BOCA WEST
COUNTRY CLUB

MINUTES

MEETING:	Board of Governors
DATE:	October 23, 2025
MEMBERS PRESENT:	J. Banks, A. Schwartzman, R. Schwartz, J. Attermann, B. Berkowitz, J. Schraub, P. Edwards, T. Cox, M. Haberman, A, Lustrin, B. Roberts, S. Roth, D. Schulman, R. Shulman, L. Singer
MEMBERS ABSENT:	
PARTICIPANTS:	M. Linderman, K. Campbell, L. Stefaniw
FOR INFORMATION:	The Board of Governors
ISSUED BY:	Jeanine Banks
ISSUE DATE:	November 18, 2025

Jeanine Banks and Matthew Linderman opened the Board Meeting with a poem by Rabbi Naomi Levy, and called for a Moment of Reflection in honor of the recently released hostages and those awaiting their return. Their remarks set a thoughtful and compassionate tone for the meeting, underscoring the Boards shared hope for continued safety, healing and peace.

Gilda Mallin Boca West Hadassah Chapter – Co-Presidents: Lisa Carlin, Gail Feuer and Linda Goldsmith

The Co-Presidents of the Gilda Mallin Boca West Hadassah Chapter provided a thoughtful presentation that included the history of the organization, an overview of its mission, and the purpose of its charitable work.

They highlighted Hadassah's long-standing commitment to advancing healthcare, medical research, and community support initiatives, as well as the meaningful impact their Chapter continues to have within the Boca West community. Their presentation offered valuable insight into the programs they champion and the ways in which their efforts enrich the lives of those they serve.

Approval of Minutes

Motion: on a motion made by Jeanine Banks and seconded by Philip Edwards, the minutes of September 25, 2025 Board meetings were unanimously approved.

Chairman's Remarks – Jeanine Banks

Boca West Children's Foundation report – Pamela Weinroth (written report provided)

As we enter our 16th year of making a difference, I'm thrilled to share some exciting updates for the Boca West Children's Foundation.

Our season is off to a strong start with the Super Bowl Raffle, which is already generating tremendous excitement and participation. The opening event at PopStroke on October 14 was phenomenal, with over 200 Boca West members in attendance, a fantastic kickoff to what promises to be one of our best years yet.

We also launched our Annual Members Appeal, which continues to receive an outstanding response from the Boca West community. The generosity and enthusiasm of our members remain the driving force behind everything we do.

One of our most cherished traditions, the Boys and Girls Club Holiday Shopping Day and Brunch, will take place on December 6, 2025. Volunteers will join the children for a shopping experience at Old Navy, followed by a festive brunch at Boca West, always a highlight of the season and a beautiful reminder of the joy our Foundation brings to local children and families.

The highlight of our upcoming season will be the "Evening in Paris" Dinner on January 25, 2026, a glamorous celebration of our mission and the partnerships that make our work possible. Planning is well underway, and we are engaging with key donors and supporters to ensure this event is an unforgettable evening of purpose and elegance.

Looking ahead, our 13th Annual Golf Challenge will be held on March 16, 2025, promising another wonderful day of camaraderie, friendly competition, and philanthropy.

We'll close out the season with our Annual Luncheon on April 17, 2026, a special occasion to come together, celebrate our successes, and look toward the future with renewed purpose.

I would like to extend my heartfelt gratitude to the Boca West Board of Governors, the Club's staff, and our members for their unwavering support, generosity, and partnership. Their commitment to our mission continues to make a profound difference in the lives of countless children and families throughout our community.

With so much to look forward to, I'm confident this season will be one of our most impactful yet. I encourage all of you to participate in our events and help us continue changing lives, one child at a time.

Boca West Cares

The Pap Corps Welcome Breakfast was held on October 21, 2025. Jeanine Banks delivered the invocation, and guest speaker Phil Edwards shared a valiant and emotional account of his experience as a cancer survivor, offering encouragement to many in attendance. The President of the Boca West Chapter of Pap Corps will join the November Board Meeting to present the Chapter's goals and highlight the meaningful work they continue to carry out.

Board Candidate Application

Jeanine Banks shared the finalized application for Members seeking to serve on the Board of Governors. The application, developed based on best practices, will be integrated into the application process and is intended to provide applicants with a clear framework for preparing their personal statement and cover letter. The application has been reviewed by the Legal Committee and will be incorporated into the Nominating Committee Charter and Standard Operating Procedure and used in this year's nominating process.

General Managers Report – Matthew Linderman

Financial Flash Report

For the period of October 1 through October 16, 2025:

Golf Operations is experiencing a strong October, with revenues and rounds ahead of budget and last year. Last years numbers were negatively impacted by Hurricane Milton.

Golf Retail Merchandise revenues are lower than budget. This should improve with upcoming sales events and as more members arrive back in town for the season.

Fitness and Spa are experiencing a strong October with revenues and services ahead of budget and last year.

Food and Beverage restaurant revenues and covers are lower than budget. This will improve as more members arrive for the season.

Catering revenue is also below budget for October due to the timing of certain private events that will take place at the end of October.

Delinquent Dues, Foreclosures and Downgrades

There are currently 73 delinquent Members and four of those have been delinquent for more than one year. Last year at this time, there were 111 delinquent members and 12 of those were from previous years.

As of today, there are no foreclosed unit compared to zero at this time last year.

As of October 21, 2025, there are currently 2,177 Golf players, which is down 14 players from last year. This equals the number of players to fiscal year 2006/2007. There are currently 307 Racquet Sports players, which is down 52 players from last year. The Racquet Sports community has not had these many players since fiscal year 2014/2015.

Club Capital Improvement Programs

Matthew Linderman provided a brief update on the claim against Hedrick Brothers for the waterproofing defects of the Golf and Activities building patio. Our Legal team has negotiated a settlement.

Matthew Linderman provided a brief update for the ongoing Construction litigation with T&G Contractors as well as an update on the repair work.

Current Club Capital Improvement Program

Matthew Linderman reported that the Executive Office has received an inquiry regarding a prorated refund for golf locker rentals in light of the upcoming Golf Locker Room renovation. After discussion, the Board agreed that no refunds will be issued for the current fiscal year.

The construction of the West Racquets Complex continues to progress well. The temporary pickleball courts are complete and will be available for play shortly, and it is important to note that the Club will have more courts available this season than in previous years. The Club is also reviewing plans for temporary valet parking in the Country Club parking lot, anticipated to begin the first week of November.

The Tennis Shoppe and Patio reconstruction remains on schedule and is expected to open by mid-November, along with the west Tennis Courts. For Member safety, a temporary fence will be installed around the construction site of the new Pickleball Building. Additionally, the temporary trailer will be removed in mid-November once the Tennis Shoppe reopens.

Construction on the Administration and Operations Building is scheduled to begin December 1.

The reconstruction of Course 1 is scheduled to begin with the spray-out planned for February and construction commencing on March 1 with completion by December 2026.

General Business

Matthew Linderman reviewed the Dining outlet re-opening schedule.

Matthew shared some Club usage statistics for year-end September 30, 2025:

- Restaurant Meals – 730,000 compared to 628,000 last year.
- Golf Rounds – 137,000 compared to 129,000 last year.
- Pickleball – 31,000 compared to 25,000 last year.
- Tennis – 15,700 compared to 14,400 last year.

Human Resources

The interviews for the Director of Racquet Sports are scheduled for the beginning of November.

International H2B Onboarding

To date, we have hosted five orientation sessions with a total of 249 international staff in attendance, of which 171 are returning employees. There are five additional orientation sessions scheduled through November.

International J1 Program

Our J1 employees completed their season with us on October 5 and returned to their home country. Six of them will be returning to work with us on the H2B visa for the upcoming 2025/2026 season in the Food & Beverage and Culinary Departments.

Employee Events

Our annual Tenure Luncheon was held on Friday, October 17. Listed below is the number of employees per tenure milestone:

- 5 years: 16 employees
- 10 years: 13 employees
- 15 years: 4 employees
- 20 years: 8 employees
- 25 years: 6 employees
- 30 years: 3 employees
- 35 years: 2 employees
- 40 years: 1 employee

The Annual Employee Pep Rally is scheduled for Tuesday, October 28. This year's Pep Rally is Halloween-themed, and we are including a pumpkin carving contest for employees to participate in. There will be cash prizes for the top three decorated pumpkins.

Flu shots will be available for all employees onsite on October 29, administered by Walgreens in partnership with our insurance broker.

Additional trips available for our employees include an FAU Football game on Saturday, November 8 and a trip to South Beach on Monday, November 24.

Local Recruitment

The HR department has successfully filled all domestic Food and Beverage and Line Cook openings. Our new Director of Catering will be starting on November 10.

Leadership Development Program

This fall, we launched an inaugural PROMISE Path: Leadership Development Program, a 14-week initiative designed to cultivate the next generation of leaders within our management team. Grounded in the Club's core P.R.O.M.I.S.E. values, the program combines classroom learning, mentorship, cross-departmental job rotations, and a final leadership capstone project. Eleven emerging leaders from across the Club were selected to participate, each nominated by their department head for their performance, professionalism, and leadership potential. Participants are engaging in bi-weekly workshops on topics such as executive presence, communication, innovation, and emotional intelligence, while also completing mentorship pairings with senior leaders and shadowing in departments outside their own. The program will conclude in November, and we will run it again in Spring 2026.

Staffing

The current number of employees is 983 compared to 911 at this time last year.

Audit Committee – Linda Singer

Employee 401K Audit

The annual employee 401K audit has been completed by Holyfield & Thomass and issued a clean opinion with no adjustments. The 5500 form was filed ahead of the October 15, 2025 deadline.

Year End Financial Audit

A preplanning meeting with RSM for the Clubs year-end financial audit is scheduled for November 10, 2025. Fieldwork for the Audit will take place November 17 through 21.

Technical Assistance Advisement (TAA) – Florida Sales Tax Holiday

Linda Singer provided an update to a call with the Auditor at the Department of Revenue and our representative at Pricewaterhouse Coopers International (PWC). Two main items regarding the Club's refund were discussed. The Auditor will confirm the proposed alternative plan presented by PWC with their Manager. Additionally, the Auditor requested the Dues Renewal Form for 2023 and 2024 in order to provide support for Dues Charges by Membership Type for these periods.

RSM IT Assessment

A Technology Assessment Proposal by RSM was shared with Board. The IT Assessment will provide an overall evaluation of the Club's technologies, its supporting IT department, and will provide recommendations for improvements.

Motion: On a motion made by Linda Singer and seconded by Barry Roberts, the Board unanimously approves granting Management the authority to engage RSM to provide a comprehensive evaluation of the Club's technologies, the supporting IT Department, and to furnish recommendations for improvement. Estimated cost of this engagement is $45,000 to $55,000.

Communications and Marketing Committee – Robin Shulman

Robin Shulman presented an overview of this year's Committee goals.

Finance Committee - Arthur Schwartzman

Arthur Schwartzman reported on the August financials, being the eleventh months end of the 2024/2025 fiscal year. There is a budget deficit of $80,000 due to small cap and operating costs that were advanced into this fiscal year as planned during the budget preparation.

Golf Committee – Danny Schulman

Danny Schulman reported on the progress of re-grassing of Dye IV. The front nine holes are scheduled to open late November.

On November 6 at 2pm on Fazio II, our resident LPGA Touring Professional Nanna Koerstz Madsen will team up with Meg Botting to play a 9-hole exhibition against Pam Elders and Taylor Brennan in a 2v2 match.

The inaugural Tee it up for the Troops Golf event is on November 3.

Jeanine Banks reported that her and Matthew Linderman will be traveling to the PGA Headquarters in Frisco Texas to attend the awards ceremony where Pam Elders, Director of Golf Instruction, will receive the 2025 PGA of America National Player Development Award.

Hope Week – Danny Schulman

This philanthropic initiative has grown in popularity. The fourth annual Hope Week will take place January 26, 2026 through January 31, 2026 and February 7 and 8, 2026.

The Charities participating in this year's Hope Week are Boca West Chapter of the Pap Corps, Gilda Mallin Chapter of Hadassah, Fuller Center, Habitat for Humanity, Place of Hope, Boca Helping Hands, Tri-County Animal Rescue, Lynn Cancer Institute, the Literacy Coalition of Palm Beach County and the Boca West Children's Foundation.

The Hope Week brochure has been finalized and will be distributed to our Membership in the next couple of days.

Danny Schulman expressed his gratitude to Teri Cox, Vice Chair of the Hope Week Committee.

House and Activities – Alan Lustrin

Alan Lustrin congratulated Kaitlin Garske on her promotion to Director of Food and Beverage.

Nothing to report in addition to the Committee minutes.

Leadership Program – Philip Edwards

The third session of the Leadership Development Program was held on October 15, 2025. The agenda consisted of an overview of the Master Association presented by Steve Jonas and Mary Banmiller; the role of Committees presented by Jeanine Banks; an overview of the Nominating Committee Overview presented by Joan Attermann; and the Summer project review presented by Philip Edwards.

A seventh session has been added to the curriculum which will include a tour of the Club's back of house operations.

The third session was engaging with active participation. The fourth session is scheduled for November 12, 2025. All Board Members are invited to attend.

Legal Committee – Jonathan Schraub

Jonathan Schraub presented an Amended Resolution: Authorizing Internal Transfer Fees.

Motion: On a motion made by Philip Edwards and seconded by Alan Lustrin, the Board unanimously approves and accepts the Amended Resolution Authorizing Internal Transfer Fees, as follows:

WHEREAS, the Board of Governors adopted a resolution at its meeting on September 25, 2025 authorizing an amendment to the Club Rules authorizing the assessment of an Internal Transfer Fee on the terms and conditions set forth therein (the "Authorizing Internal Transfer Fee Resolution"); and,

WHEREAS, the Board of Governors now wishes to amend the Authorizing Internal Transfer Fee Resolution;

ACCORDINGLY, BE IT RESOLVED AS FOLLOWS:

The Authorizing Internal Transfer Fee Resolution is hereby amended as follows:

1. Add the following as a new subsection (f)(4) of Section III(O)(1) of the Club's Rules and Regulations:
   - (f)(4) that upon the advice sought and obtained from the Club's Auditors, the Internal Transfer Fee shall be considered non-taxable and shall for accounting purposes be considered as a Capital Contribution.

2. The effective date of this Amended Resolution shall be December 1, 2025.

3. Except as specifically provided for by this Amendment, all terms of the Authorizing Transfer Fee Resolution remain fully in force as stated therein.

Proposed Bylaw Amendments

The Legal Committee has completed its review and proposed revisions of the Club's Bylaws to the Board. A redline copy of the Legal Committees proposed amendments to the Club's Bylaws was distributed to the Board. An additional one-page summary was also shared. Jonathan Schraub reviewed the changes and made a motion to approve the proposed Bylaw Amendments. The Board unanimously agreed to review the proposed changes and an electronic vote for Board approval will be posted Board Effect next week.

Jonathan Schraub expressed his appreciation to Bob Schwartz, Alan Lustrin, and Peter Blacklock, the Club's in-house Counsel, for their tireless review and dedication throughout the process of developing the proposed amendments.

Lifestyle and Wellness Committee – Barry Roberts

There was nothing additional to report, other than an update on the new Standing Appointments process. The new structure is working well.

Membership Committee – Mark Haberman

As of October 20, 2025, closed and pending sales to new Members were 28 compared to 26 last year.

Nominating Committee – Joan Attermann

Joan Attermann thanked Board for their referrals of candidates to the Nominating Committee. The first meeting of the Nominating Committee is scheduled for November 17, 2025.

Racquet Sports Committee – Steve Roth

There was nothing additional to report beyond the Committee minutes provided, other than the excitement within the Racquet Sports community watching the construction.

Retail – Linda Singer

There was nothing additional to report beyond the Committee minutes provided, except that the new Boca West Logo Shop is scheduled to open at the beginning of November.

Special Projects Committee - Bob Schwartz

Bob Schwartz presented the written report on the Renovator Program provided by Philip Kupperman, Special Projects Committee Member.

The overall Renovator Program these last two months was quiet witnessing the closing of one sale and two pending purchases.

As we close out another fiscal year, the Renovator Program over the past 14 years has witnessed 258 units acquired with 246 sold, increasing the overall Market Value appreciation by $53 million. Of the 12 units still not sold, four are under contract for sale, one more is up for sale and seven are under construction.

Going forward, we expect the Renovator Program will continue to see less activity as the number of distressed units has decreased significantly. This program will remain in place to acquire distressed units that come up for sale at foreclosure auctions and are acquired by contractors who were unaware of our Mandatory Membership rule and need an outlet to resell their purchase to one of our existing approved Renovators or a program to help them avoid having to absorb the cost of Membership by becoming a Renovator.

Regarding the Combination of Unit Initiative, the eighth unit acquired has been combined and approved by Matthew Linderman, Jeanine Banks, Leslie Kennedy and Phil Kupperman after having physically inspected the combined unit in September. There are no other requested combinations currently.

Ombudsman – Philip Edwards

Nothing to report at this time.

BWMA – Phil Edwards on behalf of Steve Roth

Philip Edwards reported that the Boca West Master Association Board of Directors meeting was held on October 8 and provided highlights on topics discussed.

Unscheduled Topics

There were no unscheduled topics.

Adjournment

There being no further business to discuss, the meeting adjourned to Executive Session at 1:10pm