



Dear Sir or Madam,

Naperville Country Club employed Timothy Anderson full-time on two occasions. After leaving to be Superintendent at Prestwick Country Club, Tim was recruited back to Naperville to lead and coordinate a significant course renovation. During this renovation, Mr. Anderson exceeded all expectations. His ability to collaborate with members, the designer, government and more was only exceeded by his capacity to organize and effectively manage the many associated aspects. During the renovation project, it was clear Naperville Country Club had hired much more than just a Superintendent.

My direct interaction, with Tim, began shortly after the renovation project was completed. Tim was assigned the additional responsibility of managing all of the club's facilities. At that time, I was a Board Director and Chair of the House Committee which is responsible for the clubhouse facility. Tim took on the additional responsibilities and fairly significant challenges with ease. He did this with zero impact or degradation to his other accountabilities. What I had requested other managers to do for twelve months or more, Tim completed and exceeded within a very short window and with minimal direction. His hands on approach saved the club an estimated \$150K+ within the first year. Tim then went far beyond the physical chores of the position to create immediate and on-going savings, for the club, in utilities and services. His attention to details and a drive to go beyond the basics of his job description became extremely apparent.

Shortly after taking on these new tasks, Tim was asked to manage all house operations which includes member dining, banquets and events. Without hesitation, Tim stepped up to the challenge. The fact that Mr. Anderson did not have any formal training was a concern that was quickly dismissed. His work ethic was already evident but these new responsibilities uncovered still another aspect of Tim's talents. His quest for knowledge and willingness to invest the time to learn, analyze and implement far exceeded all projections. To be blunt and I'm not sure this was fully disclosed to Tim at the time, this additional responsibility could have been temporary. The board was confident in Tim; however, they also recognized that there is value associated with direct experience. Tim's lack of experience never became an issue and, because of this, I believe Tim is capable of working within virtually any organization and is not necessarily 'locked' to the club industry.

I was about to finish my time as a Director when I was asked to fill the Vice President role. I accepted the position with the caveat of promoting Mr. Anderson to GM/COO and transitioning the club from a part-time member run organization to a professionally run club. The board agreed without hesitation and the results have been significant. In an industry – both private clubs and golf – suffering from a long downturn, NCC has experienced growth. Since Mr. Anderson took the reins of full accountability, the club has undergone a nearly \$5M financial turn-around. This was done without raising the overall costs to members. Tim relied on efficiencies, creativity and staff development to achieve these results.

As a President of the Board of Directors, my job was probably much simpler than those that preceded me. Tim takes the lead in all important matters, utilizes the Board and his staff for insight and viewpoints and then makes sound decisions or recommendations. His somewhat quiet, non-egotistical and deliberate leadership style has served Naperville Country Club very well. It is my strong hope that he stays with the club; however, I believe there could be greater challenges and accompanying rewards where he may enjoy and thrive.

Sincerely,

Dennis P. Malley

Past President

Naperville Country Club