

2006 EXCELLENCE IN CLUB MANAGEMENT™ AWARD
OFFICIAL NOMINATION FORM

Thank you for nominating your club's manager for the Excellence in Club Management™ Award. Please contact Alison McMahon Duffy if you have any questions about the nomination process.

Nominee's Name: _____
Management position: Chief Operating Officer / General Manager
Club employed by: _____
Club's address: _____

Award Categories for Nominations

- Please mark category for the Nominee
Country/Golf Clubs with 600 or More Full-Privilege Members
Country/Golf Clubs with Under 600 Full-Privilege Members
City, Athletic or Specialty (Non-golf) Clubs of All Types

NOMINATION PROPOSER

Please provide the name of the person who is proposing the nomination. The proposer can be either the club's current president, a past president or a current Board Member.

Nomination proposer: _____
Affiliation with nominee: _____
Proposer's address: _____
Proposer's phone number: (cell and work) _____

Please Note: A Letter of Recommendation from the President, a Past President or a current Board Member needs to accompany the Nomination Form.

General information about the club (facilities, services, membership size, etc.):

- 1. Type of Club: Golf Country Club
2. Club's History, when founded, significant events, etc.: See "History of _____" (attached)
3. Size of the Membership by specific categories: (ie. Regular members, social members, junior, Senior, etc.): 1,000 Full Golf / 130 Sport / 450 Social and Tennis
4. Management Structure of the Club: (i.e. General Manager, Clubhouse Manager, etc.): Chief Operating Officer Concept
5. Description of Facilities:
a.) Clubhouse size, capacity, areas provided: Clubhouse - 72,000 sq. ft., includes Men's & Ladies' Locker Rooms, Ladies' Card Room, numerous dining choices and Golf Pro Shop
b.) Golf Course Description, Rating, Major Tournaments Played, etc. (if applicable): See "History of _____" (attached)
c.) Other Recreation Facilities - type and quantity: 18,000 sq. ft. Tennis/Fitness complex, 23 tennis courts, Pro Shop, Pool/Spa facilities and Courtyard Café. In 2003, named one of the nations best nine Soft Court "Facilities of the Year" by Tennis Industry Magazine. In 2004, presented with the United States Tennis Association Organization of the Year Award. The Tennis Pro Shop was voted as #1 in 2004 by Tennis Industry.
d.) List of the most current (within the last 5 years) Facility and Golf Improvement Programs and cost of each: Renovations to the Men's Locker Room & Men's & Ladies Card Rooms - \$200,000 Tree replacement program for 2 golf courses & clubhouse totaling \$1,000,000

AWARD PROGRAM NOMINEE INFORMATION

Nominee's education (degrees, certifications, continuing education, CMAA programs, Canadian Society programs, regional manager seminars and BMI Sessions, etc.)

- * Applied Science Degree (Culinary Arts)
* American Hotel and Motel Association
* Basic Sanitation Certificate
* Alcohol Awareness Program Certificate
* Twenty CMI Workshops attended
* Eligible for CCM Certification

Nominee's experience at past Clubs (job titles and years of service)

Table with 4 columns: Past Club, Job Title, When employed, and years of service. Rows include Chief Operating Officer/General Manager (2001-present), Club Manager (1999-2001), General Manager (1995-1999), and Food & Beverage Manager/Executive Chef (1988-1995).

JUDGING CATEGORIES

Please provide information on the nominee's contributions to his or her present club in each of the five categories listed below. It is important that you submit detailed information for each category, as these are the sole criteria on which the nominee will be judged.

Judging Category 1: Improved Dining Programs

* Please complete a minimum of three sections for Category 1 addressing issues like food quality, service increased dining volume, menu issues, special training programs, etc.

1. Dining Satisfaction Improvement Ratings and Innovative Dining Programs: In order for _____ Country Club to provide the finest services to our members, _____ supports international recruiting for seasonal full-time food and beverage, golf shop and tennis shop, and golf course maintenance positions every year. Because of the ongoing difficulty private clubs have had in recruiting and retaining top-quality domestic employees, _____ has committed to recruit from South Africa and Romania. Housing, transportation, uniforms and meals are among the enhanced benefit programs provided to seasonal staff.

Judging Category 1: Dining Programs (Continued)

The financial and management commitment made by _____ to support this project exemplifies _____ commitment to member service and satisfaction. Guest Satisfaction Surveys are randomly handed out at all dining outlets three times a day. Menus change on a weekly cycle. _____ always stresses the importance of employees addressing members by name. Our Chef presents Gourmet Wine Dinners, theme dinners (Italian, Jewish, etc.), cooking classes, Celebrity Chef Nights and special cooking contests for his staff. Implemented a full deli station to the daily lunch buffet.

2. Dining Program Sales and Improved Financial Performance: Incorporated three-week cancellation charge. Implemented a wine program, including a variety of menus making specific wine suggestions with certain meals and increased the wine sales overall. Added Weight Watcher selections to the menu, listing the points.

3. Outdoor Dining Success: Added more lounge chairs and umbrellas at poolside, cold towels, fruit and sorbet handed out to membership by staff. Increased staffing to promote and accommodate more members.

4. Casual Dining Success: Configuration of buffet frequently changed to offer variety. Experimented with gourmet BBQ's, family style dining, and a la carte menus, and we are always looking for new and innovative ideas to please members. This past season we opened the poolside restaurant five nights a week for a more relaxed dining experience.

5. Formal Dining Success: _____ has great enthusiasm with regard to his culinary team. The Chef is especially talented and always present at events. He has invited members to cook in the kitchen with him to learn authentic ethnic recipes and readily shares his recipes with members as well. Introduced Candlelight Dinners on Saturday evenings, which have become a great success.

6. Banquet Dining Success: With _____ guidance, the culinary team has excelled to superb proportions. The Chef's talents, along with _____ own knowledge of kitchen ethics, has created a most satisfying environment in which we are able to execute private parties and banquets. He encourages the staff to use their creativity. With the success of sales in the banquet arena, in addition to our Catering Director, we had to add an Event Coordinator to our team.

7. Food Service Employee Training Program: Our Standards & Procedures Manual, which includes all job tasks for every employee throughout the club, has been completed. The extensive manual (consisting of approx. 1,000 pages) and the Employee Training Manual are used for training. Each new employee receives a two-week orientation. We have created an on-line website training and cross-training program, which includes the point-of-sale system, and will soon be patented for the industry. This website will enable all employees, and most importantly our foreign employees, the opportunity to access it from their homeland and/or home.

Judging Category 2: How Nominee or his/her management team helped to improve other aspects of the Club by upgrading existing services, facilities or by initiating new programs for the following categories: *Please complete a minimum of three sections for Category 2.

1. Golf/Recreation Programs: With _____ direction, we significantly enhanced all Men's, Ladies' and Couples' Member/Guest events by improving the Clubhouse presentation, dining experience, quality of gifts, and overall level of service. Developed an excellent Summer Reciprocal Program for our members to enjoy golf and dining at an array of prestigious area clubs.

2. Entertainment & Social Activities: A full-time Social/Communications Director is on staff to ensure a positive member experience. The Club continues to try new and exciting events, for all member types, every season, which are always over-subscribed, in fact, there has not been a Club event in the last two years that has not been sold out.

3. Facility Improvements: Card rooms and locker rooms have all been expanded and improved. Major improvements are being done with the driving range and practice tees. Much of the latter part of 2005 was dedicated to restoring and cleaning up from, once again, another major hurricane. Again, we sustained a couple million dollars in damages. Over 1500 trees have been planted to 2 golf courses, and we believe, the courses look better today than before the last four hurricanes. We are currently in the process of presenting a major facilities master plan, which will encompass two clubhouses and a golf course in excess of \$45 million.

4. Membership Development: In late 2004, the "Membership Acquisition Program" _____ was designed and presented in order to secure an early and complete departure of the Developer and for the members to take control of the Club. This required the members to purchase the Developer's share of unissued Equity Memberships. This action was approved by an overwhelming 89% of the members. In addition to the "MAP," this past April the members overwhelmingly approved mandatory membership by 92%.

In the area of golf, we developed and implemented a Golf Orientation to educate and inform the members of _____ the overall golf experience is more enjoyable to all. We also created a "General Awareness Program" (GAP), which helps the members understand the importance of taking care of their own golf course. This program has been a huge success.

5. Budgeting and Cost Controls: _____ improved the bottom line, again, by \$500,000 for the fourth year in a row. His ability to negotiate and settle our claims with the insurance company with regard to the hurricanes resulted again in no assessment to the membership. This settlement, in fact, enabled the Club to spend a couple million dollars on tree replacement over the next few years.

6. General Items such as junior programs, family events, etc.: A Junior Golf Academy and Summer & Holiday Golf/Tennis Camps are available. All major holidays have separate kids' entertainment and activities. Fitness has just implemented a Healthy Kids Program. Cooking with families and children are also a few of the offerings.

Judging Category 3: Innovative Management Programs Implemented: *Please complete a minimum of three sections for Category 3.

1. Customer (Member) Satisfaction Programs: Orientations are held, welcome letters from department heads and Board of Directors are sent to new members, flowers and cards are sent for accomplishments, new babies, illness or death. Random Guest Satisfaction surveys are conducted three times a day in the different dining facilities. Phone calls are made to members following a dining experience to inquire about satisfaction. Performance Max, a benchmarking program, has been established. Developed a new website with on-line member statements, auto billing with on-line payment system. Instituted a hardship program for members.

2. Human Resource Programs for Employees: One of the many benefit programs _____ implemented is Aflac for eligible employees to provide financial assistance to employees and their family members when illness or injury occurs. _____ insures that _____ works very hard every year to provide the best benefit options available to employees at the most cost effective rates. _____ financial commitment made for the employee benefit programs is beyond industry averages because we are sensitive to the needs of the employees. A 401(k) Retirement Savings Plan is provided to eligible _____ employees. The Investment Committee, comprised of members of the senior management team, as well as selected Club members who possess an expertise in the financial and/or investment arena, work together to ensure that the plan design, investment options and performance, and expenses meet expectations and needs of our employees. Presenting a Health Fair (see flyer) for employees and their families. Created free employee meal program for all 350 employees.

3. Staff Strategic Planning and Team Building: The Standards and Procedures Manual is updated regularly and will be the first of its kind in the industry, giving a cut sheet on every job task performed by an employee of the Club. Each year, a Team Management Manual is produced and reviewed with Senior Staff. The manual addresses the Club's mission statement and teamwork and provides a photo and resume of each Senior Staff member. Every two weeks, a Senior Staff meeting is held to keep the lines of communication open and to inform the staff of changes due to repositioning of the Board of Directors, renovations, etc. A team appreciation breakfast is held at the start of each season. Regular breakfast meetings are held with 8-10 frontline staff to gain input and open communication with management. Also, an elaborate holiday party is given for all employees and their families each year. Made arrangements with Admirals Cove for them to host our employee holiday party and for us to host theirs. A start of the season party for all employees and multiple CMAA speakers are brought in to address and train staff. D.J. Harrington is scheduled for October.

4. Board & Committee Effectiveness: _____ presents each Board member with a Board Resource Manual with several hundred pages of invaluable Club and industry information. Committee job descriptions are formulated and distributed. By-laws are currently in legal review and have been completely revised.

Judging Category 3: How Innovative Management Programs Implemented: (Continued)

5. CMAA Conference Idea Fair Submittals and Similar CMAA Chapter Programs: Received the first place award in the Public Relations Category for _____ vision for the Marine Corps golf outing, which again was conducted and raised over \$60,000 this year. _____ was honored by the Marine Corp and presented with one of three American flags that flew over Fallujah, Iraq following this outing. _____ vision for the armed services is now being shared with the volunteers from "Tee It Up For The Troops."

6. Staff Training Programs: Regularly produce a club staff newsletter, "The Standard" _____ for increased training and awareness. The Safety Committee meets regularly and is comprised of an employee representative from each department throughout the Club. They address issues pertaining to employee safety, hurricane preparedness, etc. Training classes are provided regarding OSHA, CPR, AED, Interviewing Techniques, Predictive Index, Discrimination, Alcohol Awareness, and Conflict Management, just to name a few. Management team members visit other clubs in the area to network and share ideas.

Judging Category 4: Communication and Promotional Programs. Please elaborate on specific programs such as website development, newsletter, directories, anniversary books, e-mail notifications, financial reporting to members, etc. which were implemented at the club.

For the safety of our members, a master e-mail list is maintained to keep members informed in the event of a hurricane or other emergency. Our website provides daily, weekly, and monthly updates regarding the Club and its activities. In addition, Club News was created, which is a weekly informational e-mail. A comprehensive member newsletter filled with event notices, specific club information, golf points of interest, etc. is now being produced on a regular basis and is available on-line, as well. _____ has its own inhouse television channel for updating of golf course conditions and notices for meetings and other pertinent information.

Immediately following each Board meeting, the President sends out an e-mail to all members on our master list with details about the meeting. Board and Committee minutes are made available to all members at a specific site on property, as well as many other important documents such as engineering reports, audits, financial information, etc.

Focus groups are held regularly to educate our members of our Master Plan.

Judging Category 5: General Information on Nominee Supporting his or her Outstanding Performance.

Although _____ has been nominated in the past, and has certainly been deserving of this prestigious award, there is no question that this year, he should clearly be the winner based on his overall performance, adaptability to a changing environment, and success in leading a club that has been ranked number #17 in the country by Club Leaders Forum.

_____ has not only survived the turnover of the Club, he operated under various Boards, bounced back from four hurricanes, implemented Mandatory Membership (see enclosed brochure), is in the middle of a master plan being presented to the membership in excess of \$45 million, and the list goes on and on. With _____ experience has come a new role as mentor. This year he has made time to spend with young managers and provide a clear perspective of the Club industry and help with their decision-making thought processes concerning Club management. It has been most rewarding to _____ and is witnessed in the attached letter from a young man he recently met with, David Jarrell.

_____ success with the Membership Acquisition Program _____ was unprecedented, and he has since been asked by numerous leaders in the club industry for advice and guidance as they move toward this complicated process. _____ success in this program had to do with his ability to build a solid relationship with the equity leaders while maintaining a great working relationship with the developer—certainly no easy task, and in the end, this was accomplished without any law suits being filed. The equity members relied on and trusted _____ ability and knowledge of the club business to help them through this process, and he was able to obtain an overwhelming 89% approval vote from the members. The members ultimately purchased \$8.25 million worth of memberships from the developer. Not only was this program successful, all full equity golf memberships have been sold, and the loan obtained for this transaction has been paid in full, and the Club is debt-free.

While turnover is a time of chaos, no one could have predicted the four major hurricanes and their effect on our Club and community. The Club received more than \$5,000,000 in damages with more than 1,300 trees being blown over and destroyed. _____ was "hands on" during these storms and could be seen driving a bulldozer to clear the roadways and raking out the storm drains to prevent further flooding. _____ provided extraordinary support and assistance to the employees and families during the recovery process. With membership support, a Hurricane Relief Fund was established to assist employees with financial needs after the hurricanes. Every employee received a portion of the fund and many employees received significant additional assistance based on personal needs. The Club provided meals, water, ice and other supplies to employees who were in need of them. During the time that the Clubhouse was closed for regular business, _____ assured that every employee, and contractors working to help us, received a hot lunch and cold drinks each day. Through his efforts, the entire company came together and operates more closely as a team now. The Club is certainly more prepared in the event another major storm should strike.

The Master Plan is now complete and ready to be presented to and voted upon by the membership this fall. The plan will provide for major improvements for the Clubhouse, Spa, and the East golf course and will result in the investment of nearly \$45 million.

_____ is very active in the _____ Club Managers Association. _____ He is Vice Chair of the Charity Golf Committee which has raised over a million dollars in the past five years for _____ charities, such as Special Olympics, Toys for Tots, and SOS Children's Village.

_____ positive attitude, determination to achieve member satisfaction, and desire to continue to move the Club forward in the rankings throughout the country is truly contagious to everyone he comes into contact with, whether it is an employee, member, guest, or contractor, and he is respected by all. Through employee appreciation, education, and awareness, he continues to gain the trust and loyalty of his entire staff. He warmly invites members and staff into his office to share concerns (as well as accolades for his team) and learn new ideas to fulfill his belief that standards will not be compromised and our members' satisfaction comes first.

_____ has proven himself time and time again. He is the ultimate professional and most deserving of the _____ Excellence in Club Management Award.

HOW TO SUBMIT NOMINATION

Please return this completed form and the letter of endorsement from the club's president, a past president or a current Board Member prior to September 1, _____. All forms and other correspondence should be sent to:

Mr. David Voorhees, CCM
Award Selection Committee Chairman
Excellence in Club Management™ Award
c/o McMahon Group, Inc.
670 Mason Ridge Center Drive, Suite 220
St. Louis, Missouri 63141

E-mail the nomination form to aduffy@mcmahongroup.com

Although McMahon Group will not be involved in the selection of award recipients, Alison McMahon Duffy is assisting the Award Selection Committee in processing the nominations. If you have questions, please contact Alison at (800) 365-2498 or aduffy@mcmahongroup.com.

Thank you for helping us recognize exceptional managers in the private club industry.