

17 YEARS OF EDUCATING THE PRIVATE CLUB INDUSTRY
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THE BOARDROOM

OFFICIAL PUBLICATION FOR THE ASSOCIATION OF PRIVATE CLUB DIRECTORS



Distinguished President of the Year Doug Green, The Polo Club of Boca Raton

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PICTURED LEFT TO RIGHT:
BRETT MORRIS, GM/COO - POLO CLUB BOCA RATON
DOUG GREEN, PRESIDENT - POLO CLUB BOCA RATON
STORY ON PAGE 20



Clubs sometimes face challenges that can lead to dire consequences, and just sometimes, a leader turns those challenges into triumphs. That's the case with Doug Green, the outgoing president of the Polo Club of Boca Raton, Fl., and BoardRoom magazine's Distinguished Club President for 2012.

"This club has made a tremendous amount of headway and Doug Green is responsible for it," stressed Kurt Kuebler, a partner in Kopplin & Kuebler LLC.

"Doug gets the big picture perspective. He has been able to build the confidence of his board members and the membership and that really helped energize the club." Green, a former senior partner in the office of the chairman and board member of KPMG, and his wife Toni have lived in the Polo Club community since 2001.

And the challenges...well, some of the same issues many clubs face: a fractured board, getting the board to communicate with membership, getting members to support needed change, and getting certain capital improvements supported by the board, management and members. It's being able to rise above the challenges that make the difference for a club, and that's been accomplished at the Polo.

"Doug had a board that was, in many ways, fractured, and molded it into one cohesive unit," explained Stanley Goldberg, who succeeded Green as the Polo Club's president this year.

"Today, we have a board that acts as one body and works together. In the

The Polo Club's Doug Green Honored as BoardRoom magazine's

Distinguished Club President

past, there was a lot of dissension — no one could agree on anything. Now, when board members walk out of an important meeting, they stand together as a unified front.

“Doug’s biggest achievement was improving communication, and helping to put a new management team in place that the members are very happy with. I know he’s proud to leave office knowing he’s helped to make the club a much better place than it was four years ago,” Goldberg added.

BoardRoom, for the fifth year, is recognizing 21 clubs as Private Club Presidents of the Year – 2012 for practicing what they preach – leadership for the betterment of their clubs...board presidents or chairs who have served as the volunteer leaders of their club.

“Kurt and I are very enthused that BoardRoom’s Club President of the Year program continues to develop,” commented Richard Kopplin, partner, Kopplin & Kuebler LLC. The firm is one of the major supporters of this BoardRoom endeavor.

“We have often honored club general managers and other employees in the private club world but this is the first effort to recognize club members who give so much of their time for the betterment of their clubs by serving as their club president. It’s about time they receive some accolades for the work that they do to benefit their fellow club members,” Kopplin added.

“Clubs expect top performances from the GM/COO, but it’s especially gratifying to find a president who truly ‘gets it,’” Kuebler injected.

“This is a very exciting story of a club that has had to work hard to get up off the ground,” exclaimed BoardRoom publisher, John Fornaro. “Doug Green’s steadfastness and hard work is a tribute to that. It’s a wonderful accomplishment for the Florida club.”

Nominations of the top 21 have been reviewed by BoardRoom’s industry experts who have an understanding of the industry – the structure of the board of directors, and the role and responsibilities of the club’s board of directors, which also clearly defines the role and responsibilities of the club’s chief executive.

The Polo Club, a \$40 million operation, is a premiere gated community located in Boca Raton Florida. The club opened its doors in 1986 and today has 3,400 members and 1,700 homes on 1,100 acres.

The club features 27 Har-Tru Tennis Courts, two 18-hole Tom Freeland-designed championship golf courses, a 45,000 square foot clubhouse featuring five dining venues, and a 35,000 square foot spa and fitness center.

“The board’s primary role is to ensure its fiduciary responsibility to the membership,” Green emphasized. “The best boards do not manage the organization, but ensures the organization is well-managed. How? By hiring the best management team, retaining the best management team, and holding them accountable. At the end of the day, it’s management that runs

the club, but it’s the board’s responsibility to make sure management is doing the job they were hired to do, and at the level of professionalism and excellence we expect.”

After an extensive four-month search, the board found that person: new COO / general manager Brett Morris.

“Leadership is about surrounding yourself with the best people and allowing them to do their job to the best of their abilities, while supporting and making them better every day,” said Green. “We chose Brett not only because we believe he is the best at what he does, but we felt that he is also the person our members would be proud to call our leader and our partner.”

Brett’s extensive experience and expertise in food and beverage in the private club industry also fulfilled another goal of Green

SEE COVER STORY - PAGE 22

Page 20: L-R Brett Morris, GM/COO; Doug Green, president
Page 21: Entrance sign to The Polo Club of Boca Raton
Page 22: Aerial view of the family friendly resort complex of The Polo Club at Boca Raton





[COVER STORY] - 21

and the board: to elevate all aspects of service and quality of the club's food and beverage operations to be second-to-none.

"Today, everything from the valet, to food and beverage offerings, and the wait staff all across the club is discernibly better than it was a year ago," explained Green. "Those are the things we needed to improve, and while we've made a discernible difference from six months ago, we still have work to do," Green stated.

"Knowing how to communicate and listen — that's a huge part of what we had to do. It was important to get the board communicating better, but it was also important that we — as a governing body — listen to our members.

"As president, I wanted to address the members' concerns in a timely manner. Open communication, and truly listening to their needs, helped to build the trust that allowed us to move forward and implement the changes we've made in the past few years," he added.

Today the club embodies much of what makes private clubs more efficient and effective, including continual strategic planning.

"Strategic planning at Polo is ongoing. It doesn't stop; you do it continually. It's a process that never ends," emphasized Green.

"If the Polo club continues in the direction it has taken in the past two years, with the ongoing support of the membership, our members will experience an enhanced lifestyle

to be enjoyed by family and friends, and the community will attract a younger, more active demographic — a generation of more involved golfers and tennis players, leading to an increase in home sales."

Currently the club's strategic plan uses the input of nine sub-committees to move forward with improving the club's operation.

"The most successful organizations anticipate change, plan for change, and implement the appropriate strategies — setting priorities, both short and long term — that will allow for appropriate change. If you are going to stay ahead of the competition, the status quo simply will not work. You must be one step ahead at all times," remarked Green.

"Doug was instrumental in keeping members informed and involved, which is so important," commented the club's GM and chief operating officer Brett Morris. "He is also very good at being transparent with all that goes on behind the scenes. These points are key to running a large operation like Polo: you have to be willing to put it all out there to the members. 'Make the invisible, visible,' as Doug would say."

While the Polo Club continues to emerge as one of South Florida's most desired residential resort communities, the real challenge will be not only to sustain this position, but also to continue to build on Polo's "reputation" and "brand equity."

Green measures his success by membership satisfaction: "I look at member satisfaction because that is the business we're in. Our goal here is to provide our members with a

great experience, day in and day out, and with our recent membership survey, which received a score of 92 percent member satisfaction, that says it all. That's how I measure our accomplishments.

"We are in two businesses: member satisfaction and home sales. If the members are happy inside the gates, then word gets outside the gates, and that's why we've seen a substantial increase in home sales this year," Green explained.

"Our members are now feeling good, especially about the areas of the club that needed improvement, including food and beverage, service excellence and marketing, which are now well underway. He accomplished what he set out to do, and he can be proud of what Polo stands for today," GM Morris enthused.

And that's what being a Distinguished Private Club President is all about! **BR**

Top 21 Private Club Presidents

BoardRoom magazine, for the fifth year, is recognizing 21 club presidents and chairs as Private Club Presidents of the Year – 2012 for practicing what they preach – leadership for the betterment of their clubs.

"This kind of recognition for volunteers who give so much to the club has been long overdue, and since the first awards there's been a steady growth in the nominations by club general managers and others in the private club industry," exclaimed BoardRoom publisher John Fornaro.

Private club board presidents play a huge role in the professional operations of their club as a volunteer working diligently with their board of directors and general managers, striving for well informed, but not emotional decisions.

These outstanding presidents exemplify the focus on the leadership responsibilities, the accountability and the management of the board, providing a healthy respect for the club's macromanagement. They understand the importance of working, effectively and efficiently, with their volunteer boards and the dedication that's required from everyone with whom they work.

It's a point made by this year's Distinguished Top President, Doug Green of the Polo Club of Boca Raton, FL.

"The boards' primary role is to ensure their fiduciary responsible to the membership. The best boards do not manage the organization, but ensures the organization is well managed. How? By hiring the best management team, retaining the best management team, and holding them accountable." Green explained.

Systems along do not insure a good board. Key elements include commitment, competence, diversity, collective decision making, openness, transparency, effective communication with management and the membership, fiscal responsibility, development and establishment of the club's mission, vision and policy direction, especially through establishment of a strategic plan. A successful board president draws upon the expertise of other board members, the club's institutional memory and stewardship of the club's resources. As well, the board president provides new board members and future president with information they need to perform effectively as board members.

Congratulations to these outstanding private club board presidents.

Distinguished Presidents

Mr. James W. Abbott

Jonathan Club, Los Angeles, CA

Mr. Brett Shane Bernstein

Lakewood Country Club, Rockville, MD

Dr. Travis Brannon

Hillwood Country Club, Nashville, TN

Mr. Pat Demens

Marine Drive Golf Club, Vancouver, BC CANADA

Dr. Luke Faber

San Luis Obispo Country Club, San Luis Obispo, CA

Mr. Jody Gallagher

Thornblade Club, Greer, SC

Dr. Richard M. Goldenberg

The Club at Admiral's Cove, Jupiter, FL

Mr. Doug Green

Distinguished President of the Year

The Polo Club of Boca Raton, Boca Raton, FL

Mr. Tom Hutchinson

Tavistock Country Club, Haddonfield, NJ

Mr. Doug Ideker

The Club at DC Ranch, Scottsdale, AZ

Mr. Mike Irvine

Rancho Santa Fe Golf Club, Rancho Santa Fe, CA

Dr. Ken Jensen

Monterey Peninsula Country Club, Pebble Beach, CA

Ms. Sue Jerovsek

Spring Lake Country Club, Spring Lake, MI

Mr. Richard Kaplan

Aberdeen Golf & Country Club, Boynton Beach, FL

Mr. Bill Marks

Sand Point Country Club, Seattle, WA

Mr. Brian Murphy

Milltown Golf Club, Milltown, Dublin IRELAND

Mr. Mike O'Donnell

Mirabel, Scottsdale, AZ 85262

Ms. Jeanne Poorman

Michigan Shores Club, Wilmette, IL 60091

Mr. Peter Ruggieri

Valley Country Club, Warwick, RI 02886

Mr. Ivan Snyder

Broken Sound Club, Boca Raton, FL 33496

Mr. David Townsend

Hamilton Farm Golf Club, Gladstone, NJ 07934



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"The Most Trusted Names in Private Club Executive Placement"



BoardRoom magazine Recognizes 21 Private Club Presidents of the Year

By Dave White, Editor, BoardRoom magazine

*Private Club Presidents of the Year major sponsors
Kopplin & Kuebler, Preferred Club and Toro*

BoardRoom magazine annually recognizes the world's top private club presidents, captains and chairs as **Private Club Presidents of the Year**, for their outstanding work, their understanding of the industry, and role and responsibilities of the club's board of directors. In this continuing series, BoardRoom introduces four of the top 21 presidents for 2013.

Private club board presidents play a huge role in professional operations of their clubs as a volunteer working diligently with their board of directors and general managers, striving for well informed, but not emotional decisions.

This recognition by **BoardRoom magazine** has attracted board president nominations from clubs and other nominators around the world.

These outstanding presidents exemplify the focus on the leadership responsibilities, the accountability and the management of the board providing a healthy respect for the club's macromanagement. They are cognizant of the importance of working, effectively and efficiently, with their volunteer boards and the dedication required from everyone with whom they work.

Key elements of a "good" board include commitment, competence, diversity, collective decision making, openness, transparency, effective communication with the management and the membership, fiscal responsibility, development and establishment of the clubs' mission, vision and policy direction, especially through establishment of a strategic plan.

A successful board president draws upon the expertise of other board members, the club's institutional memory and stewardship of the club's resources. As well the board president provides new board members and future board presidents with information they need to perform effectively as board members.

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Four club president profiles on page 58 & 59



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"The Most Trusted Names in Private Club Executive Placement"





Club presidents, or club general managers accepting on behalf of the club presidents, at the 2012 Top Private Club Presidents reception at the CMAA World Conference and Expo in San Diego, CA this past February.

Top 21 Private Club Presidents

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Unfortunately two president's names were left off our list last issue. Our apologies to Mr. Mike Irvine, Rancho Santa Fe Golf Club in Rancho Santa Fe, CA and Dr. Ken Jensen, Monterey Peninsula Country Club, Pebble Beach, CA.

Distinguished Presidents

Mr. James W. Abbott

Jonathan Club, Los Angeles, CA

Mr. Brett Shane Bernstein

Lakewood Country Club, Rockville, MD

Dr. Travis Brannon

Hillwood Country Club, Nashville, TN

Mr. Pat Demens

Marine Drive Golf Club, Vancouver, BC CANADA

Dr. Luke Faber

San Luis Obispo Country Club, San Luis Obispo, CA

Mr. Jody Gallagher

Thornblade Club, Greer, SC

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Tavistock Country Club, Haddonfield, NJ

Mr. Doug Ideker

The Club at DC Ranch, Scottsdale, AZ

Mr. Mike Irvine

Rancho Santa Fe Golf Club, Rancho Santa Fe, CA

Dr. Ken Jensen

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Ms. Sue Jerovsek

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Mr. Richard Kaplan

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Mr. David Townsend

Hamilton Farm Golf Club, Gladstone, NJ 07934

JAMES W. ABBOTT, PRESIDENT | JONATHAN CLUB | LOS ANGELES, CA



JAMES W. ABBOTT, PRESIDENT



MATTHEW ALLNATT, GM/COO

Jonathan Club, a club with a rich history and impressive membership roster, has the great fortune of two clubhouses situated in two of the most dynamic communities in southern California, Santa Monica and downtown Los Angeles. Both of these communities are seeing great gains in business relocation and infrastructure investment.

The club leadership is committed to being on “the crest of the wave” of this new growth. President Jim Abbott’s direction and vision has re-energized the process to maintain the club at the forefront of the private club industry, and is stressing not only the growth potential but also the relevance of the club, all while emphasizing a “partnership” with general manager/COO Matthew Allnatt.

The club looks at being both relevant and convenient to its members while also acknowledging the changing interests. In the last year the club, constantly aware of its existing facilities, has continued its capital programs, and maintaining facilities to the standard expected of one of the country’s finest clubs.

While some of these enhancements have required significant facility upgrades, like the dramatic expansion of the club’s fitness facilities, many revolve around basic everyday needs and conveniences. The overall impact is subtle, but it all dovetails with the theme of constantly making the club more relevant to its members’ daily experiences.

Financial stability and the revitalization of the club’s committee system have been two major areas of focus during President Abbott’s tenure. His stated goal is that, “Our club volunteers and that brain trust from which our club benefits are crucial to our club’s success and longevity.”

Abbott believes in the importance of the club’s committees, and has been involved in identifying these members, who while enjoying the club’s facilities also contribute their expertise and understanding.

“Jim’s awareness of the club’s complexity as an operation and his enabling of our management team has helped bring a more harmonious and productive environment to our club,” enthuses COO Matthew Allnatt. “Jonathan Club looks toward a very bright future and continuing cutting edge evolution as a private club.”

Jonathan Club’s governance model, led by president Abbott, and the board’s overview of staying at “50,000” feet also demonstrates a model for club success, member satisfaction and balanced financial planning for the future. **BR**

BRETT SHANE BERNSTEIN, PRESIDENT | LAKEWOOD CC | ROCKVILLE, MD



BRETT BERNSTEIN, PRESIDENT



ERIC DIETZ, GM/COO

Brett Bernstein has consistently demonstrated the abilities to build consensus within Lakewood’s board of directors. He has focused the board’s direction on policymaking and not operations and has clearly and concisely developed a communications plan in conjunction with the CEO Eric J. Dietz that has fostered a sense of transparency, and most importantly trust within the membership.

He has delivered in these areas while championing the club’s strategic plan and vision, the first such plan approved by the board and adopted by the membership in the 52-year history of Lakewood Country Club.

An early supporter of the strategic plan and vision, Bernstein took it under his wing and lobbied within the board to secure the necessary funds to develop the plan, and he worked diligently to communicate the steps necessary to the membership to achieve the final result.

During the focus group phase, Bernstein worked the phones and his ever-present iPhone tirelessly to make sure the groups were filled with a diverse yet representative segment of the membership. He highlighted the results in the various communications portals to ensure transparency and full disclosure...not just the good but the bad as well.

Mr. Bernstein formed a bylaw committee to address the issue of aging governance documents. He, as an ex-officio committee member worked many days and hours to draft a complete overhaul of the bylaws and to prepare and deliver a flawless presentation to the membership.

Though many doubted the revision would pass, it did so overwhelmingly...much to Bernstein’s credit and the trust he has built within the membership during his tenure.

With this positive outcome, he set out with the board and management to implement the documents’ changes within the documents. This has had an instantaneous, positive impact on the club.

The results, nothing short of remarkable in these uncertain times, include:

- A waiting list for membership for the first time in recent history
- Financial results that have consistently narrowed the deficit gap and will bring the club to net zero bottom line in 18 months
- An average membership age that is the envy of our local club community and which most importantly, has given the management team the tools needed to guide them successfully for years to come.

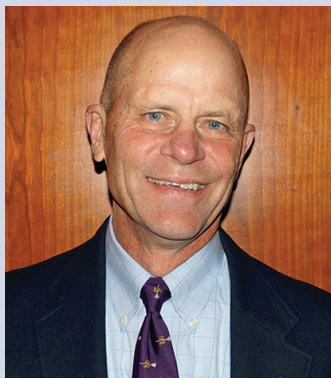
This has all been accomplished with the understanding that the plan will be revisited at least annually to measure progress and to make strategic changes as necessary.

“I would welcome his leadership, friendship and support for as many years as he chooses to serve. It has been a pleasure to work with him side by side this year,” said the club’s general manager/CEO Dietz.

“In my opinion any GM would be fortunate to have the backing and support but most refreshingly the non micromanaging style that Brett Shane Bernstein has brought to our club,” Dietz added.

Bernstein, a consummate professional, at the club and in his professional and personal life, is a tireless advocate of local charities. He finds the time to chair a major local charitable fundraiser and to contribute positively to his family, which includes his wife Jen and their two beautiful daughters. **BR**

DR. TRAVIS BRANNON, PRESIDENT | HILLWOOD COUNTRY CLUB | NASHVILLE, TN



DR. TRAVIS BRANNON, PRESIDENT



THREE CARPENTER, GM/COO

In 2011, the Hillwood's golf course was closed and two assessments fractured the club's harmony. As president, Dr. Travis Brannon rallied the club's members, the board and senior staff, and a year later Hillwood is well positioned for the future. After losing many members during the club's financial crisis of 2011, Hillwood recruited 75 new members in 2012, and another 17 upgraded their membership. Projections for a modest surplus for the year were significantly exceeded. The board of directors went from talk about lowering the admission fees in 2011 to raising the fee from \$35,000 to \$40,000 in September 2012.

Hillwood replenished its cash balances from zero to \$2.6 million during Dr. Brannon's presidency, with debt reduced by \$1.1 million. The club's bank risk rating has significantly improved and receivables have improved five percent to the best rate in Hillwood's history.

Rumors of the club's demise have diminished and several members who left during the turmoil rejoined in 2012. Member usage in golf, fitness, and tennis are at all-time highs and a positive buzz surrounds Hillwood in the community, a club with amenities unmatched in Nashville.

To gather detailed member feedback, Rick Coyne of Club Mark Corporation carried out an extensive member survey for the club in the spring of 2012. Responses indicate excellent member satisfaction and excitement at being a member of Hillwood. The board and senior staff have used member feedback from the survey as a base for many of its programming decisions.

"Following a crisis year, it was vital that a uniquely qualified president lead Hillwood Country Club during 2012," explained outgoing board member Cabot Pollard Pyle.

"Dr. Travis Brannon possessed just the right skill set to lead his fellow members, the board and senior staff: poise, decisiveness, an authentic love of his club, and (not to be underestimated) a good sense of humor.

"Travis has been a consistent source of energy as Hillwood rediscovered both its charm and uniqueness," Pyle added.

"He selflessly encouraging Hillwood's members to come together as a unified club family, and as a result, more than 80 new members were recruited. Projections for a modest surplus were significantly exceeded, and an exciting new platform has been firmly established for Hillwood's future.

"Best of all," Pyle enthused, "Travis accepted the board's invitation to serve as Hillwood's president in 2013...the first time in Club history a member was asked to serve in consecutive years." **BR**

PAT DEMENS, PRESIDENT | MARINE DRIVE GOLF CLUB | VANCOUVER, BC, CANADA



PAT DEMENS, PRESIDENT



RON PAULS, GM/COO

Pat Demens, a member of 26 years, has always been a passionate supporter of the Marine Drive Golf Club. Rejoining the board of directors for a second time in 2010 and elected president in late 2011, Demens quickly championed and restarted the strategic planning process, which was not used at the club for a number of years.

Pat is a believer in consensus building and has the patience to ensure everyone is fully supportive of decisions before the board initiates action. While recognizing this takes time, he believes in all, but the most extreme cases, this extra effort pays dividends for years, because decisions are seldom reconsidered and changed.

Demens has been instrumental in focusing the board around communication with members and a consultative process, which has proven to provide strong decisions in the end.

Under his presidency and with the guiding hand of the strategic plan, the club attracted 137 members in 2012...women of all ages

and men under the age of 35, in categories so important to the club's future, and fulfilling the immediate goal of a more balanced social atmosphere at the traditional pure golf club.

In a routine year Marine Drive would recruit between 12 and 15 people to replace attrition across all membership categories. Under his leadership the program to attract young men and women was identified as a long-term strategic initiative. Through a consultative process with existing younger members and healthy challenges to both the membership committee and the management team, the club developed a program which all members encouraged and supported.

Pat's consensus building and timely critical questions created more back and forth between the committee and the board but at the end of the day the program was a home run for everyone – members young and old.

Pat recognizes his responsibility, as president to lead but also understands when to engage club committees and when to keep both out of management's way.

Demens has also been instrumental in establishing a committee and board self-evaluation model. This keeps both clearly focused on their important strategic goals and out of the club's kitchen. In Demens's words, "the COO is the conductor of this orchestra and like any orchestra the musicians don't need direction from the audience or board of directors,"

A staunch supporter of the management team with general manager Ron Pauls, Demens holds people accountable for those things they are responsible for, but he ensures they have the tools, time and space to succeed. In keeping with the club's strategic plan, Pat has just accepted a second one-year term as president and under his leadership Marine Drive is doing just that. All good reasons why Pat Demens in one of BoardRoom's top presidents of the year. **BR**

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By Dave White, Editor, BoardRoom magazine

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BOARDROOM

Top Private Club President

Who is your choice as the top private club board president?

Many people and companies associated with the private club industry are given due recognition for their accomplishments, and now *BoardRoom magazine* is focusing on selection and recognition of the *Private Club Board President of the Year*.

BoardRoom magazine, through a nomination and selection process, will honor 20 board president finalists worldwide and one prestigious *Private Club Board President of the Year Award*.

Top Board President Selection Process

The top 20 private club board president finalists will be selected by a BoardRoom committee comprised of industry experts and sponsors, who can make an expert judgment, who have an understanding of the industry, the structure of the board of directors, and the role and responsibilities of a club's board of directors. A third party accounting firm will audit results.

Special Section Announcement

A special section published in BoardRoom magazine will be devoted to the announcement of the top regional club presidents and the "Private Club Board President of the Year."

Entry and Deadline

Visit www.boardroommagazine.com to download the criteria and application form.

Entries must be submitted no later than Thursday, November 15, 2013.

For further information contact John Fornaro (949) 376-8889 ext. 105 or johnf@apcd.com

DR. LUKE FABER, PRESIDENT | SAN LUIS OBISPO COUNTRY CLUB | SAN LUIS OBISPO, CA



DR. LUKE FABER, PRESIDENT



MIKE STANTON, GM/COO

Like many private club across the country, San Luis Obispo Country Club has felt the effects of the financial turmoil of 2008.

And again like many clubs, San Luis Obispo, a BoardRoom magazine Distinguished Club, has faced the task head one and made many changes for the benefit of the club and its members.

A driving force behind the change has been Dr. Luke Faber, one of BoardRoom's top 21 clubs presidents for 2012.

Dr. Faber joined the club's board in 2010, became resident in 2011 and was unanimously elected for a second term in 2012.

"Luke was fortunate to follow in the footsteps of two excellent Presidents. He is intent on building on their good work and contin-

ued to take the club to new heights," explained general manager/COO Mike Stanton

A major focus has been the club's governance. "Dr. Faber has been dedicated to proper governance. This entails all board members and committees being included in the club's activities, transparency with our members, and the board and GM/COO having an excellent working partnership.

"Luke's awareness of the proper role of board members and professional staff has enabled our management team to be more productive and better able to concentrate on our core mission of serving the members," added Stanton.

Dr. Faber, a proponent of the strategic planning process, is adamant the board continues to update the plan and make decisions based on it. In addition, he understands the importance of having qualified Member volunteers in the queue to be future Board Members. To that end he has championed the Committee system as an excellent way to get interested members involved in governance. In 2012, San Luis Obispo opened its new fitness center and expanded the club's casual dining space, including the addition of an outdoor dining area.

It was also the club's third consecutive year to have an operating surplus and the club reached its cap for golf memberships. This has laid the groundwork for a great year in 2013.

"I feel fortunate to have been able to work with Luke these past two years. He has been very supportive of staff initiatives and lets the professional staff operate the club without interference," GM Stanton concluded. **BR**

TOM HUTCHINSON, PRESIDENT | TAVISTOCK COUNTRY CLUB | HADDONFIELD, NJ



TOM HUTCHINSON, PRESIDENT



COLIN MACK-ALLEN, GM

A number of achievements have marked the term of Tom Hutchinson as president of Tavistock Country Club in Haddonfield, NJ.

In early April 2012, Tom Hutchinson received an early morning call informing him of the sudden passing of Tavistock Country Club's long time general manager and food concessionaire.

Four days later Hutchinson was elected president. In just 12 weeks that followed, and with the assistance of a five-board member task force, President Hutchinson initiated a search for a new general manager, hired an interim manager and negotiated the acquisition of the food concessionaires business operations and oversaw the seamless transition of over 60 kitchen and wait staff to employees of the club.

Hutchinson communicated the rapid changes and assured the members and staff of the progress all along the way.

President Hutchinson has also engaged in a strategic planning process focused on maintaining the club's rich traditions and building on the core family atmosphere for now and years to come.

"He recognizes the dedication and commitment that the board, committee members and staff devote to the success of the club and its continual growth, and he fosters the team concept...encouraging all to share ideas, take on responsibilities and communicates this to the entire TCC membership," outlined GM Mack-Allen.

Under President Hutchinson, the club has successfully recruited over 100 new members and most importantly devoted attention to new member's participation. The planning of numerous new member activities and events throughout the year has fostered the family atmosphere in welcoming new members into the club. Continuous monitoring of all members usage is reviewed and appropriate actions taken to reengage members. Hutchinson has also spearheaded efforts to expand the club's overall footprint. The club currently has a warm up practice range that prohibits the use of long irons and woods. The opportunity to purchase an adjacent property became available and the due diligence indicates the property could potentially serve the club well. This property could ideally be a long-term asset for a full driving range/practice area. This relevance of expansion is important to TCC as the club was founded as its own Borough in 1921 and it is comprised of the club, golf course and four homes within the borough. The clubhouse also underwent renovations to the main clubhouse entry, reception area and ballroom now offering a premiere catering facility to the membership.

"President Hutchinson has encouraged transparency of everything the board is involved with...and in communicating with the membership. The club's website was redesigned, a once a week e-communication implemented replacing the numerous blast emails, and it has opened the doors for exploring the additional uses of technology and social media," GM Mack-Allen said.

It's been a term filled with achievements and the reasons why Tom Hutchinson is one of BoardRoom's top presidents for 2012. **BR**

RICHARD M. GOLDENBERG, PRESIDENT | THE CLUB AT ADMIRALS COVE | JUPITER, FL



DR. RICHARD GOLDENBERG, PRESIDENT



JOHN HERRING, CEO

Dr. Rick Goldenberg, first elected president of The Club at Admirals Cove, a BoardRoom magazine Distinguished Emerald Club, in early 2009, championed the goal of demonstrating total transparency to the membership and keeping the club fiscally sound.

Immediately upon taking office, he demonstrated the ability to build board consensus; to focus on policymaking, and support CEO John Herring with a communication plan that fostered trust within the membership. This trust built throughout the length of his presidency, typically a one-year term, which extended to four years, a first in Admirals Cove history.

In 2009, President Goldenberg hit the ground running, embracing Herring's strategic plan of making flexible use of the club's facilities both during season and off-season, and implementing other cost-saving environmentally friendly and creative solutions.

The goal? Keep the club as lean as possible without compromising the member experience. Together Goldenberg and Herring held member-information meetings that were well received and went a long way

to educating the membership about how the club's operating and capital budgets are formulated. This wasn't the first time Rick had designed a member information campaign. In 2007 as green committee vice-chairman he recognized the need for comprehensive expertise in landscaping to prepare adequately for a renovation of the club's championship east golf course. To this end he earned his certification as a Master Gardener from the University of Florida, and became a driving force behind the membership approval of the project.

This drive and willingness to "go the extra mile" has been the hallmark of Rick's presidency and is greatly appreciated by the entire membership. This is apparent with the club's new \$14 million comprehensive clubhouse and facilities project, now a reality.

It includes the East and Golf Village clubhouses and a three-story valet parking garage, as well as an expanded fitness and wellness center, an amazing children's activity center, enlarged card rooms, enhanced Marina living, three state-of-the-art swimming pools, and a spectacular waterside restaurant, all of which complement 12 "hydro-court" Har-Tru tennis courts and 45 holes of unparalleled golf.

President Goldenberg and CEO Herring have spearheaded numerous informational sessions for the 2012 clubhouses and facilities project, helping the club's membership embrace the board's financing plan and its vision to upgrade the club facilities in keeping with the growing demand for wellness and family programs.

Today Admirals Cove enjoys a spectacular cutting edge facility together with unprecedented financial stability and record sales of memberships. Rick Goldenberg's excellent communication skills, devotion to spending the time necessary to help the membership understand issues, his dedication to transparency, respectfulness of the minority's issues as well as those of the majority, and his commitment to supporting the professional staff of the club set him apart as a devoted leader and worthy of BoardRoom magazine's recognition as a top president for 2012. **BR**

JODY GALLAGHER, PRESIDENT | THORNBLADE CLUB | GREER, SC



JODY GALLAGHER, PRESIDENT



PATRICIA CALDER, GM

Jody Gallagher has successfully guided Thornblade Club of Greer, SC through the recent years of the country's economic downturn.

And hasn't been afraid of member reaction if a decision that is made by the club's board of directors is the right one for the sustainability of the club.

President Gallagher implemented a thorough and successful membership survey through consultant Rick Coyne and ClubMark, and he started quarterly board/management luncheons to enable board members and department heads to interact regularly in a casual setting.

"Jody thinks outside the box. Sometimes he pays no attention to the fact that a box even exists!" enthused the club's general manager Patricia Calder.

"Jody is a 'to the point, let's deal with the issue' type of leader. I never have to wonder what he's thinking," Calder added.

In making decisions about human resource issues, Gallagher has been a big help to management because "he is very knowledgeable about such things – especially retirement fund issues, insurance issues, and so on.

"After some staff benefits were suspended for two years, he instructed management to restore most for coming year," Calder outlined. "Our management staff has done a great job of managing expenses through the years, no matter what level of cutting back has been needed. Mr. Gallagher sees and appreciates this."

Club GM Calder received the Excellence in Club Management Award by the McMahon Group in 2012, an achievement acknowledged by President Gallagher.

"Jody has always supported me," explained Calder. "In fact, when I was received the award in New Orleans in 2011, he and our vice president flew down to be there with me at the awards dinner."

Gallagher is the type of leader who sees the big picture. "He has no personal agenda, is fair to everyone, and is approachable," Calder added. All good reasons why Jody Gallagher is one of BoardRoom's top 21 presidents for 2012. **BR**

DOUG IDEKER, PRESIDENT | THE COUNTRY CLUB AT DC RANCH | SCOTTSDALE, AZ



DOUG IDEKER, PRESIDENT



PAUL SKELTON, GM/COO

What's your definition of an ideal club president? How about visionary, responsible, passionate about their club, one who demonstrates great respect for others and provides unwavering support for professional personnel?

That's Doug Ideker, one of BoardRoom's top presidents for 2012. Paul Skelton, general manager and chief operating officer for The Country Club at DC Ranch, a **BoardRoom Distinguished Emerald Club**, heaps high praise for immediate Past President Doug Ideker.

"Having had the opportunity to experience Doug's leadership capabilities on the board for three years, it's no surprise that his exemplary approach to working effectively and efficiently with the board, committees and club management has earned him the well-deserved recognition from BoardRoom magazine as a Top 21 Club President of the Year" says Skelton.

"Long before even taking the office of president, Doug was a staunch supporter of collaborative governance between the board and professional staff. He frequently took the initiative in

communicating with the new board members and committees, as well as the membership at-large, that the board's responsibility was to decide upon policy and to leave the club's operations to paid professionals."

Ideker brought a "Pride of Ownership" initiative to the club not long after it transitioned from the developer-owned to the membership in 2009. "Pride of Ownership" makes sure that the club members know they too have a role to play in the quality and condition of their golf course, and it remains in play today.

More recently, while serving as President and as immediate Past President this year, Ideker has taken on the role of the long range planning committee chairman. Under his leadership and direction, the club has developed a facility master plan and Phase 1, a \$3.85 million clubhouse renovation project, and members approved the project recently.

Recognizing the importance of club culture and stewardship of the club's assets, both material and human, President Ideker has also been the catalyst behind formation of the Club's Past Presidents Council. Obviously the importance of building and maintaining relationships is a key to President Ideker's success as a businessman, as a giving volunteer within his community and as the patriarch of his family.

When asked what he would consider the most valuable takeaway from his experience with Doug Ideker, Skelton didn't hesitate in responding "Doug's unwavering support and the friendship we developed over the last couple of years"... one of many reasons why Doug Ideker is one of BoardRoom's top private club presidents for 2012. **BR**

DR. KEN JENSEN, PRESIDENT | MONTEREY PENINSULA COUNTRY CLUB | PEBBLE BEACH, CA



DR. KEN JENSEN, PRESIDENT



MICHAEL BOWHAY, GM

In 2011-2012, the Monterey Peninsula Country Club board of directors, with Dr. Jensen at the helm, identified membership as its number one priority.

Having focused on growing the membership since 2010, the club's initiatives were working, but not to the degree that Dr. Jensen believed could be achieved, for MPCCC, a **BoardRoom Distinguished Emerald Club**, located in Pebble Beach, CA.

When general manager Michael Bowhay presented the idea of adding a manager to the executive team who would be completely dedicated to the growth and retention of membership, Dr. Jensen was all ears. Following approval of the position, Rachel Carter was hired as director of member services in late 2011.

There was intense speculation by many in the large membership, as to how this would affect the club's exclusivity. Dr. Jensen assured the membership that this was the right move, and that they had found the right person.

As they say, the "proof was in the numbers." In 2012 initiatives, executed under the leadership of Rachel Carter, director of

SUE JEROVSEK, PRESIDENT | SPRING LAKE COUNTRY CLUB | SPRING LAKE, MICHIGAN



SUE JEROVSEK, PRESIDENT



KEVIN GREEN, GM

Sue Jerovsek took the reins as the club's first female president on December 10, 2011, an event coinciding with the club's centennial, making this accomplishment a little extra special.

Sue and husband Jack Jerovsek have been Spring Lake Country Club members for 23 years. During that time Sue has served on and chaired the membership committee, and served on the finance committee and debt review committee.

Her commitment to the strategic planning process and effective communication with the membership, board members and general manager Kevin Green have led Spring Lake Country Club to achieve high levels of membership satisfaction and solid financial stability.

She has also been a champion of promoting club usage leading to increases in member revenues (excluding dues) of over eight percent annually, driven by specific goals set within the strategic planning process. President Jerovsek's vision included gathering feedback to improve the club's menu choices, which led to an enthusiastic membership forum.

"As a result, our chef has been able to focus his talents on fresh, locally grown items with a smaller menu that changed

more often, and which complemented our more casual pub menu that changes seasonally. The member feedback from the changes has been fantastic," enthused general manager Green.

Working with the board, Mrs. Jerovsek instilled the concepts from Lean Manufacturing into a program called *Working Smarter, Not Harder* derived from two primary principals.

1. Concentrate work efforts on servicing the members – everything else is waste.

2. Continually improve what we do and how we do it.

A Working Smarter challenge marked the start of the process. After an educational presentation on the concepts of the program, the staff was presented a goal of creating 100 ideas that fit the criteria of the program. Each idea would be rewarded with an entry into a drawing at the end of the year, for prizes that included an iPad, weekend get-aways, spa visits and more.

This team building exercise generated 229 ideas and a very energized staff. Mrs. Jerovsek's teamwork with GM Kevin Green along with the implementation of many of the staff's ideas has produced exceptional results.

Mrs. Jerovsek formed an ad hoc debt review committee charged with developing a five-year financial plan to address management of two upcoming balloons on \$3.2 million dollars of debt, and funding a pump house and irrigation system installation. The outcomes included:

- Reduction of interest rates with immediate increase in cash flow
- A plan to use extra cash flow to build reserves for projects and reduce principal on debt
- A road map to capital spending with a funding plan, and
- A reduction in long term debt of \$700,000 after the implementation of a \$1.2 million dollar irrigation system by the year 2017. **BR**

member services, reversed the downward trend in membership to achieve the first positive net growth in years.

MPCC welcomed a significant number of new members in 2012. Additionally initiatives in communications, branding and marketing also improved the member experience and assisted in higher retention than years past.

"For your president to take such a bold move and support the general manager's idea of hiring a membership director for the first time, deserves national recognition," said John Fornaro, publisher of BoardRoom magazine.

Monterey Peninsula Country Club is a private equity club with an annual operating budget of nearly \$20 million. The property rests on 450 acres within the Del Monte Forest and is home to two world renowned golf courses, The Shore Course, a Mike Strantz design and The Dunes Course, an original Seth Raynor design.

MPCC serves over 1,000 member families from across the globe. Membership is by invitation only and currently boasts a wait list of approximately one year for a regular membership.

Dr. Ken Jensen, born in Edmonton, Alberta, Canada, received his medical degree from the University of Alberta in 1957, and following orthopedic surgery training at UCSF, obtained his orthopedic board certification in 1970. Dr. Jensen practiced orthopedic surgery in the Oakland-Orinda area for 31 years.

A 26-year past member of Orinda Country Club and Silverado Country Club, Dr. Jensen and his wife, Nora, have three adult children and eight grandchildren. **BR**

RICHARD KAPLAN, PRESIDENT | ABERDEEN GOLF & COUNTRY CLUB | BOYNTON BEACH, FL



RICHARD KAPLAN, PRESIDENT



MICHAEL DIPIETRO, GM/COO

Richard Kaplan ranks as an extraordinary president in the private country club industry.

Kaplan, president of Aberdeen Golf & Country Club, a BoardRoom Distinguished Club, embraces all challenges presented to him with vigor, enthusiasm, thoroughness and a positive 'can do' attitude second to none.

Aberdeen is a 30 year-old, member-owned, full service country club with approximately 1,500 members.

The golf facilities include a beautiful and challenging, 18-hole Desmond Muirhead designed championship golf course.

The elegant clubhouse features outstanding dining facilities including a main dining room seating 300, a 200 seat multi-purpose banquet rooms and a 60-seat bar/lounge. Lush resort style tropical pools, café, tennis pro shop and 15 outdoor, lighted Har-tru tennis courts are highlights of a newly constructed fitness facility.

"President Kaplan's attention to detail is exceptional and many recognize that his reliability, focus and due diligence are always instrumental in achieving the goals and objectives of the team," says Michael DiPietro, Aberdeen's general manager and chief operating officer.

"He is a consummate professional, a steadfast supporter, a visionary with an enthusiastic thirst for the continuous growth of Aberdeen Golf & Country Club.

He is a strong leader with a team player approach, a caring friend, a loving husband, a dedicated father and a selfless individual to name a few.

Not only is his kindness genuine and heartfelt, it is not unusual to receive encouragement from him on a regular basis."

Richard's passion thrives as those who come into contact with him find.

He always becomes the catalyst through which all efforts are channeled and that the members' expectations are not only met, but exceeded.

He not only provides exceptional leadership, but goes above and beyond in his normal course of duties, striving to make whatever he is a part of the best it can be.

President Kaplan exemplifies the standard by which all private country club presidents should be compared.

"Leadership is the cornerstone from which to build and Richard's commitment to excellence will eloquently transcend your visions into reality," DiPietro enthused.

It is for these many reasons that Richard Kaplan is recognized as one of BoardRoom's top presidents for 2012. **BR**

BILL MARKS, PRESIDENT | SAND POINT COUNTRY CLUB | SEATTLE, WA



BILL MARKS, PRESIDENT

Bill Marks, one of **BoardRoom magazine's top 21 private club presidents**, served Sand Point Country Club during one of the most prosperous periods in the club's history.

"His calm and steady demeanor and thoughtful management style served the club well as we experienced record levels of membership sales and unprecedented growth on his watch," enthused general manager Ryan Whitney.

Founded in 1927, Sand Point Country Club is successful in-city Seattle club with an active equity golf membership,

as well as an extremely popular swim & tennis membership category.

"Our success here can be attributed to the fact that we have lots of active member volunteers at the committee level, and we were successfully able to bridge the gap between long time members and young families," said Bill.

Achievements of the board under his watch have been many and contributed significantly to the club's success. President Marks was specifically involved in specific accomplishments including:

- Membership sales and initiation fees that exceeded budget by more than \$300,000.
- Successful completion of the Ladies Locker Room and Pan Room Bar renovation, with a savings of over \$56,000 to budget
- Overhaul of the food and beverage program with an emphasis on premium by-the-glass program, wine and food pairing classes

MIKE O'DONNELL, PRESIDENT | MIRABEL GOLF CLUB | SCOTTSDALE, AZ



MIKE O'DONNELL, PRESIDENT



MICHAEL RYAN, GM

Mike O'Donnell's 10th anniversary as a Mirabel Golf Club member took on added significance as he assumed the role as the club's president.

O'Donnell represents members who have seen the club grow and prosper for most of its life, since its inception in 2001 through transition from developer to member control in 2009. The club is now in its 12th year.

The club's "institutional memory" has proven essential in helping Mirabel maintain its position as a top performing club. And indeed Mirabel has lived up that expectation, collecting a series of industry accolades including being voted No. 1 private course in Arizona by members of the Arizona Golf Association.

O'Donnell has positioned the board to understand that while Mirabel is member-owned, it is not member-run, and that the board members are to confine their roles to strategic and advisory capacities. Board members know their roles and responsibilities.

This allows management headed by general manager Michael Ryan to focus on the key responsibilities that contribute to achieving board strategies. The "job" of board president is often a complex and difficult work of passion for a volunteer member.

"President O'Donnell has been the catalyst to help achieve and/or create a number of important accomplishments based on three main objectives:

strategic thinking, market awareness, and operational discipline," says GM Ryan.

From that starting point the board under president O'Donnell implemented a series of important tactical moves including:

1) Publication of the 1st annual special edition MIRABEL POST, which served as the board's annual report to the membership. The POST is a synergistic compilation of board, committee and Mirabel management team accomplishments and aspirations.

2) Completion of a Mirabel kitchen remodel highlighted by the installation of new state-of-the-art appliances along with a 25 percent increase in available refrigerated space.

3) Construction of a 1,200 square foot fitness studio that has greatly expanded the club's ability to offer a wide array of group classes and personal fitness instruction.

4) Approval by a landslide membership vote, and installation of a reduction in golf and social membership caps designed to increase intimacy and access to club amenities and services.

5) Conversion of the club membership sales process to an innovative market-based pricing strategy.

6) Acquisition and installation of a cutting edge irrigation control system to improve water distribution uniformity resulting in superior golf course playing conditions, and

7) Compilation of Mirabel's first capital reserve study, which provides a long-term look at the financial requirements necessary to keep the facilities in superior condition.

Mike O'Donnell's contributions to the success of Mirabel have lived up to goal he set out, that being "to put a premium on retaining the members we have with a level of service that's second to none", all outstanding reasons why Mike O'Donnell is one of BoardRoom top presidents for 2012. **BR**

- Implementation of senior golf membership category
- Initiated installation of family tees on the course, and a family tee area at the driving range
- Completed tennis court lighting upgrade along with the purchase of an additional tennis ball machine
- Implemented online tennis court booking
- Initiated installation of a new sound system for clubhouse and HVAC upgrade in swim/fitness areas and the pro shop
- Added formal New Year's Eve party to the social calendar
- Successfully hosted the Washington State Women's Golf Association annual state tournament.
- Successfully hosted the regional Northern Division's annual swim meet.

"Congratulations to Bill and the management team and all employees at Sand Point for this prestigious award. The foundation that Bill and his team established continues to produce strong results," stated Pat Flynn, current board president, who served as a board member alongside Bill for two years.

Bill, a member of SPCC for 17 years, served on the board for three years (2010 – 2012) and was board president in his final year. Bill enjoys spending time with his wife Kate and their three children, and has had some recent success with his golf game, having just won the club's annual member-guest tournament for 2013. **BR**

JEANNE POORMAN, PRESIDENT | MICHIGAN SHORES CLUB | WILMETTE, IL



JEANNE POORMAN, PRESIDENT



STEPHEN J. DEROSE, GM/COO

Jeanne Poorman, elected the first female president in Michigan Shores' 70-year history, has developed a sparkling track record, so much so that she was elected to her second consecutive term as president in May 2013.

President Poorman, who previously chaired food and beverage, marketing and swim committees, initiated capital improvement plans for the renovation of the club's main dining room and construction of a new fitness center, group exercise studio and locker rooms.

As well the club's membership increased by three percent to nearly 1,000 families during 2012 under her leadership.

In February 2013, she was instrumental in hiring Chicago native Stephen J. DeRose, previously an 11-year general manager of the Carriage Club in Kansas City, MO, to lead the club into the future as Michigan Shores' general manager.

President Poorman serves as the club's primary cheerleader in boosting use of various dining venues and attendance at numerous special events because of her regular presence. She is also striving to entice members to serve on club committees, thereby increasing their engagement and helping reduce membership attrition.

A native of Texas and graduate of the University of Oklahoma, Poorman has resided on Chicago's North Shore for the past 25 years. She currently serves as board member of Josephinum Academy, a private all girls school serving west Chicago neighborhoods and is vice-president of fundraising for the Michigan Shores Club Foundation, which provides scholarships for deserving students.

As Ms. Poorman continues her club work she'll oversee the capital improvement plans due to be completed later this year. **BR**

PETER RUGGIERI, PRESIDENT | VALLEY COUNTRY CLUB | WARWICK, RI



PETER RUGGIERI, PRESIDENT



MELODI CARUSO, CLUB MANAGER

After volunteering to join the board at Valley Country Club in 2009, Peter Ruggieri quickly realized the member-owned club faced dire circumstances, suffering under a huge debt load and declining membership because of the continual assessments.

By 2010, Mr. Ruggieri and then board president, Ron Diodati made the difficult decision that Valley CC needed to go through bankruptcy reorganization. While the future looked bleak, ultimately Ruggieri and Diodati and a few other key investors reorganized the club as an organization privately owned by 60 plus member/investors.

By 2012, Valley was once again thriving as a profitable enterprise, energized by the recruitment of former members, an influx of new members and a profitable and growing banquet business developed by the club manager, Melodi Caruso.

The experience and expertise of Ms. Caruso helped Valley rebuild its banquet business and the influx and profits from the banquet operations enabled Valley to maintain reasonable dues and retain its core membership.

Most importantly, the financial investment from the member-investors has enabled Valley to operate with no debt. A powerful advertising campaign of "No Debt and a Guaranty of No Assessments" has led to a membership growth approaching 300 members as the club moved into the 2013 season.

Through the efforts of president Ruggieri, the club has reorganized and streamlined its management structure, and invested in the club's infrastructure including:

- improving the club's kitchen
- investing in the golf course practice facility and golf paths
- a rewrite of the member by-laws,
- refinement of an employee benefit program and employee handbook, and
- improving the member experience at Valley, all of which have ultimately revitalized the perception of Valley to the general public.

The leadership and decision making for the club is centralized in the hands of the president, who provides a singular vision enabling club manager Caruso and other management staff to perform the day to day duties of managing the club, providing a first class golf course, building the membership and growing the banquet business.

Valley operates with a seven-person executive committee, and the challenge of the president is always to align the interests of the executive committee, the club's investors, the club's members, and its employees. Managing the diverse interest and needs of all of these interests is the key to the financial re-birth at Valley and its future success. Today the club faces positive new challenges, such as finding enough tee times for its growing membership and planning an expansion to accommodate the dining needs of the membership and the demand for weddings, all of which makes for a bright future at Valley Country Club. **BR**

IVAN SNYDER, PRESIDENT | BROKEN SOUND CLUB | BOCA RATON, FL



IVAN SNYDER, PRESIDENT

A resort-style gated community in the heart of Boca Raton, Florida, Broken Sound Club offers members an array of amenities throughout a thousand acres of tropical landscaping.

A *BoardRoom Distinguished Emerald Club*, residents have the opportunity to be a member of one of the finest clubs in the area, and during his tenure as a board member and board president, Ivan Snyder has been an integral part of the evolution of Broken Sound Club.

His leadership ability has guided the board of governors and the long range planning committee through the formulation of a five-year strategic plan that has encompassed a \$26 million renovation of the clubhouse, fitness center, spa, pool complex and new bistro. His governance has been pivotal from day one of each phase.

From 2009 – 2010, president Snyder successfully oversaw Phase



JOHN CREAN, GM/COO

I of the renovation of the clubhouse with a budget of \$12 million and spearheaded the Phase II construction project with a budget of \$14 million, completed earlier this year. He garnered relationships with city officials and united the team of architectural, construction and interior design professionals to coordinate each detail of both projects, ensuring implementation of every facet of the plans.

Broken Sound Club has four membership categories and president Snyder helped to navigate the complicated membership bylaws. He has been instrumental in developing new policies and restructuring the membership groups, and with his quiet persuasive style, has cultivated the 3,200 members to create a cohesive club culture.

Broken Sound is recognized in the industry as a leader of environmental sustainability. President Snyder working with John Crean, general manager and COO of Broken Sound Club, the club has achieved:

- GEO Certification;
- International Audubon designation in the following areas: Cooperative sanctuary, water conservation, environmental planning, water quality and outreach and education; and
- Commendation from the State of Florida Department of Environmental Protection for reaching a recycling rate of 92 percent in municipal solid waste.

Snyder's leadership has helped propel Broken Sound Club into the international spotlight. The Allianz Championship, the annual

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DAVID TOWNSEND , PRESIDENT | HAMILTON FARM GOLF CLUB | GLADSTONE, NJ



DAVID TOWNSEND, PRESIDENT

David Townsend is the visionary president of the exclusive Hamilton Farm Golf Club and president of Townsend Capital, a private investment firm based in Maryland.

Townsend has brought the same unique and distinct perspective that underlies Townsend Capital's approach to investment opportunities to Hamilton Farm's unique golf experience.

Since purchasing Hamilton Farm Golf Club, a *BoardRoom Distinguished Emerald Club*, in 2001, Townsend has brought the club into the 21st century while maintaining the privacy, camaraderie, decorum, gracious service, and golf traditions that continue to be valued and respected. Situated on an elegant historic country estate, 45-minutes away from Manhattan, the club's facilities include 36 holes of golf designed by notable course architects, Hurdzan & Fry, including the nation's only USGA rated 18-hole par three course.

In addition to the golf courses and practice areas for driving, pitching, chipping and putting, members enjoy legendary five-star personal services and amenities including a Georgian style mansion with 10 guest suites, a spacious and private lodge with four guest suites and meeting accommodations, and an inviting clubhouse offering both casual and formal dining, men's and ladies' locker rooms, a pro shop and terraces.

Townsend attended Johns Hopkins University in Baltimore where he graduated with a degree in economics and started on the nationally renowned lacrosse team. He is a civic leader in Baltimore and contributor to numerous local and national charities. He first joined Townsend Capital in 1993.

Hamilton Farm is one of America's premier golf clubs, and was home to LPGA tour events, the HSBC Women's World Match Play Championship, in 2005 and 2006, and the Sybase Match Play Championship in 2010-2012.

Those who have had the pleasure of seeing and experiencing Hamilton Farm Golf Club are certain that the club is among the world's most exclusive and admired private golf clubs where members consider it both an honor and privilege to belong. **BR**