

REQUEST FOR PROPOSAL

Moab Golf Course Master Plan
For Golf Course Design, Economic Study &
Capital Improvements Plan

April 10, 2026



GOLF ARCHITECTURE:

John Fought Design

ECONOMIC & FEASIBILITY STUDY:

True Club Solutions (Troon)

IRRIGATION REVIEW & MAPPING:

Jim Ruelle (GPS as-built design)



JOHN FOUGHT DESIGN
GOLF COURSE ARCHITECTURE

8040 E Morgan Trail #18 Scottsdale, Arizona 85258
(480) 991 9858

April 10, 2026

RE: Request For Proposal Moab Golf Course Master Plan

Dear Mr. Richard Codd and Moab Country Club,

Thank you for your interest in our firm for the golf course design and master planning services at Moab Golf Club. Having spent significant time reviewing the golf course aerials and in person during the site visit that we made to the site in February, we would agree with the sentiment that Moab Golf Club (MGC) is a "hidden gem." However, significant improvements must be made to the features of the golf course, the infrastructure of the golf course, and potentially the amenities supporting the golf course such as maintenance and the clubhouse.

We have assembled an experienced team to provide the necessary information to assist in the planning and implementation process. We (**John Fought Design**) will develop the golf course masterplan as well as manage the subconsultants throughout the process. Our team includes **True Club Services (Troon Golf)** who will provide the feasibility and operational analysis. We have worked with Troon on multiple projects and have found them to be very knowledgeable and professional. We also have included **Jim Ruelle (G.P.S. As-Built Design)** who will develop a topographic map and assist with a review of the existing irrigation system. We have worked closely with Jim on multiple Utah projects. We are confident that our team will meet or exceed expectations for the project.

SITE EVALUATION AND ASSESSMENT

The greatest asset that Moab Golf Club has is the land itself. There is gentle topography that is perfect for golf, scenic views, and backdrops for shots that are truly unique to Utah. Also, the golf course sits on an ample tract of land that has great soil and relatively little restraints on the property. This combination means the opportunities for improvement are almost endless.

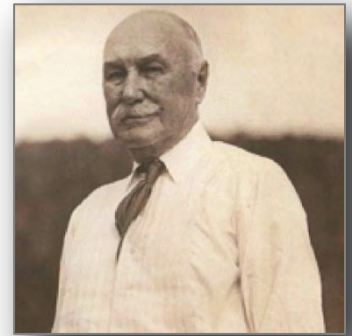
While it is easy to dream of what could be added, the future of Moab Golf Club will be determined by realizing the potential of the existing golf course. The golf course must be the engine that powers all potential amenities. If the golf course

is not improved, the other potential amenities will not come to fruition. Below are our observations formed by our visit to the course and reviewing the aerial mapping of the golf course:

1. GREENS

The obvious place to start with improvements at Moab Golf Club are the green surfaces and the complexes surrounding them. It is extremely important to have a set of greens that are interesting, varied, and fair as it is the only part of the golf course that every player interacts with on every hole. Rebuilding greens is by far the most impactful feature to renovate on any golf course. That is especially true at Moab Golf Club as every green complex at MGC needs to be reimagined. Legendary golf architect C.B. MacDonald, described the value of the putting surfaces in his classic book, Scotland's Gift – Golf, as follows:

".....the character of the course depends upon the building of the putting greens. Putting greens to a golf course are what the face is to a portrait. The clothes the subject wears, the background, whether the scenery or whether draperies – are simply accessories; the face tells the story and determines the character & quality of the portrait – whether it is good or bad. So it is in golf.....teeing grounds, hazards, the fairway, rough, etc. are accessories."



Generally, the greens are too small and contain too much movement. This limits hole locations and makes the greens unnecessarily difficult. We also observed that the greens are currently not designed for the types of shots being played into them. For example, #5 green is small and perched above the fairway instead of having the fairway gradually roll into the green. While this protects the green area from washouts, it does not allow for weaker players to bounce their approach shot onto the green. By properly recreating this green complex would give players the opportunity to hit the second shot into a spectacular green location that is unique to Moab Golf Club. This is just one example of how a relatively minor change can realize the potential of Moab Golf Club.

2. TREE REMOVAL

Quite frankly, the trees at Moab Golf Club have a consistent negative impact throughout the course. While not all trees are detrimental, many trees are impacting the line of play for shots, blocking scenic views, lowering turf quality, and do not fit the native desert vegetation. For example, there are the trees in the middle of fairways, blocking the designed line of play, and encroaching on the features like greens and tees. Any tree that is impacting strategy, scenic views, or turf quality should be removed. Please note that trees require significantly more water to grow and maintain than grass, in addition to compromising the quality of the grass around them. Given the potential water

uncertainty of future restrictions, each tree that is within the limits of irrigation should be reviewed. A proper tree removal program will be developed during the master planning process resulting in enhanced playing experience through better turf quality, proper hole strategy, and revealing picturesque views. Golfers should feel like they are playing golf in a spectacular setting and many of the trees are undoubtedly taking away from that experience.

3. TEES

Currently, the tee complexes at Moab Golf Club lack consistency. Instead, each hole has a uniquely shaped set of tees that typically aren't sized or positioned properly. All tees will be studied and designed for amount of play they receive, the types of shots being hit, and positioned at the proper yardage for the golfers who use them. For example, on hole #1, the back tee is an extremely large "runway" tee, the next tee box starts about 2 yards away on the opposite side of the cart path, and the forward tee is only 25 yards forward which makes it playing longer than it should. And the cart path does not extend to this tee. In our opinion, the entire complex should be reshaped into separate, better positioned tees that are designed to play at the proper yardage. We also observed that many of the tees on Par 3s are too small to recover properly. During the master planning process, we will design tee complexes that are properly placed, sized, and shaped consistently.

4. BUNKERS

The bunkers at Moab Golf Club leave a lot to be desired. There isn't a single fairway bunker still in existence throughout the golf course and they are usually disconnected from the green surfaces, which serves little to no strategic purpose. During our visit to Moab, eliminating all the bunkers was discussed, but this would be this is probably the wrong direction. Given the natural features present, we believe that excessive bunkering is unnecessary. If we can design bunkers that fit into the natural topography, add visual interest to the hole and are easy to maintain, the bunkers will be an asset to this wonderful site.



Dr. Alister MacKenzie

"Most golfers have an entirely erroneous view of the real object of hazards. The majority of them simply look upon hazards as a means of punishing a bad shot, when their real object is to make the game more interesting."

"A hazard placed in the exact position where a player would naturally go is frequently the most interesting situation, as then a special effort is needed to get over or avoid it."

5. FAIRWAYS, TURF QUALITY, AND EXISTING VEGETATION

Most of the holes at MGC play generally straight and many of existing holes have sharp, unintentional dips and bumps in the playing areas. The fairway lines and grassing limits mirror this straightness by being too wide around tee boxes and carrying that exact width from tee to green. While this method of grassing results in no forced carries off tees, the grassing limits could be reduced to be mindful of water usage, reduced irrigation installation costs, and eliminating unnecessary maintenance. The grassing at Moab Golf Club can be improved by smoothing out the sharp irregularities and adding natural movements to make holes more interesting even if the hole continues to play straight. Please see an example of #5 at Windsong Farm North Course as it is a hole that plays almost straight but the grassing lines add interest and are properly smoothed.



While we are not agronomists, there seems to be a variety of outdated grass types present at Moab Golf Club. This makes a superintendent's job extremely difficult as varied grasses require different maintenance practices. However, modern grasses have been developed for Moab's hot, arid climate. These grass types require less water and fertilizer to produce high quality playing surfaces. Therefore, reducing the overall amount of irrigated area using modern grasses would result in reduced water usage, improved playing conditions, and easier overall maintenance while improving course aesthetics.

5. **CART PATHS**

Currently, the cart paths are a mixture of concrete, asphalt, dirt maintenance trails, access roads, and dirt areas where the golfers are driving regularly. The paths are generally sporadic and end with a rounded bulb in the middle of the holes where carts are meant to scatter as you're leaving the tees. Some functional issues that exist are paths that are unnecessarily combined, present along both sides of holes, or do not extend far enough allowing golfers to drive wherever which creates vast dirt areas where paths should be. During the master planning process, cart path locations and types will be identified to solve these issues.

6. **DRAINAGE PROJECTS AND FLOOD AREAS**

During our visit to Moab GC, a flash flood containment area was being built to receive the water from the Northwest of the golf course. It seemed like there was scaring from past flood events as well. Specifically, near #5 green, the area in front of the green has clearly washed out in the past. The solution is to contain the water before it hits the golf course then drain into some sort of containment area. Like the irrigation system, future projects must organize storm water so the infrastructure is designed appropriately to accommodate future projects. Through the master planning process, we will identify these flash flood areas to ensure future golf placement will not impact the drainage areas.

7. **PRACTICE FACILITY**

The entire driving range and practice facilities at Moab Golf Club needs to be reimaged. In its current form, the range tee is too small and a mishit shot has a high probability of ending on #1 fairway. The short game area between #1 and #9 is not a quality place to practice. The focus of the practice facility improvements should be on greatly expanding the range tee and enhancing the short game areas. The range floor should be shaped to create better targets and be properly irrigated. We have extensive experience tailoring practice facilities to the needs of our clients and finding creative ways to provide areas to practice all types of shots. See the example of the practice facility at Windsong Farm in Minnesota as there is enough space at Moab Golf Club to design something similar.



8. **SITE PLANNING**

We believe the correct path for Moab GC to make the golf course as good as possible then fit the other amenities in once the golf course is complete. The site plan for all the amenities surrounding Moab Golf Club will be developed through discussions with the project stakeholders and then realized after the feasibility study is complete. It should be noted that golf course sits on more than enough land to add amenities like a short course and other amenities while developing a “master plan” that addresses all of the needs yet to be identified.

IRRIGATION SYSTEM AND TOPOGRAPHICAL STUDY

Jim Ruelle the owner and operator of GPS Golf will aid us at Moab Golf Club by conducting the topographic survey and GPS recording of all existing features to develop the base map for our master plan evaluation.

It appears that the irrigation system at Moab Golf Club has reached the end of its useful life, but it needs to be studied by an expert to determine with certainty. Jim Ruelle will conduct an extensive irrigation audit. Jim is a certified irrigation designer, and we continue to partner with him on many of our Utah projects. Jim will also review the pump station, irrigation pond on #12, and any other irrigation infrastructure to determine if it has the requisite capacity for future additions. While a new irrigation system may be the catalyst for a project, it needs to be done in conjunction with the golf course master plan to avoid any unnecessary costs with potential future projects.

OPERATIONS EVALUATION AND FEASIBILITY STUDY

The evaluation of the existing facilities and overall operation, as described in the RFP will be evaluated by Troon’s consulting division, True Club Solutions (TCS). We are excited to have Troon as a partner for this project. Please see the proposed scope of services provided by True Club Solutions.

PROPOSAL COSTS

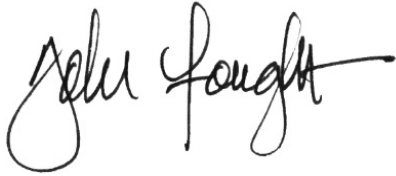
The costs to complete the golf course master plan and economic study is \$90,000 and is broken down as follows:

- Golf Course Master Plan..... \$50,000
- Troon’s Operation Evaluation and Feasibility Study..... \$30,000
- GPS Golf’s Irrigation Evaluation & Base Mapping..... \$ 5,000
- Miscellaneous Out of Pocket Expenses (Maximum)..... \$ 5,000

- **TOTAL PROPOSED COST** **\$90,000**

On behalf of our team members, we are extremely grateful for the opportunity to provide this proposal to Moab Golf Club and would be honored if selected to provide the master plan design and other services requested.

Respectfully submitted,

A handwritten signature in black ink that reads "John Fought". The signature is written in a cursive style with a long horizontal stroke at the end.

John Fought
ASGCA

A handwritten signature in black ink that reads "Matt Dufresne". The signature is written in a cursive style with a long horizontal stroke at the end.

Matt Dufresne
Design Associate

John Fought, ASGCA (AMERICAN SOCIETY OF GOLF COURSE ARCHITECTS)

John Fought began his working career as a professional golfer after winning the **1977 US Amateur**. As a professional on the PGA Tour he was named "**Rookie of the Year**" in 1979 after winning back to back events. When injuries forced him to leave the tour in 1987 he began a career in the field of golf course architecture.

John has worked all over North America on various types of projects from conceptual planning to award winning courses. John's courses have won numerous awards including '**Best New Course**' & '**Best New Renovations**' by leading golf publications such as Golf Digest and Golfweek. His courses have also hosted more than **90 National Championships** since 1996. John is a very experienced and detail oriented designer who has had a major impact on golf design throughout North America.

PAST PLAYING EXPERIENCE

1975 & 1976 All American BYU (Golf)
1976 U.S. World Amateur Team - Portugal
1977 U.S. Amateur Champion - Aronimink
1977 U.S. Walker Cup Team - Shinnecock Hills

MAJOR CHAMPIONSHIP PLAYING EXPERIENCE

(3) **MASTERS**
(5) **US OPENS**
(4) **PGA CHAMPIONSHIPS**

PAST DESIGN EXPERIENCE

MUNICIPAL FACILITIES:

City of Indian Wells, California ~ Indian Wells Golf Resort
Golfweek Magazine - Ranked #3 in Municipal Owned Facilities
City of Dinuba, California ~ Ridge Creek Golf Club
Golf Inc Magazine - Runner-up Best New Course 2008
Wilmington Municipal GC ~ City of Wilmington, NC
Restoration of a 1926 Donald Ross original design
City of Phoenix ~ Grand Canyon University G.C (formerly Maryvale)

DAILY FEE / RESORT FACILITIES:

Pine Needles Lodge & Golf Club ~ Pinehurst, NC
Hosted 2007 US Women's Open - Golfweek Magazine ~ Best New Remodel 2005
Sand Hollow Resort ~ Hurricane, Utah
Golfweek Magazine - Ranked #1 in the State '09-'20
Washington National Golf Club ~ Auburn, Washington
Home of the U. of Washington Men's & Women's golf teams

PRIVATE FACILITIES:

The Gallery Golf Club (36 Holes) ~ Marana, Arizona
South Course - Host of the 2007 & 2008 WGC Accenture Match Play Championships
Country Club of Jackson (Renovation) ~ Jackson, MS
Host course for the Sanderson Farm Championship (PGA Tour)
Windsong Farm Golf Club (36 Holes) ~ Minneapolis
Host of the Big Ten Men's Golf Championship
Carmel Country Club (North) ~ Charlotte, NC

EDUCATION

BS Accounting, Brigham Young, 1984

AFFILIATIONS

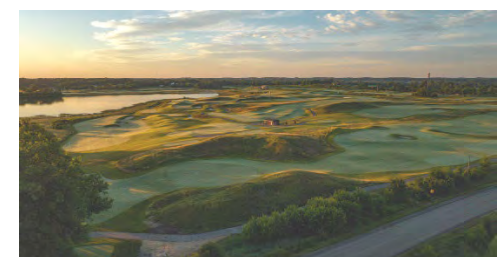
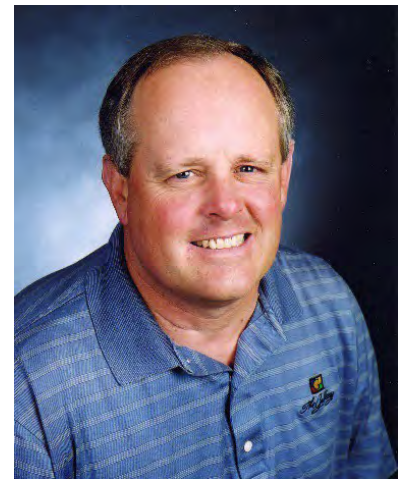
ASGCA, PGA Tour (life member)
Donald Ross Society (member)

WORK HISTORY

Total Years' Experience: 37

AREA OF EXPERTISE

- ◆ Site Analysis / Site Planning
- ◆ Conceptual Master Planning
- ◆ Golf Course Design
- ◆ Project Management
- ◆ Golf Course Construction



Matt Dufresne

Contact

4080 E Morgan Trail
Suite #18
Scottsdale, AZ 85258
715-572-8608

Dufresne.Golf.Design@gmail.com

Education

BS Accounting
University of St. Thomas

Expertise

Project Management
Site Analysis
Budget Planning
Communication
Problem-solving

Experience

AUGUST 2018 – DECEMBER 2025

Project Superintendent

Duininck Golf

FEBRUARY 2018 – AUGUST 2018

Assistant Project Superintendent

Duininck Golf

JULY 2017 – DECEMBER 2017

Assistant Project Superintendent

Landscapes Unlimited



When I began working in golf as a member of the maintenance team during a renovation project at Sentry World in Stevens Point, Wisconsin, a passion for golf course design was ignited immediately. That time showed me that dedication and hard work will be rewarded by making a special place as good as it can be. After that summer, I graduated with a degree in accounting. I found a good job with a small St. Paul, MN accounting firm. While the team was celebrating a new client, I could not stop thinking about golf course construction and design. I put in my two weeks and I ever looked back.

Immediately, I began working on a golf course construction project with the goal of getting into design. I fell in love with the process. All the little nuances and details of building a golf course enthralled me. The teamwork required for a project to succeed gave me purpose. Through hard work and some fortunate timing, I was able to start leading construction projects when I was 23 years old. These projects range from lower-budget projects for small town municipal courses to practice facilities for huge state universities to major renovations at Top 100 clubs to constructing new golf courses. The experience gained during my time leading these projects will be an asset for every client in my new role with John Fought Design.

Highlighted Projects

- ◆ The Rose - Athens, GA
- ◆ Cold Water Canyon - Chester, SC
- ◆ Windsong Farm Golf Club (North)- Independence, MN
- ◆ Old Chatham Golf Club - Durham, NC
- ◆ The Minikahda Club - Minneapolis, MN
- ◆ Golden Valley Country Club- Golden Valley, MN
- ◆ SentryWorld - Stevens Point, WI
- ◆ Columbine Country Club - Littleton, CO
- ◆ Woodhill Country Club - Wayzata, MN
- ◆ Erin Hills - Hartford, WI
- ◆ Ole Miss Practice Facility - Oxford, MS
- ◆ Minneapolis Golf Club - St. Lou Ls Park, MN
- ◆ Rochester Country Club - Rochester, MN
- ◆ Rawls Course at Texas Tech - Lubbock, TX
- ◆ Interlachen Country Club - Edina, MN
- ◆ Oxbow CC - Fargo, ND



PROPOSAL FOR MOAB GOLF COURSE MASTER PLAN ECONOMIC STUDY & CAPITAL IMPROVEMENTS PLAN C/O MOAB COUNTRY CLUB (MCC)

📍 Moab, UT
April 2026



PRESENTED TO

Moab Country Club
c/o Richard Codd
PO Box 1500
Moab, UT 84532
coddrc@gmail.com

PRESENTED BY

Jim McLaughlin
President, True Club Solutions
jmclaughlin@troon.com
480.694.1297



True Club
SOLUTIONS

A Troon Company



True Club SOLUTIONS

April 10, 2026

Moab Country Club
c/o Richard Codd
PO Box 1500
Moab, UT 84532
coddrc@gmail.com

Mr. Codd,

Thank you for the opportunity to present our enclosed proposal in response to Moab Country Club's (MCC's) Request for Proposal for the Moab Golf Course (MGC) Master Plan for Golf Course Design, Economic Study and Capital Improvements Plan. We are pleased to be asked to join John Fought Design in a collaborative effort on this project.

With decades of experience serving over 150 municipally related facilities, Troon is exceptionally equipped to analyze and evaluate the facility, creating a master plan aimed at ensuring long-term success for MGC and its stakeholders.

Through our strategic planning and consulting division, True Club Solutions (TCS), Troon offers extensive expertise to deliver insights and guidance tailored to MCC's objectives. Our team is familiar with the complexities of municipal golf course leases and operations, demonstrated by our successful history with similar facilities nationwide. We will leverage our corporate resources and regional staff to ensure MCC receives comprehensive support throughout every phase of the project.

We are eager to discuss our proposal in further detail.

Kind regards,

JIM MCLAUGHLIN
PRESIDENT, TCS



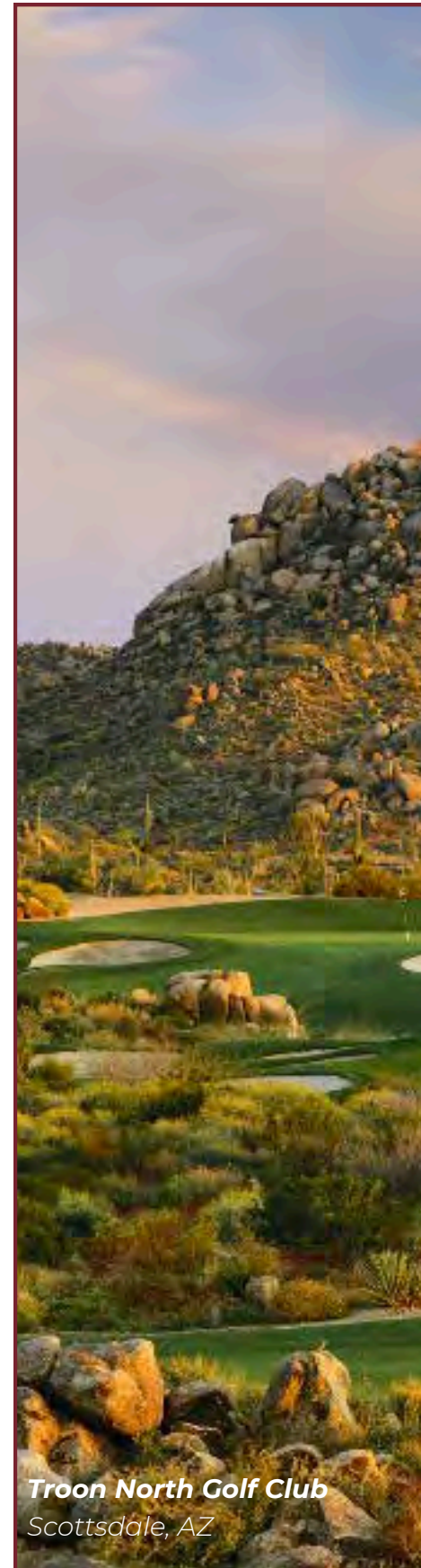
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- *Methodology*
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*Troon North Golf Club
Scottsdale, AZ*

RED LEDGES GOLF CLUB
HEBER CITY, UT



**QUALIFICATIONS &
EXPERIENCE**



**True Club
SOLUTIONS**

A Troon Company



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 940+ locations and in 45+ states and 40+ 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 35+ 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



TRUE CLUB SOLUTIONS



**True Club
SOLUTIONS**

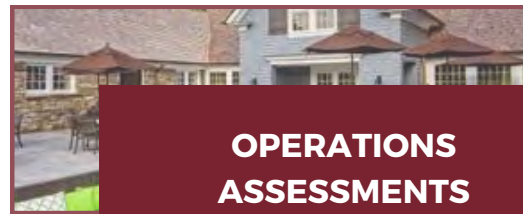
A Troon Company

As a division of Troon, True Club Solutions (TCS) is the only club advisory services firm that draws upon decades of experience, currently serving 940+ locations around the globe. As an alternative to Troon's professional management solutions, TCS engagements benefit our clients by tapping into the depth and breadth of expertise of our thousands of corporate and field associates to focus on club-specific, short-term challenges and opportunities.

TCS SERVICES



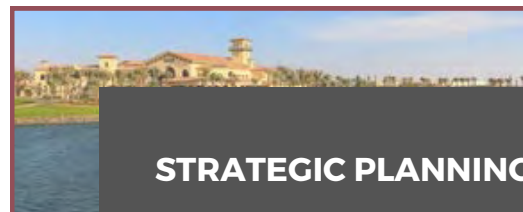
**ACQUISITION
DUE DILIGENCE**



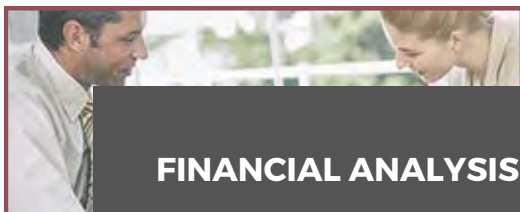
**OPERATIONS
ASSESSMENTS**



MARKET ANALYSIS



STRATEGIC PLANNING



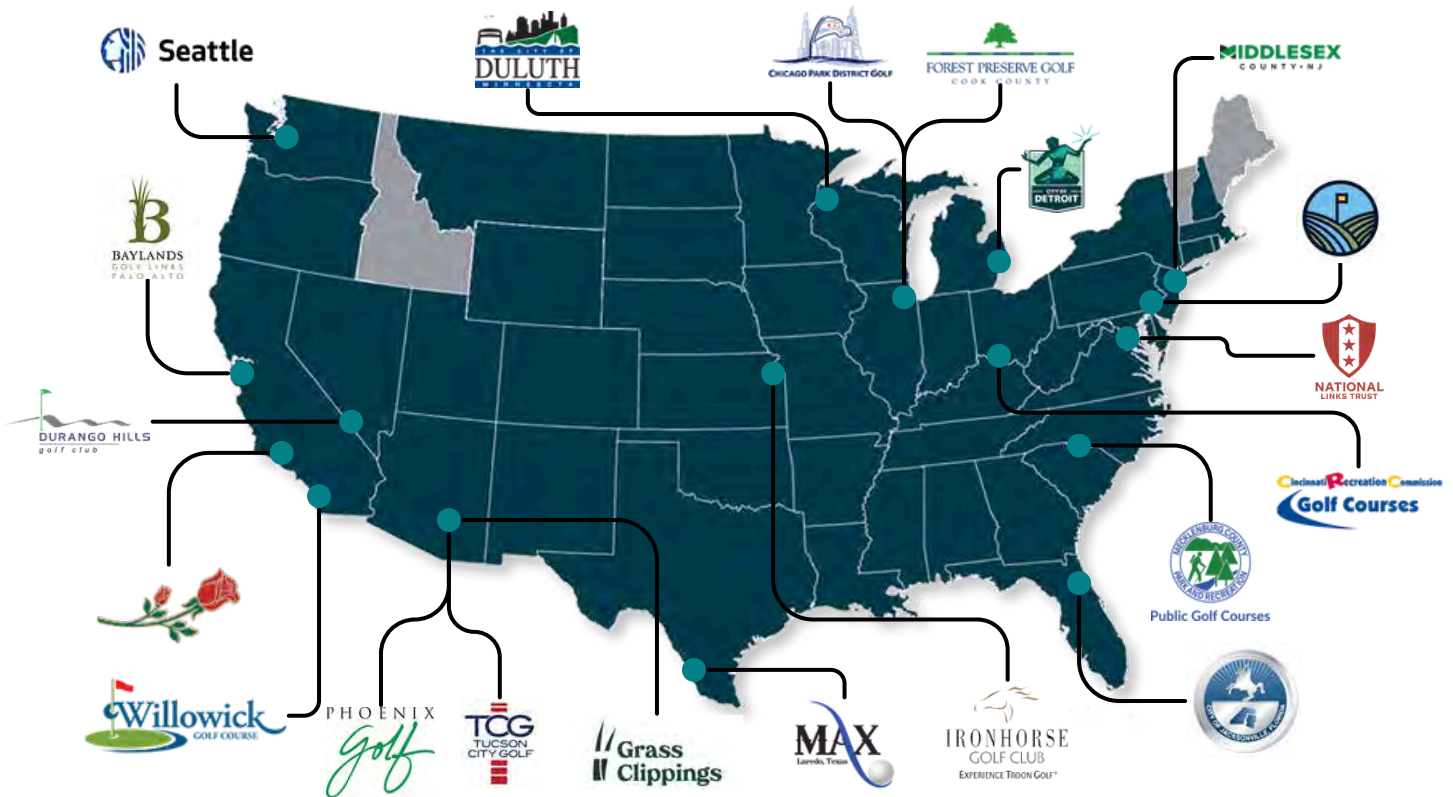
FINANCIAL ANALYSIS



FEASIBILITY STUDIES

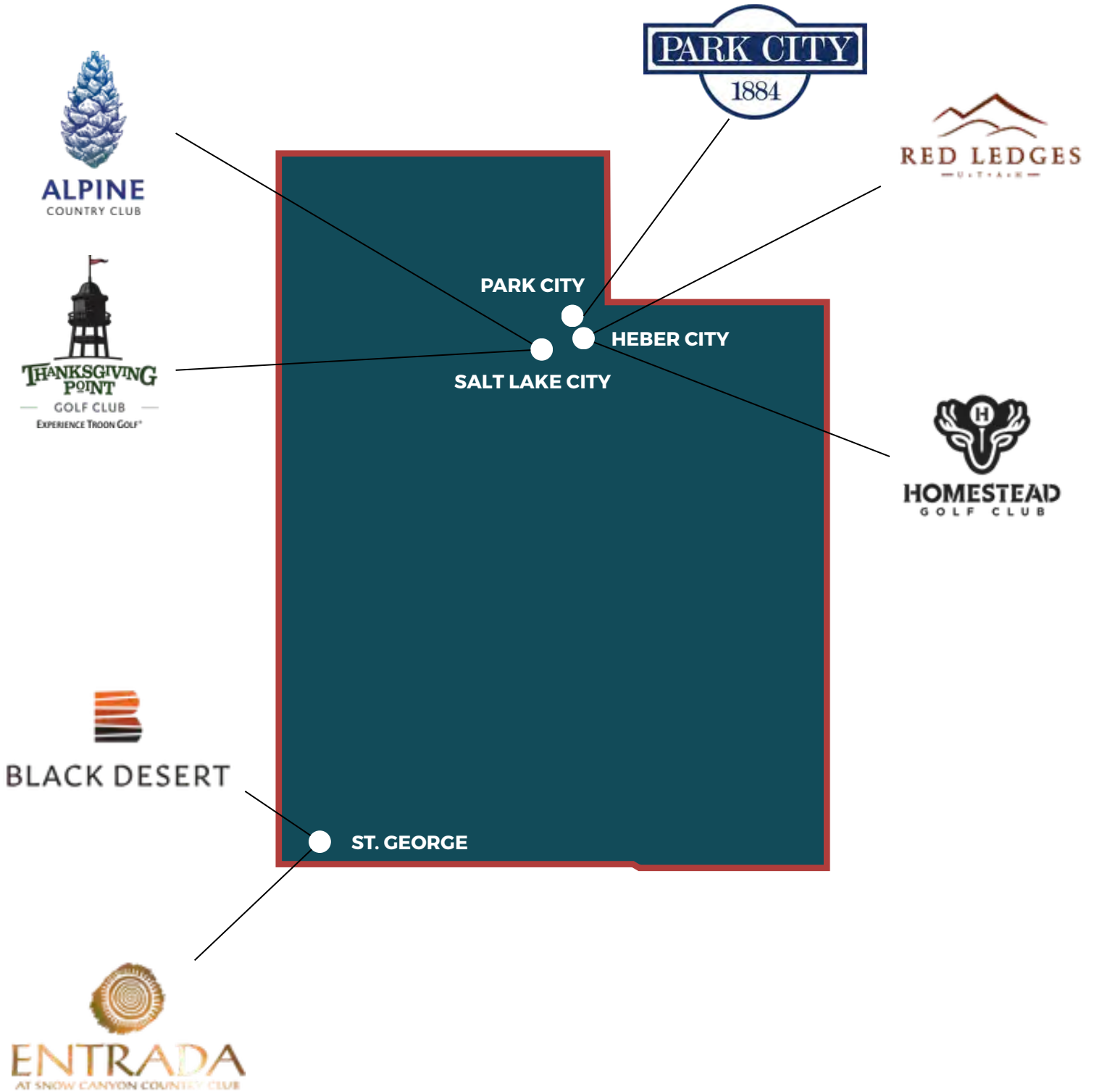
MUNICIPAL EXPERIENCE

Tron is the best in breed operator of municipal golf facilities in the US, as evidenced by more than 35 years of proven results and excellence in varying markets nationwide. Tron continues to succeed as the industry's premier operator of daily fee and municipal golf courses, currently operating more than 150+ municipal facilities. Below is a comprehensive list of all municipally owned facilities managed by Tron. We would be happy to provide contact information for any of our clients listed below upon request.



QUALIFICATIONS & EXPERIENCE

TROON UTAH PRESENCE



TRUE CLUB SOLUTIONS



JIM MCLAUGHLIN
DIVISION PRESIDENT, TCS



Jim McLaughlin is a Canadian PGA Member who launched his career at the prestigious Shaughnessy Golf Club in Vancouver under the tutelage of his father – Canadian Golf Hall of Fame member Jack McLaughlin. After several other high-profile positions in the industry, Jim made the move to Troon in 2006 to oversee the private club division, Troon Privé. Today, Jim is the President of True Club Solutions and brings with him a wealth of knowledge and 40 plus years of experience in the club and golf industry to Troon’s Advisory Services clients.

RYAN STEMSRUD, PGA
DIRECTOR, OPERATIONS & ANALYTICS, TCS



With over 20 years of club general manager experience, Ryan brings extensive operational knowledge, leadership, and analytical expertise to TCS' planning and development projects. His deep understanding of club operations, financial systems, and data-driven decision-making enables him to provide strategic guidance that enhances efficiency and performance. He also oversees the creation and delivery of key project deliverables, leveraging technology and analytics to optimize club performance.



SCOPE OF WORK SUPPORT

Needs Assessment; Financial Analysis; Operational Efficiency Review; Financial Assessment; Marketing and Branding Strategy; Revenue Diversification; Community Engagement; Implementation/Strategic Plan; Monitoring and Evaluation; Documentation and Reporting

AGRONOMY & CONSTRUCTION



BRIAN HAMPSON

SENIOR VICE PRESIDENT, SCIENCE & AGRONOMY



Brian Hampson is the Vice President of Science & Agronomy for Troon, overseeing the agronomic conditions of more than 25 golf facilities across Arizona and California. With over 20 years of experience in the golf industry and deep expertise in the Western agronomic region, Brian leads initiatives focused on turf health, water conservation, and sustainable course conditioning. Prior to his current role, he served as Assistant Golf Course Superintendent at properties such as Paradise Valley Country Club and Forest Hills Country Club. Known for his practical leadership, mentorship, and commitment to excellence, Brian plays a key role in maintaining Troon's high standards for playability and environmental stewardship.

JEFF POLING

VICE PRESIDENT, GOLF COURSE CONSTRUCTION



Jeff has more than 35 years of experience in golf course design and construction. Prior to joining Troon in 2007, he spent 18 years as Design Associate with Robert Trent Jones II, one of the world's top golf course design firms. During his tenure, Jeff assisted with conceptual routing plans, working drawings and supervised all phases of golf course construction. A graduate of Texas Tech University, Jeff is a Landscape Architect and he is responsible for all phases of golf course construction and renovation for the Company.



SCOPE OF WORK SUPPORT

Needs Assessment; Facility Assessment; Implementation/Strategic Plan; Monitoring and Evaluation

BLACK DESERT
IVINS, UT



METHODOLOGY & WORK PLAN



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METHODOLOGY



Troon customizes each scope to fit the client's needs. Once a scope is refined and agreed upon most projects follow a logical sequence of assessment, analysis, and advice.

Each project begins with a visioning session to intimately understand the client's needs and goals, followed by an objective assessment of operational conditions, competitive set, market dynamics, and industry benchmarks. The assessment stage typically includes an in-depth documentation and data review.



As the assessment phase concludes, the Troon analytics team taps into Troon's vast depth and breadth of quantitative and qualitative expertise to derive insights and projections on how to achieve the client's objectives.

The analysis stage typically includes the creation of key deliverables such as market studies, financials, and benchmark reviews.



Assessments, analytics, and recommendations are compiled into a comprehensive deliverable, then presented to the stakeholder(s) for questions, answers, and follow-up actions.

The report details critical next steps which can be implemented by the Client or Troon as part of an additional services agreement.

SCOPE OF WORK

PROPOSAL APPROACH

Our overall strategic approach as a subcontractor will be to utilize our Advisory Services Division, True Club Solutions (TCS), to provide the resources and personnel required to support the lead consultant, John Fought Design, in fulfilling the scope of the RFP. TCS will organize and build the appropriate consultant group from within Troon by leveraging both the Corporate headquarters in Arizona as well as regional talent.

Our team will move quickly with initial site visits, allowing adequate time to focus on the quality and content of various reports and scenarios while meeting the project's timelines. With our extensive industry expertise and established presence in the region, we are perfectly positioned to execute this engagement efficiently and effectively.

NEEDS ASSESSMENT

Troon is well versed in this discipline, and TCS engages in needs assessments for every project we undertake. Each project begins with a visioning session to intimately understand the client's needs and goals. This is followed by an objective assessment of operational conditions, golf course conditions, agronomy equipment and capital needs, competitive set, market dynamics, and industry benchmarks. The assessment stage typically includes an in-depth documentation and data review as well as a SWOT analysis which provides high-level stakeholder information and encourages strategic thinking.

FINANCIAL ANALYSIS

Troon has significant expertise in financial planning and analysis. This portion of the assessment will be led by Ryan Stemsrud with coordination from regional operations, marketing and agronomy resources. Some of our deliverables will include:

Operational Pro Forma

Includes the development of a five-year operational pro forma based on key TCS metrics to determine an optimal financial model for the course.

Benchmark Analysis

Provide national and regional comparables for 10+ key financial metrics within the Course's Income Statements. Some of these metrics include property and department level payroll % vs. revenues, COS % in F&B and retail, maintenance expense per hole, fertilizer and chemical expense per hole, GOP %, etc.

Other deliverables

- Cost rationalization by department (and consolidated) to include head count analysis, payroll analysis, operating expenses and fixed expense analysis
- Review of equipment leases and the benefit of purchasing versus lease of visa versa

SCOPE OF WORK

(CONTINUED)

REPORTING & TIMELINE

TCS will synthesize all findings from the assessment and analysis into a clearly organized section of the final report, including, but not limited to, supporting charts, benchmarking tables, and a summary of strategic opportunities.

Preliminary findings will be reviewed during interim plan review session to allow for feedback and alignment. Final analysis and recommendations will be delivered as part of the comprehensive report presented to MCC and project sponsors. Additionally, TCS will present our findings to the City Council and County leadership.

All data, assumptions, and methodologies used in this analysis will be transparently documented and provided in print ready digital format for future reference.

JAMES F. RUELLE, Irrigation Design & Survey

1547 East Fort Road • Park City, Utah 84098

☎ 801-557-9021 • ✉ As-Built@msn.com

PROFESSIONAL SUMMARY

Golf course irrigation design and geospatial mapping professional with 35+ years of experience supporting new construction and renovation projects throughout the United States. Pioneer in applying GPS and drone technology to golf course as-builts, irrigation systems, and construction verification. Extensive background in golf course architecture, irrigation design, master planning, and construction oversight for public and private facilities.

PROFESSIONAL EXPERIENCE

G.P.S. As-Built Design LLC — Park City, Utah Owner /

Principal | *January 1996 – Present*

Introduced Global Positioning Satellite (GPS) mapping technology to the golf industry. Owner and operator of Trimble Navigation GPS and drone systems providing sub-centimeter accuracy for golf course documentation, design support, and construction close-out.

Core Services & Expertise

- Production of highly accurate **as-built drawings** and **photo overlays** for:
 - Tees, greens, fairways, cart paths, trees, lakes, buildings
 - Irrigation and drainage systems
- GPS/GIS mapping for contract close-out, asset management, and future renovations
- **Golf irrigation design**, including:
 - Master pipe layouts
 - Pump station coordination
 - System verification and troubleshooting
 - Drone mapping and aerial documentation for construction monitoring and course management

Representative Projects:

- **Black Desert Resort** — Ivins, Utah | New 18 Holes
- **Tiger Woods @ Marcella** — Park City, Utah | New 18 Holes
- **Wohali Golf Club** — Coalville, Utah | New 18 Holes & Par-3
- **Mountain View Golf Course** — West Jordan, Utah | Renovation (Open During Installation)
- **Murray Parkway Golf Course** — Murray, Utah | Renovation (Open During Installation)
- **Mick Riley Golf Course** — Murray, Utah | 9-Hole | Par-3 Renovation (Open During Installation)
- **Cedar Hills Golf Course** — Cedar Hills, Utah | 2026 Renovation (Open During Installation)

North Dakota State University — Fargo, North Dakota

Teaching Assistant, Department of Landscape Architecture | *December 1988 – May 1990*

EDUCATION

Bachelor of Science – Landscape Architecture

Parks and Recreation Emphasis

North Dakota State University — May 1990 **Bachelor of**

Science – Environmental Design North Dakota State

University — May 1989