BOCA WEST
COUNTRY CLUB

MINUTES

MEETING:	Board of Governors
DATE:	November 18 and 20, 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:	Steve Roth, with notice and submitted a signed Proxy Ballot to Jeanine Banks which was given to the Executive Office
PARTICIPANTS:	M. Linderman, K. Campbell, L. Stefaniw November 18, 2025: R. Chavis (Grievance Chair)
FOR INFORMATION:	The Board of Governors
ISSUED BY:	Jeanine Banks
ISSUE DATE:	January 8, 2026

November 18, 2025

Grievance Committee - Rick Chavis

Grievance 06-2025 Appeal

The Member involved in the grievance attended the Board meeting, thanked the Board for the chance to appeal and requested a reduction on the length of suspension.

The Member presented a statement and was excused. The Board reviewed the Member's appeal.

Motion: On a motion made by Jonathan Schraub and seconded by Mark Haberman, the Board unanimously amended and reduced the terms of the suspension to a two-week suspension from all Boca West venues and activities.

Grievance 07-2025

Rick Chavis presented the report and recommendation of the Grievance Committee in regard to a grievance complaint filed by Danny Schulman, Chair of Golf Committee against a Member for sending an email to multiple Golf Members, impersonating the Golf Staff, as an April Fool's joke. This incident is in violation of the Club's Bylaws, Article X, Section 10.02 and as such endangers the welfare, safety, harmony, and good reputation of the Club and its Members.

Detailed reports regarding the incident was provided to the Board for review.

The Grievance Committee recommends the Member be suspended from all activities and venues at Boca West Country Club for a period of three months; Appropriate letters of apology to the Board of Governors, Matthew Linderman and the Golf Staff; Appropriate letters documenting this grievance be placed in the Members membership file.

Motion: On a motion made by Arthur Schwartzman and seconded by Philip Edwards, the Board unanimously amended the terms of the suspension recommended by the Grievance Committee: The Member is to be suspended for a period of six months from all venues and activities at Boca West Country Club, followed by a six-month probation. Additionally, the Board requests that the Member provide evidence to the Executive Office confirming that the fake Gmail account has been removed. The Member is also required to submit written apology letters to the Board of Governors, Matthew Linderman, and the Golf Staff, specifically acknowledging and apologizing for his actions in creating a fake Gmail account and falsely representing Club employees.

Grievance 04-2025

Robin Shulman recused herself from Grievance 04-2025.

Rick Chavis presented the report and recommendation of the Grievance Committee in regard to a grievance complaint filed by a Member against another Member for an alleged incident involving inappropriate verbal conduct that was perceived as bullying, irrational, hostile, and persistent. This inappropriate conduct started on the golf course during a Club tournament and continued through the events reception. This alleged behavior of the Member who the grievance was filed against is in violation of the Club's Bylaws, Article X, Section 10.02 and as such endangers the welfare, safety, harmony, and good reputation of the Club and its Members.

Detailed reports, including witness testimony, regarding the incidents was provided to the Board for review.

The Grievance Committee recommends the Member who the grievance was filed against be suspended from all activities and venues at Boca West Country Club for a period of two years; Completion of an in-person Anger Management Course; Appropriate letters of apology to the Board of Governors, Matthew Linderman and the Golf Staff; Appropriate letters documenting this grievance be placed in the Members membership file.

Motion: On a motion made by Mark Haberman and seconded by Jonathon Schraub, the Board accepts the recommendation of the Grievance Committee.

November 20, 2025 Meeting

Jeanine Banks welcomed the Boca West Chapter of Pap Corps – Michelle Cangiano, President, Risa Gottesman, EVP of Fundraising and Alan Cohen, MPAP who were invited to present the mission and initiatives of the Pap Corps.

Michelle Cangiano, Risa Gottesman and Alan Cohen of the Boca West Chapter of Pap Corps delivered a thoughtful presentation outlining the organization's history, mission, and the purpose of its charitable work. They highlighted Pap Corps' long-standing commitment to raising critical funds for cancer research and treatment at the Sylvester Comprehensive Cancer Center, as well as promoting awareness for all types of cancer. The presenters also emphasized the meaningful impact the Boca West Chapter continues to have within the community with a large membership of women and men committed to furthering cancer research and awareness. Their remarks provided valuable insight into the programs they support 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 Arthur Schwartzman, the minutes of October 23, 2025 Board meetings were unanimously approved.

Chairman's Remarks – Jeanine Banks

Jeanine Banks shared that a Joint communique is currently being prepared and will be sent out in conjunction with the December membership briefing.

The Membership Briefing is scheduled for December 18, 2025 and will provide Members with updates from the Board and Management on the status of the Club. The Chairman reviewed the format of the December Briefing and outlined the topics to be addressed.

Legal – Jonathan Schraub

Jonathan Schraub introduced the Club's construction attorney to the Board. The Club engaged this firm in November 2024. This firm is the largest and most reputable Construction Law firm in the United States. They are assisting with negotiating a final resolution of outstanding issues with the Contractors for the Lifestyle Complex.

The Construction Attorney presented an overview to the Board.

General Managers Report – Matthew Linderman

Department Head Introductions

Rob Norton was formally introduced to the Board in recognition of his recent promotion from Head Tennis Professional to Director of Racquet Sports.

Kristen Burnett, Director of Catering was formally introduced to the Board.

Rob and Kristen were welcomed and we look forward to having them on our Leadership team.

Financial Flash Report

For the period of November 1 through November 13, 2025:

Golf Operations revenues and rounds lower than budget but ahead of last year. This is expected to improve as guests arrive for Thanksgiving week.

Golf Retail Merchandise revenues are lower than budget. Revenues are expected to improve with upcoming sales events and an increase in traffic during Thanksgiving week.

Fitness and Spa revenues and services are currently lower than budget but ahead of last year. This is expected to improve during Thanksgiving week.

Food and Beverage restaurant revenues and covers are currently lower than budget due to timing of Thanksgiving week. This will improve as more members arrive for the season.

Catering and House revenues are currently higher than budget due to the timing of events that will take place at the end of October. This is expected to come back in line with budget by the end of November.

Delinquent Dues, Foreclosures and Downgrades

There are currently 33 delinquent Members and six of those have been delinquent for more than one year. Last year at this time, there were 46 delinquent members and 11 of those were from previous years.

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

As of November 18, 2025, there are currently 2,189 Golf players, which is down 2 players from last year. This equals the number of players to fiscal year 2006/2007. There are currently 311 Racquet Sports players, which is down 48 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 an update on the West Racquets Complex reopening, noting that the reopening has been delayed to Tuesday, November 25 due to final inspection delays; however, this remains ahead of the Thanksgiving holiday period. A ribbon-cutting ceremony will be scheduled in May 2026 upon completion of construction for the entire Racquets Complex.

The construction of the Pickleball Building and Center court is trending for completion in the Spring. The building has been framed out with plumbing and electrical completed.

Construction of the Main Club Loading Dock and Kitchen expansion, as well as the Administration and Operations Building continues. The contractor is currently working through the permitting process. The current schedule has the vertical construction starting on December 1.

The contractor bidding process for the Comfort Station and Starter Building has started. Interviews with prospective contractors will be scheduled for January.

General Business

Travis Wehrs, Director of Golf, has been recognized and awarded the South Florida PGA Section Merchandiser of the Year. This prestigious award recognizes PGA Professionals for excellence in merchandising and business management at their facilities, celebrating achievements in inventory management, creative shop displays, and delivering an exceptional retail experience for golfers. Matthew Linderman commended Emily Gifford, Director of Retail, and the Retail Team for their invaluable partnership and contributions to this well-deserved recognition.

Boca West Country Club has been ranked 12th of the Top 150 Country Clubs of the World, and once again the highest ranked Residential Country Club. Moving up one spot, the management team and staff are proud of this accomplishment.

Matthew Linderman reported that the Golf Guest Card tee time policy will revert to the prior policy upon the reopening of Course 3 next Thursday. He noted that communication regarding this change will be sent out.

The 100-hole challenge was held on September 22 and a group of staff participated. The Club raised $7,000. Overall the Seminole Region of the Club Managers Association of America has raised $750,000 through the 100-hole challenge and $1.3 million overall through all fundraising efforts this year. The money raised is donated to Children's charities, the same charities our Members are familiar with.

Human Resources

We are actively engaged with an executive search firm for the Director of Finance position. This position has been added to the Accounting department as a support to Kathy Campbell, CFO.

The international employees have all arrived. The staff are settling in well and undergoing departmental training. Management feedback on the new hires has been positive.

The annual Employee Holiday Party is scheduled for Monday, December 1. The Promise Keeper and Promise Leader of the year awards will be announced at the event.

The HR department has successfully filled all domestic Food and Beverage openings.

The current number of employees is 1,090 compared to 1,068 at this time last year.

Audit Committee – Linda Singer

Year End Financial Audit

A preplanning meeting with RSM for the Club's year-end financial audit was held on November 10, 2025.

The RSM auditors are on site this week for fieldwork for the Club's year end financial audit.

Technical Assistance Advisement (TAA) – Florida Sales Tax Holiday

As previously reported, we received official notification that our refund request for both the 2023 and 2024 dues years, based on our tax exemption, was denied, despite having submitted additional information as requested. As a result, our consultants at PricewaterhouseCoopers continue to dispute the decision and have filed a Refund Protest Letter with the Internal Dispute Resolution Department.

Communications Committee – Robin Shulman

Nothing in addition to the November Committee minutes

Finance – Arthur Schwartzman

Arthur Schwartzman reported on the September financials, marking the end of the 2024/2025 fiscal year with a positive variance to the budget which included $900,000 in pre-buys. There were savings in the employee benefits, wages and real estate taxes categories.

Jeanine Banks commended Arthur Schwartzman and Joan Attermann for personally meeting one on one with Board members who do not serve on the Finance Committee to review the Club's financials.

Golf Committee – Danny Schulman

Danny Schulman shared that Course III will reopen Thanksgiving week, allowing for additional tee times.

The re-grassing of Course IV has been completed and there has been a lot of positive feedback on the condition of the course.

Danny Schulman provided highlights from the November Committee minutes.

House and Activities Committee – Alan Lustrin

Alan Lustrin provided highlights from the November Committee minutes.

Leadership Program – Philip Edwards

The fourth session of the Leadership Development Program was held on November 12. The agenda consisted of an overview of Boca West Community Advisors and Boca West Realty; Boca West Cares and Philanthropy at Boca West; and an overview of the Grievance Committee. The session was engaging with active participation.

The fifth session is scheduled for December 10. All Board Members are invited to attend.

Lifestyle and Wellness Committee – Barry Roberts

Barry Roberts provided highlights from the November Committee minutes.

Membership Committee – Mark Haberman

As of November 17, 2025, closed and pending sales to new Members were 39 compared to 34 last year.

Mark Haberman presented an overview of this year's Committee goals.

Board Approval needed

Mark Haberman presented a request from Member to refund the 2025/26 golf dues due to an unexpected health issue.

Motion: On a motion made by Jeanine Banks and seconded by Linda Singer, the Board unanimously agreed to refund the 2025/26 golf dues to the Member as a credit to their account.

Racquet Sports – Alan Lustrin on behalf of Steve Roth

On behalf of the Racquet Sports community, Alan Lustrin shared their appreciation and thanked Matthew Linderman and the Racquets department for going above and beyond to provide the 12 temporary Pickleball Courts.

The Pickleball Play for Pink event is scheduled for December 12 and the Tennis Play for Pink event is scheduled for December 13. Alan Lustrin encouraged the Board to support the events.

Alan Lustrin provided highlights from the November Committee minutes.

Retail Committee – Linda Singer

Linda Singer presented an overview of this year's Committee goals.

Treasurers Report – Joan Attermann

Joan Attermann reported on the renewal of the Club's insurance policy which runs from November 15 to November 14 annually.

The property insurance market has stabilized in Florida and continues to improve with additional wind capacity available. CBIZ, the Club's Insurance brokers negotiated a flat rate with Zurich insurance, subject only to the Club's operational revenue increases. They also negotiated savings and coverage improvements on other lines.

Inclusive of the Club's exposure increases, the overall annual premium increases 5% (excluding Workers Compensation), below the forecasted budget of 13%.

Unscheduled Topics

Philip Edwards, who serves as President of the Council of Country Club Presidents (CCCP), reported on the November 4 session, which focused on AI in Club Management. Discussion topics included the importance of AI, practical applications, legal and data privacy considerations, communication across generations, website and marketing strategies, efficiency and labor impacts, risks and governance, and training and adoption.

Matthew Linderman reported that Jeanine Banks has been named one of BoardRoom Magazine's 2025 Distinguished Presidents of the Year, a prestigious national honor recognizing exemplary leadership and governance within the Private Club Industry. He noted that the recognition is particularly meaningful as Boca West celebrates its 40th anniversary and reflects Jeanine's significant contributions during her six years on the Board, including her two-year tenure as Chairman and CEO. Matthew highlighted her commitment to transparent communication, modernized Board practices, and a strong governance-management partnership, which has advanced long-term strategic planning and supported the successful execution of the Club's Capital Improvement initiatives.

Congratulations Jeanine on this well-deserved honor, and thank you for your extraordinary service, passion, and dedication. Your leadership continues to elevate Boca West and ensures our Club remains a premier Private Club for generations to come.

Adjournment

There being no further business to discuss, the meeting adjourned to Executive Session at 1:15pm