

## **Bruce Evans Answers to Election Committee Questions**

Why are you running for our Board of Directors?

Throughout my 15-year career as a senior manager at Fairfield Glade, I worked closely with nearly every department and gained direct exposure to the operational, financial, and strategic decisions that shape our community. I attended Board workshops and meetings, collaborated with staff across all levels of the organization, and developed an understanding of how decisions impact both employees and residents. That experience gives me a practical understanding of how Fairfield Glade operates, not just in theory, but in execution.

A document entitled “Common Characteristics of Effective Directors” was included with the Board of Directors application. Which of the “common characteristics” are your two strongest and why?

The two characteristics I believe best describe my leadership style are accountability and respect for Community Club staff. Throughout my career with Fairfield Glade, I have been responsible for managing operations, overseeing large budgets, evaluating risk, and making decisions with long-term consequences. Those experiences taught me to evaluate issues based on facts, financial impact, and operational realities rather than short-term pressure. Accountability is essential because Board members serve the membership and should be willing to explain decisions openly and accept responsibility for outcomes. I believe trust is built through transparency, consistency, and follow-through. Equally important is respect for Community Club staff. Fairfield Glade’s employees are responsible for delivering the services and maintaining the amenities that members rely on every day. Effective governance requires recognizing staff expertise, supporting a professional work environment, and maintaining clear boundaries between governance and operations. I believe strong outcomes come from mutual respect, open communication, and empowering staff to succeed while holding leadership accountable for results.

What governance experience (e.g., serving on a community club committee or serving as a member of another board of directors) do you have and how will that experience make you an effective member of our Board of Directors?

As Director of Public Works and through my senior leadership experience within Fairfield Glade, I worked alongside multiple committees and participated in projects that affected many aspects of community operations. That experience gave me a practical

understanding of how policy decisions translate into real operational outcomes. I have worked across departments, supported capital planning efforts, participated in long-term infrastructure discussions, and developed an appreciation for balancing member expectations with financial realities. One advantage I bring is familiarity with the organization and its history. At the same time, I understand the responsibility of transitioning from management to governance, focusing on oversight, strategy, and accountability rather than day-to-day operations.

What is the most important reason why Community Club Members should vote for you as a member of our Board of Directors?

Members should vote for me because I bring a combination of institutional knowledge, operational leadership, and a commitment to putting the long-term interests of Fairfield Glade first. I understand how decisions impact residents, employees, infrastructure, finances, and future growth because I have spent years working within those systems. My goal is not simply to maintain the status quo or pursue change for its own sake—it is to make thoughtful decisions, improve transparency, and ensure Fairfield Glade remains financially strong, attractive to future residents, and responsive to current members.

What is one thing you have learned from your review of the FGCC Covenants & Restrictions (C&Rs) and ByLaws? Why was that important? What would you change?

One of the most important lessons from reviewing the C&Rs and By-Laws is understanding how governance authority, member interests, and development rights interact and affect decisionmaking across the community. That balance is important because residents expect consistent application of policies and confidence that decisions align with the longterm success of Fairfield Glade. If elected, I would support continued review of policies and procedures to improve clarity, transparency, and member understanding while preserving the obligations and structure that support community operations.

The Club has an Amenity Reserve Fee charged on certain property transfers. Do you agree that this is a good plan to fund future amenities? Explain your answer.

Maintaining and improving amenities is essential to protecting property values and quality of life in Fairfield Glade. I support having dedicated funding for future investments; however, I also believe those funding mechanisms should be reviewed periodically to ensure they remain competitive, sustainable, and understandable to prospective

residents. Future growth should be supported through responsible planning and diversified funding sources where appropriate rather than relying too heavily on any single revenue stream.

The Druid Hills Project is scheduled to open in September. As a Board member, how would you measure the success of this sizable investment in the community?

As a Board member, I would measure the success of the Druid Hills Project by evaluating the performance of the Food and Beverage operation, which is a key component of the overall development. With the recent transfer of the Food and Beverage management back to Fairfield Glade, it is essential that the BOARD closely monitors and reports the results to the membership. Ultimately, I believe the community members should have the final say on whether the project is deemed successful or not. Large capital investments should be measured through objective outcomes rather than completion alone. Success should certainly include financial performance of the clubhouse and food and beverage operation, but that should not be the only measure. Fairfield Glade has recently taken food and beverage operations back under Community Club management from Bobby Jones Links, and operational responsibility should appropriately rest with the General Manager and staff, not the Board. The Board's role should be to establish clear strategic goals and expectations around performance, including any acceptable subsidy levels, member experience standards, and longterm financial objectives, and then hold leadership accountable for achieving those goals. Beyond operational performance, I would evaluate whether Druid Hills increases overall member satisfaction, supports retention and attraction of residents, strengthens property values across Fairfield Glade, and improves the overall perception of community amenities. Across the club industry, food and beverage satisfaction is often viewed as a leading indicator of overall member satisfaction, making this investment important beyond simply the financial results of one department. I would support regular reporting to the membership so residents can understand whether the project is delivering meaningful value to the community.

Fairfield Glade is a not-for-profit club. Activities and investments in the community are funded partially through (1) individual user fees paid by members, guests, and visitors and partially through (2) community assessments paid by POA members. As a Board member, what changes would you support in how community activities and investments are funded?

I believe the current funding framework has supported Fairfield Glade successfully for many years and provides a strong foundation. My focus would be less on changing the structure and more on strengthening how priorities are established, how projects are evaluated, and how financial decisions are communicated. I support disciplined budgeting, careful review of major capital projects, and ensuring that investments deliver measurable value to current and future members while maintaining long-term financial stability.