Getting Members on Board with the New Rules

June 5, 2020

Presented by
Daniel M. Denehy, CCM CHA, President, DENEHY Club Thinking Partners
Robert C. James, CCM, CCE, CHE, Vice President, DENEHY Club Thinking Partners
Matthew J. Allnatt, CCM, General Manager/COO, Jonathan Club
Nicholas Sidorakis, CCM, General Manager/COO, Southern Hills Country Club

Moderated by
Joe Trauger, VP of Government Relations, National Club Association

Visit nationalclub.org/coronavirus for more information
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nationalclub.org/coronavirus
Reopening

- Tennis Industry United, USTA
- COVID-19 Updates, USTA
- Getting F&B Back to Business: Guest Safety Above All, Hotels Mag
- Back2Golf Operations Playbook (version 3.0), Amateur Competitions and Junior Programming, We Are Golf
- Recovery Readiness Roadmap, Cushman & Wakefield
- Considerations for Youth and Summer Camps, CDC
- Activities Supporting the Opening of America, CDC
- Opening Camps Decision Tree, CDC
- CDC Releases Guidelines for Reopening Restaurant Dining Rooms and Bars, Restaurant Hospitality
- Field Guide for Camps on Implementation of CDC Guidance, American Camp Association and YMCA of the USA
- Route to Recovery: Healing Through Sports, Sports Turf Managers Association
- Equinox, SoulCycle, Life Time, Others Release Reopening Protocols, Club Industry
- Getting F&B Back to Business: Focus on Employees, Hotels Mag
- Bar Industry Guidelines, American Industrial Hygiene Association
Visit nationalclub.org/coronavirus for more information
The Path Ahead

- PPP legislation in the House last week - "skinny version"
- Senate passed on Wednesday night
- Did not expand eligibility to 501(c) organizations
- Next bill?
- Liability protections being discussed for businesses
- Additional state, local aid
- Unemployment benefits/rehiring bonuses
- Likely early to mid-July before anything moves

- George Floyd Protests
- Civil Unrest
- Law enforcement reforms

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Daniel M. Denehy, CCM, CHA

President
DENEHY Club Thinking Partners

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NCA Town Hall Webinar Series
June 5, 2020
MODERATORS

▪ Dan Denehy, CCM CHA – President, DENEHY Club Thinking Partners

▪ Bob James, CCM, CCE, CHE – Vice President, DENEHY Club Thinking Partners
ABOUT CLUB THINKING PARTNERS

- Over 900 search and consulting projects specifically in the private club and boutique resort sectors over the last 19 years.

- Three offices:
  - Fairfield, Connecticut
  - Los Angeles, California
  - Jackson Hole, Wyoming
  - Palm Beach Gardens, Florida

- Ten professionals with expertise in talent development/acquisition, governance, strategic leadership consulting, club operations, new club development, asset acquisition analysis, club experience surveys and performance management.
PANELISTS

Mr. Matthew Allnatt, CCM
General Manager/COO
Jonathan Club
Los Angeles, California

Mr. Nick Sidorakis, CCM
General Manager/COO
Southern Hills Country Club
Tulsa, Oklahoma
The State of Things
### WHO SETS YOUR CLUB POLICIES?

<table>
<thead>
<tr>
<th>Response</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID-19 Ad Hoc Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.6%</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>66.7%</td>
</tr>
<tr>
<td>The Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>33.3%</td>
</tr>
<tr>
<td>Executive Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>38.9%</td>
</tr>
<tr>
<td>All of the above</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22.2%</td>
</tr>
</tbody>
</table>
WHAT POLICIES HAS YOUR CLUB CREATED THAT ARE NOT MANDATED BY LOCAL, STATE, OR FEDERAL AUTHORITIES?

- No Guests or limited guest access (golf only)
- Requiring staff to wear masks, gloves, and goggles
- Reservations for any access
- No showers or locker room access
- Tracking reservations for 28 days
- Tracking access to the property using tee sheet, court reservations, and security guard checklists
- Tracking all reservations for 28 days
- Temperature taken on arrival – staff and members
- Waivers
- 14-Day quarantine for entire household if anyone comes from out of state
- Paying all FT and PT employees their wages since March 11, 2020
- Creating an Employee Appreciation Fund
- Employee dining room for live-in staff only
- Employee meals are all to go or not served at
- Reduced covers
WHAT IS THE MOST DIFFICULT MEMBER-RELATED POLICY TO ENFORCE?

- Social Distancing
- Group gatherings
- Reservations for access
- Quarantine requirements for out-of-state visitors
- Wearing face masks while at the club
WHAT IS THE MOST DIFFICULT EMPLOYEE-RELATED POLICY TO ENFORCE?

- Social Distancing
- Face Masks
- Daily wellness checks (time consuming)
- Sanitization procedures
<table>
<thead>
<tr>
<th>Activity/Decision</th>
<th>Board</th>
<th>COVID-19 Task Force</th>
<th>Strategic Planning</th>
<th>General Manager</th>
<th>Functional Committee</th>
<th>Management Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Covid-19 Rules and Policies Enforcement</td>
<td>Censures, suspends &amp; terminates members</td>
<td>No responsibility</td>
<td>no responsibility</td>
<td>Handles minor infractions &amp; refers serious ones to BOG</td>
<td>Monitors compliance</td>
<td>Handles minor infractions and refers serious infractions to GM</td>
</tr>
<tr>
<td>Employees Rules &amp; Policies regarding Covid-19</td>
<td>Support</td>
<td>Advises GM</td>
<td>no responsibility</td>
<td>Develops, implements &amp; enforces</td>
<td>Makes recommendation s for functional area</td>
<td>Supports and enforces for functional area</td>
</tr>
</tbody>
</table>
WHAT IS THE MOST IMPORTANT POLICY TO ENFORCE?

- Waivers
- Social Distancing
- Reservations
- Limited seating
- Managing gathers of more than 10 people
- Sanitation
- Quarantine Policy
- Rules & Regulations – allowing the GM/COO to oversee with the support of the Executive Committee
- Employee healthy checks
HOW DO YOU COMMUNICATE THESE POLICIES?

- Email
- Email requiring electronic signature/acknowledgement
- Newsletter
- Signage throughout the club
- Texting
- Video
- Social Media
  - Facebook – live sessions with the General manager
HOW DO YOU HOLD MEMBERS ACCOUNTABLE TO FOLLOWING THE NEW RULES AND POLICIES?

- Standards Committee
- Verbal warnings
- Written warning
- Suspension
- Notify the Governance Committee of infractions to determine disciplinary action
- Zero Tolerance
  - Member receives a warning
  - Member is asked to leave the property
  - Member is suspended
WHAT HAS BEEN THE RESPONSE TO THE NEW POLICIES FROM YOUR MEMBERSHIP?

- Favorable
- Very Accepting
- Mostly appreciative that we are taking precautions to keep them safe
- Very understanding, appreciative, and supportive
- Overwhelmingly positive
- Grateful - Members are so happy to be at the Club that they are willing to be help for the most part
- Annoyance but mostly acceptance
- It has created a sense of trust and confidence
- Overall, the membership is very happy but there is a small group that believes the club should be shut down.
HOW HAS COVID-19 AND THE RESULTING RULES IMPACTED MEMBERSHIP ATTRACTION AND RECRUITMENT? DO MEMBERS AND POTENTIAL MEMBERS FIND THESE RULES ENCOURAGING OR A HINDRANCE?

- Great interest – the club’s response, virtual events and ToGo programs have generated a lot of interest.
- No impact on membership or recruitment yet!
- Projecting a drop in membership as conditions decay
- No effect
- Membership pipeline remains strong
- Membership is growing – safety protocols is attracting new members and boosting confidence and sales
- Very encouraged - membership demand is steady
- Prospects have delayed joining until the pool opens
- Membership sales are tied to real estate sales and remain strong
- Real estate sales and membership sales have increased due to remote location of the Club
THANK YOU!

If you have additional questions, please contact us:

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Effective & Responsive Leadership

“"I need to do my part in supporting NCA the way you are supporting everyone else.”"