Frequently Asked Questions – Club Management Options

University Park Recreation District Board of Supervisors · November 20, 2026

While the Board has not yet made a selection, it intends to do so very soon. The Board has been evaluating five options over the last several months: continuing with PBM, using a professional employer organization (FrankCrum or Berman), or engaging a club management company (Hampton Golf or Troon). Many of the questions we have received ask what would happen if a club management company were selected, so many of the answers below address that scenario. Answers about Hampton Golf and Troon reflect information each company provided to the Board.

The Decision and Process

1. Is the Board selling the Club?

No. The District will continue to own the Club and all of its assets under any of the options being considered. If the Board selected a club management company, it would run day-to-day operations on the District's behalf, under a contract with the Board and at the Board's direction.

2. Why is the Board looking beyond PBM?

PBM was set up mainly to handle payroll, benefits, and employment for Club staff. It was not designed to provide the operational expertise of a dedicated club management company. With recent changes to operating agreements and major construction ahead, the Board is considering whether the Club needs broader support in operations, staff training, and project oversight. The Board is also evaluating professional employer organizations (PEOs) such as FrankCrum and Berman. Like PBM, a PEO would primarily handle payroll and HR rather than provide club management resources, and some of these options would require a more complicated legal structure.

3. Why now? Shouldn't the strategic plan come first?

Kitchen construction is targeted to begin April 15, 2027, and the Board wants experienced support in place before construction starts, not partway through. The Club's five-year strategic plan, being further developed with Strategic Club Solutions, is roughly 75 to 80 percent complete, and both club management companies said they would work within it. Hampton Golf asked to take part in that process, and Troon said it would develop a long-term campus plan with the Board.

4. How is the Board checking each company's track record?

Both club management companies provided references from clubs they manage, and Board members have individually followed up with those references.

Board Control and Costs

5. Would the Board lose control of the Club if it selected a club management company?

No. The Board would continue to set the Club's direction and approve its annual budget. Both management companies said the budget would be built with the General Manager and Chief Financial Officer but would not take effect until the Board approved it. A management company would make recommendations backed by industry data; ***the UPRD Board would decide what is implemented***, including whether to keep member events that do not make money and how much to subsidize dining.

6. How would the Board hold a club management company accountable?

If one were selected, through regular reporting and compensation tied to results. Hampton Golf described weekly forecasts of where the Club will finish the year, reports tailored to the Board, attendance at Board meetings, and a transition checklist the Board can see at any time. Troon described updates at 30, 60, and 90 days and an annual scorecard covering member satisfaction, employee satisfaction, finances, and capital projects. Under both proposals, part of the company's compensation depends on meeting Board-approved expectations.

7. Will dues or assessments go up because of this?

Not because of this decision. Dues and assessments are set by the Board under any of the options being considered. A management company could make recommendations, but any change would be the Board's decision.

8. Can bond money be used to pay a management fee?

No. Bond proceeds can be used only for the projects listed and disclosed when the bonds were approved and validated. A management fee would be an operating expense.

9. How would the cost of each option compare with what we spend today?

The Board would compare each option's total cost and scope of services, including continuing with PBM, with what the Club currently spends and what it would need to provide those services independently. For example, the Club does not currently have a permanent human resources director. The Board estimates that a standalone HR director would cost approximately $150,000 annually, and both club management companies indicated that HR support would be included in their management fees. Troon also indicated that its fee would include project management for capital improvements. The Board would review the scope of those services, potential savings through national purchasing agreements, and any additional costs before reaching an agreement.

10. What might professional management offer a club that has historically managed itself?

It could give the Club access to experienced specialists across departments, including during major capital projects. In a June 2025 industry interview, Marin Country Club President Joel Jutovsky credited the club's relationship with Troon with more disciplined budgeting and follow-through, annual member surveys, better responsiveness to member concerns, access to expertise across departments, and support for major facility improvements.

Club Employees

11. What would happen to Club employees if Troon or Hampton Golf were selected?

Under the models discussed, Club staff who transition would become employees of the selected company. Both Troon and Hampton Golf cited employee retention rates of approximately 97 percent in their presentations. Employees could also have access to broader career opportunities and different benefits packages. The Board would review employment terms, benefit coverage, and employee costs as part of any agreement.

12. Are there staff turnover or local talent retention risks with Hampton Golf or Troon?

Turnover varies by property, market, and position, and Hampton Golf works to keep it low by investing in Team Member training, advancement, and benefits. When Hampton Golf becomes a club's management partner, current employees are given the opportunity to keep their roles and become Hampton Golf Team Members. Hampton

Golf said the people members know would stay with the Club, and that its goal is to develop and keep University Park's local talent rather than rotate it.

Troon said it also invests in staff training and development and expects current staff to remain in their positions. Troon reported a staff retention rate in the high 90 percent range across its portfolio.

13. What would happen to employees if a management agreement were later terminated?

If a management agreement with Hampton Golf ended, employees could choose to stay with the Club and continue in their roles under the new structure. Hampton Golf's non-compete clauses do not survive termination of the agreement. Nothing would prevent the General Manager, CFO, or frontline staff from remaining at University Park.

If a Troon agreement were terminated, the employee transition process discussed to date would take place in reverse. Troon does not use non-compete clauses for employees, so in practice, onsite employees would likely remain at UPCC. Whether any current or future employee applies to work at another Troon-managed facility is at that employee's sole discretion.

Contracts and Liability

14. If the Board selected a club management company, how long would a contract last, and could the Board end it?

As a local government, the District cannot bind future boards to long commitments. Hampton Golf's agreement can be ended by either party with 60 days' notice. Troon initially proposed five years and is now open to three, which District Counsel said fits the District's requirements. Termination terms would be negotiated.

15. What protections would a contract include?

Liability, indemnification, insurance, what happens if a company is sold, and what happens to Club employees if the agreement ends would all be negotiated with District Counsel. The Board has asked both companies to provide written responses to resident questions on these topics. Any agreement would be approved by the Board at a public meeting.

16. Do Hampton Golf or Troon carry employment claims liability?

As the employer of record, Hampton Golf carries the liability for employment-related claims brought by its Team Members. No single standard answer covers every situation, because each claim has its own facts and circumstances. Each one is handled on its own merits, with appropriate legal counsel and care.

Once UPCC employees move to the Troon platform, Troon is the employer of record and is the party that responds to claims for wrongful discharge, harassment, discrimination, or any other employment matter. Troon has an employment practices liability program that carries a $10 million per-claim limit. Defense costs, settlements, and judgments are paid through the program from the first dollar, with no deductible or retention charged to the Club.

17. Do Hampton Golf or Troon carry liability for harassment by residents or the public?

If a resident, member, or guest is alleged to have harassed or discriminated against a Team Member, Hampton Golf, as employer, handles the matter independently and with care. Each situation is addressed on its own facts, so that the Team Member is protected and the Club relationship is respected. Hampton Golf works with the Board on any situation that involves a resident or member.

An employee's claim arising from the conduct of a resident, member, or guest is still a claim against Troon as the employer. Troon would investigate through its HR team and ask the Board to enforce the Club's conduct rules against the individual involved. The individual remains personally responsible for his or her own conduct.

18. Do Hampton Golf or Troon carry dram shop and on-premises alcohol liability?

Liability for alcohol service sits with the operator responsible for serving it. Under a management agreement, that responsibility belongs to Hampton Golf as the operating employer. Hampton Golf trains its Team Members in responsible alcohol service so the Club, its members, and the public are protected.

Florida law sharply limits an establishment's liability for injuries caused by an intoxicated adult patron. Liability generally arises only for willfully serving a minor or knowingly serving a person habitually addicted to alcohol. A claim would be made against the liquor license holder and the operator, and it would be defended and paid by liquor liability insurance. If UPRD were insured under Troon's program, coverage would be $2 million per claim and $4 million in aggregate for the Club, with a $25 million umbrella policy above it. Troon absorbs the entire self-insured retention, so the Club would have no deductible.

About Club Management Companies: Hampton Golf and Troon

19. What information has the Board obtained about the financial health and structure of Hampton Golf and Troon?

Hampton Golf has been in business since 1999 and currently serves more than 36 properties in seven states. The company is privately held and owned by professionals in club management and real estate development. It has no private equity or outside investor obligations driving a sale, a fund deadline, or cost-cutting mandates. That ownership structure gives Hampton Golf the stability to focus on long-term partnerships and on the success of each property it serves.

Troon is one of the most financially stable and well-capitalized companies within golf and the golf-related industry. Because Troon operates principally as a third-party, fee-based manager, it is shielded from significant market fluctuations that can affect owner-operators of facilities more noticeably. Troon has a corporate financing partner and, although it does not currently use it, can access a credit line of more than $30 million. Troon is also subject to an annual external audit by Deloitte, which has never resulted in an adverse opinion.

20. What are their ownership structures and why should we do business with Troon or Hampton Golf?

The Board asked both companies to respond to this question. Their responses are summarized below.

Troon has more than 30 years of experience managing clubs at the direction of each client. Troon says its scale gives clubs access to resources, subject matter expertise across all areas of the golf and golf-related industry, and economies of scale that an individual club could not deploy on its own, and that its collaborative approach has made it a recognized industry leader. Troon said its partnership would help UPCC deliver exceptional lifestyle experiences without the Board giving up control of the Club. Troon also indicated that resources included in its proposed fees would help offset costs associated with the upcoming capital projects. Troon's ownership is addressed in the next question.

Hampton Golf has been privately held since its founding in 1999. Its owners are professionals in private club management and real estate development, and the company has no private equity firm or outside investors. Hampton Golf says this structure lets it make decisions for the long-term success of the clubs it serves rather than for a fund timeline or a resale.

Hampton Golf describes its Team Members as its "North Star," with a focus on their training, advancement, income, and use of proven systems. The company said it works at the direction of the Board and from the Club's long-range plan, and bases decisions on data, so the Board keeps control while gaining additional tools and transparency. Through its portfolio, Hampton Golf offers national buying power, competitive Team Member benefits, and reciprocal play for members across its clubs and more than 850 clubs worldwide. Hampton Golf said it sees itself as a long-term partner in University Park's future and would work to protect the culture of the community.

21. Is Troon owned by a private equity firm?

Troon has always been owned by private equity, and its primary investor has changed at times. TPG Capital is currently the majority investor, alongside Leonard Green & Partners and Symphony Ventures. Troon says its current investors are focused on sustainable value creation, which comes from delivering exceptional value and customer service and, ultimately, satisfied clients. Because Troon does not "create widgets," it says aggressive cost-cutting would run counter to investor goals by hindering its ability to deliver the value that leads to long-term relationships. As an example, Troon has committed to using RealFood to help ensure a successful outcome on the upcoming kitchen renovation.

22. Has Hampton Golf sold off any of its own golf properties recently?

Hampton Golf held earned equity in the properties that recently traded (Palencia Club, Southern Hills Plantation Club, Country Club of Ocala, The Plantation Golf and Country Club). The decision to sell was made by the properties' majority owner, not by Hampton Golf. In the same period, he also sold his significant interest in the Tampa Bay Rays baseball team. The sales did not reflect any lack of capital or any operational issue at Hampton Golf.

23. Do we know the litigation history of Hampton Golf and Troon?

Hampton Golf has had no litigation with any client it has served since 1999. Hampton Golf attributes that record to the long-term partnerships it builds with its clients.

Troon sees claims and lawsuits in the ordinary course of business, as any operator of its size does, and it does not circulate a list of individual matters. Troon shared that independent benchmarking by its third-party claims administrator, current through September 30, 2026, shows Troon's general liability claims cost well under half the industry average per claim and result in litigation at less than half the industry rate. Troon has in-house attorneys, paralegals, and a claims manager who aggressively

defend claims and manage outside counsel for any litigation. Troon also looks for ways to manage and mitigate risk.

Next Steps and How to Share Your Views

24. How can I share my views?

Attend the Board's November 24 or December 11 meetings, both at 2:00 p.m. at the University Park Business Offices, with time for public comment. A community town hall is tentatively scheduled for December 14 at 2:00 p.m. in the Lakeside Room, with a live Zoom option and a recording. Recordings and meeting minutes of the October 19 and November 4 sessions are available on the UPRD website, and you can submit questions through the Town Hall Question Form.

25. Where does responsibility for selection lie?

The decision rests with the UPRD Board of Supervisors. Public comment at Board meetings gives residents and members a chance to share their views in a public forum, and Board members consider that input as they weigh the decision.

26. When a decision is made, is the decision final?

No. A decision would open contract negotiations. Any agreement would be approved by the Board at a public meeting, and the Board will commit only to terms that meet the needs of the Club, its members, and its employees.