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*Linking Corporate Members to Private Clubs...  
In the 21st Century*

**EVERGREEN** |   
**GOLF MEMBER**  
| LLC

*Is your club looking for new members?*



## The 21st Century “Golf Facts of Life”

Too Few Golfers

Too Many Golf Facilities

Declining Golf Participation

A Dynamic Not About To Change



In the years ahead, private club golf survival and prosperity will be limited exclusively to those who dominate their market.



*We can help you achieve that goal.*



## A Proven Partner to Help You Prosper

At Evergreen Golf Member LLC, we put our experience to work helping private clubs survive and prosper, even in tough times.

With membership ranks in sharp decline over the past 15 years, we offer private clubs a unique way to bolster your bottom line through a justifiable corporate membership program.

### **Our concept is proven, not theoretical.**

Designed to work in parallel with traditional dues-based memberships, our plan has been tested over the past year where the success has exceeded our expectations.

It works for the new corporate member and **it works for the club.**

### **A Real Solution with No Upfront Cost**

For private clubs looking for answers in these challenging times, we offer a real solution to the seemingly overwhelming decline in membership demand.

Clubs can now protect their private status and at the same time drive member revenues to stem the need for higher fees and assessments to cover operating shortfalls.

Our program is designed to attract the 'True' corporate member who has either dropped out of a private club or never joined due to economics. We understand the modern business golfer and offer a unique way for clubs to extend a corporate membership platform that makes sense in today's business world... one with flexibility and real tax benefits.

There is no upfront cost for us to implement our program at your club, to market to your former corporate members and to prospect for new corporate members.

By thinking outside the box, we have developed a way to reduce your private club's financial risk, enhance your odds for survival, and help your club prosper in the years ahead.

We look forward to working with you.

## The Current State of Golf: A Shrinking Market

Today, an alarming number of private clubs, public courses and golf resorts are either for sale, on perilous footing or filing for bankruptcy.

How did this happen? When did the landscape change?

First, during the 1990's the number of U.S. avid golfers reached an all time high of approximately 30 million. Today, that number is closer to 24 million\*... or restated: there are now 20 percent fewer avid U.S. golfers than there were in the 1990's.

Second, in 1990 there were approximately 13,000 golf facilities in the country. By 2003, that number had ballooned to 16,000\*... or restated: there are now almost 25 percent more U.S. golf facilities than there were in the 1990's.

**Third, at golf's peak popularity in the late 1990's there were approximately 4.6 million members at 4,800 U.S. private clubs. Today, just over 2 million members remain at the nation's 4,300 golf facilities that continue to operate as private venues—a dramatic drop of 50% which is reflected in an estimated annual dues shortfall of \$3 billion.**

Why has private club membership been hit so hard?

Although stemming from two different dynamics, both prospective traditional (individual/family), and prospective corporate members are not joining private clubs.

The encumbrance for the prospective traditional member is singular; it's the demands of 21<sup>st</sup> century lifestyle. The modern golfer doesn't have sufficient time to play the number of rounds necessary to justify annual private club dues... *a dynamic unlikely to change; it will continue to weaken demand for traditional club membership.*

Two different factors have negatively impacted prospective private club corporate member applicants: (1) The IRS exclusion of club dues as a deductible business expense, and (2) a challenging economic period which has forced businesses to more tightly scrutinize entertainment spending... ***both of these factors can be addressed.***

Business golfers still want membership access to select private clubs; especially to those clubs that have maintained their exclusivity. Such clubs provide the perfect environment to entertain clients and deepen business relationships. But—***no matter how desirable***, unless there is change to the current method of corporate membership access, the business golfer will not be able to justify a return to the private club.

Let us implement our unique membership program at your club and apply our proven marketing tools to help your club survive and prosper—with no upfront cost to you.

*\*All statistics from the National Golf Foundation and Pellucid Golf Research.*

## Our Team: The Key to Your Success

Evergreen Golf Member, LLC is comprised of a team of seasoned and accomplished golf industry professionals, successful business owners and experienced entrepreneurs. As longstanding golf course owners and operators, we have firsthand knowledge of the membership challenges facing private clubs today. We are also golfers who understand that a 'one size fits all' membership approach is inadequate for our own playing needs. We are passionate about the game and eager to see it thrive again.

### **Peter Harrity**

*Founder & Chairman*



Peter Harrity has been a successful golf industry salesperson, executive, course owner and developer for 40 years. In 1972, he launched an independent sales company to represent and distribute a variety of golf products to New England area golf shops, including PING Golf equipment and the Kimberton Company, the first firm to custom embroider golf apparel.

In 1990, he joined with three other investors to purchase the Candia Woods Golf Links, and since that time has overseen the growth of the facility from less than \$500,000 in annual golf revenues and under \$100,000 in annual Food & Beverage sales to annual golf revenues of more than \$1,300,000 and Food & Beverage sales of over \$800,000.

By 2002, Peter had bought out two of his Candia Woods partners, and together with his third partner, Paul Marston, Sr., embarked on the construction of The Oaks Golf Links. That same year, Peter left the golf equipment and sales business to work full-time on the construction and subsequent operation of both The Oaks and Candia Woods.

In 2009, Paul Marston, Sr., turned his interest in the CandiaOaks enterprises over to his son, Paul J. Marston, who has worked very effectively with Peter over the last two years to help both courses prosper in a difficult time.

An accomplished amateur golfer, Peter is two-time New Hampshire Golf Association Amateur champion and four time Seacoast Amateur champion, who has competed in the U.S. Amateur and the U.S. Mid-Amateur. He has served on the board of the Seacoast Amateur Championship, on the board of the National Independent Golf Sales Representatives Association and is currently on the board of the New Hampshire Golf Association.

He received an A.B. in Urban Studies from St. Anselm College in 1969 and earned an M.A. in Urban Studies from the University of Akron in 1971.



## Mark Wheeler

*Co-Founder*



Mark Wheeler, MD, is an investor and entrepreneur with over 20 years of experience in the creation of numerous start-up ventures, primarily in the pharmaceutical and medical device arenas. A retired physician, he is a General Partner in WT Investment Advisors LP, which was instrumental in the growth of Merrimack Pharmaceuticals (MACK) from a small private start-up through its IPO in March of 2012.

He graduated from Princeton University in 1975, received his M.D. from Wake Forest in 1986, and did his medical residency at the Dartmouth Hitchcock Medical Center, where he became a member of the faculty.

## Paul J. Marston

*Co-Founder*



Paul J. Marston is a successful business owner and manager with experience in multiple industries. He is a proven hospitality industry executive, having been the general manager for a popular single unit, full service family-owned restaurant throughout the 1990's, for which he still serves on the management team today.

Upon relinquishing his day-to-day restaurant responsibilities, Paul joined another of his family-owned businesses, Abeniqui Carriers, a hazardous materials trucking company, and soon ascended the ladder. Named the CEO of Abeniqui Carriers in 2001, he has overseen the growth of the company into the second-largest haz-mat carrier in New England, recognized as ExxonMobil's 'Carrier of the Year' and the recipient of several national safety awards.

In 2009, Paul seized the opportunity to work with Peter Harrity at The Oaks and Candia Woods in order to enhance the quality and profitability of the Food & Beverage operations and to contribute to the overall success of the two golf facilities.

Paul has served on numerous boards throughout the New Hampshire seacoast region, including the NHMTA W/C Trust, the Abeniqui Country Club Board (President), and The First Tee of New Hampshire, to name a few. He received a B.S. in Political Science from the University of New Hampshire in 1992.

## Robin McCool

*Director of National Sales  
Regional Representative*



Robin McCool is the Director of National Sales for Evergreen Golf Member, LLC, who also serves as a regional representative in New Jersey and Pennsylvania.

He has been involved in golf and the golf business his entire life, thanks to his father, Chuck McCool, a member of the Southwest PGA Hall of Fame. Robin worked in his father's pro shop as a teenager, and after graduating from college began a very successful 24-year sales career with PING. In 1996, he was honored as "Salesman of the Year" by the New Jersey Section of the PGA, and in 2003 he retired from PING.

Since then, he has served on the Executive Committee and as the Junior Golf Chairman of the Golf Association of Philadelphia, as well as on many committees at Saucon Valley Country Club in Bethlehem, Pennsylvania, where he has been a member since 1986.

A U.S. Air Force and Vietnam veteran, Robin is a highly accomplished amateur player who has qualified and played in 15 USGA national championships, including the 2001 US Senior Open. The championship medalist at the 1985 US Public Links Championship in Lihue, Hawaii, he has also won state championships in New Jersey, Pennsylvania, and Arizona, and is a two-time Golf Association of Philadelphia Player of the Year. He graduated from Arizona State University in 1978 with a B.S. in Business Administration.

*Using our alternative, out-of-the-box membership plan, we help private golf clubs survive and prosper.*



## **Peter J. George, Jr., CPA**

*CFO*



Peter graduated from Bentley College in 2002 with a major in accounting. He spent the first part of his career working in public accounting and received his CPA license in 2004. While practicing public accounting, he had exposure to small and middle-market businesses in a wide range of industries, including manufacturing, hospitality, and professional services.

Since leaving public accounting, Peter has served as the lead finance person at Paul Marston's various business entities. As CFO of Abenaqui Carriers, he has provided high level financial oversight, served as a primary liaison with banks, and managed the day-to-day financial operations of the trucking company.

In 2009, Peter joined Paul J. Marston and Peter Harrity to assume responsibility for the financial management of The Oaks Golf Links and Candia Woods. In his role, he has provided both solid financial analysis and been instrumental in the development of the Evergreen member concept at both clubs.

Peter has served as the Treasurer of Bridlewood Preserve Condominium Association and is currently the Treasurer of the Northwood Congregational Church.

## **Eric Foster**

*Operations Manager*



Eric is a 2008 graduate of Nichols College with a major in Business Administration and concentration in Sports Management. While attending college he began working part time at The Oaks Golf Links.

During the summer of 2007 Eric served as an intern at the office of the Club Managers Association of America. He worked to develop and administer the purchasing trends among the associations members.

After graduation Eric took a full time position at The Oaks until December of 2011 when he assumed his position at Evergreen Golf Member, LLC.

Although a four year varsity basketball player in college, Eric has a passion for golf. In his spare time he currently works as a tech rep for Adams Golf, and is the head coach of the Oyster River High School Golf Team.



## Are You Ready to Prosper?

To schedule a consultation, learn more about our Evergreen Golf Corporate Member program, and receive answers to your questions, please contact Robin McCool today. We look forward to meeting with you soon. Remember, there is no upfront cost to have us implement the Evergreen Golf Corporate membership program at your private club.

**Robin McCool**  
**Director of National Sales**  
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*You cannot continue to do what you've always done and expect the results to change. The only way to prosper is to develop a product that customers demand — it has to be different.*



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