

Executive Summary – All-Staff Meeting

Friday, January 16, 2026

The January All-Staff Meeting focused on celebrating the accomplishments of 2025, clarifying 2026 organizational priorities as well as roles and responsibilities, and strengthening alignment between staff, leadership, and the Board of Governors. This summary provides key highlights from the meeting.

1. Celebrating 2025 Achievements & Team Impact

Departments across the Club delivered remarkable volume, service, and operational output throughout 2025—from 634,000+ food & beverage items prepared to 1,967 Bradley House check-ins and tens of thousands of trainings, maintenance, and guest facing interactions across the campus. **These metrics reinforce the breadth, depth, and importance of every department’s work in delivering the member experience.**

2. Recognizing Our People

Service award honorees celebrating 5- and 10-year milestones were recognized, and new team members were welcomed. *The message emphasized that every role at the Club matters, and people are the heart of its success.*

3. Purpose of the Meeting was to Establish:

- **Alignment** around organizational direction and priorities
- **Clarity** regarding expectations, performance, and evaluation
- **Partnership** through stronger communication and intentional investment in people

4. Board Level Focus Areas for 2026

Long-Term Sustainability & Financial Stewardship

- The Club, now 133 years old, exists to serve both current and future generations of members. As a member-owned organization, all operations are funded by member support (dues), reinforcing the importance of stewardship, fiscal discipline, and long-term planning. The Club is financially strong, operating at \$43M annually with over 450 employees, 2,500 members, and a 3.5-year waitlist, reflecting sustained organizational health.

Exceptional Member Experience

- While the Club delivers a high-quality experience today, there is a shared commitment to continuous improvement and elevating the member experience every day.

Care of Our People & Culture

- The Board places significant emphasis on our people and culture, recognizing that an engaged, supported staff is essential to delivering an exceptional member experience. The membership deeply values the professionalism, care, and culture upheld by the team. In addition to the civility, decorum, and high personal conduct they embody themselves.

Strong Governance & Transparency

- The Board of Governors consists of 15 resident member volunteers who provide strategic leadership. Nineteen member committees partner with management in an advisory capacity, collaborating closely with departments to shape and enhance the member experience.

5. Shared Leadership: Roles & Expectations

The GM/COO outlined a shared leadership model:

GM/COO Responsibilities

- Translate Board priorities into actionable operational direction
- Remove barriers and provide clarity and resources
- Ensure business, people, and culture move together and do not act in silos

Team Responsibilities

- Execute with purpose and accountability
- Make good decisions aligned with our priorities
- Bring forward ideas, concerns, and improvements
- Stay anchored to the *why* behind the work

6. 2026 Theme: Evaluating Ourselves & Continuous Learning

The guiding theme for 2026 is intentional, ongoing evaluation, and learning.

Mindset expectations must be:

- **Curiosity** over “this is how we have always done it”
- **Learning** over defensiveness
- **Feedback** as information, not judgment

How can we put this in practice:

- Ask regularly: *What’s working? What’s not?*
- Adjust processes with a focus on improvement, continuously evaluate
- Encourage open feedback up, down, and across the organization.

Recognizing that individuals receive and prefer feedback differently—and that comfort levels vary across a wide spectrum—feedback remains essential to our growth, alignment, and ongoing improvement as a team. Feedback—both positive and constructive—is a critical driver of continuous improvement. The General Manager uses feedback to reinforce what we are doing well and to encourage more of those behaviors in a sustainable way, while also addressing opportunities where we may have missed the mark and can course-correct moving forward. *Excellence grows from honesty, reflection, and the willingness to improve together.*

7. Strengthening Communication: The Bradley Bulletin

In response to staff feedback, internal communication will be strengthened through the **re-introduction of the Bradley Bulletin**, which will:

- Provide a single, reliable source of truth to reduce uncertainty.
- Share business, governance, and people updates.
- Main source of how the GM will communicate on what is happening at the Club.

8. Upcoming People Operations Initiatives

Two major initiatives will launch in 2026:

- **Benefits Survey – March**
 - A quick feedback survey to help ensure future benefits investments align with employee needs. It will be provided to all employees including seasonal, part-time, and full-time.
- **New People Operations Platform – May**
 - A modernized, custom system built for Chevy Chase Club that centralizes scheduling, time off requests, pay information, benefits, policies, and learning—improving transparency and simplifying work for all staff. Further training at the time of rollout will be forthcoming.

9. Leadership at Every Level

The General Manager emphasized that leadership is expected of everyone and at all levels. What it requires is shared accountability, continuous growth, and a commitment to learning from one another.

Leadership shows up in:

- How we treat one another
- How we solve problems
- How we take ownership of our roles

Moving forward together means:

- Shared responsibility for culture and outcomes
- Speaking up with ideas and concerns
- Staying engaged and aligned

As we move forward together, the General Manager assured their commitment to the team to lead with openness, consistency, and respect, and asks for the same partnership and accountability in return as we move our goals forward together.

Questions & Answers:

The meeting concluded with an open invitation for questions and feedback.

1. An endowment fund was previously established for employees. Can you provide an update on the current status of this initiative and outline the requirements for employees to be eligible for funding?
 - The Luke O'Boyle endowment fund was established in early 2025. Under the current framework, only the interest earned may be distributed, while the principal remains intact. At present, the fund is serving as a growing nest egg. Once sufficient funds are available for distribution, the Club will inform the team about the program details, including application methods, eligibility criteria, and related guidelines.
2. Do the members get paid to serve the Board of Governors?
 - No, members who serve on the Board of Governors do not get paid. It is completely voluntary.
3. What is the Club doing regarding parking?
 - We are actively working to improve parking and have considered and discussed multiple possible solutions. We are working to create designated department parking, along with creating additional parking spaces in Golf Maintenance. More details are to follow.
4. What are the plans (if any) for the Carriage House?
 - At this time, we understand that the Carriage House is considered historic with respect to its façade, while the interior is available for redevelopment. We are continuing to assess the most appropriate use of this space, along with the broader master campus, and no definitive plans have been established to date.
5. Has the Club always been private?
 - Since 1892 the Club has always been private.
6. Does the staff have use of the Club amenities?
 - The staff may use some Club amenities (such as the pool and play tennis) during specific days of the year, such as the Employee Summer Picnic. The Club seeks alternative opportunities and partnership from the community to offer benefits to the team such as the St. James Fitness program.

Employee Anniversaries

Congrats!

5-Year Anniversary

Adam Hemeon – 5 (Golf)

Nick Funk – 5 (Golf)

Luke Simon – 5 (Greens Maintenance)

Hernan Hatem – 5 (Racquets)

Yvon Mathieu – 5 (Housekeeping)

Carlos Soriano – 5 (Culinary)

Lorena Benitez – 5 (Culinary)

Juan Ventura – 5 (Housekeeping)

10-Year Anniversary

Allen Elarar – 10 (Golf)

Taylor Newman – 10 (Racquets)

Erick Lopez-Arevalo – 10 (Horticulture)

Ace Aboyme – 10 (Greens Maintenance)

Tom Cenney – 10 (Security)

Ramon Castaño – 10 (Housekeeping)

2025 Fun Department Facts

- **Communications** – 230+ emails sent to members in 2025 – nearly one every weekday
- **Membership** – 1,411 membership letters received – roughly 15 reams of paper if stacked
- **Front Desk** – 1,967 Bradley House check-ins – like each of the 18 rooms occupied by a different guest 100+ times over
- **Accounting** – Paid over 11,000 invoices to vendors – that's more than 30 invoices every single day
- **Security** – 12,480 hours of coverage – 24/7 security presence throughout the year
- **Housekeeping** – over 169,000 napkins pressed – enough to set a 150-seat dining room 1,100+ times
- **Purchasing** – 51,441 limes purchased – if laid end to end, they would stretch nearly five miles
- **Engineering** – Maintains 18 buildings totaling 190,000 sq. ft. - roughly the size of 3 full football fields
- **Horticulture** – 10,375 flower bulbs planted – enough to line nearly 2 miles
- **Tennis Maintenance** – 80 tons of excess Har-Tru removed – roughly the weight of 13 adult elephants
- **Golf Maintenance** – 350 semi-trucks of sod laid – about 80 acres of grass, enough to carpet the entire National Mall
- **Bowling** – League participation grew from 103 to 122 bowlers – nearly a 20% increase in one year
- **Golf** – 156,426 rounds played since 2020 – that's like the course being played every day, all day, for nearly 5 years straight
- **Skate** – 1,020 ice resurfacings in one season – more than 7 straight days of nonstop Zamboni operation
- **Racquets** – Over 15,000 hours of lessons taught – nearly 2 full years of nonstop instruction
- **Aquatics** – Main pool holds 270,000 gallons – if you drained it into bathtubs, you'd be running bathwater nonstop for days
- **Youth** – Nearly three large-scale youth event every single month – keeping the Club buzzing with activity
- **IT** – Blocks about 10,000 spam emails weekly – that's more than 500,000 messages a year
- **Fitness** – 40,000+ hours of personal training – that's over 4.5 years of nonstop coaching
- **Food & Beverage** – 634,707 food and beverage items prepared – powered by 135,000 hours of culinary prep
- **Special Events & Banquets** – 364 private member events hosted in 2025 – that's almost one event every single day of the year
- **People Operations** (formerly known as HR) - 2,336 total years of service – that's over 23 centuries of combined experience at the Club