening costs and initial operating reserves. No outside financing or loans are required.

Startup Costs (One-Time)

- Initial inventory: $13,000
- Liquor license: $1,800
- Food service license: $300
- Total one-time startup cost: $15,100

No equipment purchases are required, as the location will utilize existing on-site kitchen and bar equipment.

Security Deposit Proposal

Regarding the proposed $8,000 security deposit: given our one-year, on-time payment history as a tenant at the Swiss and Hidden Golf Club — a comparable property under the same parent company — where no security deposit was required, we respectfully request the Board consider waiving the deposit for Lake Ashton Bar & Grill on the same basis.

If the Board prefers to retain a deposit requirement, we propose an amortized structure in lieu of a single upfront payment: an additional $445 per month added to rent for 18 months (total of approximately $8,010), fully satisfying the deposit within the first year and a half of the lease term. This structure is reflected as a standing monthly obligation in the pro forma below and does not affect the operation's cash position or financial capability.

Grand Opening Dinner Event

To build early awareness and introduce the restaurant to the community, we intend to host a Grand Opening Dinner Event during the opening month. We anticipate serving approximately 225–250 residents at a one-meal buffet priced between $29 and $32 per person. This event is reflected in the Month 1 revenue figure below at a conservative estimate (225 guests at $29), consistent with the conservative approach used throughout this financial plan.

Cash Flow Pro Forma — Year 1

The restaurant is planned to open at the start of peak season (October/November), so the pro forma below ramps directly toward the peak-season baseline rather than the slow-season baseline. Both baselines are built on Tropical Fusion Grill's current, demonstrated performance (approximately $8,000/week in the slow season, average check $32) as the conservative foundation, rather than the higher covers-based projections in Section III. Peak-season revenue is estimated using the same peak-to-slow ratio (~1.4x) implied by the covers projections already provided to the District — applied to demonstrated performance rather than independently projected. Cost of goods sold is estimated at 30% of gross revenue, an industry-standard planning assumption, applied uniformly including the Grand Opening Dinner Event. Payroll reflects the staffing plan in Section II at current budgeted levels.

Month	Revenue	COGS (30%)	Payroll	Rent	Deposit Build*	Util.	One-Time	Net	Cumulative Cash
Month 1 (Oct)	$39,845	$11,954	$8,660	$1,250	$445	$300	$15,100	$2,136	$22,136
Month 2 (Nov)	$40,460	$12,138	$8,660	$1,250	$445	$300	—	$17,667	$39,803

Month	Revenue	COGS (30%)	Payroll	Rent	Deposit Build*	Util.	One-Time	Net	Cumulative Cash
Month 3 (Dec)	$47,600	$14,280	$8,660	$1,250	$445	$300	—	$22,665	$62,468
Month 4 (Jan)	$47,600	$14,280	$8,660	$1,250	$445	$300	—	$22,665	$85,133
Month 5 (Feb)	$47,600	$14,280	$8,660	$1,250	$445	$300	—	$22,665	$107,798
Month 6 (Mar)	$47,600	$14,280	$8,660	$1,250	$445	$300	—	$22,665	$130,463
Month 7 (Apr)	$47,600	$14,280	$8,660	$1,250	$445	$300	—	$22,665	$153,128
Month 8 (May)	$34,600	$10,380	$8,660	$1,250	$445	$300	—	$13,565	$166,693
Month 9 (Jun)	$34,600	$10,380	$8,660	$1,250	$445	$300	—	$13,565	$180,258
Month 10 (Jul)	$34,600	$10,380	$8,660	$1,250	$445	$300	—	$13,565	$193,823
Month 11 (Aug)	$34,600	$10,380	$8,660	$1,250	$445	$300	—	$13,565	$207,388
Month 12 (Sep)	$34,600	$10,380	$8,660	$1,250	$445	$300	—	$13,565	$220,953

** Reflects the proposed $445/month amortized deposit build-up (18-month structure); this line is removed from the pro forma entirely if the Board approves a full waiver.*

Beginning cash position: $20,000. As shown above, the plan maintains a positive cumulative cash position throughout the first year under either deposit structure, with the amortized deposit payment already accounted for in the projection.

VIII. Lease Term Request — Responsive to Addendum No. 3, Item 1(c)

Addendum No. 3 confirms that a request for a longer initial lease term, or for a cure-and-recovery mechanism tied to the termination right in Section 17 of the Form of Lease Agreement, may properly be raised in the proposal itself. We respectfully make that request here.

Given the capital investment described in Section VII — $15,100 in one-time startup costs plus the ongoing commitment reflected in our staffing and deposit proposals — we respectfully request the Board's consideration of the following, to be finalized during lease negotiations if our proposal is selected:

- An initial lease term of sufficient length to allow the operation to recover its startup investment and establish itself through at least one full seasonal cycle (peak and slow season) — we would propose an initial term of three years, with mutual renewal options, as a starting point for discussion.
- A cure-and-recovery mechanism tied to the Landlord's no-cause termination right in Section 17, such as a minimum notice period and/or a reasonable recovery allowance for unamortized startup costs, so that a no-cause termination early in the term does not leave the Tenant without recourse for its initial investment.

We recognize from Addendum No. 3 that final consideration of these items rests with the Board upon award, and we welcome the opportunity to work through the specifics during negotiations.

IX. References

The following references are available to speak to our operational history, financial reliability, and character. Letters of reference from Dr. Charity Garcia and Dr. Casmore Shaw will be provided under separate cover.

Name	Phone	Notes
Dr. Charity Garcia	863-232-2477	Reference — letter to follow
Dr. Casmore Shaw	407-244-6115	Reference — letter to follow
Sam Sheffield	863-604-5199	Reference – Chaney Bros Food Co.
Rudolph Hyde	863-256-5445	Reference

SECTION X

CLOSED
SECURITY
DISCUSSION

Items will be provided under separate cover.