





# **VISION STATEMENT**

Our vision is to become the finest private club and community for golf and recreational lifestyle activities in North America.

# MISSION STATEMENT

We will provide our members and employees with an exceptional experience consistent with our vision to be the finest club and community for golf and recreational lifestyle activities in North America.



# What Does Success Look Like for Desert Mountain in 2024?

- 1. We will have 90+% membership satisfaction in all major areas.
- 2. We will grow our membership in this five year period to the desired level of 2,050 Equity Golf Members.
- 3. We will deliver outstanding services with a membership cost that is competitive and sufficient to fund our operations and capital spending without assessment, if possible.
- 4. Our Golf, Food & Beverage, Lifestyle amenities, Club infrastructure and programming will be consistently relevant and exceptional.
- 5. An increased number of Club members will also be homeowner residents.
- 6. The members, the Board and the management team will have a trust based relationship that contributes to a positive Club culture.

# **GOAL ONE**

**Grow Equity Golf Memberships to 2,050** 

## **GOAL ONE STRATEGIES**

 Build the Desert Mountain brand as the finest private club and community for golf and recreational lifestyle activities in North America.

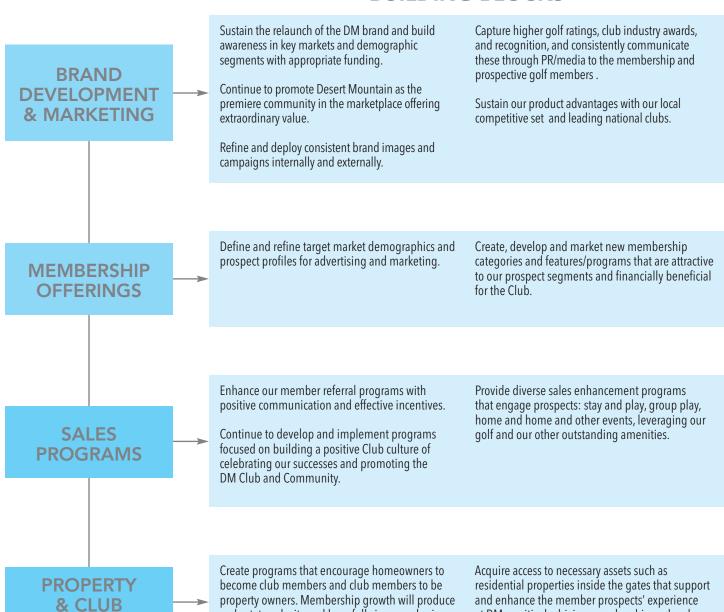
**MEMBERSHIP** 

- 2. Enhance and develop our marketing resources and initiatives for targeted brand and marketing campaigns.
- 3. Develop a relevant, consistent, and sustainable portfolio of membership offerings and programs to grow the Club's total membership levels.

at DM, positively driving membership and real

estate sales.

### **BUILDING BLOCKS**



real estate velocity and hopefully increased prices.

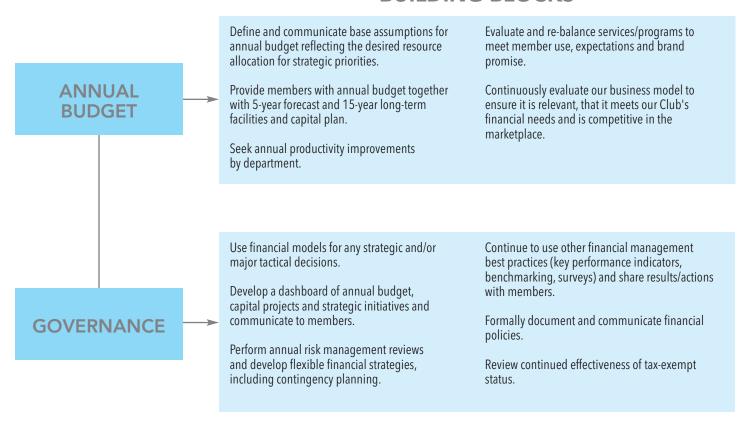
# **GOAL TWO**

Manage Club finances to support current and long-term financial sustainability, enabling Desert Mountain Club to continue to offer a compelling value proposition

## **GOAL TWO STRATEGIES**

- 1. Manage operating costs and annual dues to a level sufficient to fund operations, capital requirements and reserves consistent with our brand, mission and vision statements without assessments, if possible.
- 2. Review capital structure for sustainability and efficiency. Prioritize capital projects to balance member expectations, infrastructure needs, and new amenities.
- 3. Create an effective process for communicating Club financial matters to the membership.

### **BUILDING BLOCKS**



# **GOAL THREE**

Fulfill the DM brand promise as the finest private club and community for golf, and recreational lifestyle activities in North America, achieving an overall membership satisfaction rating of 90+%

### **GOAL THREE STRATEGIES**

- 1. Deliver exceptional golf experiences with well-maintained courses and facilities, ensuring optimal access.

4. Enhance and evolve our distinctive

choice of Lifestyle amenities and

**GOLF** 

marketplace.

programs to remain a leader in the

- 2. Attract, develop, and retain motivated, well-trained and high-performing employees.
- 5. Promote an inclusive, collaborative, trustbased Club culture, where members, Board Members, management and employees practice active, positive promotion of our Desert Mountain brand.
- 3. Innovate in all aspects of our Club programming to deliver consistent, relevant product and excellent service.
- 6. Continue to evolve and enhance the Board governance model to ensure the Board is a strategic entity and allows our CEO and management team to run our operations.

#### **BUILDING BLOCKS**

Provide excellent course conditions year-round and constantly apply best practices.

Strive to have one or more of our courses be

Provide memorable guest experiences (tournament and individual) to enhance our brand image.

ranked in the Top 100 rankings.

Improve course access and course conditions respecting group, guest, and individual play to support increased membership growth.

Make the Desert Mountain golf instruction experience the recognized standard in the industry, and the Jim Flick Golf Performance Center renowned for its state-of-the-art instructors and technology.

FOOD & Eval effective and the second second

Provide memorable member dining experiences with high quality food, service, consistency and ambiance.

Evaluate reservation policies to provide more effective utilization of existing capacity and expand use of existing restaurants to increase capacity.

Offer dining variety by innovating menus, small portion options, high-end and casual dining options, and championing creativity in the F&B offerings (i.e., theme nights, epicurean events).

Provide a wine selection which is diverse and with competitive pricing.

#### **BUILDING BLOCKS**

Innovate in programs that appeal to a broad Create ways for small special interest groups to base of members and leverage our unique interact, including providing spaces to thrive and location, assets and amenities. build a sense of community. Continue to expand the number of social Ensure all programming and facilities continue to evolve to meet members' needs. events (i.e., happy hours, parties) to enhance **LIFESTYLE** a sense of community. Enhance website to be more user friendly and improve access to information, reservations, and interaction. Engage the membership, the Board, management Reinforce open member forums with the and employees in building a positive environment, Club management team to foster open dialogue. culture and brand. Develop an exit process for departing members Develop and disseminate positive messaging that maintains a positive perception of DM re: DM sustainability programs (NAOS, Northern upon exit. **CULTURE** Properties, water conservation, dark skies lighting, housing specs). Build a culture of appreciation for employees among the members, the Board, and management. Continue to attract, competitively compensate, Maintain high employee morale and motivation and retain high-performing employees who through internal recognition, promotion and embrace outstanding member service. celebration of our team of employees. Through HR led initiatives, mentor high-Continue to build a culture of personal **EMPLOYEE** performing employees to develop future accountability and empowerment. RELATIONS leaders. Continue to build excellence in our employees and invest in their professional growth, development and training. Invest in the restoration and modernization Annually evaluate physical assets for condition, utilization and improvement opportunities. of existing and new Club facilities to stay relevant for today's members and in tune with Annually evaluate all amenities and programs the evolving expectations of future member **PHYSICAL** using targeted feedback, leadership prospects and the market. recommendations, quality and usage criteria. **ASSETS & PROGRAMS** Create and maintain a long-term capital assets plan updated when strategic plans are updated.

