



**STRATEGIC PLANNING COMMITTEE MEETING**  
**Thursday, November 9, 2023, 1:00 P.M.**

**Minutes**

In attendance: Daniel Bejarano, Committee Chair, David Yarnell, Sheldon Adelman, Ruth Molina, Ed Rod and Liz Rome. Michael Eustace, Executive Director, was also present.

Mr. Bejarano called the meeting to order at 1:00 P.M. and established a quorum.  
The October 9, 2023 minutes were approved as written.

**Committee Chair's Message**

Mr. Bejarano advised that Mr. Yarnell will be leading the meeting to help guide in developing a vision that can be shared with the Joint Venture.

**Long Term Vision**

Mr. Yarnell reported that his background is in strategic planning. He is also involved in the Leadership Committee and through that committee he is learning about Boca West, which includes the Master Association, the Club and the Joint Venture.

He asked the Committee to brainstorm their thoughts using the SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) to develop a vision, not only for the Master Association but for Boca West as a whole.

Mr. Yarnell shared the Joint Venture objective and vision with the Committee. He advised that at the end of this meeting, the goal is to have opportunities for the committee to focus on and what are the takeaways from the exercise that can be improved and from there, to develop a vision.

The Committee discussed what attracts people to Boca West, country club lifestyle vs resort lifestyle, current real estate inventory, opportunities for future real estate inventory, changing demographics (age wise and economic), and the improvements the Club will need to make in the services and amenities. Mr. Yarnell took extensive notes and will compile them for the next meeting.

**STRATEGIC PLANNING COMMITTEE  
THURSDAY, NOVEMBER 9, 2023  
PAGE 2**

**Adjournment**

With no further business to discuss, the meeting was adjourned at 3:10 P.M.

Next Meeting Date: Wednesday, December 6, 2023 @ 12:00 P.M.

Respectfully submitted,



---

Daniel Bejarano,  
BWMA Treasurer, Committee Chair

12/14/2023

---

Date