



TROON OVERVIEW & INTRODUCTION

Incline Village General Improvement District

 Incline Village, NV

August 2, 2024

PRESENTED TO

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EXECUTIVE SUMMARY

SITUATION

- The Incline Village General Improvement District (“IVGID”) is a fiscally responsible community partner which provides superior utility services and community-oriented recreation programs and facilities to Incline Village. With a passion for quality of life and our environment, IVGID strives to continually enhance the reputation of our community as an excellent place to live, work, recreate, visit and invest.
- IVGID has experienced high turnover in the General Manager position, three in the past two years, the most recent GM hire in March has resigned with a last day in the first week of October, in addition, IVGID has lost four members of the Senior Leadership Team which also coincided with new system installations in Finance and Human Resources.
- These experiences have created overwhelming loss of historical perspective and knowledge, major gaps and deficiencies in operating processes and controls, long periods of time to source, hire and train new people for these management positions, an organization looking to regain its culture, business acumen and focus.
- IVGID has engaged multiple consultants who have issued reports that point out major problems with internal financial controls (Moss Adams & Rubin Brown), organizational and governance challenges (Moss Adams), and accolades for Public Works (Raftelis), pointing to the need to update a Strategic Plan, Policy and Procedures Manuals, Job Descriptions, Reporting Structures, and Internal Controls.
- The consultants do not have the expertise or resources to effectively execute on their recommendations or deeper operational knowledge to develop and implement departmental goals, objectives and KPI’s that drive set expectations, drive decision making, organizational change or lead to the ultimate goal of how to maximize the resident lifestyle and guest experience.
- Moss Adams pointed out the Strategic Plan did not include staff or resident survey results, which makes it hard to focus on a method or practice to determine priorities or guide decisions.
- Reports reviewed outside of Raftelis include a lack of key performance metrics, or goals with outline expectations because they do not understand the industry.

- Typically, over time creates "bloat" in overhead, lack of efficient systems to manage and analyze data which leads to uninformed decisions, lack of proper prioritization and accountability.
- Previous GM candidates have come from municipal backgrounds, which are usually not characterized as "Hospitality Centric, Efficient or Business Focused to create a lifestyle experience".
- Expectations have been that the GM will have the capability, bandwidth, and experience to impact change across all departments which is not realistic.
- It is impossible to think one individual will have the experience and capabilities to maximize performance and meet the expectation of the IVGID without additional support.

OPPORTUNITY

- Incline Village and Crystal Bay is in an extraordinary community with a one-of-a-kind location and surrounding, with extensive amenities, wide variety of facilities and venues, opportunities for unparalleled resident and guest experiences, variety of programs that promote engagement and effectuate healthy, social and active lifestyles.
- IVGID has control over the decisions and policies impacting the community and the responsibility to ensure future sustainability and allowing the community to reach its fullest potential.

SOLUTION

- Troon's hospitality approach includes a business focus that will improve employee engagement, organizational culture, set clear expectations and establish accountability, streamline processes and improve efficiencies with the ultimate goal of maintaining infrastructure, environmental sustainability, and creating exceptional resident and guest experiences.
- Troon has an extensive support team with expertise in all areas of community management to include both internal operations and external experiences.
- Troon has over 30,000 associates and vast experience with 100's of community boards, resident committees and private clubs all working towards, enhancing community lifestyle to include resident and guest experiences, maximizing capital resources delivering high level of service and executing on Strategic and Annual Operating Plans.
- Troon is an experienced operator with proven success within heavily amenitized, programmed communities and private clubs with a focus on service, hospitality, efficiency, and professional business acumen that allows for reinvestment in existing facilities as well as exploration of new experiences.

- Troon has demonstrated experience, success and references after being engaged across the US to implement change, provide stability and accountability for employees, improve communication across departments and up to the Board, streamline processes, improve resident experience, engagement and satisfaction while implementing industry best practices.

SCOPE / TACTICAL PLAN / TIMELINE

- Troon shall source, hire and employ with Board approval, the District General Manager to report to the Board.
- GM shall oversee IT, HR, Finance, Administrative Services, Public Works, Parks and Recreation, Golf/Community Services, Marketing, F&B, and Ski.
- Troon will review all previous consulting reports and assessments to develop a synthesized action plan for each department and report to the board for input and approval.
- Troon shall interview the Board members to solicit input on opportunities to improve resident experience, operational efficiencies, financial performance, and opportunities to remove obstacles.
- Troon shall interview the Senior Leadership Team to solicit input on opportunities to improve resident experience, operational efficiencies, financial performance, and opportunities to remove obstacles.
- Troon will review previous resident and guest survey results and implement a plan to receive regular feedback on operations in addition to an annual strategic survey on priorities and future plans.
- Troon shall evaluate each department, to include policies, procedures, roles and responsibilities by position and report its Transition Findings Document (Sample Troon Document) on opportunities to improve operational efficiency and improve resident experience.
- Troon shall develop a Strategic Plan for each Department to align with the IVGID Strategic Plan and shall include Financial/Budget, Community Impact, Market Positioning, Outside Market Assessment (if applicable), and Capital Plan to include proposed changes for Board approval and execution.

- Troon will produce annually for Board approval and Troon's execution:
 - Annual Plan to include Operating Budget to include Revenues, Labor and Operating Expenses with KPI's for each department
 - Staffing Plan to include an Organizational Chart for Leadership and for each department with goals and objectives for each department
 - Operating Plan to include hours of operations, programs, staffing levels, service expectations
 - Marketing Plan to include both internal and external objectives and measurement indicators
 - Agronomic Plan for all recreational and common area landscape areas
 - Capital Plan for 5-year period updated annually for each department with priorities and ROI on new projects

Troon will present more details on the timeline and Troon support to accomplish the above as well as provide specific examples and successful case studies during our presentation on August 6, 2024.

We look forward to meeting with the Board and discussing how Troon can be a resource for IVGID.

RED LEDGES
HERBER CITY, UT



OVERVIEW & EXPERIENCE

TROON



TROON OVERVIEW



Troon started as one facility in 1990 and has since grown to become the world’s largest professional club management company. We provide services to 875+ locations and in 45+ states and 35+ countries, while also managing various amenities, such as racquet, aquatics, fitness, food & beverage, lodging and more. We have grown our company by listening to and understanding the specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our 35K+ associates worldwide. Our successful culture, combined with 30+ years of experience, gives us the opportunity to develop the strategies that allow our clients to excel in this competitive industry.

Troon is comprised of four club management brands committed to providing best-in-class hospitality and services:



Responsible for the operations of daily fee and resort facilities



Specializes in private clubs, 50+ of which are member-owned



Management services for all club types beyond the Americas



Full-service operator specializing in daily fee and semi-private facilities

In addition to club management, Troon is equipped with innovative specialty brands to support our client’s needs:

- **CADDIEMASTER** – Premier provider of caddie management and training services
- **ClubUp** – Enhanced caddie scheduling and communication technology
- **True Club Solutions** – Provider of real-world solutions through advisory services
- **RealFood** – Specializes in building guest and member food and beverage experiences
- **Eventive Sports** - Professional Sports Event Management, specializing in Golf Events
- **ICON** – Leader in amenity and community association management services
- **Cliff Drysdale Tennis & Peter Burwash International** – Leaders in tennis management

MISSION, VISION, VALUES

OUR MISSION

Deliver memorable experiences that cultivate lasting connections.



OUR VISION

Create unparalleled experiences fueled by a passion for enabling fun.

OUR VALUES

Consciously Kind
Attentively Inclusive
Infectiously Energetic

Genuinely Meticulous
Humbly Prosperous
Relentlessly Dedicated

Passionately Unified



“

“Our Mission, Vision and Values reflect the fabric and DNA of our company. Since 1990, when Dana Garmany founded Troon, we have all been dedicated to delivering memorable experiences with a keen eye for details, all while being kind, inclusionary and passionate about their responsibilities. Today these principles apply to all facets of our business, whether it be golf, tennis, caddie management or club-related hospitality.”

”

TIM SCHANTZ
PRESIDENT & CEO

SUPERIOR SERVICES

The collective experience of our 35,000+ associates worldwide is unparalleled in the hospitality and club industry, with professionals and expertise in:



Club Operations



Food & Beverage



Sales & Marketing



Finance & Acct.



Human Resources



Procurement



Agronomy



Legal



Technology



Retail



Design & Dev.



Risk Management



Racquet Sports



Golf Instruction



HOA's



Aquatics

BEYOND GOLF

1,850+



Racquet Courts

Room Keys



915+

600+



F&B Operations

Aquatic Centers



160+

130+



Fitness Centers

MANAGED FACILITIES

Troon is the world's largest golf management company. When combined, the Troon family of brands provides services to **875+** locations and in 45+ states and 35+ countries. For brevity, we have included relevant examples that we believe best display our capable experience for Incline Village. Troon provides full management services, including food & beverage, golf instruction, janitorial services, retail, golf operations, etc. at ALL of the following facilities, and over 500+ across the country. A full list of Troon-managed facilities can be found at www.troon.com/club-directory.

875+
MANAGED FACILITIES

150+
GOVERNMENT-OWNED
GOLF COURSES

60+
"TOP 100" RANKINGS
BY PUBLICATIONS

TOP-TIER 18-HOLE COURSES

Troon supports 60+ facilities receiving 2023-24 Top-100 distinction by industry publications, encompassing Top Public-, Top Residential-, Top Resort-, Top Modern-, Top Classic-, Top International Golf Courses. Below is a sampling of Troon's most renowned facilities:

Bally's Golf Links at Ferry Point
Black Desert Resort
Gamble Sands
Indian Wells Golf Resort
Kapalua
Kemper Lakes Golf Club
Panther National
PGA National
Princeville Makai Golf Club
Pronghorn
Quintero Golf Club
Seaview Resort
Silverado Resort & Spa
Tetherow Golf Club
The Club at Hammock Beach
The Quarry at Giants Ridge
Tiburon Golf Club
Tobacco Road Golf Club
Troon Country Club
Troon North Golf Club

Queens, NY
Ivins, UT
Brewster, WA
Indian Wells, CA
Lahaina, HI
Kildeer, IL
Palm Beach Gardens, FL
Palm Beach Gardens, FL
Princeville, HI
Bend, OR
Peoria, AZ
Galloway, NJ
Napa, CA
Bend, OR
Palm Coast, FL
Biwabik, MN
Naples, FL
Sanford, NC
Scottsdale, AZ
Scottsdale, AZ



WEST COAST FACILITIES

Troon is not only the world's largest golf management company, but also the leading management company on the West Coast. Collectively, Troon brands operate 5 facilities in Nevada and 46 in California. Below is a comprehensive list. For additional information, please visit www.Troon.com.

NEVADA (5)

- Coyote Springs Golf Club, Las Vegas
- Durango Hills Golf Club, Las Vegas
- Mountain Falls Golf Club, Pahrump
- Red Hawk Golf and Resort, Reno
- The Club at Arrowcreek, Reno



CALIFORNIA (46)

- Alhambra Golf Course, Alhambra,
- Aviara Golf Club, Carlsbad
- Baylands Golf Links, Palo Alto
- Bayonet And Black Horse, Seaside
- Boulder Ridge Golf Club, San Jose
- Brookside Golf Course, Pasadena
- California Country Club, Whittier
- Classic Club, Palm Desert
- Castle Oaks Golf Club, Ione
- Classic Club, Palm Desert
- Contra Costa CC, Pleasant Hill
- Crow Country Club, Danville
- Eagle Crest Golf Club, Escondido
- El Macero Country Club, El Macero
- Fairbanks Ranch Country Club, Rancho Santa Fe
- Hiddenbrooke Golf Club, Vallejo
- Indian Wells Golf Resort, Indian Wells
- Lomas Santa Fe Country Club, Solana Beach
- Maderas Golf Club, San Diego
- Marin Country Club, Novato
- Mayacama, Santa Rosa
- Mission Hills North - G.P. Signature Course, Rancho Mirage
- Monarch Beach Golf Links, Dana Point
- Montebello Golf Course, Montebello
- Native Oaks Golf Club, Valley Center
- Oakhurst Country Club, Clayton
- Pico Rivera Golf Course, Pico Rivera
- San Juan Oaks Golf Club, Hollister
- Shadow Hills Golf Club, Indio
- Shorecliffs Golf Club, San Clemente
- Sierra View Country Club, Roseville
- Silver Creek Valley Country Club, San Jose
- Silverado Resort And Spa, Napa
- Stonetree Golf Club, Novato
- Teleli Golf Club, Sonoma
- The Club At Castlewood, Pleasanton
- The Club At Grand Del Mar, San Diego
- The Club At Pasadera, Monterey
- The Fountaingrove Club, Santa Rosa
- The Golf Club At Moffett Field, Mountain View
- The Ridge Golf And Event Center, Auburn
- Tustin Ranch Golf Club, Tustin
- Westin Rancho Mirage Golf Resort, Rancho Mirage
- Willowick Municipal Golf Course, Santa Ana
- Yocha Dehe Golf Club, Brooks
- Yorba Linda Country Club, Yorba Linda

TROON PROPERTIES WITHIN RESIDENTIAL COMMUNITIES

ALABAMA

- Gadsden Country Club- Gadsden, AL
- Lagoon Park Golf Course- Montgomery, AL
- NorthRiver Yacht Club- Tuscaloosa, AL
- Old Overton Club- Vestavia Hills, AL
- ONE CLUB Gulf Shores- Gulf Shores, AL
- The Jack Warner Inn at NorthRiver- Tuscaloosa, AL

ARIZONA

- Blackstone Country Club- Peoria, AZ
- Capital Canyon Club- Prescott, AZ
- Copper Canyon Golf Club- Buckeye, AZ
- Foothills Golf Club- Phoenix, AZ
- Golf Club of Estrella- Goodyear, AZ
- MountainView Golf Club at Saddlebrooke- Tucson, AZ
- Phoenix Country Club- Phoenix, AZ
- Pine Canyon Club- Flagstaff, AZ
- Pinetop Lakes Golf & Country Club- Pinetop, AZ
- Pinewood Country Club- Munds Park, AZ
- Poston Butte Golf Club- Florence, AZ
- Quintero Golf Club- Peoria, AZ
- Rio Verde Country Club- Rio Verde, AZ
- Sterling Grove Golf & Country Club- Surprise, AZ
- Talking Rock- Prescott, AZ
- Terravita Country Club- Scottsdale, AZ
- Terravita Golf Club- Scottsdale, AZ
- The Boulders- Carefree, AZ
- The Preserve Golf Club at Saddlebrooke- Tucson, AZ
- Torreon Golf Club- Show Low, AZ
- Troon North Golf Club- Scottsdale, AZ
- Wickenburg Ranch Golf & Social Club- Wickenburg, AZ

ARKANSAS

- Mystic Creek Golf Club- El Dorado, AR

CALIFORNIA

- Castle Oaks Golf Club- Ione, CA
- Lomas Santa Fe Country Club- Solana Beach, CA
- Monarch Beach Golf Links- Dana Point, CA
- San Juan Oaks Golf Club- Hollister, CA
- Shadow Hills Golf Club- Indio, CA
- The Fountaingrove Club- Santa Rosa, CA
- Tustin Ranch Golf Club- Tustin, CA
- Yorba Linda Country Club- Yorba Linda, CA

COLORADO

- Heritage Eagle Bend Golf Club- Aurora, CO
- The Club at Cordillera- Edwards, CO
- The Ridge at Castle Pines North- Castle Pines North, CO

DELAWARE

- Sea Colony - Bethany Beach, DE
- The Peninsula Golf & Country Club- Millsboro, DE

FLORIDA

- Audubon Country Club- Naples, FL
- Babcock National- Punta Gorda, FL
- BallenIsles Country Club- Palm Beach Gardens, FL
- Big Cypress Golf Club- Lakeland, FL
- Boca Royale POA- Englewood, FL
- Bonita National Golf & Country Club- Bonita Springs, FL
- Bonita National Homeowner's Association- Bonita Springs, FL
- Burnt Store Marina Country Club- Punta Gorda, FL
- Cape Royal Golf Club- Cape Coral, FL
- Champions Pointe at ChampionsGate HOA- ChampionsGate, FL
- Colonial Country Club- Fort Myers, FL
- Deering Bay Yacht & Country Club- Coral Gables, FL
- Eagle Landing Golf Club- Orange Park, FL
- Esplanade Golf & Country Club at Lakewood Ranch- Lakewood Ranch, FL
- Founders Club Community Association- Sarasota, FL
- Harbour Ridge Yacht & Country Club- Palm City, FL
- King & Bear at World Golf Village Resort- St. Augustine, FL
- Lakewood National- Lakewood Ranch, FL
- Medley at Angeline Community Association- Tampa, FL
- Medley Club at Southshore Bay- Wimauma, FL
- Parkland Golf & Country Club- Parkland, FL
- Sarasota National- Venice, FL
- Slammer & Squire at World Golf Village Resort- St. Augustine, FL
- Storey Main Park Club- Orlando, FL

- The Club at Hammock Beach- Palm Coast, FL
- The Dunes of Naples- Naples, FL
- The Golf Club at Fiddler's Creek- Naples, FL
- The Oasis Club- ChampionsGate, FL
- Timber Creek Property Owners Association- Fort Myers, FL
- Treviso Bay Golf Club- Naples, FL
- Tuckers Cove Master POA- Fort Myers, FL
- West Bay Community Association- Estero, FL
- West Bay Golf Club- Estero, FL
- Willow Homeowners Association- Punta Gorda, FL

GEORGIA

- The Standard Club- Johns Creek, GA
- The Westin Savannah Harbor Golf Resort & Spa- Savannah, GA

ILLINOIS

- Atkins Golf Club at the University of Illinois- Urbana, IL
- Naperville Country Club- Naperville, IL

IOWA

- Echo Valley Country Club- Norwalk, IA
- Sunnyside Golf & Country Club- Waterloo, IA

KANSAS

- Salina Country Club- Salina, KS

KENTUCKY

- Hunting Creek Country Club- Prospect, KY

LOUISIANA

- Calvert Crossing Golf Club- Calhoun, LA
- Southern Trace Country Club- Shreveport, LA

MARYLAND

- Parklands Neighborhood Association- Columbia, MD

MINNESOTA

- Somerby Golf Club- Byron, MN

MISSOURI

- Columbia Country Club- Columbia, MO

NEVADA

- Red Hawk Golf and Resort- Sparks, NV
- The Club at ArrowCreek- Reno, NV

NORTH CAROLINA

- Champion Hills Club- Hendersonville, NC
- Maggie Valley Club & Resort- Maggie Valley, NC
- Raintree Country Club- Charlotte, NC
- The Clubs at St. James- Southport, NC

OKLAHOMA

- Forest Ridge Golf Club- Broken Arrow, OK

OREGON

- Broken Top Club- Bend, OR
- Charbonneau Golf Club- Wilsonville, OR
- Pronghorn- Bend, OR

SOUTH CAROLINA

- Argent Lakes Golf Course- Hardeeville, SC
- Belfair- Bluffton, SC
- Hidden Cypress Golf Club- Bluffton, SC
- Horizons at Summer's Corner HOA- Charleston, SC
- Okatie Creek Golf Club- Bluffton, SC
- Oldfield Club- Okatie, SC
- Oldfied Community Association- Okatie, SC
- Summers Corner Commercial Association- Charleston, SC

TENNESSEE

- Westhaven Golf Club- Franklin, TN

TEXAS

- Cimarron Hills Golf & Country Club- Georgetown, TX
- Grand Lake Golf Club- Montgomery, TX
- Heritage Ranch Golf & Country Club- Fairview, TX
- High Meadow Ranch Golf Club- Magnolia, TX
- Kissing Tree Golf Course- San Marcos, TX

UTAH

- Alpine Country Club- Highland, UT
- Entrada at Snow Canyon Country Club- St. George, UT
- Red Ledges Community Association- Heber City, UT
- Red Ledges Golf Club- Heber City, UT

VIRGINIA

- Potomac Shores Golf Club- Dumfries, VA

WASHINGTON

- Ocean Shores Golf Course- Ocean Shores, WA

PRONGHORN
BEND, OR



**MANAGEMENT SERVICES
OVERVIEW**



OVERVIEW OF SERVICES

GOLF OPERATIONS

Troon's management approach is centered on creating extraordinary guest and member experiences by delivering superior service, amenities, and playing surfaces. To consistently achieve these results and maximize success for each client, we dedicate ourselves to hiring and training quality associates, implementing our proprietary Troon Operating Standards, and providing an unparalleled depth of expertise from our experienced team of corporate resources.



AGRONOMY



Our commitment to agronomic excellence is achieved when embracing sustainability, economics, and environmentalism. We utilize proven techniques, enabling us to create the most celebrated playing surfaces in the world. Golf course conditioning is an ongoing effort focused on achieving an optimal visual appearance while maintaining excellent turf health. Troon's proprietary scientific approach to agronomy encourages using organic, nature-friendly compounds and prudent chemical use to achieve these goals at the most reasonable cost. We continue to refine our agronomic practices to ensure that our team produces a product that is fiscally responsible, operationally sustainable, and appealing to golfers, all in a way that efficiently conforms to the financial framework of our clients. In addition, Troon's Environmental Management Initiative provides a systematic and usable set of guidelines that offer opportunities for community outreach, education, and conservation.

FOOD & BEVERAGE

Troon's philosophy regarding food & beverage consists of customizing each dining experience commensurate with the personalized culture at each facility – whether it be private, resort, or daily fee. Our proprietary Food & Beverage Standards ensure that Troon's high level of quality remains consistent and that our formula for success includes extensive corporate support through delivering extraordinary resident and guest experiences, operational excellence, and financial performance. In



addition to the operation resources provided within Troon's management services, clients utilize our design and development services tailored to help facilities reimagine and refresh existing food service facilities, including developing new food service opportunities.

SALES & MARKETING



Key components of profitability for our daily fee and resort facilities consist of innovative and sophisticated sales and marketing strategies, combined with proven programs and the global power of the Troon brand. Our services include strategic planning, proactive sales, recruitment, training, digital media, search engine marketing, and more. Important details regarding successful sales & marketing strategies are included within our proprietary Sales & Marketing Standards Guide, allowing us to develop customized revenue generation plans for each facility. Troon consistently outperforms the industry in all major metrics, including rounds, revenue, and average rate. This is a testament to our sales-oriented culture, which strategically focuses on helping our clients capture greater market share and grow their businesses.

PROCUREMENT

Longstanding vendor relationships ensure our clients enjoy access to a procurement network of preferred brands, suppliers, distributors, service providers, and industry professionals. The portfolio's buying power allows us to negotiate best-in-market terms, service, and pricing for our valued clients on golf operations items such as maintenance equipment, golf cars, merchandise, food & beverage supplies, technology systems, and more. We collectively save our clients millions of dollars each year through the savings achieved through participation in this voluntary program.



HUMAN RESOURCES



Troon provides comprehensive human resources for all of our associates without the need for consultants or an employee leasing company, which can commonly add costs to the operation. The collective experience of our associates is unparalleled in the industry, allowing our scale to ensure the most competitive and comprehensive benefits platform for our clients. We recruit, hire, and train associates to utilize the most professional processes in the business based on the importance of our people and their role in the success of each facility.

FINANCE & ACCOUNTING

We deliver financial oversight and expertise, offering centralized coordination of accounting, payroll, and financial reporting, creating significant efficiencies for our managed facilities without using consultants. Weekly, monthly, quarterly and annual reports are provided to our clients, ensuring that important operational decisions are made based on current information, not by solely looking in the rearview mirror for answers. Troon is constantly forecasting and analyzing the operation performances of our facilities to ensure we are doing everything in our power to achieve each facility's financial goals.



DESIGN & DEVELOPMENT



Since the company's inception, we have been involved in the development and/or redesign of more than 400 golf courses and clubhouses. Throughout every phase of design, development, and construction, Troon has the capability and expertise to assist our clients by working directly with golf course designers, clubhouse architects, and all other professionals involved in the development process. From the initial design stage through the final sign-off on each component, our team's involvement includes extensive budget planning and analysis, implementing cost controls, and frequently reviewing building plans.

INFORMATION TECHNOLOGY

Our Information Technology Team is involved in evaluating, designing, and installing complete information technology systems. The team evaluates each facility's technology needs and recommends optimum efficiency. Our national account purchasing arrangements with hardware and software suppliers enhance the benefits of procuring these operating systems. We work with each client to ensure they are on the cutting edge of modern technology by offering fully integrated property management solutions.



RISK MANAGEMENT



Troon-managed facilities receive the economic and service benefits of the industry's only dedicated in-house risk management team. We seek out the most appropriate and competitive insurance coverages while ensuring the implementation of each policy, all to minimize risks for our clients. These services typically represent significant savings on insurance premiums, which are realized by the courses, while at the same time providing broader and deeper coverages.

LEGAL & COMPLIANCE

Standalone facilities are frequently left on their own in legal matters, forced to trust their on-site leaders, and/or hire expensive external counsel for their expertise. Troon's services encompass access to our legal team, which can include reviewing documents and contracts to ensure that each facility's best interests are considered.





STAFFING & ADMINISTRATION



Hospitality and recreation is a “people” business. Furthermore, guests’ demands and service expectations are at all-time highs. As such, Troon has expended considerable resources recruiting, training and developing top talent.

We call this “human capital.” It is driven by our proprietary performance management system that monitors and assesses job performance, with constructive feedback and goals, to create meaningful ways for employees to reach their potential and grow professionally.

TRAINING & DEVELOPMENT

There are many reasons – notably cultural and career development – Troon attracts and retains the best talent in the industry. The goal of the Learning & Development Team is to provide all managed properties with the resources and training required to meet their goals and visions for the future. We accomplish this by educating and strengthening the associates and leadership base within each property through interactive hands-on training along and additional electronic resources. Facilitating the ability to develop great people are our leading training programs:



Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so that managers can assign training to match goals established during the annual review process.



Our mentorship program was established to identify and support “rising stars” within our organization. Selected mentees are paired with company executives for a six-month program to network, grow, and develop for their next steps with Troon.



Change is constant, which is why Troon supports the continued education of our employees through national and regional meetings. Our meetings allow employees to share best practices and hear from subject matter experts from the PGA, USGA, GCSAA, etc.

GUEST EXPERIENCE TRAINING



Led by a professional “employee trainer,” our series of teaching-learning modules illustrate how to carry out Troon’s guest vision statement. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role playing, for daily execution of best service practices during each interaction – from parking cars to driving away.

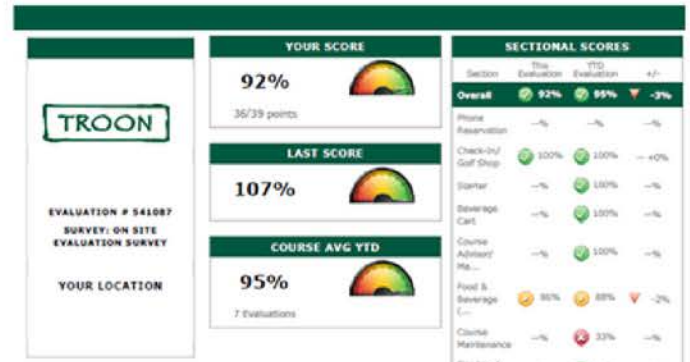
We promote empathizing with each guest’s personal situation, anticipating and servicing their needs, and then introducing guests to the next portions of their safe and fun journeys, creating positive, seamless experiences throughout.

Formal training sessions are augmented by regular reviews of the Troon guest vision statement, as well as service and behavior standards, in department and all-staff meetings. Timely feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.

All amenities contained within Incline Village will be subject to Mystery Shopping exercises (as well as guest surveys) anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize and reward employees.

SERVICE RECOVERY

The occasional dissatisfied customer – whether expressed or largely unknown – needs to be converted into a loyalist. Staff will be taught to subscribe to our “**LAST**” techniques for appropriate service recovery responses.



QUESTION	SCORE	ANSWER
Date evaluation performed:		12/16/2019
Day Played:		Saturday
Scheduled Tee Time:		11:05 AM
Time of Check-In at Pro Shop:		10:34 AM
Actual Starting Time:		11:06 AM
Time Walked Off 9th Green:		12:35 PM
Time Teed Off 10th Tee:		12:59 PM
Time Walked Off 18th Green:		2:51 PM
Have you ever played this course before?	No	
How many in your party?	1	
Did you interact with a Starter during your visit?	No	
Were you informed that there would be no Starter?	No	
If you did not interact with a Starter, were you informed at any time of the following: Please be sure to address this in your Check-In/Pro Shop narrative.		I was not informed of any of the above
Was there a Beverage Cart on the course during your visit?	No	
If no, were you informed of this before you teed off?	No	
Was there a Course Advisor/Marshal/Ranger on the course during your visit?	No	
If no, were you informed of this before you teed off?	No	
Did you interact with a Food and Beverage employee in the clubhouse during your visit?	Yes	
Did you encounter any course maintenance employees on the course during your visit?	No	
Was there an employee stationed to assist you with your cart return?	No	



<h3>LISTEN</h3> <ul style="list-style-type: none"> • Don't interrupt • Make eye contact • Show Respect • Calm and clarify 	<h3>ACKNOWLEDGE</h3> <ul style="list-style-type: none"> • Recognize problem • Apologize • Empathize
<h3>SOLVE</h3> <ul style="list-style-type: none"> • 100% attention • Immediate action • Timely follow-up 	<h3>THANK GUEST</h3> <ul style="list-style-type: none"> • Appreciation • Patience • Positivity • Helpfulness

CAREER DEVELOPMENT



Troon is committed to providing internal on-the-job training, mentoring, technical instruction, and professional development of people of all diverse backgrounds. Below are examples of our industry leading programs:

MENTORSHIP

Assessing associates' interests and understanding the areas of improvement they need to work on allows them to be paired with a mentor that is an expert within that space.

TECHNICAL TRAINING

Our Learning & Development Department provides guidance to each department on the effectiveness of technical training materials. Through this process, we ensure all materials are vetted through a diverse and inclusive lens and that all associates receive effective technical training throughout the company.

CLIFTON STRENGTHS

This program provides associates a way to describe what their strengths are naturally and/or the areas they might need help from others to accomplish desired outcomes. Once the assessment is completed, our Learning & Development Department provides coaching and resources to assist the associate in their professional development.

LEARNING LIBRARY

Our Learning Library, located within our Troon HUB, gives associates access to a wide range of e-learning technical and professional development content focused on core competencies most helpful for specific roles.

ON-THE-JOB TRAINING

Our Learning & Development Department provides access to resources and best practice tools for all General Managers and facility leaders. This allows leaders to disseminate important training material to their associates, which improves their skills and knowledge base.

LEADER PROGRAM

Our Leader Program is a 12-month program that gives associates hands-on exposure and experience in every department throughout the company. This gives the associates an in-depth understanding of how departments are interconnected; and prepares them to be a more efficient and effective leader within the company.

INTERNSHIP PROGRAM

Troon has established a diversity internship program, which allows college students from diverse backgrounds to have a management training internship. During the summer, internship students will interact daily with the General Manager, and other leaders, at the facility they are placed at to give them firsthand knowledge of how golf facility operations are managed.

SUMMITS & CONFERENCES

- National Sales & Marketing Summit
- National F&B Summit
- Global Troon Conference

RECRUITING & BENEFITS



RECRUITMENT

We encourage associate growth and look for ways corporately to demonstrate a career growth plan for those that want it. Job postings are shared weekly, resulting in tremendous flexibility for our associates to move and take on new challenges worldwide. Associates participate in rotational opportunities where they move between clubs on a seasonal basis, which not only allows them to grow their skillset but also gives clients the opportunity to become familiar with the associate. We are fortunate that due to ongoing recruiting efforts, an established brand, and industry relationships, we can recruit across multiple platforms. These efforts are supported by our Corporate Recruiter and the entire HR Team. Some of the sources we use to attract and retain the best and brightest in the industry include:

- Active internal postings by the Recruiting Office
- Industry Relationships – PGA/CMAA
- Industry and property referrals
- Partnerships with colleges – Florida State, Alabama and others
- Strong Industry Reputation – Leads to unsolicited requests from credentialed leaders who want to join the Troon Family
- Career Events – PGA Minority Career Fair, College Career Fairs and other recruiting opportunities





BLACK DESERT RESORT
IRVINS, UT

CLIENT CASE STUDIES

TROON



THE CLUBS AT ST. JAMES

SOUTHPORT, NC

WWW.THECLUBSATSTJAMES.COM

Surrounded by the Coastal Carolinas, St. James is a leading private residential golf community. Owned by Troon, this resort-like property provides easy living that's hard to forget. Members are connected by a robust calendar of activities that draw them closer in an environment that looks like vacation, but feels like home. With 81 holes of golf, five dining options, state-of-the-art fitness facilities, and a private marina, there are unlimited opportunities to maximize the way you live, play, and enjoy The Clubs at St. James.



81 HOLES OF GOLF



5 DINING FACILITIES



PRIVATE MARINA



RACQUET CENTER



FITNESS FACILITY



AQUATIC FACILITIES





RED LEDGES

HEBER CITY, UT

WWW.REDLEDGES.COM

The 2,000 acres at Red Ledges has nearly 300 homes completed and over 100 more in process as we grow into one of Utah's premier private communities. Red Ledges is located in the stunning Heber Valley and offers easy access to world class skiing, outdoor adventure, year-round activities, and the Salt Lake International Airport. From our luxury mountain homes to private Jack Nicklaus Signature golf course to exclusive Deer Valley Resort ski access, Red Ledges embodies Utah's coveted mountain lifestyle.



30-HOLES



DINING FACILITIES



PRIVATE SKI LODGES



EQUESTRIAN PARK



13 TENNIS COURTS



FITNESS



AQUATIC FACILITIES



NATURE TRAILS





OLDFIELD

OKATIE, SC

WWW.OLDFIELDSC.COM

Beyond the Championship golf course, Members enjoy a vast array of world class and unique amenities. Relax in the comfortable and welcoming atmosphere of the Clubhouse. Featuring casual dining from the Magnolia Grill, spacious men's and ladies' locker rooms, and a full-service Golf Shop, the Clubhouse is the perfect place for Members to relax and enjoy the Oldfield lifestyle. The waterfront River Club and Outfitters Center, complete with 2 full time fishing guides, are destinations like no other. The Sports Complex, aquatics center, tennis and a broad spectrum round out and full, and fulfilling life here at Oldfield.



CHAMPIONSHIP GOLF



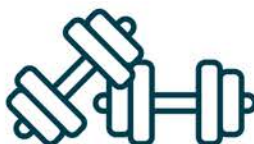
DINING FACILITIES



FISHING CHARTERS



RACQUET CENTER



FITNESS FACILITY



AQUATIC FACILITIES





BELFAIR

BLUFFTON, SC

Set along the banks of the Colleton River, in the heart of Bluffton, South Carolina, you'll find one of the finest private golf communities in the Lowcountry – Belfair. Here, home is not just a gated address – it's a connected community of neighbors placed within a natural wonderland perfect for year-round enjoyment. With the distinction of being both an Audubon International Certified Sanctuary and a Five Star Platinum Club, this private community balances an award-winning golf club experience with a respect for conserving the natural environment. Powered by a passion for golf, vibrant social scene, and an abundance of world-class amenities, Belfair makes an active Lowcountry life even richer.



36-HOLES



5 DINING FACILITIES



LIFESTYLE CAMPUS



RACQUET CENTER



FITNESS FACILITY



AQUATIC FACILITIES





Sea Colony.

SEA COLONY

BETHANY BEACH, DE

Quiet relaxation and robust activities for all ages makes Sea Colony the ideal place to create memories that last a lifetime. Consisting of more than 2,200 condominiums, spacious town homes and private single family homes, the community offers an unparalleled array of amenities. Located in Bethany Beach, Delaware, Sea Colony is “The Premier Beach and Racquet Sports Community.” Lush landscaping, biking trails, playgrounds, picnic areas and around the clock security makes Sea Colony an oasis of peace and tranquility; just minutes to championship golf, tax-free eclectic shopping, water sports, family amusements, natural treasures and so much more.



PRIVATE BEACH



16 PICKLEBALL COURTS



BOCCE BALL & SHUFFLEBOARD



30 TENNIS COURTS



2 FITNESS FACILITIES



12 POOLS





BALLENISLES

PALM BEACH GARDENS, FL

A luxurious and privileged experience awaits you at BallenIsles Country Club. Renowned for its superb level of service, BallenIsles features a redesigned state-of-the-art 115,000 square foot Grand Clubhouse, three championship golf courses and a 65,000 square foot Sports Complex which includes a fabulous spa and salon, fitness center, world-class tennis facilities and resort-style swimming pool. Our six dining areas are noted for their variety of offerings, from casual to exceptional cuisine.



54-HOLES



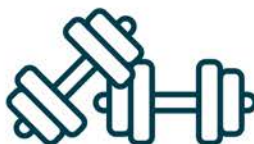
6 DINING FACILITIES



BOCCE CENTER



RACQUET FACILITY



FITNESS FACILITY



AQUATIC FACILITY



An aerial photograph of a golf course clubhouse and tennis courts. The clubhouse is a large, multi-story building with a brown roof, situated in the center-right of the image. To its left and in front are numerous tennis courts, some with blue surfaces and others with green. The area is surrounded by lush greenery, including palm trees and other tropical plants. A parking lot with several cars is visible in the lower-left quadrant. In the foreground, a green golf course fairway with a sand trap is visible. The overall scene is well-maintained and scenic.

BALLENISLES
PALM BEACH GARDENS, FL

SCOPE OF WORK & TERM SHEET

TROON

MANAGEMENT SERVICES

Troon's responsibilities consist of managing the daily operations of IVGID, including the operation and promotion of the clubhouse activities, golf shop, food and beverage, course maintenance, sales and marketing, accounting, human resources, and more. Specific details include the following:

- **Amenity Operations** – Troon will continually monitor and evaluate the service experience at IVGID to ensure the most successful standards and best practices are applied.
- **Golf Course Agronomy** – The corporate agronomy team provides a source of experienced professionals who understand the complexities of golf course and landscape conditioning. Our team delivers unbiased information to our Owners and assists superintendents in overcoming obstacles while at the same time holding them accountable to the goals of IVGID.
- **Food and Beverage** – Troon's food and beverage team works to ensure the dining amenities' offerings align with the IVGID's service and fiscal goals. This is achieved through assessing the staff, kitchen flow, guest experience, menu analysis, ingredient sourcing, equipment, cost controls, and more.
- **Sales and Marketing** – The corporate sales and marketing team works with on-site leaders to devise programs and marketing materials that are effective, efficient, and align with IVGID's goals. This includes a complete analysis of current sales programs, dynamic pricing strategies, online tools, collateral materials, competitors, and more. This review culminates in developing a custom sales and marketing plan focused on driving revenues for IVGID.
- **Risk Management and Legal** – Using all reasonable efforts, Troon's legal and risk management teams are responsible for Club compliance regarding legal and insurance requirements. Troon will also evaluate the current insurance costs of IVGID and explore whether a migration to Troon's insurance platform would benefit Ownership.
- **Cliff Drysdale Tennis** – Managed clubs utilize the skills and experience of industry experts to employ the tennis teaching staff, providing dedicated support for all racquet sports. Specific benefits include increased resatisfaction, training, staff professionalism, and dedicated sales, marketing, and revenue support.

INITIAL TERM AND RENEWAL

Three (3) full Fiscal Years, beginning September 1, 2024, and concluding December 31, 2027. The Initial Term, or then current renewal period, shall be automatically renewed for three (3) year periods unless either party delivers written notice with 180-days to the other that the agreement shall not be renewed.

MANAGEMENT AND INCENTIVE FEES

BASE MANAGEMENT FEE

A base management fee equal to \$22,500 per month, increasing by 2.5% on the anniversary of the contract start date, and prorated for any partial months.

INCENTIVE MANAGEMENT FEE

The goal of the Incentive Management Fee is to ensure that the criteria used for the creation of the incentive are aligned with Ownership and the annual incentive shall not exceed 20% of the Base Management Fee. Criteria for each year would be agreed upon by IVGID and could consist of financial results, resident/guest satisfaction, employee satisfaction and/or other criteria TBD.

GENERAL MANAGER REIMBURSEMENT

All actual and direct labor burden for a potential interim GM and permanent GM inclusive of costs for sourcing, hiring, onboarding shall be a pass through cost to IVGID.

TERMINATION PROVISIONS

Beginning at the end of the second (2nd) full Fiscal Year of the Term and continuing for the remainder of the Term, IVGID shall have the right to terminate the Agreement, without the payment of a termination fee or penalty, on not less than seventy-five (75) days prior written notice, if, in each of the two (2) previous consecutive Fiscal Years, Gross Operating Profit does not equal or exceed 85% of the budgeted Gross Operating Profit for such Fiscal Years.

TRAVEL

We provide operational and management support from our corporate team, requiring IVGID to pay a portion of the costs associated with corporate staff visiting IVGID. We work to keep costs to a minimum and combine trips to share the travel cost among multiple facilities.

ANNUAL PLAN

Troon will work with IVGID to establish an annual plan, inclusive of financials, capital needs, staffing models, objectives, and strategies.



TROON®

TROON.COM | 15044 N. SCOTTSDALE ROAD, SCOTTSDALE, AZ 85254 | 480.606.1000