



Wexford Homeowners Association
Post Office Box 4100
Hilton Head Island, SC 29938
www.WexfordHiltonHead.com

December 9, 2022

Letter of Recommendation

As President of the Wexford HOA's Board of Directors, I contracted with Club Leaders Group in early summer 2022 to have Craig Martin perform an independent assessment of Wexford's operations and provide coaching to our senior management during a period of low member satisfaction and loss of key staff members. Further to this engagement, I hired Craig as interim Chief Operating Officer/General Manager from August through November while we conducted a search for a new General Manager.

Wexford is a unique, serene, and affluent community of 460 properties located in Hilton Head Island, South Carolina. During the interim role, Craig moved to Hilton Head to devote considerable time and efforts to Wexford. From the start, I found Craig to be fully committed to this project, a consummate professional and a pleasure to work with. One of Craig's greatest strengths is his outgoing personality and enthusiasm for his work, and I found him to be personable with me as President, the Board, senior management, staff and Wexford members alike.

Wexford's Board responsibilities are devoted primarily to Strategy and Governance with nine Board members. Each Board member serves as chair or liaison to one or more of our 13 committees that in turn consist of 85 member volunteers. Craig attended and participated actively in every monthly Board meeting, and virtually every committee meeting during his time here, offering observations and recommendations based on his extensive industry experience in similar situations. He provided a monthly overview of operations to an open forum of members at each Board meeting, and he communicated regularly to members through e-blasts and our monthly newsletter to the community.

Craig made himself personally available to any member who requested an in-person meeting or call. He was receptive to any ideas or constructive critique that was for the betterment of Wexford. He managed by a unique style to Wexford, "MBWA" (management by walking around). He engaged members and staff in the clubhouse or in any of our many amenities daily, in their environment, and was well received for doing that. Through his communications and visibility, Craig quickly gained the respect and trust of our membership for his ability to diagnose problems, identify solutions, and provide leadership and support to the management team to recruit and retain staff in critical member-facing roles in their operations, and make other changes where needed. His insight into our operations was most beneficial to senior management and member satisfaction.

Wexford has a 5-year Strategic Plan ('21-'25) that is updated annually. Craig's insight into strategic recommendations to the Board were invaluable, particularly regarding Governance. I found Craig to be forthright, decisive, act with urgency, and fair. He made Wexford a better place to live and work!

Sincerely,

Vince Sullivan
President, Wexford Board of Directors