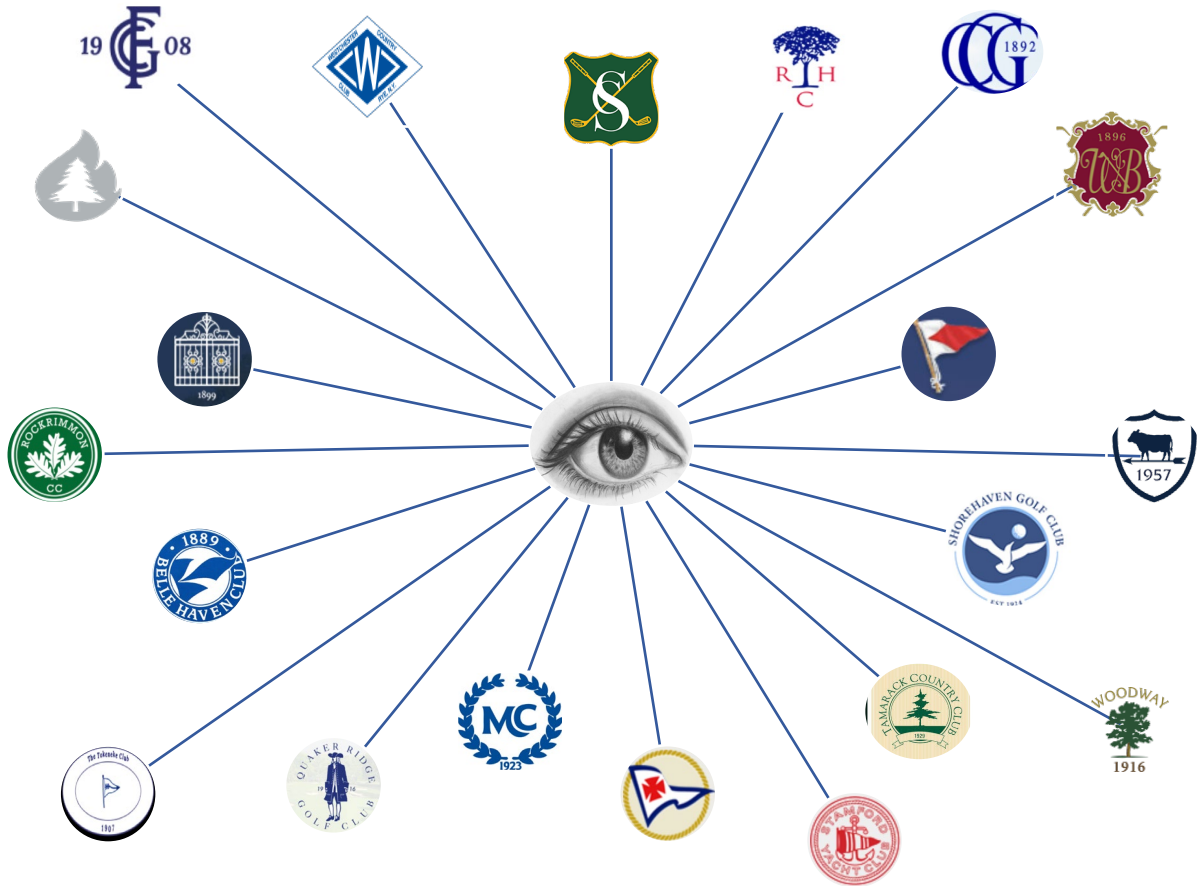


VISIONARY PROJECT APRIL/MAY 2020



Opening Statement from Keith Armstrong, General Manager, Greenwich Country Club

I would like each of you to envision a white board with two columns. Column 1 containing words that might come to mind when we think of COVID19 and its' interference upon the world of hospitality. Words such as obstacles, problems, and impossibilities.

In Column 2 we listed constructive words such as opportunities, possibilities, and solutions. These positive words are symbiotic of a collaborative team who addressed a challenging situation, a pandemic; and joined forces to engineer an evolution to our current business practices, a significant adaptation to the existing environment.

Imagine if each of you had three thousand six hundred hours to devote to improving best practices in the wake of COVID19, how would you make an impact? What you will hear presented today is a collaboration amongst the brightest and the best from our daily point of service hospitality teams. Team leaders who have committed over 3600 hours crafting just that, an impactful plan applying new best practices to all sectors of the hospitality business, and who will now share their wisdom and research with you.

The project we share today began as a late-night anxious thought as I imagined the thousand plus variables this pandemic has forced us to consider as a new normal. In the infancy stages of the project I requested team volunteers from area General Managers. These leaders would assist with crafting standard operating procedures and new training materials for all sectors of our business. This plan would entail creating best practices and getting back to business protocols in the aftermath of COVID19. I am thankful for the collaborative support of these 40 team leaders who have challenged themselves with this daunting task.

The project we are about to share is known as the Visionary Project. The term visionary means **(especially of a person) thinking about or planning the future with imagination or wisdom.** "A visionary leader" synonymous of the words:

inspired · imaginative · creative · inventive · insightful · ingenious.

The Visionary Project Team has embodied each of these characteristics as they partnered to provide certainty to the uncertainty. The certainty now associated with delivering maximum hospitality in today's environment, while employing elevated protocols. In our initial invitation we stated: **"Competition makes us faster; collaboration makes us better."** It is this teams' time, effort, and overall contributions to the visionary project. It is about the strength of our network. The value and contribution to the safety of our team and members is truly defined by the visionary projects' end results. I am excited to introduce an amazing group of professionals whose passion for the betterment of our craft has yielded a best practices navigational tool in an effort to safely welcome our team and members back into their Clubhouse, "their home away from home."

ROSTER

COMMITTED POINT PERSON

Keith Armstrong – General Manager, Greenwich Country Club;

karmstrong@greenwichcountryclub.org

Sally Becker – Managing Director, CMAA CT Chapter; sbecker@cmaact.org

Millie Skinner – Clubhouse Manager, The Stanwich Club; mskinner@stanwich.com

Linnea Grate – Clubhouse Manager, Burning Tree Country Club;

lgrate@burningtreecc.org

TEAM LEADERS

Jessica Terry – Food and Beverage Manager, Greenwich Country Club;

jterry@greenwichcountryclub.org

Justin Lozza – Executive Chef, Indian Harbor Yacht Club; chef@indianharboryc.com

Phil Iannuccilli – Executive Chef, Greenwich Country Club;

piannuccilli@greenwichcountryclub.org

Jessica Ackers – Clubhouse Manager, Country Club of Darien; jackers@ccdarien.org

Tim Szemplinski – Assistant General Manager/Beach Club Manager, Wee Burn

Country Club; tim@weeburn.com

TEAM MEMBERS

Tim McDonagh – Clubhouse Manager, Round Hill Club; tim@rhclub.org

Derrick Yager – Chef de Cuisine, The Stanwich Club; dyager@stanwich.com

Susana Veloz – Assistant Controller, Greenwich Country Club;

sveloz@greenwichcountryclub.org

Pablo Lorenzo – Executive Chef, Country Club of Darien; plorenzo@ccdarien.org

Stephane Tricot – Sous Chef, Belle Haven Country Club; tricot_stephane@yahoo.fr

Raul Torres – Executive Chef, Burning Tree Country Club; chef@burningtreecc.org

Mark LeMoult – Executive Chef, Field Club of Greenwich; chef@fcogreenwich.com

Kevin Sullivan – Executive Chef, Innis Arden Golf Club;

kevin@innisardengolfclub.com

Jeff Raider – Executive Chef/Director of Food and Beverage, Woodway Country Club; executivechef@woodway.org

Jennifer Pettas – Catering Director, Greenwich Country Club;

jpettas@greenwichcountryclub.org

Flo Enica – Clubhouse Manager, Tokeneke Club; flo@tokenekeclub.org

Salvatrice Di Fresco – Assistant Resident and Guest Services Manager, Westchester Country Club; sdifresco@wccclub.org

Ernie Dunn – Director of Operations, Westchester Country Club;
edunn@wccclub.org

Matt Matei – Assistant Manager, Milbrook Club; matthew.matei@milbrookclub.com

Howard Green – Sous Chef, Rockrimmon Country Club; hsgjr@charter.net

Marco Rojas – Assistant General Manager, Shorehaven Golf Club;
mrojas@shorehavengc.org

Megan Quinn – Sales and Marketing Director, Stamford Yacht Club;
megan@stamfordyc.com

J.C. Mejia – CCM Clubhouse Manager, The Belle Haven Club; jc@bellehavenclub.com

Neill Joseph – Food and Beverage Manager, Field Club of Greenwich;
neill@fcogreenwich.com

John Guzman – Clubhouse Manager, Innis Arden Golf Club;
john.v.guzman@gmail.com

Chad Esposto – Executive Chef, Milbrook Club; chad.esposto@milbrookclub.com

Courtney Wetzel – Clubhouse Manager, Riverside Yacht Club;
courtney@riversideyc.org

Hamid Benhakki – Clubhouse Manager, Rockrimmon Country Club;
fbdirector@rockrimmoncc.org

Damien Joseph – Sous Chef, Round Hill Club; damien@rhclub.org

Sergio Reyes – Executive Chef, Shorehaven Golf Club; sreyes@shorehavengc.org

Jose Morales – Food and Beverage Manager, Stamford Yacht Club;
restmgr@stamfordyc.com

Karyn Anastasio – Assistant General Manager, Tamarack Country Club;
kanastasio@tamarackcountryclub.com

Mark Della Pesca – Food and Beverage Director, Tokeneke Club;
mdellapesca@tokenekeclub.org

Rhiannon Evans – Executive Chef, Quaker Ridge Golf Club; chef@quakerridge.org

Aishling Loomis – Assistant General Manager, Quaker Ridge Golf Club;
aishling@quakerridge.org

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COMMUNICATION

SYMPTOMS

- Ensuring that staff and members understand the severity of the situation, and that they also understand the consequences if the guidelines are not followed.

STRATEGY ANALYSIS

- Define the ways the communication will be handled to membership and employees
- Decide the frequency of communication
- Determine the way to engage members who may not feel comfortable using all facilities
- Define the enforcement guidelines and how they'll be implemented

TACTICS AND IMPLEMENTATION

- Daily communication through emails and weekly communication through website
- Virtual activities
- Department heads to create virtual videos pertaining to their area of expertise
- Enforcement procedures that are already in place to be used; Management to be supported by the Board in enforcing the guidelines and team members to be trained on procedures

SUBSECTORS

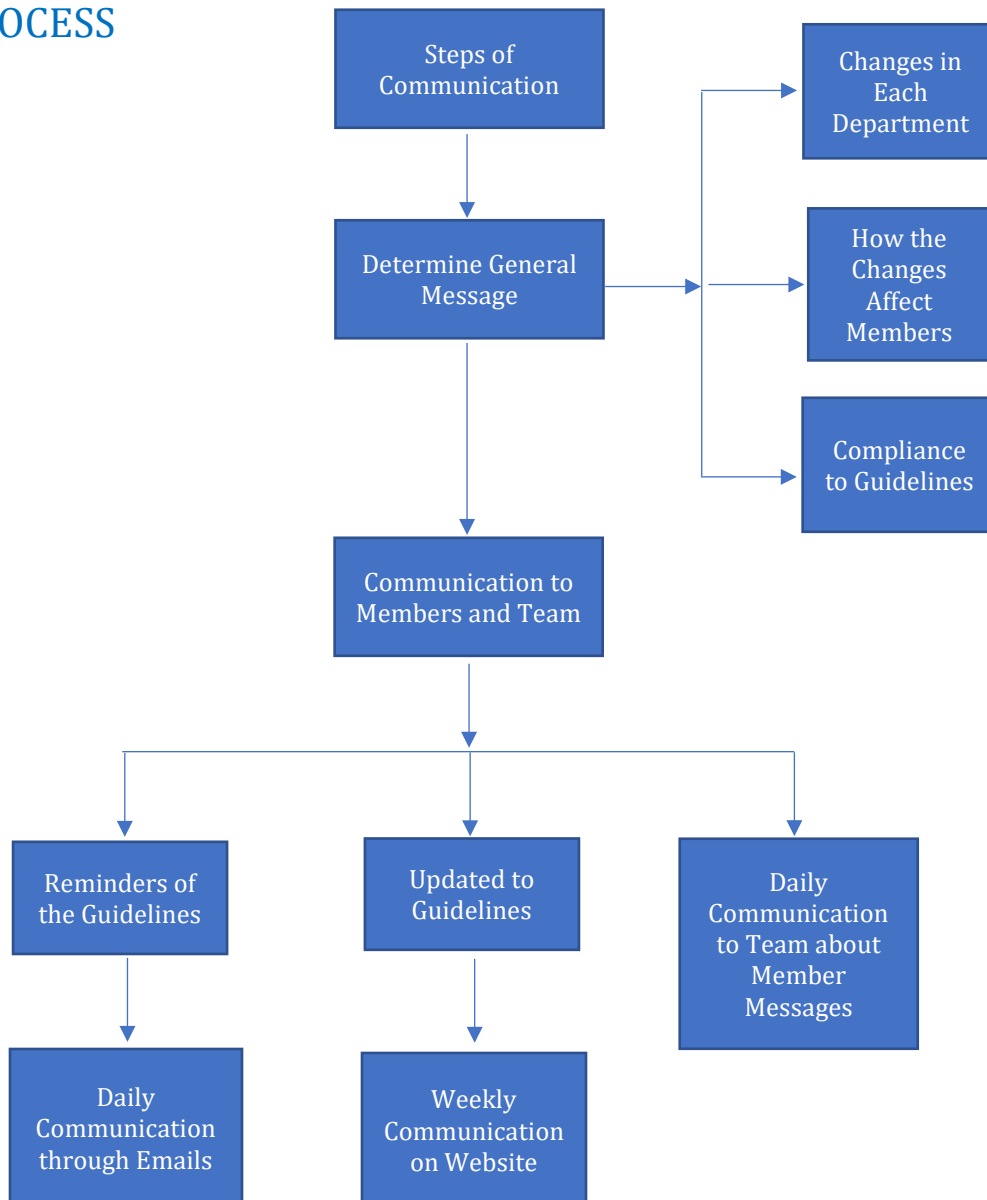


SOP: MANAGING THE MESSAGE

SUMMARY

- Ensure that staff and members understand the severity of the situation and clearly communicate that the transition back to normal will happen in phases over weeks and months. Ensure they also understand the consequences if the guidelines are not followed.

PROCESS



STANDARD

- Communicating the changes and expectations to the membership and the team

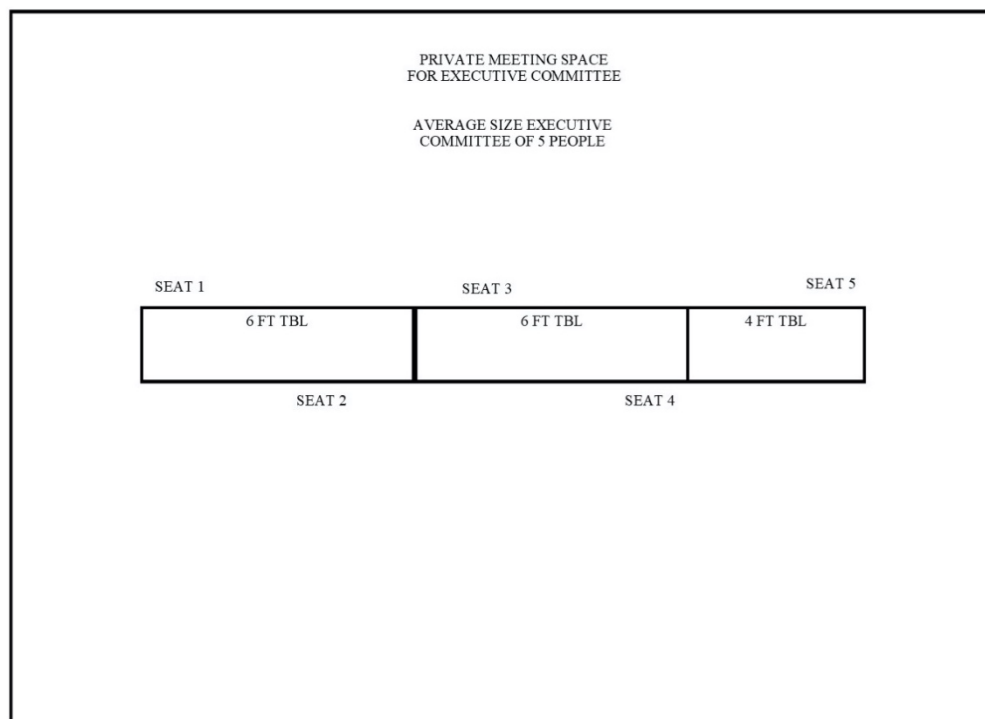
SOP: BOARD/COMMITTEE MEETINGS

SUMMARY

- Inability for the entire Board to meet in person while maintaining required social distancing in a private setting

PROCESS

- During the first phase of reopening, only the Executive Committee to meet on premise
- Inform the full Board that all meetings will be held remotely until the transition into the next phase, and that the information will be shared via emails only
- Provide takeout dinners for each member of the Board with advance pick-up confirmation. Executive Committee dinner to be set and served in a separate event space, following the guidelines outlined in Events SOP



- This procedure should be followed with future executive committee and board of director meetings.

STANDARD

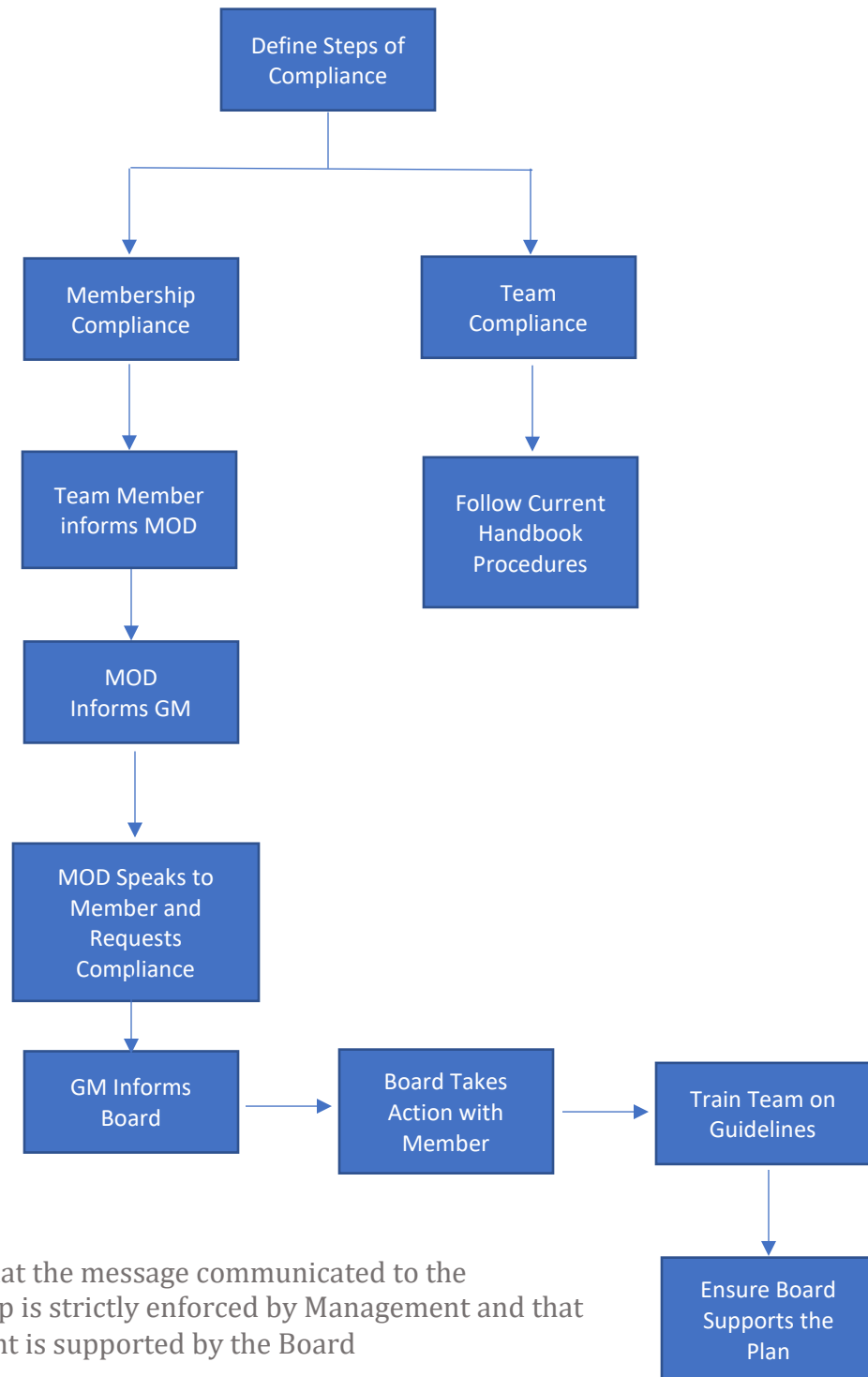
- Having this SOP in place minimizes outside contact and also ensures the CDC guideline for the social distancing is followed

SOP: COMPLIANCE

SUMMARY

- Walk the walk, talk the talk

PROCESS



STANDARD

- Ensuring that the message communicated to the membership is strictly enforced by Management and that Management is supported by the Board

SOP: VIRTUAL ACTIVITIES

SUMMARY

There will be members that may not feel comfortable coming to the Club and using all facilities. Instead, they may play golf, then leave promptly after the round.

PROCESS

- Department heads to create virtual videos pertaining to their area of expertise
 - Example: Chef to create videos of preparing dishes or share recipes



- Food and Beverage Manager to create wine training videos
 - Golf/Tennis Pros to record a video lesson
- Email videos to members

STANDARD

- Create virtual engagement opportunities for members to feel connected to the normal club experience

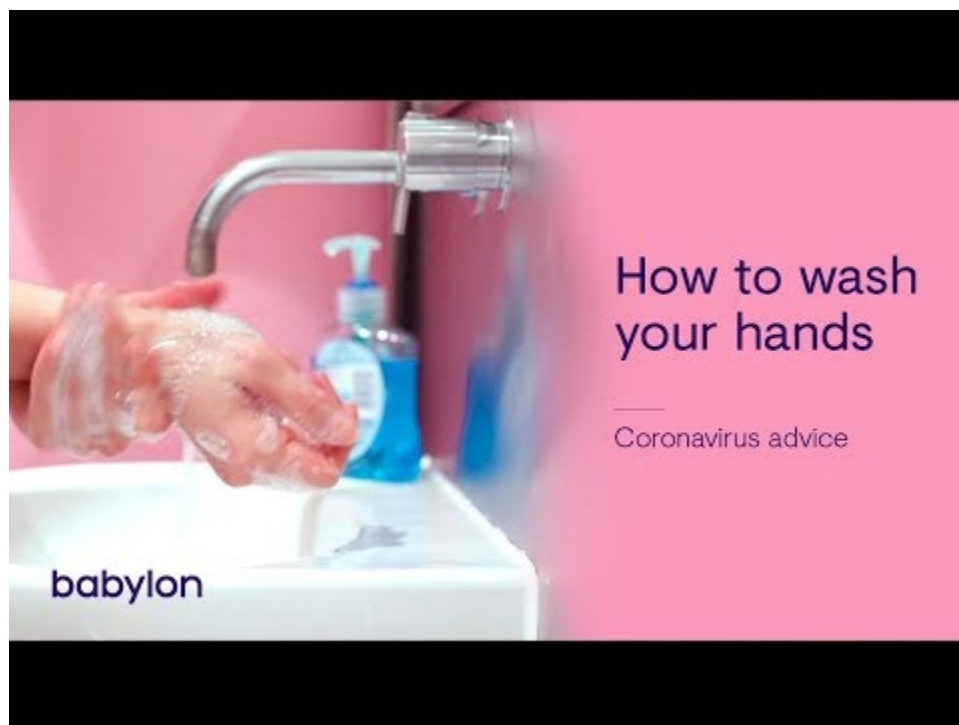
HEALTH AND SAFETY

SYMPTOMS

- Ensuring a safe and healthy work environment by following all CDC guidelines and mandates

STRATEGY ANALYSIS

- Implement member safety procedures
- Update guidelines and constant communication with team and members
- Establish team safety guidelines



TACTICS AND IMPLEMENTATION

- Create and enforce action plan by implementing these standard procedures

SUBSECTORS

- Member Health and Safety
- Team Safety Guidelines

SOP: MEMBER HEALTH AND SAFETY

SUMMARY

- Reducing the spread of COVID-19 throughout facility

PROCESS

- Execute the proper Safety checklist when entering the facility
 - Set sanitation stations outside entrance
 - Temperature check
 - Issue proper PPE equipment, if necessary, to everyone entering the facility
 - Open communication about new safety procedures that are in place
 - Update "Member Safety" checklist daily as per local/state/CDC guidelines
 - Create traffic lanes to reduce member/member interaction
 - Remove the valet parking option
 - Limit member interaction in club activities (Boating, Tennis, Shooting, Pool, Golf)
- Proper CDC sanitation/safety procedures
 - Proper handwashing
 - Wear approved masks
 - Follow social distancing guidelines
- Create new safety procedures for all team members and departments
 - Reorganize kitchen layout to reduce cross-contamination
 - Proper social distancing in dining areas and bars
 - Update team with strategic daily communication
 - Scheduled "in-house" sanitation checklist as per CDC guidelines
- Restrict members entering the kitchen
 - Communicate through email/website
 - Enforce "Employees Only" signage throughout facility
- Create menu choices that reduce member/kitchen contact
 - Grab and go choices
 - Limit communal offerings: continental breakfasts, snacks buffets, coffee stations, and candy bars
- All kitchen and service team members to complete "SERV Safe Food Handler" certification

STANDARD

- Implementing this SOP will ensure a healthy and safe environment for our team, the membership, and their guests.

SOP: TEAM SAFETY

SUMMARY

- Reduce the spread of COVID-19 through person-to-person contact in a professional kitchen facility

PROCESS

- Establish guidelines for team members who are displaying symptoms of illness
 - Create a standard "Stay Home" policy with kitchen team
 - Any team member showing signs of symptoms will be excused from work
 - Adhere to all CDC guidelines
- Set pre-shift guidelines for team members
 - Visual check
 - Temperature check
 - Wear approved PPE /uniform
 - Update team members with any current CDC guidelines
- Minimize personal belongings brought into club facility
 - Back packs, cell phones
 - Eliminate No outside food
- Create a Safe Work Environment
 - Maintain CDC guidelines for six-foot (6') distancing
 - Update staff with any new handwashing /sanitizing or glove use guidelines
 - Provide sanitizing dispensers
 - Schedule shifts to reduce overcrowding
 - Develop menus to minimize food handling
 - Reduce the use of shared beverage stations (coffee, water, soda guns)
 - Schedule sanitation procedures of all contact surfaces such as knobs, handles, phones, railings

STANDARD

- Implementing this SOP will ensure a healthy and safe kitchen environment

STAFFING

SYMPTOMS

- Unable to have as many team members on site at one time and how to stagger schedules
- Onboarding cannot be done in person due to CDC guidelines
- Unknown date of arrival of seasonal team members. Inability to do in-person training for 14 days for international team members due to required quarantine (when they eventually arrive, they would need to be quarantined)
- Using staffing agencies will increase the chance for outside contact with an unknown prior location
- Outside contact for team residences must be eliminated and process established if a team member shows symptoms
- Team members can be overwhelmed with the abundance of information about, and daily changes to, COVID-19. The confusion about procedures for reporting to work must be eliminated
- CDC Guidelines best practice is for everyone to stay six feet apart at all times

STRATEGY ANALYSIS

- Create alternative methods of completing Human Resource paperwork and touring facility
- Schedule changes need to be made to adapt to new guidelines
- Federal restrictions on J1/H2B Visas and quarantine procedures on arrival
- Staffing agencies have a large network and cannot guarantee to provide the same team members every time
- Minimize outside human contact to team residences and define steps on handling cases of team members showing symptoms
- Define procedures and clear communication for staff reporting to work
- Develop processes for each department based on the CDC guidelines

TACTICS AND IMPLEMENTATION

- Fill out all onboarding paperwork online through a welcome email and set a time for a virtual tour with the new team member.
- Use a web-based platform to create staggered schedules and communicate schedule changes for team meals and break times
- Have HR department create web-based platforms for training interns during quarantine
- Build a pool of on-call staff if staffing agencies cannot adhere to club protocols
- Put procedures in place for common area cleaning, coming on and off property, and showing symptoms
- Follow procedures outlined by management on how to report to work
- Create procedures specific to departments on how team members will maintain social distancing

SUBSECTORS

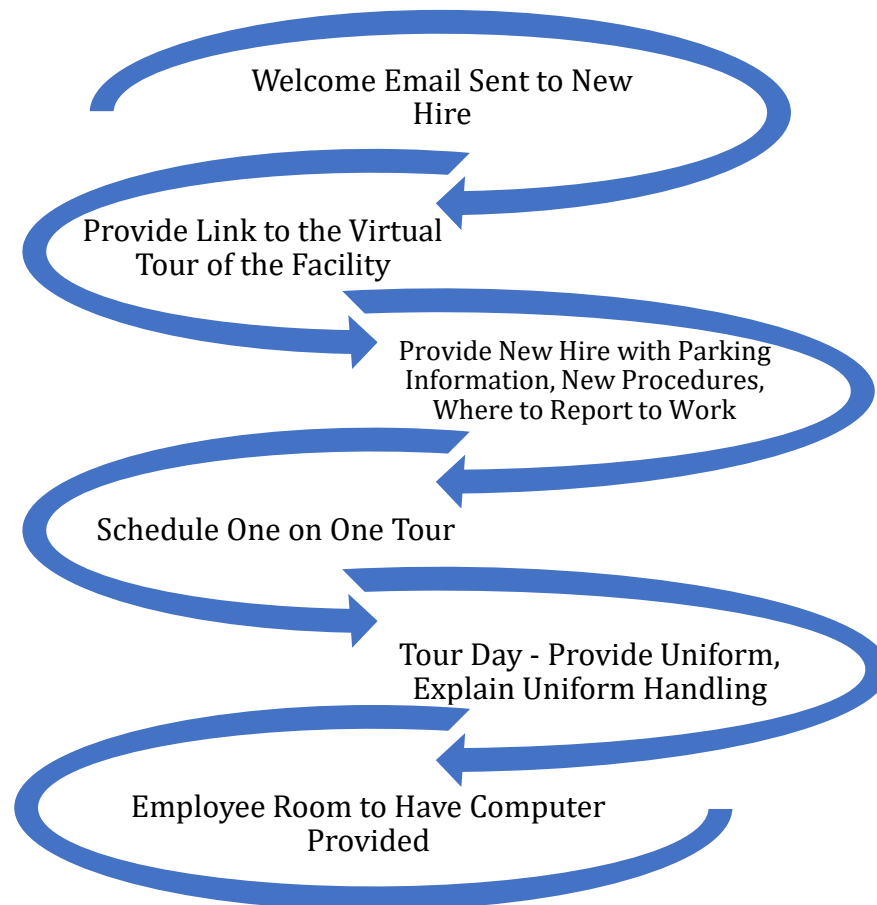


SOP: ONBOARDING

SUMMARY

- New hires: Provide virtual tour of the facilities. Onboarding to be done online to avoid direct contact (Human Resources portal for documents [tax info, personnel files, agreement letters, employee handbook], Zoom Call for Power Point welcome presentation).
- Returning/Re-hired team members: information and procedures to be adjusted accordingly

PROCESS



STANDARD

- All onboarding procedures moved online to follow CDC guidelines on social distancing

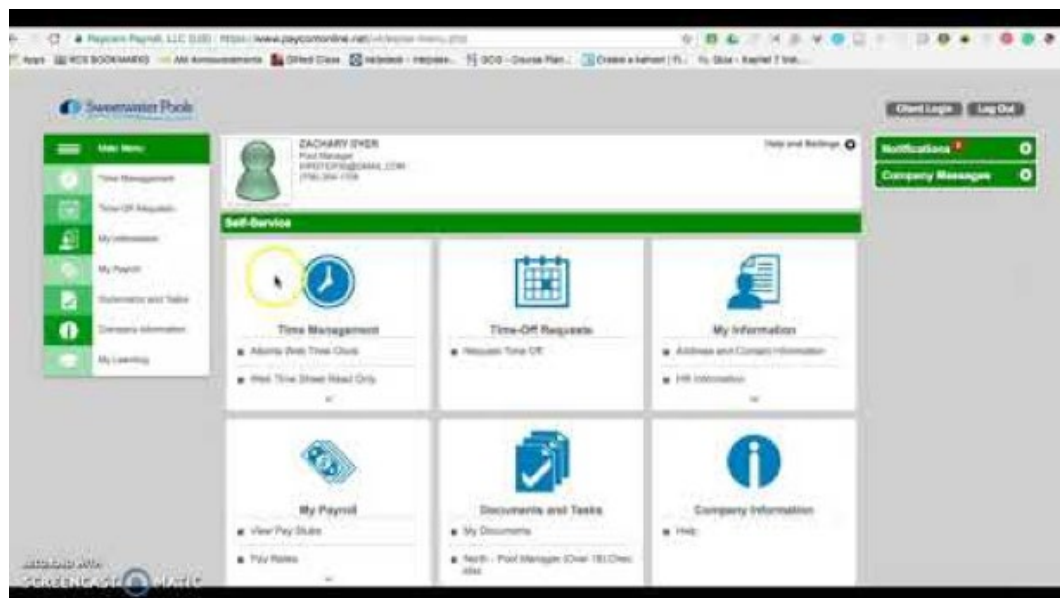
SOP: SCHEDULING

SUMMARY

- Since changes to the guidelines are happening on a daily basis a team member can easily miss a change to their schedule
- One time and location for all departments to eat will create social distancing challenges

PROCESS

- Convert to a web-based software to communicate schedules and changes to team members in real time
- [Posting Shifts in Paycom](#)



- Train management team on new platform
- Train all team members (follow onboarding procedures)
- Breaks and Staff Meals
 - Create staggered consistent staffing guidelines based on new business needs
 - Staggered consistent scheduling will help prevent exposure to other shifts
 - Define locations where team members can eat their meals

STANDARD

- Ensure the safety of the team (and members) by following proper scheduling guidelines

SOP: J1/H2B VISAS

SUMMARY


- Unknown date of arrival. Inability to do in-person training for 14 days after arrival due to required quarantine. Interns that had visas approved prior to this pandemic will be able to come this season; others will not.

PROCESS

- Keep in contact with intern representative to stay informed of arrival dates
- Determine number of interns with approved visas and adjust hiring accordingly
- Inform each intern that they are required not to travel to another country for 21 days prior to arrival
- Upon arrival, the intern signs a form that states they did not travel for 21 days prior to arrival
- Once the intern arrives, ensure safe quarantine for 14 days
- During this quarantine, schedule daily virtual trainings to replace in-person training and prepare them to start
- To implement this SOP, virtual meetings will be required and 80 hours of training

OMB Approval: 1505-0009
Expiration Date: 05/31/2022

H-2B Application for Temporary Employment Certification
Form ETA-9142B
U.S. Department of Labor



IMPORTANT: Employers and authorized preparers must read the general instructions carefully before completing the Form ETA-9142B. A copy of the instructions can be found at <http://www.dhs.gov/e-verify/eta-9142b>. If you are not submitting this electronically, please complete ALL required fields/items containing an asterisk (*) and any fields/items where a response is conditional as indicated by the section (B) symbol.

A. Nature of H-2B Application

1. Is the employer seeking to employ any H-2B workers under this application who will be exempt from the statutory numerical limit, or "cap," on the total number of foreign nationals who may be issued an H-2B visa or otherwise granted H-2B status? ☐ Yes ☐ No

B. Temporary Need Information

2. Job Title *

3. SOC Code *

4. SOC Occupation Title *

5. Number of Workers *

6. Begin Date * (mm/dd/yyyy)

7. End Date * (mm/dd/yyyy)

8. Nature of Temporary Need (Choose only one):

☐ Seasonal ☐ Peakload ☐ One-Time Occurrence ☐ Intermittent

9. Statement of Temporary Need * (Must be disclosed on this form. One separate attachment will be accepted to fully complete the response.)

C. Employer Information

1. Legal Business Name *

2. Trade Name/Doing Business As (D/B/A), if applicable §

3. Address 1 *

4. Address 2 (apartment/suite/floor and number) §

5. City *

6. State *

7. Postal Code *

8. Country *

9. Province §

10. Telephone Number *

11. Extension §

12. Federal Employer Identification Number (FEIN from IRS) *

13. NAICS Code *

Form ETA-9142B
H-2B Case Number: _____ Case Status: _____ Determination Date: _____ Validity Period: _____ to _____

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Page 1 of 1

STANDARD

- Take appropriate steps to prepare the interns to start work after 14-day quarantine

SOP: STAFFING AGENCIES

SUMMARY

- Staffing agencies have a large pool of employees and cannot guarantee to provide the same staff every time. This raises the question if staffing agencies should be used or if Clubs should implement team sharing between each other.

PROCESS

- Eliminate the use of staffing agencies until large events can be held
- For staffing needs, utilize team members from neighboring clubs

STANDARD

- Put procedures in place to minimize the exposure of the Club to the independent contractors

SOP: TEAM RESIDENCE PROCEDURES

SUMMARY

- Address the cleanliness of common areas
- Guest visitations to be eliminated
- Provide food to residents to eliminate outside delivery services
- Determine the process if a team member shows symptoms



Symptoms of CORONAVIRUS (COVID-19)



PROCESS

- Create weekly cleaning schedule for the residents and assign tasks
- Train the residents on the cleaning procedures
- Incentive: cash/gift cards weekly
- Send memo to all of the residents regarding the visitor policy and enforce it by having them suspended/loss of residence privilege/possible termination if a rule is broken
- Provide Grab & Go options for residents to prepare for the days when the Clubhouse is closed and ensure that each room has a fridge and a microwave
- Post procedures for team members leaving and returning to the Team Residence:
 - Team residents are strongly suggested to leave premises only for primary needs such as doctor's appointment, grocery shopping, or emergencies
 - Restrict visitors and enforce social distancing
 - When leaving, keep all general rules and regulations already stated (wear PPE)
 - When entering the residence area, use one single door per building
 - Have a sanitizing station with disinfectant and wipes at that entrance
 - Spray shoes, remove shoes, and leave in the hallway
 - Disinfect all the items brought into the building
 - Discard used wipes and gloves in a designated trash can
 - Once in room, change clothes, put used clothes in laundry, and take a shower
- Team resident showing symptoms
 - Communicate with supervisor immediately
 - Identify symptoms
 - Onset and duration of symptoms
 - List of others that have been in contact
 - Places or areas visited during the last week
- If resident tests positive, move to off-site housing/hotel for quarantine
 - Have a list of hotels with room service that will house infected individuals
 - Allocate daily limit to team member for room service

- Virtual doctor visit to follow
 - ⇒ Team member cannot return to work until cleared by the doctor
- Keep in touch with the team member on daily basis
- Share procedures required to return to work
- Keep log of body temperature and symptoms of all team members who may have come in contact with the team member that tested positive
- If a team resident alerts manager that they are at a higher risk or have concerns, consult with Human Resource department before proceeding
- The implementation of this SOP will require certain tools:
 - Real Time Schedules
 - Virtual Training
 - Virtual Meetings
 - Checklists
 - Signage: flow of traffic within residency, proper handwashing, and sanitation
- Total hours required to train and implement this SOP: 6 hours per group of team members

STANDARD

- Implement these procedures to eliminate the risk to outside exposure

SOP: PROCEDURES FOR REPORTING TO WORK

SUMMARY

- Team members can be overwhelmed with the abundance of information about COVID-19 and the almost daily changes. The confusion about procedures for reporting to work must be eliminated.

PROCESS

- Define the procedures for reporting to work at the Club
 - Put in place clear steps every team member must take if they are experiencing any of the COVID-19 symptoms
 - ⇒ Do not report to work
 - ⇒ Call supervisor immediately from home
- Team member temperature to be taken upon arrival; record each department's results in a log
- Determine if Club will require team members to change into uniforms at work (this will depend on whether or not Club has in-house laundry and/or can provide cleaning service)
- Determine the specific location for all team members in all departments to report to work
- Provide each team member with PPE
- Team members to use web-based scheduling software to clock in/out for shifts
- Ensure any changes to these procedures are communicated to the team members in advance
- A virtual meeting with PowerPoint presentation to review the club's procedures for reporting to work would be the most efficient form to communicate these protocols. This training could be completed in as little as two hours.



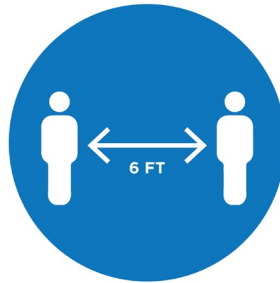
STANDARD

- Implement the appropriate steps to ensure the entire team is clear on the procedures for reporting to work

SOP: PROCEDURES FOR MAINTAINING SIX FOOT SOCIAL DISTANCE

SUMMARY

- CDC Guidelines is for everyone to stay six feet (6ft) apart at all times



PROCESS

- Each department must develop specific procedures
 - Examples:
 - ⇒ Dining Room:
 - Designate one POS station per server
 - Only one bartender per bar
 - If possible, add a satellite bar for dining rooms that are a further distance from the main bar
 - ⇒ Or designate team member (manager or server) to deliver drinks to all tables Team Common Areas/Break Room
 - Define designated team meal rooms and times for each department
 - Post member in locations and languages to be seen and understood by all team members
 - Ensure department heads are also communicating this information with their teams
 - ⇒ Kitchen:
 - Spread the stations out
 - Use a separate room for prep work
- Designate a manager (FOH/BOH) or department head to ensure the steps of the procedures are followed
- Implementation of this SOP can also be done virtually and completed in one and a half hours using a one-hour CDC video on Social Distancing

STANDARD

- Implementing the necessary steps in order to follow the CDC guidelines

DINING

SYMPTOMS

- Crowded spaces
- Contamination of food-related surfaces
- Multiple team member and member touch points

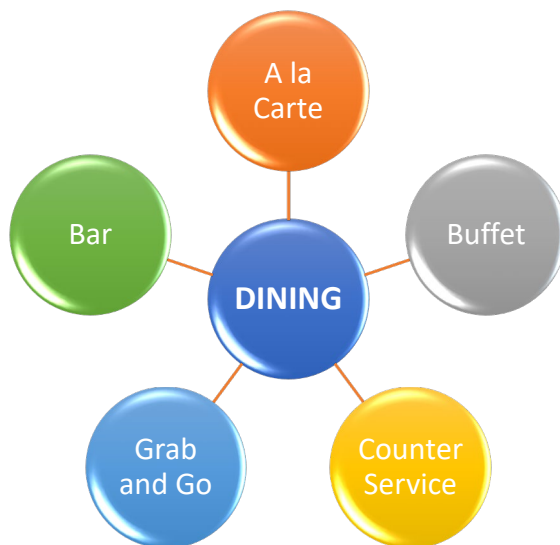
STRATEGY ANALYSIS

- Control timing of foot traffic
- Limit number of people per square foot
- Minimize food contact during preparation and service
- Maintain surface sanitization

TACTICS AND IMPLEMENTATION

- Communication with team and members
 - Safety and sanitation procedures
 - New protocols and necessary standards
 - Utilize enclosed videos, pictures, and charts to ensure team understands expectations
- Implementation
 - Diligent training with team members
 - Systems for enforcement and follow-up
 - Documentation, recording, and reporting
 - Checklists for opening, closing, and running side work during service

SUBSECTORS



SOP: A LA CARTE

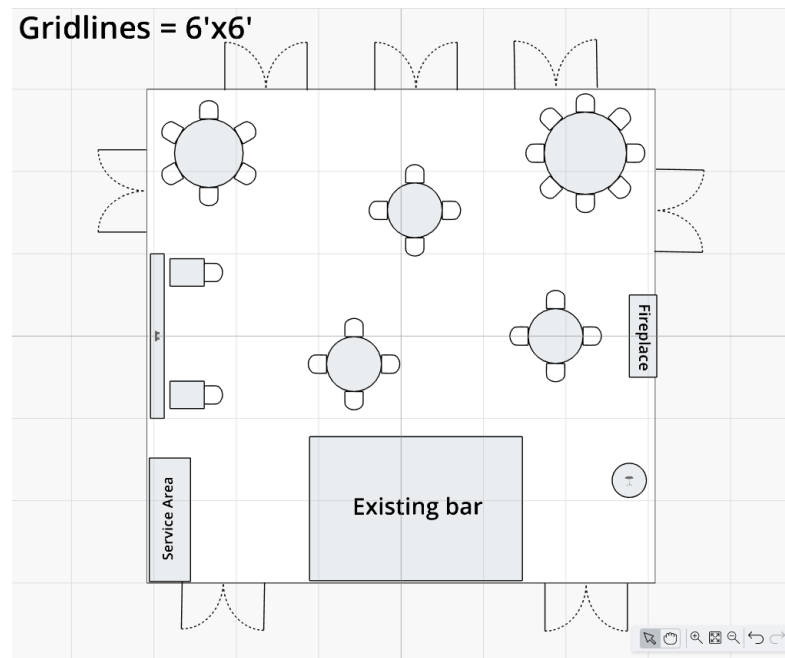
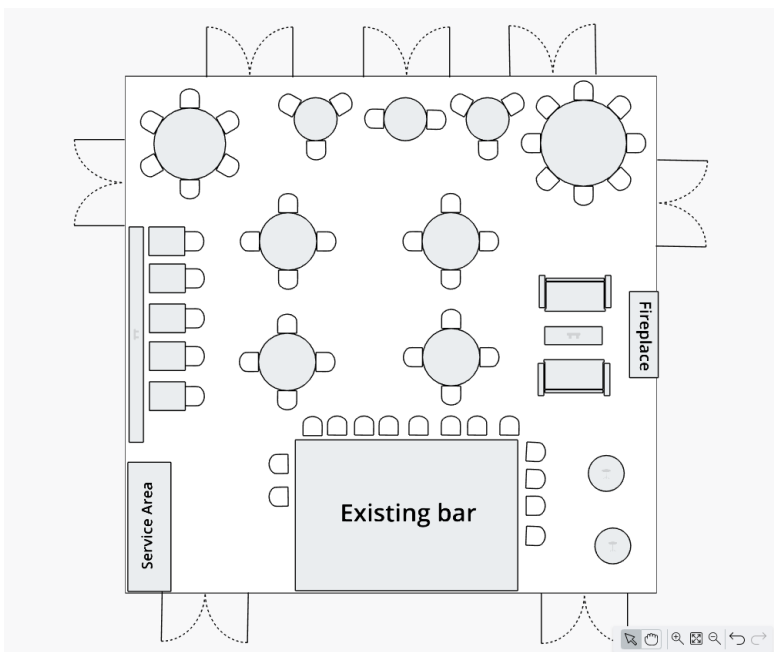
SUMMARY

- Dining operations with full table service and menu options prepared to order. This includes grill rooms, formal dining rooms, and other restaurant settings.

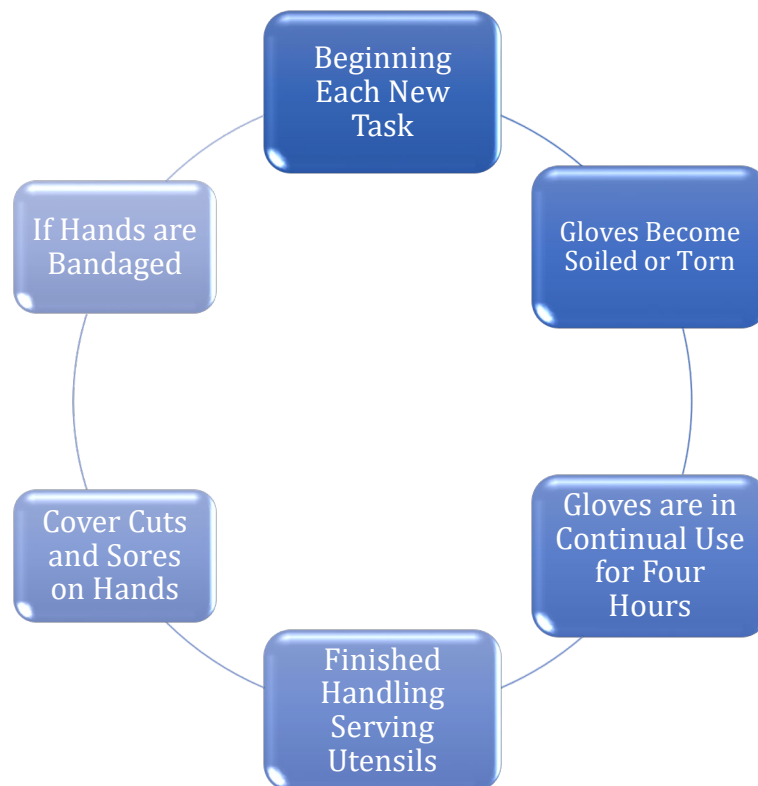
PROCESS

- Reservations
 - Taken with reduced cover counts allowed per time interval
- Room layout
 - Reimagined so that proper distance between tables is maintained
 - Any lounge areas to be removed until further notice
 - Parties of six or more should be split into two tables, six feet apart
 - Utilize and promote dining outdoor facilities as much as possible
 - Look into staging ventilators in dining areas to ensure proper air flow

Regular Setup (left) vs. COVID-19 Setup (right)



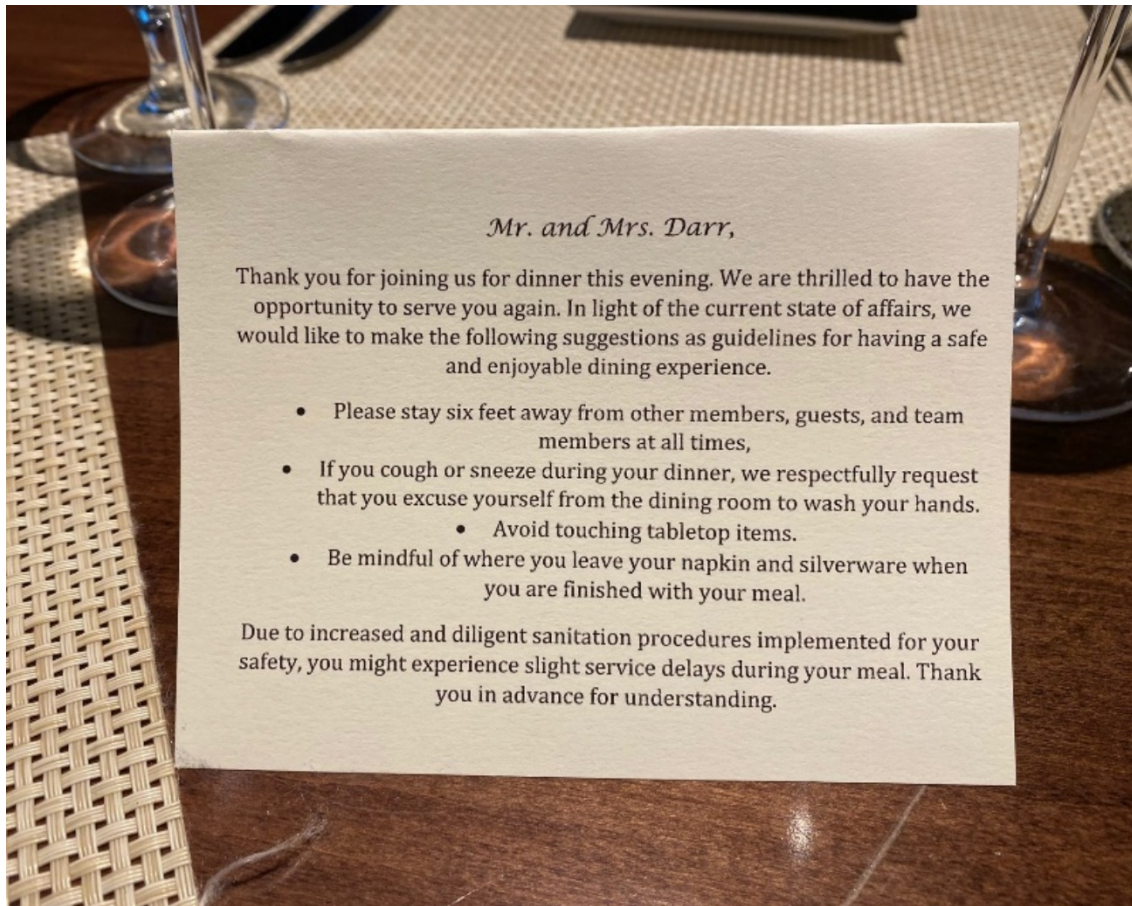
- Daily setup
 - To be completed wearing single-use gloves, properly changed at all times. This includes tasks such as polishing glass/silver, setting tables, and folding napkins,
- Gloves are not a substitute for hand hygiene
 - Wash hands thoroughly prior to putting on gloves
 - Wash hands thoroughly immediately after removing gloves
- Change gloves when:



- Remove gloves carefully to prevent hand contamination
- Menus/check presenters
 - Disposable single-use menus to be used only
 - Check presenters must be sanitized at the beginning of each shift, end of each shift, and between every use
- Tabletop items
 - Candles, table tents, and all other table top items are wiped down at the beginning of each shift, end of each shift, and in between each use
 - Salt, peppers, and sugars are to be served from disposable PC packets; any packets left on a table must be discarded

- POS Systems
 - Sanitizing wipes are staged next to each POS station
 - Servers are individually assigned to a single POS to use for the shift
 - Screens/keyboards are wiped down at the beginning of each shift, at the end of each shift, and in between each use
- Water service
 - Bottle or carafe service only
 - Server to fill first glass, then leave bottle on the table
- Bread service
 - French service with only enough for each table
 - Only one type of bread offered
 - Completed wearing single-use gloves; gloves are changed between each bread service
- Beverage service
 - Beverages are always carried on a clean, sanitized tray while wearing single-use gloves
 - Glassware is handled by the base only
 - Beverage trays are sanitized at the beginning of each shift, at the end of each shift, and between each use
- Food service
 - Food runners are to wear single-use gloves at all times
 - Trays and tray stands are to be sanitized between each food delivery
 - Runners must thoroughly wash hands and put on fresh gloves after each food delivery
- Management duties during service
 - Maintain regular table touches, but execute quickly and from as much of a distance as possible
 - Closely monitor safety procedures and ensure compliance
 - ⇒ Use Running Side Work Checklist as a tool
- Suggestive guidelines
 - A card is preset on each table with suggestive guidelines on how to have a safe and enjoyable dining experience

Example of Suggestive Guidelines Card



STANDARD

- A la Carte dining will maintain the highest level of service while ensuring the safety of all members who come to dine.

SOP: BUFFET

SUMMARY

- Any food service operation that involves multiple members/guests being served from the same food line.

PROCESS

- Setup
 - All handling of buffet items to be completed while wearing single-use gloves.
 - All buffet surfaces must be thoroughly sanitized before any equipment is set out.
- Format of food presentation
 - Only wooden tables with washable linen are to be used for food tables (no coppers).
 - Each food display section (1-4 chafers or equivalent) to be attended by a team member and set six feet from the next section.
 - Attendants to wear single-use gloves and protective face gear.
 - Condiments, sauces, etc. placed next to their accompanying food item and served by the same attendant.
- Utensils
 - Spare utensils are to be kept proximal to each buffet attendant.
 - Utensils are to be changed out every 10-15 minutes.
- Food line
 - Hand sanitizer stands set up at the beginning and end of line.
 - Markers set for six-foot distance between each person waiting.
 - Attendant with single-use gloves to hand out plate and silverware.
 - Only one member/guest is permitted at each display section at a time.
- Plate/silverware use
 - Silverware is to be presented in rollups only.
 - Members/guests should acquire a new plate when returning to the buffet.

Example of COVID-19 Modified Buffet



STANDARD

- Buffet service will be provided only if achievable in a thoroughly safe and organized fashion.

SOP: COUNTER SERVICE

SUMMARY

- Any operation requiring members to approach a counter to place food order rather than full waiter service. This includes poolside dining, halfway houses, and fast-casual restaurant dining. It typically features disposable products rather than glass/china and self-service for condiments.

PROCESS

- Table layout
 - Reorganized to ensure safe distance between tables and to limit amount of people in the space at once
 - In order to allow for more space to spread out, consider allowing poolside diners to eat in pool chairs
- Order line
 - Markers to denote six feet of distance between each member in line
- Paging system
 - Pagers to be replaced with name calling or other non-contact format
- Condiment distribution
 - All condiments, sugars, and similar accompaniments provided in portion containers (PC)
 - Condiments distributed from behind the counter by request with each order
 - Unused PC condiments left on tables must be discarded
- Napkins
 - Napkins given out with orders
 - Dispensers eliminated until further notice.
- Drink stations
 - If drink stations are typically self-service, they should be attended by a team member wearing a mask and single-use gloves
 - Members/guests should be given a new cup with each refill
- Bussing procedure
 - Bussers must wear a mask and single-use gloves at all times
 - Between each use, busser must thoroughly sanitize tables, chairs, and all tabletop items thoroughly using EPA Approved 70+% alcohol sanitizing solution and clean towel
 - Hands must be washed, and gloves must be changed after each table is bussed

STANDARD

- Counter service is designed for convenience. These protocols maintain as much of the convenience factor as possible without sacrificing standards of safety.

SOP: GRAB AND GO

SUMMARY

- Any operation in which the service aspect is eliminated, and the members can take their food freely as they please. This often includes continental breakfasts and on-course food stations for golfers.

PROCESS

- Layout
 - Offerings spread out over a large space to avoid multiple people in the same area
- Food offerings
 - All items individually portioned and packaged
 - Whole fruits individually wrapped or bagged
- Condiments
 - Portion containers only
- Silverware/napkins
 - Use only cater wraps or other pre-wrapped plastic silverware with napkin
- Beverage service
 - Coffee urns eliminated until further notice, unless manned by a team member attendant
 - All beverages offered in single-serve cans or bottles
 - Beverages placed directly onto an easily-reached surface, not in a cooler
- On-course food stations
 - If not manned by a team member attendant, all on-course stations compliant with the above procedures

STANDARD

- Fresh, innovative ideas for packaged products and displays are critical to maintain the integrity of this subsector

SOP: BAR



SUMMARY

- Bar service includes alcoholic beverages prepared for dining members as well as those seated at the bar for á la carte dinner service, appetizers, or socializing

PROCESS

- Setup
 - All setup procedures must be completed wearing and properly using single-use gloves. These procedures include cutting fruit, stocking bar, and polishing glassware.
 - Prep area is designated to a specific portion of the bar
 - Designated prep area thoroughly sanitized prior to and following all prep procedures
- Bar stools and high-top tables
 - Removed to prevent congregation at the bar and to ensure proper space between members and bartender
- Handling fruit
 - Hands must be thoroughly washed and single-use gloves must be applied prior to cutting or handling any fruit
 - All fruit thoroughly washed prior to cutting or preparing for garnish
 - No garnishes are to be handled directly
 - Garnishes cut fresh daily and discarded at the end of the shift
 - Tweezers and tongs used to apply garnishes to all cocktails
 - Tweezers and tongs changed each hour and replaced with clean backups

- Handling glassware
 - Glassware only handled while wearing clean single-use gloves
 - Glassware handled by the stem or bottom half of the glass only
 - Dirty glassware placed directly in three-compartment sink or approved dishwashing machine upon clearing from table
 - After handling dirty glassware, gloves must be changed and hands must be washed
 - Once clean, glassware polished and put away in designated area immediately
- Bar caddy
 - Stir sticks eliminated until further notice; cocktails served with individually-wrapped straws only
 - Beverage napkins eliminated until further notice
- Touch points and surfaces
 - All bar surfaces (bar top, counter top, cabinet doors, coolers) sanitized on an hourly basis
 - All touch points (tap handles, television remotes, shakers, bar tools) must be sanitized on an hourly basis
 - Sanitization schedule monitored using Sanitization Log
- Bar snacks
 - Pre-packaged, single-serve bar snacks only
 - Served to each member individually with a bowl and spoon
 - Members unwrap and pour bar snacks
- Food service
 - Bartenders are not to touch any food. Food handled only by food runners or other designated personnel

STANDARD

- Optics of cleanliness and professionalism are critical to the success of this subsector as its operations are in member view at all times.

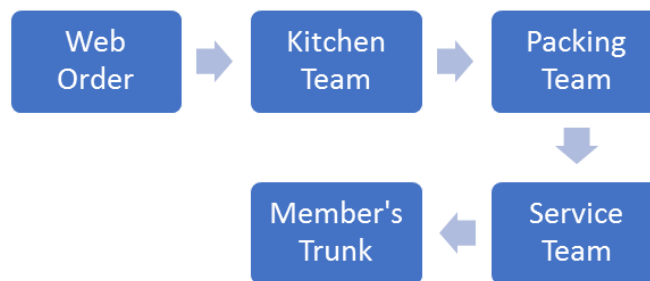
SOP: TAKEOUT

SUMMARY

- To reduce the risk of exposure to COVID-19, identify safe, high-quality methods for take-out service, in a timely systematic fashion.

PROCESS

- All procedures designed to ensure the safety of both members and team
- Information sent to the membership via emails and posted on club website
- Emails include take-out policies and a direct link to the webpage menu and order form



- Stations, both in the kitchen and out, are set at a safe distance apart, and interpersonal contact or cross traffic is minimal
- Market basket orders are packed early in the day, to minimize the number of staff working in the same space at the same time
- All packaging is stored in a separate locked area, safe from contamination
- The menu is designed for minimal food handling, which occurs between the fewest number of individuals possible
- All hot food is prepared fresh and served hot with detailed reheating instructions
- Kitchen team delivers all market items and all prepared foods to a packing area outside the kitchen to ensure social distancing is followed and to minimize potential cross traffic.
- Service team combines, double checks, and packages orders ready to be picked up
- Members arrive at designated times and park in designated areas
- Orders are carefully placed in the member's trunk. There is no close contact between the team and the membership

STANDARD

The preparation and handling of every order needs to be in full compliance with all governing agencies to reduce virus exposure

- Federal, State, and Local Health and Safety Codes
- National Restaurant Association/SERV Safe Certification
- Centers for Disease Control and Prevention

SOP: RECIPROCAL DINING

SUMMARY

- Establish new guidelines for reciprocal dining during the first phase of modified operations due to COVID-19.

PROCESS

- Though most local clubs have traditionally offered reciprocity to members of other clubs (both locally and through pre-arranged agreements with clubs from outside the area), the current recommendation is to cease offering reciprocity for the upcoming summer season (and potentially longer, depending on the evolution of guidelines from CDC/State/Local agencies).
- Clubs will be facing capacity limits in the dining rooms. Members should be able to fill all spaces available.
- Club members will be sent communication and clear guidelines of their own club's protocols, and it is expected that they will follow these. Eliminating reciprocity eliminates one risk of non-members not following the guidelines.
- If/when members are permitted to bring guests to the club, there is the option for reciprocal charges to be made. This will be dependent, however, on the club's process for signing chits and each club's accounting office recommendations/preferences.
- When clubs do allow members of other clubs to utilize their facility without the company of a member, each club will require the reciprocal member to sign a copy of the club's procedures and health and safety standards before arriving at the club.

STANDARD

- By restricting reciprocity, clubs will be able to prioritize services and safety for members

SOP: PICNICKING

SUMMARY

- Defined as members bringing their own food, beverage, and settings to club property to use club tables and chairs. This often takes place when the clubhouse is closed, and there is traditionally no team engagement or organization

PROCESS

- Picnicking prohibited until local parks reopen to the public
- Once allowed, tables placed according to social distancing guidelines (six feet apart) and seating for large groups eliminated
- Hand sanitizing or washing station available near picnicking
- Establish a cleaning schedule and post log for picnic areas
- Updated guidelines for social distancing posted
- Option 1- Team members scheduled to manage member picnicking. Responsibilities will include cleaning/sanitizing all tables and chairs, monitoring group size (not to exceed maximum allowed by club/state) and enforcing the club guidelines regarding guests. Clubs that sanction picnicking as a club dining option require service team members and management present. If team members are present, the same procedures for PPE should be followed as in the dining rooms.
- If team members are present or the club is open, using a disposable picnic tablecloth that can be thrown away after every use
- Option 2- Signs posted alerting members that the tables and chairs are not cleaned/sanitized on a regular schedule when the clubhouse is closed.

STANDARD

- For the upcoming summer season, clubs need to establish safety standards and guidelines for an amenity that has not been a traditional service offered by the club.

SOP: OUTDOOR DINING

SUMMARY

- CDC guidelines require six feet of distance in public locations. In order to offer outdoor dining services, new procedures will need to be implemented to reduce the risk of COVID-19 exposure.

PROCESS

- A detailed floor plan designed with a spacing of six feet between tables and food/beverage stations
- In order to successfully execute the floor plan, the reservation system must be enforced with the occupancy and spacing guidelines
- Prior to set-up, all tables and buffet must be thoroughly cleaned and disinfected
- Restroom attendants working in every bathroom facility to continuously clean, disinfect, and sanitize surfaces
 - Log kept to record all cleaning
- Hand washing or sanitizing stations located by every service area



- Refer to the Staffing Sector for staffing guidelines on large functions

STANDARD

- Compliance to CDC Guidelines achieved by strategic planning, organization, and proper training program for outdoor dining.

SOP: SERVING HIGH-RISK POPULATIONS

SUMMARY

- To safely serve the high-risk segment of our membership who are at greater risk of COVID-19.

PROCESS

- Recognize population in high-risk of COVID-19
 - People 65 years and older and people with serious underlying medical conditions should take special precautions because they are at higher risk of developing severe COVID-19 illness
 - Travelers - American citizens, lawful permanent residents, and their families who have been in one of the countries with travel restrictions for entering the United States in the past 14 days will be allowed to enter the United States but will be redirected to one of 13 airports. Upon return from one of these countries, stay home and monitor health
 - Healthcare Providers - Use personal judgment to determine if a patient has signs and symptoms compatible with COVID-19 and whether the patient should be tested. CDC's Criteria to Guide Evaluation and Laboratory Testing for COVID-19 provides priorities for testing patients with suspected COVID-19 infection
- In the end, everyone is at high-risk!
- Social distancing is the best practice, since there is no fail-safe method of protecting against the virus
- Members
 - When making reservations, please advise:
 - The last time the member or a family member traveled abroad
 - Do they have an antibody test?
 - Has the member or a family member been diagnosed with COVID-19?
 - Is an assistant/helper needed to enter the club? (wheelchair/nursing helper)
 - If so, member instructed to use the club's wheelchair and have nursing helper in company at all times
 - No guests allowed (only family that is sheltering together)
 - Everyone must wear a face mask
 - Inform that temperatures will be taken before getting onto the premises

- Team Members:
 - When was the last time a team member or family members traveled internationally?
 - Does the individual have antibody test?
 - Has the team member or the team member's family been diagnosed with COVID-19?
 - Check body temperature and record data daily
- Clubhouse
 - Sanitizer station at the entrance of the clubhouse and other areas
 - Team members to check temperature of members on arrival and record
- Other:
 - Symptoms might vary from person to person. For more information and updated guidelines, visit CDC at <https://www.cdc.gov/coronavirus>
 - Particular serving schedule for families with children and elderly people

STANDARD

- Standard Precautions are used for all members and team members. They are based on a risk assessment of COVID-19 to make certain common-sense practices and personal protective equipment. Achieving these practices will ensure the protection of staff and members from infection, as well as prevent the spread of disease from person to person.
- Until more is known about how COVID-19 spreads, we will follow the recommendation from the CDC, OSHA, State, and Federal authorities.

EVENTS

SYMPTOMS

- Establishing guidelines for group events with multiple people together at one time while following the CDC's rules and regulations to ensure a safe environment
- Tackling cross-contamination issues
- Determining comfort level of participants
- Team member shortage issues
- Room assignment problems due to size of event and/or room
- Cancellation policies

STRATEGY ANALYSIS

- Constant analysis of the CDC guidelines with any updates and changes; and adjusting SOPs as needed to ensure guidelines are met, especially as it relates to gathering sizes, and limitations in room size
- Identify procedures for quick changes, along with new gathering techniques focused on group dynamics
- Train and communicate with team members
- Create new team procedures

TACTICS AND IMPLEMENTATION

- Continuous communication and ongoing training with team and members
- Monitor room closely for sanitation purposes
- Email reminders of new rules to those involved with event
- Set-up checked before members enter room to allow for social distancing practices outlined in SOP

SUBSECTORS



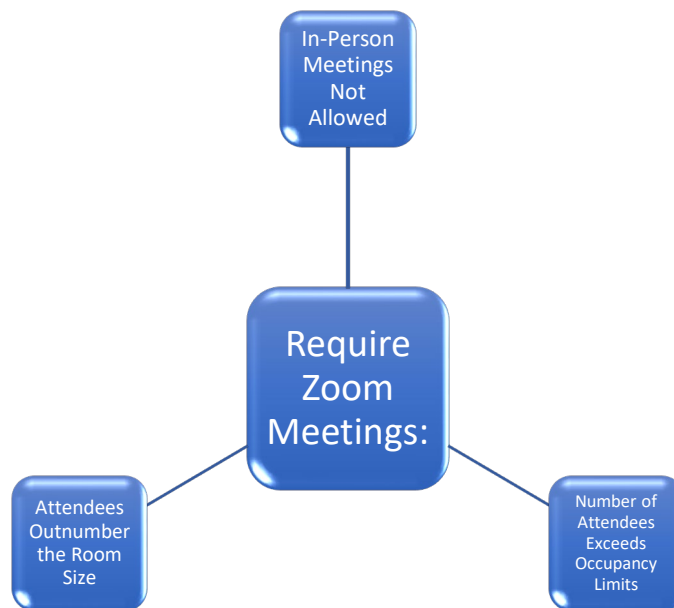
SOP: MEETINGS AND GATHERINGS

SUMMARY

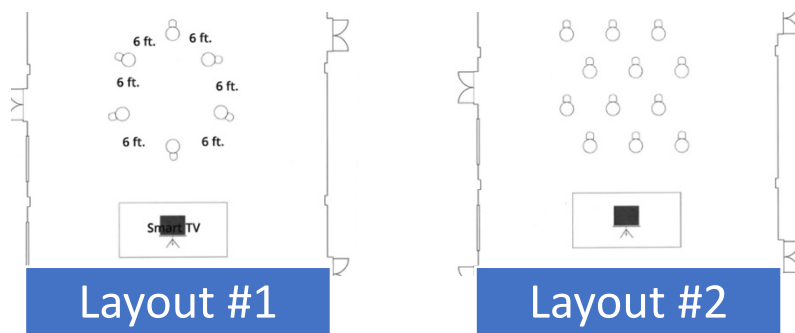
- Proper opening, handling and operating procedures for all meetings and gatherings will reduce the risk of virus exposure.

PROCESS

- In-person meeting guidelines:



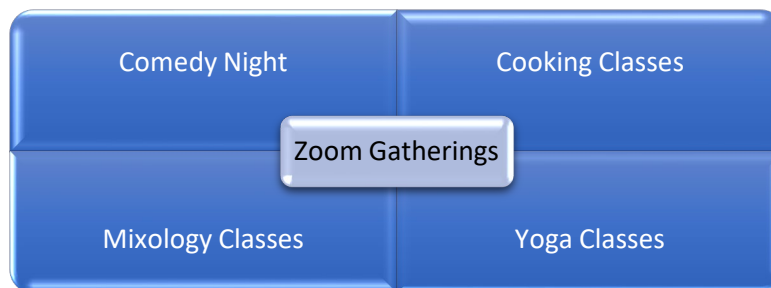
- Allow usage of club Zoom subscription and password and email to host for sharing with other attendees
- Enforce updated procedures to members through continual communication
- Sitting six feet apart at conference table
 - Alternative set-ups:



- On-line agenda app called Directorpoint to be utilized for in person meetings to eliminate the unnecessary use of papers.



- Pre-set sterilized agenda sheets, pens, and pencils at each setting to eliminate participants passing items
 - Pens and pencils to be kept by participants or sterilized with disinfectant and stored properly; papers to be discarded
 - Gloves preset at each setting, enough for changing from task to task
- Pre-packaged snacks and bottled water at each setting
- Boxed lunches or dinners, unless following rules of buffet or á la carte referenced in the Dining Sector
- Dedicated staff member(s) for the meeting
 - Eliminate multi-tasking with other events going on simultaneously in other spaces
 - Team members required to wear masks and gloves
 - All items will only be handled by team in charge of servicing the room
 - All beverages (coffee, tea, soft drinks, alcoholic beverages serviced by team
- Sanitation wipes and hand sanitizer available in the room
- Member Social Gatherings Guidelines:
 - Eliminate group activities which create risk of close proximity of people to each other and/or the amount of sharing of items is hard to control (Mahjong, cards, cooking classes)



- Create and promote social gatherings that can be properly socially distanced: Bingo (adult and kids), fantasy football, painting class, golf tips
- Prospective member cocktail parties via Zoom
- Member communication as outlined in the Communication Sector
- Food and Bar Service options covered in the Dining Sector

- Private/Non-Member Meetings and Gatherings
 - In addition to guidelines outlined above
 - Allow already contracted meetings to use Club's Zoom account
 - All scheduled events through December 31 may cancel without penalty with one week's written notice
 - Changes in meeting location at discretion of club

STANDARD

- By clearly outlining updated guidelines and policies for meetings and enforcing alternative gatherings, the risk of virus exposure is significantly decreased.

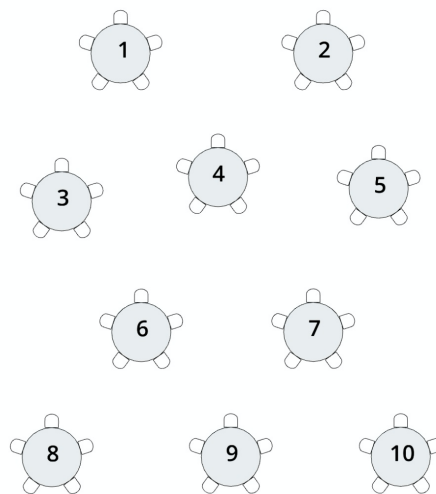
SOP: LARGE EVENTS

SUMMARY

- Create safe opening, handling, and operating procedures for large private events (weddings, corporate parties, regattas, member events) that will reduce the risk of COVID-19 exposure

PROCESS

- Calendar Management- Re-book the large events for later in the year
 - Monday and Tuesday bookings will have opening fee waived
 - Reschedule club events to accommodate re-bookings
- Club will refund any deposit for 2020 when re-booking is not possible
- Reduce maximum occupancy of event spaces to meet updated occupancy limits



- Dedicated maintenance team to clean, disinfect, and sanitize all event spaces before and after use
- Club to place sanitation stations throughout event space

STANDARD

- Rebooking events for later in the year, optimizing layouts, and sanitizing thoroughly in order to ensure a safe environment for members and to reduce the risk of exposure to COVID-19

SOP: MEMBER EVENTS

SUMMARY

- Safe opening, handling, and operating procedures for member events in order to reduce the risk of COVID-19 exposure

PROCESS

- Scheduling
 - Events scheduled in the near term (through the end of May) should be rescheduled after August to be safe
 - Events scheduled in June and July should be closely monitored for the possibility of being cancelled or rescheduled
 - Cancellation policy for the rest of the year should be as lenient as possible and club is rolling deposits for a possible reschedule
- Communication
 - Clear communication of the club's social distancing guidelines and new reservation policies
 - Sign-up and cut-off dates for reservations clearly communicated to membership
 - Stress the importance of members cancelling their reservations in a timely fashion as no-shows prevent other members from enjoying the event
- Types of Events
 - Promote smaller events that follow current CDC and local government social distancing guidelines
 - Duplicate events to offer the same experience to smaller groups (trivia nights, wine dinners, family bingo)
 - Use multiple rooms of the clubhouse for one event to allow proper social distancing and spacing
 - Host virtual events with Zoom (trivia night, bingo)
 - Introduce new outdoor events that provide better spacing: Picnic Day, Parking Lot Party, Tailgate Party, Outdoor Movie Night
- Event Policies:
 - Follow the CDC guidelines regarding gathering size and suggested protocols
 - Have a designated team set and run the private event. This team is to be entirely different and with no cross-over to the á la carte team
 - All supplies the team needs to execute a successful event identified in advance and placed in a separate location from the á la carte team
 - During busier days at the Club a doorman or restroom attendant should be considered
 - Sanitize all setup needs
 - If the event requires a buffet, it will be completely manned by a team member, eliminate self-serve options
 - Team members will wear gloves the entire time and change regularly

- To limit direct contact between team members and members, when handing a member a drink, the team member is to place it on their tray for the member to retrieve. This applies to everything.
- Members are not allowed to go to the bar to retrieve their own drink; team members will provide cocktail service.
- At conclusion of the event, the entire room will be sanitized and closed to prepare for the next event.
- Food Service Options – Refer to the Dining Sector on Food Service Options
 - Eliminate passed hors d'oeuvres from event menus
- Bar Service – Refer to the Dining Sector on Bar Service

STANDARD

- Communicate guidelines and policies up front, encourage smaller events, comply with CDC and local guidelines, sanitize thoroughly and often in order to reduce the risk of exposure to COVID-19

SOP: PRIVATE/ SPONSORED EVENTS

SUMMARY

- Safe opening, handling, and operating procedures for Private/Sponsored Events in order to reduce the risk of exposure to COVID-19.

PROCESS

- Events scheduled in the near term (through the end of May) should be rescheduled after August to be safe
- Events scheduled in June and July should be closely monitored for the possibility of being cancelled or rescheduled
- Cancellation policy for the rest of the year should be as lenient as possible and club is rolling deposits for a possible reschedule
- Communication
 - Review with Board to determine how to proceed with outside events, being as transparent as possible. Present procedures in place to keep the club membership safe when hosting sponsored events
 - Be as transparent as possible with the appropriate committee regarding re-booking events. Most likely the Fall will be busier than before.
 - Clear communication of Club's social distancing guidelines and new reservation policies.
- Event Policies:
 - Follow the CDC guidelines regarding gathering size and suggested protocols
 - Have a designated team set and run the private event. This team is to be entirely different and with no cross-over to the á la carte team
 - All supplies the team needs to execute a successful event identified in advance and placed in a separate location from the á la carte team
 - During busier days at the Club a doorman or restroom attendant should be considered
 - Sanitize all setup needs
 - If the event requires a buffet, it will be completely manned by a team member, eliminate self-serve options
 - Team members will wear gloves the entire time and change regularly
 - To limit direct contact between team members and attendees, when handing an attendee a drink, the team member is to place it on their tray for the attendee to retrieve. This applies to everything.
 - Attendees are not allowed to go to the bar to retrieve their own drink; team members will provide cocktail service.
 - At conclusion of the event, the entire room will be sanitized and closed to prepare for the next event.
- Food Service Options – Refer to the Dining Sector on Food Service Options
 - Eliminate passed hors d'oeuvres from event menus
- Bar Service – Refer to the Dining Sector on Bar Service

STANDARD

- Check in with Club board with comfortability of private events, communicate guidelines and policies up front, encourage smaller events, comply with CDC and local guidelines, sanitize thoroughly and often in order to reduce exposure to COVID-19.

SOP: VENDORS/PURVEYORS ONSITE

SUMMARY

- Protocols and processes for safe interaction with and utilization of outside vendors will reduce the risk of exposure to COVID-19

PROCESS

- For all aspects regarding receiving product deliveries from vendors, refer to the Receiving Sector.
- Entertainment vendors:
 - Host/party planner to contact the contracted vendor to retain their SOPs as well as insurance protocol information and submit to the club. Event Manager to ensure compliance
 - Any specialty food services that are hired/requested by the host/party planner that is outsourced will need to submit their SOPs as well as insurance protocol information to the club. Event Manager to ensure compliance
 - Verification that the type of vendor requested is allowed as by the guidelines set forth, which may adjust all types of functions and how they are handled
 - Vendors to be pre-approved, as many previous practices will be difficult to accomplish with the state-ordered guidelines on social distancing
 - All vendors on premise (musicians, dancers, magicians, shuckers, sushi rollers, cigar rolls) undergo a wellness check
 - All equipment has to be cleaned and sanitized in-between use
 - Social Distancing enforced for events

STANDARD

- Utilize pre-approved vendors, ensure all procedures are followed at every step, maintain social distancing and perform wellness checks to reduce the risk of virus exposure and keep team members and members safe.

VALET

SYMPTOMS

- Cross Contamination issues
- Establishing guidelines for minimal interaction with the valet
- Follow CDC's rules and regulations to ensure a safe environment

STRATEGY ANALYSIS

- Constant analysis of the CDC guidelines with any updates with changes
- Members and/or guests have the right to refuse valet service
- Research into technology that can facilitate contactless services

TACTICS AND IMPLEMENTATION

- Continuous communication and ongoing training with vendors, team members, club members, and guests

SUB SECTORS

- Contact with Member/Vehicles

SOP: CONTACT WITH MEMBERS/VEHICLES

SUMMARY

- Establish new guidelines pertaining to valet as we return to a new reality

PROCESS

- Valets to wear masks provided by the valet company
- Hand sanitizing station with all disinfectant supplies (wipes, spray)
- Disinfectant for cleaning keys after every handling
- Signage and numbered tickets with valet's mobile number
- Employ tip box instead of handling cash; alternatively, introduce tipping via an app
- Research Valet App that can provide contactless services
- Valet Protocol
 - Perform daily wellness checks on valet
 - Car pulls up to curb
 - Member turns car off and leaves key in the ignition
 - Member takes ticket from self-serve ticket station
 - Member enters club
 - Valet maintains six feet of social distance until member is inside club
 - Valet ensures ticket was taken in proper order
 - Valet drives and parks car
 - For retrieval, member sends text with ticket number to valet
 - Valet retrieves key
 - Valet sanitizes his hands and key
 - Valet retrieves car and wipes steering wheel, door handles with sanitizing wipe and exits car
 - Member drives away

STANDARD

- Perform daily wellness checks on valet and follow strict sanitization processes to reduce the risk of COVID-19 exposure.

JUNIOR ACTIVITIES/CAMP

SYMPTOMS

- High-risk populations
- Large crowds
- Easily contaminated surfaces

STRATEGY ANALYSIS

Per the Connecticut Office of Early Childhood (OEC), child care is deemed an essential function. Following guidance from the Centers for Disease Control and Prevention (CDC) and local authorities, Clubs must consider additional provisions to limit the spread of the COVID-19 virus.

- Government-mandated restrictions along with local Board of Health oversight will dictate the structure of this season's programs
- Systems for operation will be based upon what is legally possible
- Health and safety are the driving force behind all decisions

TACTICS AND IMPLEMENTATION

- Communication with team and members, specifically parents and participating Juniors
 - Safety and sanitation procedures
 - Emergency procedures
 - New protocols and necessary standards
- Implementation
 - Diligent training with team members
 - Systems for enforcement and follow-up
 - Documentation, recording, and reporting

SUBSECTORS



SOP: PROGRAM COORDINATION

SUMMARY

- Process for planning, coordinating, and executing Junior Activities while maintaining safety protocols.

PROCESS

- Facilities
 - Determine Camp Headquarters and assign each group to different sections
- Registration
 - Limit group size to 10 children
 - Junior Activities with more than 30 children in one facility must obtain approval from the OEC and demonstrate adequate separation of groups
 - Increase number of Counselors and activities to prevent restriction of available registrations
 - If limited registration is necessary, members to receive primary enrollment over non-members
- Activities
 - Eliminate all activities in which social distancing will be too difficult or impossible to maintain
 - Introduce new activities that can be interactive without breaking social distancing protocols
 - Reorganize activity sites to ensure enough space to maintain social distancing.
 - Eliminate indoor activities
- Communication
 - Implement text or email communication system to routinely provide updates to counselors, management, and parents of enrolled juniors regarding CDC/state government updates and consequent changes in protocol
 - Encourage stay-at-home practices for parents of sick Juniors

STANDARD

- Constantly brainstorm creative, innovative ideas to ensure a fun and safe experience for all Juniors.

SOP: MEAL PROCEDURES



SAFELY HANDLE CAMP MEALS DURING COVID-19



Lunch bags are to be prepared individually with ONLY pre-wrapped items.



Wash your hands for 20 seconds before and after eating.



Clean and disinfect areas where lunch is served.



Keep hot foods at 60°C or hotter and cold foods at 5°C or colder.

SUMMARY

- Process for safely and efficiently providing meals and snacks for Juniors during programs/activities

PROCESS

- Lunch
 - All campers are assigned to groups based on age and entering grade level for the fall
 - Preschool (must be 3 by April 1st and Toilet-trained)
 - Kindergarten
 - Grades 1 and 2
 - Grades 3, 4, and 5
 - Each group is assigned to different headquarters for lunch and supervised activities
 - Picnic area
 - Camp building
 - Snack Bar
 - Bottled water is provided for campers throughout the day
 - Juniors are seated for lunch at a safe distance from one another in groups of five and monitored closely to ensure six feet of distance from each other is maintained

- All meals will be distributed “grab and go” at a designated common area, adhering to social distancing policies
- Counselor to lead hand washing prior to mealtime and ensure all Juniors have clean and sanitized hands
- Lunch bags are to be prepared individually with ONLY pre-wrapped items.
- Prepared lunch bags are picked up and distributed by a designated individual, wearing protective face gear and single-use gloves
- Overseen by Counselors, Juniors clean up their own lunch. Counselors sanitize the meal space

SOP: SANITATION PROCEDURES

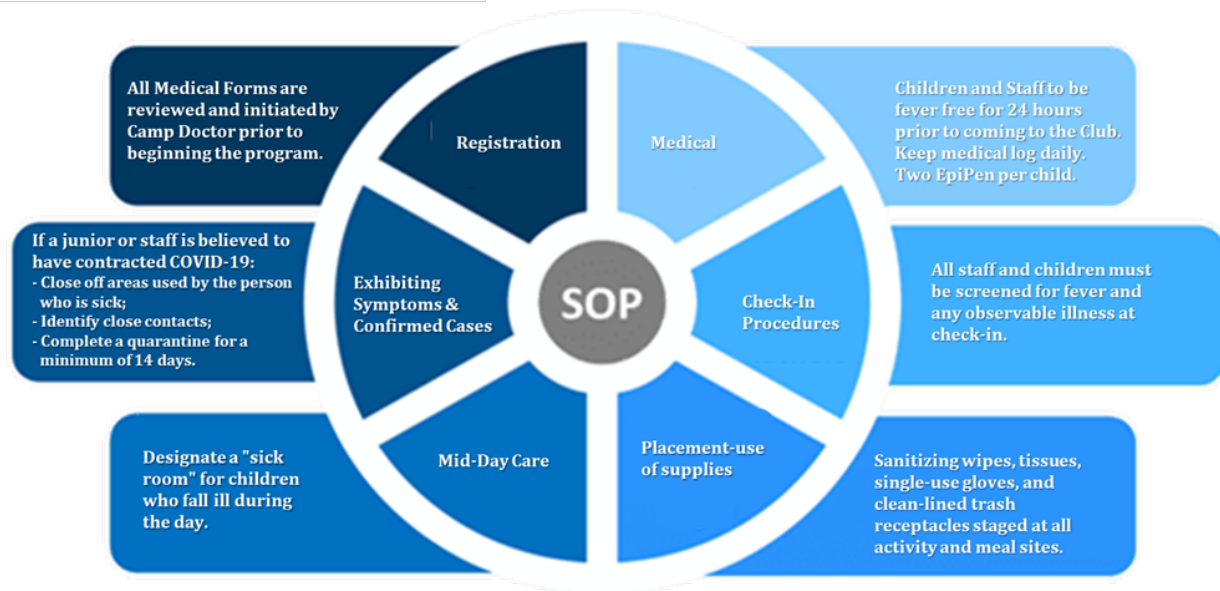
SUMMARY

Proper procedures to ensure all equipment and surfaces that Juniors and Counselors come into contact with are constantly sanitized and germ-free.

PROCESS

- Hand Hygiene Procedures
 - Counselors and Juniors must wash their hands with soap and water for a minimum of 20 seconds when:
 - Before coming in contact with any child
 - Before and after eating
 - After sneezing, coughing, and nose blowing
 - After using the restroom
 - Before handling food
 - After touching or cleaning surfaces that may be contaminated
 - After using any shared equipment or toys
 - If soap and water is not available, alcohol-based hand sanitizer may be used
 - Use of alcohol-based hand sanitizers should always be supervised by Counselors
- Respiratory Hygiene Procedures
 - All Counselors must cover coughs and sneezes with tissues or the corner of the elbow
 - Encourage Juniors to cover coughs and sneezes with tissues or the corner of elbow
 - Dispose of soiled tissues immediately in designated bin with liner
- Cleaning and Disinfecting Procedures
 - Tables, chairs, and large equipment to be thoroughly wiped down after each use
 - Small equipment such as toys and balls to be soaked overnight and rid of any contamination
- If a Junior/Counselor is diagnosed with COVID-19:
 - Close off areas used by the sick person
 - Open outside doors and windows to increase air circulation
 - Wait up to 24 hours before cleaning or disinfecting to allow respiratory droplets to settle
 - Clean and disinfect all areas used by the sick person, such as restrooms and common areas
 - If more than 7 days has passed since the sick person visited or used the club, additional cleaning and disinfecting is not necessary

SOP: MEDICAL/HEALTH PROCEDURES



SUMMARY

- Safety measures and guidelines to ensure Counselors and Juniors remain healthy and engaged while enrolled in Junior Activities

PROCESS

- Registration paperwork
 - Include pertinent information from the CDC and local health department and address the Club's response to this information in regard to Junior Activities
 - All Medical Forms are reviewed and initiated by Camp Doctor prior to beginning the program
 - Juniors who represent high risk should not register:
 - Juniors with underlying health conditions including heart disease, lung disease, or diabetes
 - Juniors with weakened immune systems
 - Waiver for parents or Junior's legal guardian including name, date, and signature that they have read, understood, and agreed to the outlined terms, conditions, and medical requirements for participating in any Junior Activities

- Medical
 - No Counselor or Junior is to come to camp with a fever. Counselors and Juniors are to be fever-free for 24 hours.
 - Counselors and Juniors required to wash hands frequently throughout the day (before and after eating, before and after assisting Campers with injuries).
 - Every treated medical injury must be written and documented in the medical book. Counselors must write the time and date of treatment, how the Junior was injured and how the injury was treated
 - On-site nurse is to sign the medical log daily
 - Once a week Medical Director is to sign the medical log
 - No pages of the medical log are to be ripped out from the medical book. It is a legal document, so changes should be crossed out and initialed
 - Juniors are required to provide two EpiPen
 - EpiPen kept in secured bags with ice packs during the day. At the end of the day the EpiPen placed and locked in the camp office
 - All Counselors are trained in administering EpiPen
- Check-In Procedures
 - All Counselors and Juniors must be screened for any observable illness, including cough or respiratory distress
 - All Counselors and Juniors must confirm temperature below 100 degrees
 - Club to provide non-contact thermometers
 - Upon check-in, parent to take their child's temperature, or parent to give consent for a team member to take temperature of child
 - A distance of six feet is required while performing the screening
 - If six feet of distancing cannot be met, PPE must be worn
 - Per Executive Order 7Q, Counselors and Juniors with temperatures exceeding 100 degrees will not be permitted on club property and will be asked to return home
- Placement and use of supplies
 - Sanitizing wipes, tissues, single-use gloves, and clean-lined trash receptacles staged at all activity and meal sites
 - Sanitation logs in place at all sites to ensure routine sanitation of all surfaces and equipment are completed regularly
- Staff Procedures
 - Cloth face coverings must be worn by employees at all times as noted in Executive Order 7BB.
 - See instructions for use of cloth face covering
 - Executive Order 7BB **does not** require the use of face masks by:
 - Those who in doing so would be contrary to his/her health or safety due to medical conditions.
 - A child in a childcare facility, i.e. Junior Activities.

- Mid-Day Care
 - Designate a "sick room" for Juniors who fall ill during the day.
 - Plan to be reviewed with the Junior Activities Physician prior to the start of programming
 - Input from local health department is advisable
- Protocol for Exhibiting Symptoms
 - If a Junior or Counselor who has been present in the program shows symptoms or is diagnosed with COVID-19, the camp must notify families and team members
 - Determine the date of symptom onset
 - Determine if the Junior or Counselor attended or worked at the program while symptomatic or during the two days before symptoms began
 - Identify which day(s) the Junior or Counselor attended or worked during that time
 - Determine who had close contact with the Junior or Counselor at the program during those days
 - Exclude from activities Juniors or Counselors who are determined to have had close contact with the affected Junior or Counselor for 14 days after the last day they had contact with the affected Junior or Counselor
 - Close off areas used by the person who is sick.
- Protocol for confirmed cases
 - If at any time, a Junior is believed to have contracted COVID-19, parents are asked to immediately contact the Club's General Manager; all correspondence will be handled with the utmost care, discretion, and privacy for all involved
 - Report cases of COVID-19 immediately to the Connecticut Department of Public Health and to the local department of health in the town of residence of the case-patient by telephone on the day of recognition or strong suspicion of the disease
 - When a COVID-19 case is confirmed, contacts need to be identified and instructed to self-quarantine for 14 days
 - Program will be interrupted for additional sanitation
 - Wait up to 24 hours, or as long as possible, before cleaning or disinfecting to allow respiratory droplets to settle.
 - Clean and disinfect all areas used by the person who is sick, such as offices, bathrooms, and common areas
 - Guidelines to return to the facility for those confirmed with COVID-19:
 - Those individuals who have tested positive must meet the following requirements prior to utilizing Club facilities: complete a quarantine for a minimum of 14 days, display no further symptoms of illness (including being free of fever for a minimum of 72 hours), and re-test negative for COVID-19

RECEIVING

SYMPTOMS

- Leaving deliveries outside or renting a walk-in cold storage trailer/container

STRATEGY ANALYSIS

- Designate proper approved delivery zones
- Schedule staggered deliveries
- Receiver(s) of deliveries must refer to team safety guidelines
- All vendors must be licensed and approved
- Remove all foods from cardboard packaging and store using approved CDC guidelines
- Never assume that all the received food is good enough to eat
- Ensuring that all deliveries are received, sanitized, and stored correctly

TACTICS AND IMPLEMENTATION

- Enforcing these receiving guidelines will ensure a safe delivery of goods.

SUBSECTORS



SOP: ACCEPTING DELIVERIES

SUMMARY

- Having multiple vendors come in and out of the kitchen to drop off deliveries can be very dangerous in spreading the COVID-19 virus. The health information of delivery people and their strict compliance with CDC guidelines at all times is unknown.

PROCESS

- Designate proper approved delivery zones
- Schedule staggered deliveries
- All food handlers must have a current ServSafe Food Handlers certification
- Receiver(s) of deliveries must refer to team safety guidelines
- All vendors must be licensed and approved
- Remove all foods from cardboard packaging and store using approved CDC guidelines

STANDARD

- Implementing this SOP will minimize the danger of the outside contact by eliminating any outside vendors inside of the building (Kitchen/Clubhouse)

SOP: DISPOSING OF PACKAGING

SUMMARY

- The contamination of workspaces due to outside and in-house refuse

PROCESS

- Designate recycle/refuse area outside of kitchen facility according to CDC guidelines
- Garbage tied and secured in approved bags; all refuse containers sanitized frequently
- Designate trash cans specifically for PPE; always keep lid securely sealed
 - Dispose of gloves and hairnet in designated trash cans before leaving the worksite
 - Change masks if they become soiled or wet
 - Empty PPE trash cans frequently - always wearing gloves that are then discarded
 - Keep all personal items in designated area to prevent contamination of workspaces

STANDARD

- Implementing these procedures ensure a safe and sanitary workplace for all employees.

SOP: BEVERAGE DELIVERIES

SUMMARY

- Ensure that all beverage deliveries are received, sanitized, and stored correctly.

PROCESS

- Have all beverage deliveries follow the guidelines set forth in the Sub Sector "Accepting Deliveries"
- Food and Beverage Manager to follow any new CDC guidelines

STANDARD

- Implementing this SOP will be step one in ensuring a safe beverage department

SOP: LAUNDRY - OUTSIDE VENDORS

SUMMARY

- Issues with safely providing and the usage of all aspects of laundry service items.

PROCESS

- Use approved companies for uniforms and linen that meet CDC guidelines
- All linen deliveries and pick-ups to be conducted in approved exterior areas
- Place clean uniforms and linens in designated storage areas
- Wear proper gloves when handling soiled linen
- Place all soiled linen in approved receptacles
- Use linen bags that close tightly for soiled linens
- After handling soiled linens, uniforms, and kitchen towels, all staff must follow approved guidelines for proper hand washing and sanitizing
- Explore disposable linen-like alternatives in the first phase
- Frequent jacket changes during each shift
- Organize linen plan (sanitation steps, safety, and delivery options) with your current provider
- Only have quantity of items needed delivered

STANDARD

- Implementing this standard process will ensure a safe laundry program.

KITCHEN

SYMPTOMS

- Ensuring a safe environment by following CDC safety guidelines

STRATEGY ANALYSIS

- Safe handling of food
- Reassignment of prep areas
- Cleaning and sanitation procedures
- Menu review, menu changes, and staff meals
- Following team safety guidelines that are implemented

TACTICS AND IMPLEMENTATION

- Managing all aspects of kitchen procedures, and standards.

SUBSECTORS



SOP: HANDLING FOOD

SUMMARY

- Creating a safe and self-contained workstation for all kitchen employees

PROCESS

- Follow approved CDC guidelines for
 - Wearing gloves
 - Approved masks
 - Proper hand washing
- Minimize steps to reduce food to hand contact
 - Buying pre-portioned ingredients
 - Efficient ordering to reduce steps in food handling
 - Stagger staff schedules
 - Eliminate tasting spoons
- Organize workstations for social distancing allowance of six feet per person
- Self-contain workstations to reduce cross-contamination
 - Serving spoons
 - Tongs
 - Squeeze bottles
 - Seasonings

STANDARD

- Implementing this process will ensure a safe environment for all aspects of daily kitchen operations.

SOP: REASSIGNMENT OF PREP AREAS/STATIONS

SUMMARY

- Issues with creating the proper work environment under CDC guidelines.

PROCESS

- Social Distancing at work/kitchens
 - Maintain the recommended six feet of distance from others
 - Food prep stations must be set up at least six feet apart
 - Practice 'no-contact' transfers: place items down on a counter for the next person to pick up, rather than passing back and forth
 - Limit physical contact with others as much as possible
- Other Worksite Precautions
 - Prop open frequently used (internal) doors
 - Set up hand-washing/sanitizing stations at all entrances/exits/high-traffic areas
 - Designate trash cans specifically for PPE - always keep lid securely sealed
 - Dispose of gloves and hairnet in designated trash cans before leaving the worksite
 - Change masks if they become soiled or wet
 - Empty PPE trash cans frequently - always wearing gloves that are then discarded
 - Keep all personal items in designated area to prevent contamination of workspaces
 - Provide sanitizing wipes to wipe down personal items (cell phones, computers, etc.)
 - Reusable bottles/cups must stay in the personal items area
 - Post signs around worksites to remind team members of health and safety procedures
- All team members must wear the following PPE while on site: gloves; hairnet, hat, or other hair restraints; facemasks; long sleeves
- Reorganization of all aspects of kitchen and service areas (prep areas, execution stations, sanitation areas) to protect the health and safety of the team members

STANDARD

- Implementing this process will ensure a safe environment for all aspects of daily kitchen operations.

SOP: CLEANING/SANITIZATION PROCEDURES

SUMMARY

- Issues when implementing any new COVID-19 sanitation procedures according to CDC guidelines

PROCESS

- Follow all current local health department guidelines for handwashing, sanitizing, and wearing face masks and gloves
- Schedule sanitation procedures which include wiping down of all surfaces, knobs, phones, and railings
- Use only approved cleaning and sanitizing solutions
- Schedule regular sanitation sweeps
 - Temperature checks on dish machines
 - Walk-in coolers and reach-in refrigerators
 - Three bay sinks
 - Hand washing stations

STANDARD

- Implementing this process will ensure no cross-contamination, and a safe cooking environment in the kitchen when preparing and handling all aspects of food.

SOP: MENU CHANGES

SUMMARY

- Troubleshooting all aspects of producing, presenting, and limiting menu offerings to membership

PROCESS

- Banquets
 - Action stations with plated “grab and go” offerings
 - All menu execution and preparation follow social distancing guidelines
 - Limited offerings, simple presentations, creative plating techniques when serving large groups
 - Adjusting banquet outlook in real time according COVID-19/CDC guidelines
- A la Carte Menus
 - Limited offerings with little to no substitutions allowed based on common kitchen sense
 - Comfort food items and lower price points
 - Simplifying plating steps and ensuring quick pick-ups
 - All menus based on product availability with approved purveyors
 - Frequent changes to menu items offered (standard menu and weekly specials)
 - Slowly adding new items and preparation as COVID-19 pandemic subsides
- Take Out and Grocery
 - All items pre-portioned and presented in sealed, dated containers
 - All take-out items should reflect written á la carte menus
 - Creative and limited selection of grocery items according to overall purchases
- Snack Bar Menus
 - Limited to “grab and go” options
 - Simplify the short-order process
 - Slowly adding new items and preparation as COVID-19 pandemic subsides

STANDARD

- Organizing menu offerings to provide not only an exciting dining experience, but also a safe environment for kitchen team and members

SOP: STAFF MEALS

SUMMARY

- Issues with the organization and delivery of team meals and scheduled break times

PROCESS

- All team meals should be prepackaged for grab and go service
- All service ware needs to be disposable
- Should offer single serve drink options (cans, bottles)
- All team meals prepared in designated area
- Establishing a controlled delivery system of staff meals to dining areas
- Preparation schedule for all meals
- Creating a menu checklist to execute staff meals
- Reorganization of all team dining areas to adhere to social distancing guidelines
- Create separate areas for dining and organize team meal schedules

STANDARD

Ensuring a safe environment for the offering and consumption of team meals.

GOLF

SYMPTOMS

- Degree of close interaction between members and staff
- How to properly handle equipment and merchandise
- Regular maintenance and cleaning are not sufficient
- Multiple shared touchpoints

STRATEGY ANALYSIS

- Implement ways to limit the close interaction that will take place between club members and team members
- Identify alternative ways to store and manage equipment and merchandise
- Implement updated and thorough cleaning and disinfecting guidelines
- Create alternative ways to manage the various touchpoints touched by both club members and team members

TACTICS AND IMPLEMENTATION

- Eliminate programs in which close interaction and cross-contamination is inevitable
- Create new procedures for play and alternatives
- Utilize more virtual opportunities for instruction and merchandise sales
- Implement detailed cleaning schedules and procedures that can be monitored

SUBSECTORS



SOP: CADDIES

SUMMARY

- Caddy programs do not allow for proper distancing guidelines to be enforced and exposure to COVID-19 is at a significantly higher level, therefore they are not to be reinstated until deemed safe to implement again.

PROCESS WHEN IMPLEMENTED AGAIN

- Sanitizers and tissues available and accessible for caddies at all times
- Caddies with flu-like symptoms required to inform the starter before reporting to work
- Conduct frequent meetings to keep all caddies up-to-date with latest information, best practices, and golf course procedures and operations
- During play avoid picking up balls, clubs, or flagsticks
- Do not sit in or operate members' carts during rounds
- Prohibit caddies from gathering before, between, and after rounds
- All caddies are to leave immediately after their rounds. Do not encourage caddies to wait for another loop later in the day
 - Caddy Master to communicate via text or call if needed

STANDARD

- Upon re-instating the Caddie Program, updated guidelines and procedures need to be thoroughly communicated in order to reduce the risk of virus exposure.

SOP: GOLF OUTINGS

SUMMARY

- Best practices to adhere to during Golf Outings to prioritize the safety and well-being of club members and team members

PROCESS

- Set limits on outing size to ensure the club is able to adhere to the guidelines for social distancing set forth by state/federal limitations
 - Individual clubs' Boards will determine availability and allowance of an abundance of guests inherent with such events
- Guest registration needs to include a wellness check point, to include taking and logging temperatures
 - Disposable bag of masks and gloves available for each player
- Following the SOP guidelines for Locker Rooms will be required
 - If locker room use is allowed – Locker room attendant will enforce limits on the number of players using the locker room at one time. Complete sanitation throughout the day as players access their belongings
 - If locker room use is NOT allowed- Players will be required to arrive on premise at a specified window of time, in approved attire for event, with all equipment needed
- Players will be responsible for bringing their own golf/hand towels, hand sanitizer, sunscreen lotion, and other personal items
- Storage of equipment (clubs, rackets, towels, and other items needed for the event) will not be allowed; equipment will be used and returned to player's vehicle immediately upon completion of activity
- Use of carts will follow what is outlined in the Golf Sector – Carts Sub Sector
- All players will either carry their own bag or have their own pull-cart
- Trash and recycling receptacles will have covers removed to allow for no contact
- Use of Tennis/Paddle/Pool- these guidelines to be set according to the individual sectors
- Players will arrive no earlier than one hour before start of event
- If the players choose to stretch or hit balls, a 15-minute slot on the range can be reserved, and each player will be provided one medium bucket of balls
- Once empty, a new bucket will be brought to the station by a team member wearing a face mask. There will be one unused station between each open station to provide social distance.
- A pre-sealed bag golf tees, ball marker, divot repair tool, and a procedures of play booklet will be provided in advance
- A link will be provided to send in the players golf scores and an email / text/ club communication will be sent out virtually
- No shaking of hands at the end of the round
- At the end of the round all clubs are brought directly to players' vehicles by players.

- All winners can view prizes from the club's "Virtual Shop;" Prizes can be delivered without players entering the shop

STANDARD

- Practicing the updated practices that are being enforced by the Caddy master, assistant caddy master, starter or any golf professional will reduce the risk of COVID-19 exposure.

SOP: BAG STORAGE

SUMMARY

- Proper handling and storage of bags and bag room operations need to be clearly outlined in order to reduce the risk of COVID-19 exposure.

PROCESS

- Members discouraged from leaving their bags in storage
 - Reduces physical contact between club member and members of the golf team
 - If a member insists on leaving their bag in storage, the bag room attendant will perform full cleaning and sanitizing of all bags and clubs
- Only bag room attendants are allowed to retrieve and store bags
- Members, caddies, and additional team members are not be permitted to retrieve bags when the course is open
- All bag-room team will wear appropriate gloves and facemasks when handling member bags

STANDARD

- By adhering to proper handling, storage, and overall bag room operations, the risk of virus exposure is significantly reduced.

SOP: PRO SHOP

SUMMARY

- There is an increased risk of exposure to COVID-19 in the pro shop because of multiple touchpoints and limited space

PROCESS

- Tee times made through the tee time app or by emailing the Head Golf Pro
- Members no longer be allowed in the pro shop; signs posted as reminders
- Rotate pro shop team to limit the number of team members in the shop at one time
- Have team members frequently sanitize and keep work areas and touchpoints clean
- Create highly visible signage to inform members of golf course protocol. Display signage in high-traffic areas: locker rooms, pro shop, starter and/or first tee box
- Members instructed to update handicaps and input scores online or via mobile apps
- If members need balls, gloves, tees or golf markers encourage them to call ahead of time and have merchandise ready to pick up from the starter or placed in their cart
- Virtual Pro Shops to be created to allow for merchandise sales to continue

STANDARD

- By limiting access, scheduling strategically and following thorough cleaning procedures the risk of virus exposure will be reduced.

SOP: PROCEDURES FOR PLAY

SUMMARY

- Implementing best practices on, off, and around the golf course will reduce the risk of COVID-19 exposure.

PROCESS

- Implement extensive precautionary measures to protect members and all staff
- Place sanitizers in multiple convenient locations
- Conduct frequent golf course team meetings to keep team members updated with latest information, best practices, and facility operations protocol
- Team members and club members must always practice six-foot physical distancing; colored tape on the ground, cones, or other visuals used for easy reference
- Prohibit group gatherings before or after rounds; encourage a “keep it moving” protocol
- Place starter behind glass window or protective barrier
- Online tee time scheduling
- Schedule tee times on wider intervals: 12 to 20 minutes apart
- Walk-up players will not be permitted
- Guest play not permitted until further notice
Members arriving will wait for their actual tee time, when their assigned time is about to begin, approach the first tee only; starting on the tenth tee is not permitted
- Only twosomes allowed unless it is four people from the same household
 - Only one group at a time on any tee box
- Members encouraged to walk rather than ride
 - Personal push carts will be temporarily allowed
- Club rentals will not be permitted
- Shotgun starts, group classes, and golf academy events are not permitted
- Modify golf cups to eliminate the need for golfers to retrieve their ball:
 - Cut and insert pool noodles or PVC pipe into cups, raise golf cups two to three inches above the ground, or insert cups upside down
- Eliminate flagsticks and provide hole location sheets to golfers
 - When using flagsticks, clearly inform golfers on the “no touch” protocol, including signs on the sticks themselves
- Eliminate ball-washers and bunker rakes; encourage “foot raking” of bunkers and introduce a “preferred lie” local bunker rule
- Space golf carts in staging area to accommodate physical distancing requirements
- Have team members frequently sanitize touchable surfaces

STANDARD

- Head Pro/Caddy Master and starter to give clear communication to membership of procedure of play, strongly enforce it before and during all rounds to reduce the risk of virus exposure

SOP: CARTS

SUMMARY

- Proper handling and cleanliness of carts reduces the risk of virus exposure.

PROCESS

- Member carts
 - Remove scorecards, pencils, and divot repair dispensers
 - One member per cart, unless both members are from the same household
 - Members place and remove their own bags from the golf cart
 - All carts will be wiped down and sanitized upon return from member
 - All keys submerged in sanitizing solution after each round



- Beverage Carts
 - Only one team member permitted to operate the cart during transport of goods
 - No member will help themselves to the product on the cart
 - When interacting with members via the beverage cart, the team member will use a tray and wear gloves when delivering beverages to avoid physical contact between team and member
- Range Carts
 - Team members should be equipped with appropriate equipment; gloves worn at all times while operating cart
 - Sanitize balls collected from the range at the end of the day
- Kitchen Carts
 - Only one team member permitted to operate the cart during transport of goods

STANDARD

- Managers, including Caddy Master and Assistants Caddy Masters, need to enforce proper handling and cleanliness of all carts on a daily basis to reduce the risk of virus exposure.

SOP: LESSONS

SUMMARY

- There is increased risk of COVID-19 exposure during lessons.

PROCESS

- Offer online virtual lessons for the upmost safety



- Enforce six feet distance between golf pro and member during lesson
- Encourage members (individual, junior groups, ladies' groups, and families) to send videos to pros instructors to critique golf swings and recommend improvements to their game
- Only the member and pro should be on the practice tee during lesson a lesson
- One-on-one lessons when on the course
 - Group lessons not allowed on the course
 - Small group lessons allowed only on practice greens and when safe distancing can be achieved
- All forms of disinfectant should be in close proximity during lessons
- Both member and pro wear gloves and masks at all times during the lesson
- Members bring own clubs and bag
- Fittings
 - All fittings are done at safe distance, with a minimum of six feet of spacing
 - The pro wears gloves and mask when handling the clubs to be fitted

STANDARD

- When head pros and assistant pros provide safe and innovative ways to offer lessons it will reduce the risk of virus exposure.

SOP: TRAINING FACILITIES/SIMULATORS

SUMMARY

- Implementing safe and clean facilities for training, teaching and instructing reduces the risk of COVID-19 exposure.

PROCESS

- Training facilities
 - All teaching and practice facilities will have six-foot separations between members and teaching professionals
 - Members provide their own PPE, including plastic gloves and masks
 - Guests are not allowed at this time, and until further notice
 - All practice balls shall be washed and sanitized before delivery to stations
 - All pin flags remain in with cups raised ½"; members are not to touch flags or pins
 - All bag racks to be sanitized before and after each player
 - Range and other station use will be limited to one hour per member per day
 - All practice scheduled via email with golf professionals and monitored by the professionals
 - Rakes and ball culling equipment will be removed; personal shag bags permitted
 - Practice balls not to be picked-up or touched by bare hands. Do not pick up or touch any practice balls with your bare hands
- Simulators
 - Closed until further notice due to size and configuration of space
 - Golf simulator, while not in operation, will be locked and secured, access codes will be changed monthly
 - Conduct frequent meetings to keep everyone informed of latest information, best practices, procedures, and operations
 - Team members not permitted to use facilities during this time

STANDARD

- When the Head Pro, Head Golf Instructor, and assistant pros offer lessons to the membership by practicing safe and innovative methods, the risk of virus exposure is reduced.

SOP: MISCELLANEOUS TOUCHPOINTS

SUMMARY

- Best practices for hydrating and score keeping during play will reduce the risk of virus exposure

PROCESS

- There will be no scorecards, tees, pencils, or divot repair tools available in starter areas
 - See Starter/Caddy Master for individual pre-packaged plastic bags of tees, ball marker, divot repair tool, and procedures of play booklet
- Implement apps for mobile devices for updating scores during rounds and/or member events
- Members follow leaderboards via mobile apps
- Electric water coolers will be replaced with locked Igloo water barrels
- Only bottled water, a safer option than water coolers or dispensers, available on the course
- Members can refill their water bottles via electric water dispensers (not push to pour) to prevent cross-contamination

STANDARD

- By implementing best practices for hydrating and score keeping during play the risk of virus exposure will be reduced.

LOCKER ROOMS AND RESTROOM FACILITIES

SYMPTOMS

- Bringing personal belongings from the outside identified as a major contaminant
- Social congregation in restrooms/showers/saunas/community games poses risk for transmission

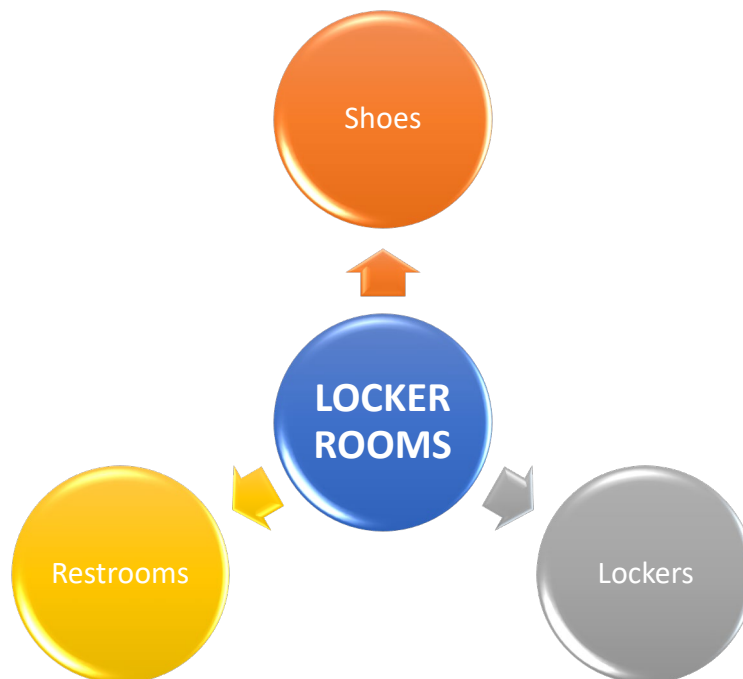
STRATEGY ANALYSIS

- Limit the number of individuals in the locker room restrooms
- Eliminate bringing personal belongings to the locker rooms
- Have only one designated entrance as an access to the locker rooms
- Eliminate access to all community game items

TACTICS & IMPLEMENTATION

- Allowing only 4 individuals at a time - locker room attendant to monitor this
- Communicating with members new rules that do not allow them to bring any new items to their lockers. Locker Room attendants to monitor and enforce this rule. Provide members with personalized disposable toiletries
- Have only one main access to the locker rooms. Secure all other doors at all times
- Remove all pool tables, community game equipment

SUBSECTORS



SOP: SHOES

SUMMARY

- Members could bring virus on their shoes (golf and/or street). Locker room attendants cleaning member's shoes could also cause the virus to transfer.

PROCESS

- Eliminate shoe cleaning service by the locker room attendant until further notice, based on CDC guidelines
- Ensure clear communication to the membership that they must change their golf shoes into street shoes prior to entering the Clubhouse

STANDARD

- Minimize potential virus spread through shoe traffic

SOP: LOCKERS

SUMMARY

- Bringing outside personal belongings into the lockers increases the risk of transferring of the virus; Guests from golf outings using the lockers could introduce external risk

PROCESS

- Members are permitted to only remove personal belongings from their lockers and not put anything back
- Golf outing guests are not permitted to use lockers

STANDARD

- Eliminating outside contact with the lockers will eliminate the risk of potential contamination

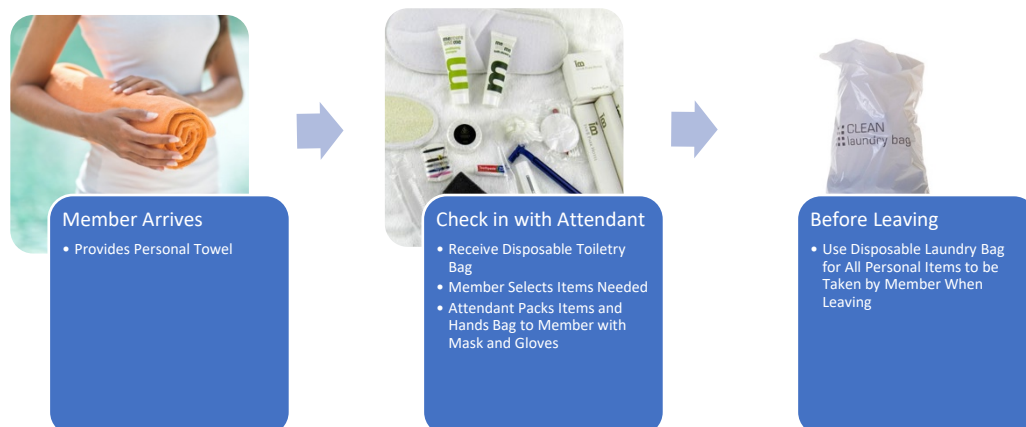
SOP: RESTROOM FACILITIES

SUMMARY

- Locker room restrooms are high traffic and high demand areas; members congregating pose a greater risk of exposure to transmission and contamination of facilities.

PROCESS

- All facilities to comply with Federal, State, and local governing agencies
 - Hot running water, hand soap, hot air hand dryers, paper towels, and hand sanitizer are required
- Limit number of members allowed in the restroom facilities at once
 - When restrooms have limited space, they only accommodate one member at a time
 - If restrooms cannot be monitored for use, they will be locked and a key will need to be requested in order to use
 - ⇒ Signage posted to communicate the updated procedure
- Facility and membership to adhere to social distancing guidelines
- Post signs regarding occupancy guidelines and adequate distancing
- Restrooms are to be cleaned, stocked up, disinfected and sanitized regularly
 - Restrooms cleaned, thoroughly disinfected, and sanitized every hour
 - Cleaning recorded on checklist on the restroom door
 - Checklist is to be monitored by the Locker Room Attendant or Maintenance Team
 - Signs posted inside and outside the restroom facilities to remind members of proper hygiene procedures
- Showers:



- Locker room shower cleaned and disinfected after each use

- Supervisors monitor all protocols and daily adherence by team members
- Steam Room and Sauna
 - Closed until further notice

STANDARD

- Ensure safety and hygienic protocols in our restroom facilities for our membership and team

TENNIS/RACQUETS

SYMPTOMS

- Degree of close interaction between club members and tennis professionals
- Proper handling of equipment and merchandise
- Regular maintenance and cleaning are not sufficient
- Social events cannot happen
- Facilities must be monitored at all times

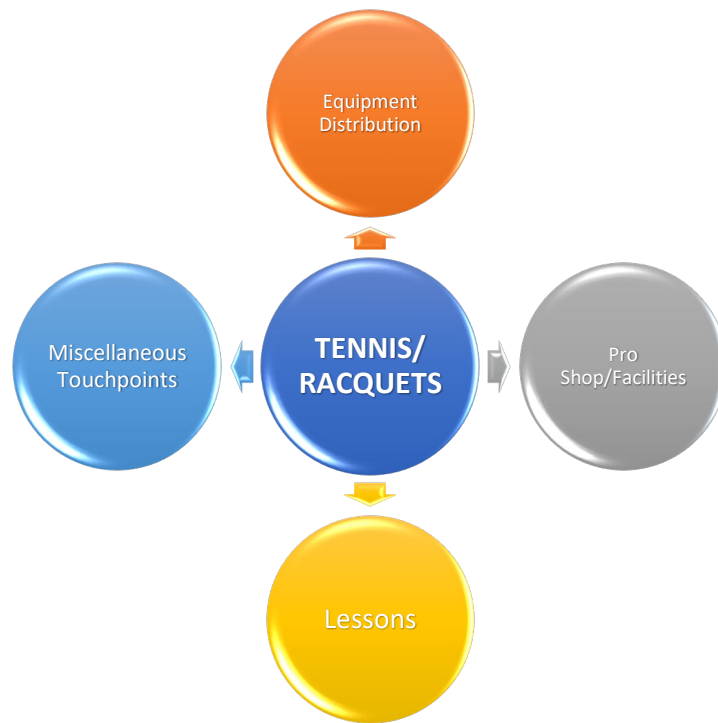
STRATEGY ANALYSIS

- Develop new ways for interaction team members/club members and club members/club members
- Identify procedures for handling equipment, possibly reducing inventory
- Updating and clearly defining cleaning procedures and identifying team members responsible
- Find ways to incorporate virtual interactions for social events
- Reservations required to use facilities

TACTICS AND IMPLEMENTATION

- Create an online scheduling system to monitor and track how many members are using the facilities at certain times
- Transition to an online/virtual pro shop to continue generating sales
- Create a daily cleaning schedule and ensure it is performed by the same person daily/ per shift to allow for minimal contamination and exposure
- Social play to be scheduled while adhering to strict attendance limits; create virtual social hour post play
Implement online reservations for all facilities; close and secure facilities when not in use
Team and members wear face masks and gloves per CDC/State/Federal guidelines until further notice.

SUBSECTORS



SOP: EQUIPMENT DISTRIBUTION

SUMMARY

- Understanding that cross-contamination and COVID-19 exposure is increased when utilizing tennis equipment

PROCESS

- Members required to bring their own racquets and balls, or purchase them directly at the facility
 - If planning to purchase balls, contact the pro shop ahead of time; balls placed directly on the reserved court
 - Baskets of tennis balls no longer available courtside
- Demo racquets will not be available unless regrips are done after each use
- No re-stringing or re-gripping of member racquets until further notice
- Players and coaches responsible for taking used balls away after play and disposing of their own trash and recyclables and towels; nothing shall be left behind on the court
- During social play each player has set of balls that they alone pick up
 - If a ball enters court from another court, send it back with a kick or racquet
 - Use racquet/foot to pick up balls and hit them to opponent; avoid using hands to pick up the balls
- During lessons, only the coach will pick up all the balls
 - Balls that have been retrieved after lesson usage shall be cleaned properly with aerosol sanitizer per label instructions and stored separately
 - All practice balls stored in color-coded baskets to avoid contaminating sanitized equipment with non-sanitized equipment
 - Total number of practice balls allowed on the court will be limited to 15

STANDARD

- Creating new procedures for utilizing equipment by training team members and re-educating members on new usage policies will decrease the exposure to the virus

SOP: PRO SHOP/FACILITIES

SUMMARY

- There is an increased risk of COVID-19 exposure when present at tennis facilities

PROCESS

- Create virtual platform with information for procedures for playing, sanitizing, and behaving while on the courts and in the facilities
 - Informative signage posted onsite
- Court bookings required
 - No walk-up play will be permitted
 - Courts are available for singles play or doubles with immediate family members only
 - For family play an indicator will alert other players the group is approved for play
- No large group activities will be allowed
- No guests allowed
- The club will not provide towels; members required to bring their own and take it home when they leave the facility
- No community lotions or sunscreens will be provided by the club; members and team will be required to bring their own
- Score tenders removed to minimize contact
- Hand sanitizer stations installed near the entrance and exit of the pro shop
- Installation of as many 'touch-free' devices as possible
- Staff required to incorporate a daily cleaning/disinfecting/sanitizing schedule that will be posted and adhered to, following the club-wide schedule for cleaning
 - Disinfectant wipes and cleaning supplies will be provided to staff members for sanitizing equipment and all touchpoints, door handles, gate latches, net posts, score boards, permanent benches, and nets
 - Court gates removed to eliminate unnecessary contact
- No members will be allowed to access the pro shop without contacting a tennis professional
 - Personnel to sanitize/disinfect merchandise in the shop
 - Used/touched items collected in basket for steam sanitizing
- All children under the age of 18 will need to have a parent or guardian present
- Sharing of personal equipment is strictly prohibited

STANDARD

- Diligent oversight by the Tennis Director to ensure strict cleaning guidelines, along with clearly defined processes and procedures for utilizing all racquets facilities

SOP: LESSONS

SUMMARY

- There is increased risk of COVID-19 exposure during lessons

PROCESS

- Scheduled lessons will be required
 - A 15-minute break will be scheduled between lessons to allow for the coach to clean himself/herself and court area effectively
 - Coaches are required to wash their hands between lessons according to CDC guidelines
- Group lessons will not be permitted at this time
 - Private lessons available for single player or individual families
- Refer to the Equipment Distribution SOP on proper ball usage guidelines
- Coaches required to wear gloves and face mask during lessons; gloves be replaced after each lesson
- If video equipment is used, a six-foot space will be required between student and coach to meet social distancing guidelines
- Coaches required to alert students of new club protocols and expectations before arriving to the lesson; if students are uncomfortable with unwilling to follow the new protocols, reschedule/cancel the lesson
- Coaches required to stay on one side of the court during a lesson
- Communicate frequently with students and offer online tips/videos to maintain rapport

STANDARD

- Coaches will be trained on new processes and procedures for lessons and increase communications with members to eliminate the risk of virus exposure.

SOP: MISCELLANEOUS TOUCHPOINTS

SUMMARY

- Hazardous touchpoints throughout the tennis facility increase the risk of COVID-19 exposure

PROCESS

- Water fountains temporarily disabled unless they are touch free units
- Club members and team members required to bring personal hydration bottles and remove them after play
- All racquets cleaned with disinfectant wipes after use/contact
- Patio furniture and benches removed until further notice
- All brushes, video equipment, teaching ball machines, ball carts, pick up devices, and training aids will be cleaned/disinfected and sanitized after each use
 - Team members required to undergo training of the proper cleaning procedure
 - Team members required to record this process every time it is completed

STANDARD

- By removing hazardous touchpoints and implementing strict disinfecting and sanitizing procedures the risk of virus exposure is decreased exponentially.

AQUATICS

SYMPTOMS

- How swim meets can continue to take place
- Level of utilization now being allowed at the pool
- How pool can continue to offer certain amenities

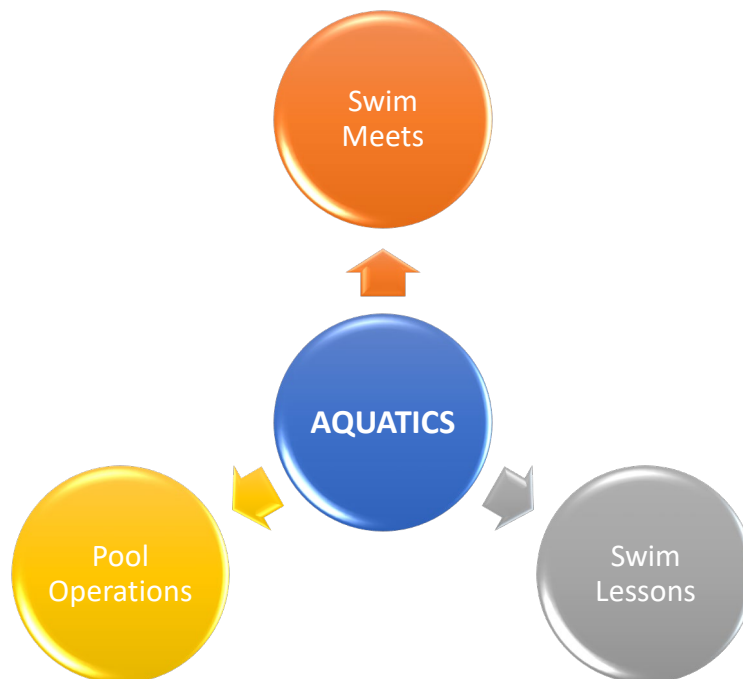
STRATEGY ANALYSIS

- Identify realistic occupancy levels and how to monitor them
- Create a reservation policy to monitor occupancy levels
- Develop a thorough and detailed cleaning policy and schedule

TACTICS AND IMPLEMENTATION

- Implement online reservation system to control the occupancy and usage of the pool and pool deck
- Recognize occupancy guidelines set by the CDC and implement new standards
- Implement detailed training upon staff hiring, including new standards in cleaning and sanitizing

SUBSECTORS



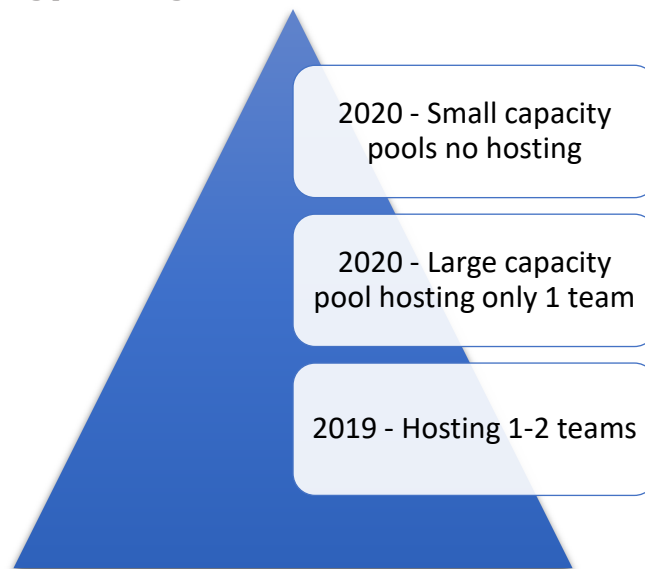
SOP: SWIM MEETS

SUMMARY

- Add protocols to limit the number of people in the pool facility at once and identify and reduce the number of potential hazards to decrease the risk of virus exposure.

PROCESS

- The number of teams competing at once will be limited depending on the size of the club's pool facility
 - Team areas will be specifically designated to allow for proper social distancing per CDC guidelines



- ⇒ Alternatively, for the 2020 season each club compete in their own pool only, using timers for all events and then compare times with the competing club to determine the points received for each
 - Competitors will only be allowed in the pool facility during their scheduled time of event to control the total number of occupants in the facility at once
 - Diving boards will be sanitized by properly trained pool staff after each use during swim meet
 - ⇒ Dive meets may need to be cancelled for the 2020 season if proper disinfecting and sanitizing procedures of boards can't be met
- The pool facility will remain closed to other member use during meets
 - The pool facility will remain closed after swim meets to allow the staff to properly clean and sanitize the facility and be ready for use the following day
- Members and staff will be required to bring their own personal hydration bottles and take them with them when they are done
 - No dispensed beverages will be provided

- All pool furniture will be removed during swim meets to prevent uncontrolled contamination
- All spectators will be limited to one family member per competitor
- Footwear is required when on the pool deck and when leaving the pool area
- Hand sanitizer stations will be installed at the pool entrance
- Competitors will be required to bring their own items such as sunscreen and towels
- Timers for meets will need to be scheduled prior to each meet and timers need to commit to timing for the entire meet. Lifeguards will fill in as timers when necessary.
 - Stop watches will be assigned to the scheduled timers and disinfected after being returned to a basket labeled '*used equipment*'
- Pool water must be checked before and after swim meets, to comply with the sanitation measures per CDC guidelines

STANDARD

- Pool personnel will be required to work with the league to ensure the safety of the team members, club members, and competitors.

SOP: SWIM LESSONS

SUMMARY

- Identify the best safety practices for swim lessons

PROCESS

- Swim lessons will be allowed only if proper social distancing guidelines can be followed per CDC
 - Assessing the ability for allowing lessons based on age and ability to follow instruction
 - Only given to advanced swimmers with early booking
 - Allow for young or beginner swimmers to be assisted by a parent in the water while the coach gives instruction from the pool deck
- There will be no one on one contact allowed between teacher and student
- If social distancing guidelines cannot be met due to the type of swim lesson requested, then the lesson will not be provided
- During swim meets, off duty lifeguards are to inspect and clean the locker room facilities on 30-minute intervals.

STANDARD

- Pool staff will only be allowed to give swim lessons to advanced swimmers where one on one contact is not necessary, unless beginners are able to be assisted by a parent

SOP: POOL OPERATIONS

SUMMARY

- Identify the potential hazards throughout the pool facility
- Train the pool staff on proper cleaning techniques
- Limit the total occupants and adhere to social distancing

PROCESS

- The total number of occupants allowed in the pool facility will be limited to 50% of the maximum allowed by law under normal operating conditions
 - Only one main entrance into the pool facility will be allowed to operate at once except in the case of an emergency
 - Need to implement a reservation system similar to clubhouse dining in order to monitor and track occupancy more accurately
- Pre-authorized guests only
 - An authorized guest list will be required to be submitted before the season begins by members in order to allow for any nanny, grandparents, college children to use the pool facilities
 - These authorized guests will be expected to follow all guidelines and procedures that are required by members
- No children under the age of 18 will be allowed in the pool facility without a parent or guardian present
- Showering will be required before entering the pool water
- Diving boards will remain off limits for the remainder of the season
- Hand sanitizer stations will be installed at the pool gate for member and staff use
 - Sanitizing wipes will be provided to membership for cleaning of pool lounges before sitting
- Game rooms will remain closed until further notice this includes all playground equipment
- No pool toys will be allowed
- Pool games will be prohibited that require a physical game piece such as basketball hoops and balls, rings, etc.
- All pool furniture will be properly spaced according to CDC guidelines
- The Pool Director will be required to incorporate a daily cleaning/sanitizing schedule that must be posted and adhered to by all staff
 - All pool personnel will be trained on proper cleaning and sanitizing techniques of pool lounges, seating and tableware
 - Disinfectant wipes and cleaning supplies will be provided to staff members for sanitizing equipment and all touchpoints throughout the pool facility including pool gate latch, door handles, communication devices and lockers
 - Guard chairs will be cleaned with provided cleaning supplies after each watch completion and staff will be trained on proper sanitizing technique. An alternate guard will be on watch during chair cleanings to insure there is no lapse of coverage

- Water coolers and all other dispensed beverages will be eliminated and water fountains will be temporarily disabled unless they are touch free units
 - Bottled water and personal hydration bottles only
 - Poolside beverage service will be temporarily suspended
 - No reused cups will be allowed for beverages
- Food is only to be consumed at designated dining areas
 - Members will be asked to wash their hands according to CDC guidelines after eating and before returning to the pool deck
- Footwear will be required when walking the pool deck and after leaving the pool deck
- The club will no longer be providing: towels, community sunscreens, lotions, etc. for personal use
 - Members and staff must provide their own and bring them home after leaving the facility
- Locker rooms will be cleaned by the staff according to a regular posted schedule
- If not already implemented, clubs will need to communicate that pool lockers will need to be reserved at the beginning of every season
- All staff members will have their temperature taken before entering the facility and be required to wash their hands according to CDC guidelines
 - All staff and members who exhibit COVID-19 symptoms are to leave the facility immediately
 - If a member or staff have received a positive test for COVID-19, had contact with someone who has received a positive test result for COVID-19 or is otherwise believed to be infected with COVID –19 we ask that you do not enter this facility
- Pool water will be tested at multiple intervals throughout the day and must comply with CDC guidelines
- In the event of rain or inclement weather, the pool will be closed to prevent unnecessary congregating
- The pool facility will close promptly at the designated time in order to allow adequate time for the staff to clean and prepare for the next day's opening

STANDARD

- The Pool Director is required to train his/her staff on the new protocols to create a safe and fun experience for the membership.

MARINAS

SYMPTOMS

- Cleanliness and protection of boats, equipment, and team members
- Keeping club members and team members safe
- Close proximity issues on boats

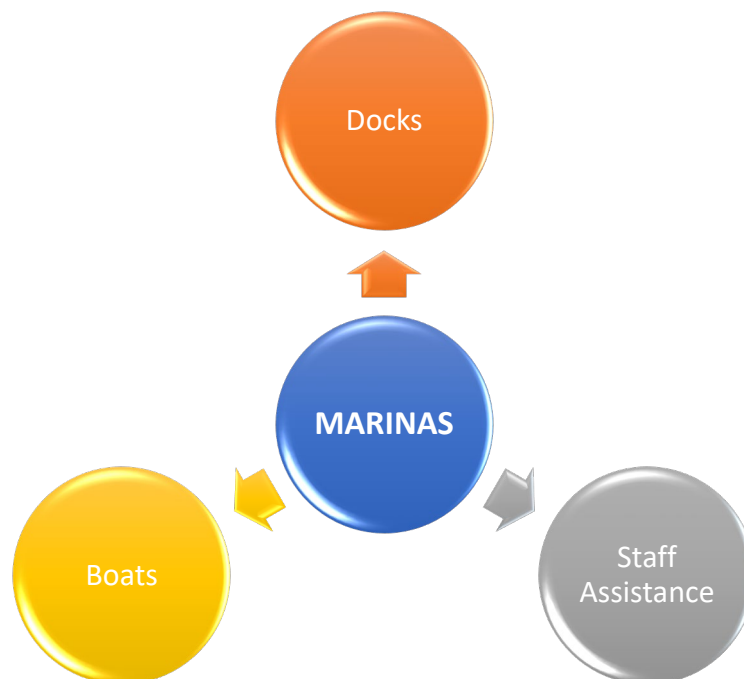
STRATEGY ANALYSIS

- Identify new staffing guidelines and how they will be monitored
- Create new cleaning procedures
- Identify new procedures and safe practices for equipment usage
- Create occupancy guidelines and how to monitor them

TACTICS AND IMPLEMENTATION

- Implement a communication system clearly defining updated protocols and procedures
- Equipment will not be loaned to members; they will have to provide and use their own; clear and specific cleaning procedures will be put in place when club assets are used
- Social distancing guidelines followed with a limited amount of team members permitted in the dock house
- No longer allow members of other clubs to dock their boats
- Designated team members scheduled to perform specific dock and boat duties

SUBSECTORS



SOP: DOCKS

SUMMARY

- Identify, implement, and execute best practices for cleaning the club's physical assets, structures, and team members' tasks

PROCESS

- Social distancing guidelines established and communicated to the membership
- Limit of two dockhands in the dock house at one time (maintaining six feet of separation)
 - Members are not permitted in dock house
 - Additional dockhands will be stationed at various points on the dock to ensure assistance is available when needed
 - Yards at marinas and yacht clubs will remain secure; admittance monitored by the dock masters / operators
- Prior to the start of the summer season, members assigned to moorings are encouraged to keep their boats in slips (at no additional cost) until the marina is full to delay the start of launch service
- Moorings may be installed and serviced per local harbor management plans
- Hand sanitizing stations will be available at the dock house and fuel/pump out station



- A cleaning/sanitizing schedule will be posted for the pier rail, dock carts, and garbage/recycling stations
- A cleaning schedule and checklist will be posted around common areas like bathrooms and showers. Boaters will know what and when things were cleaned
 - When not in use, washroom doors will be kept open to increase airflow, which lowers the likelihood of germs staying stagnant
- Gloves available at the launch slip and fuel/pump out station
- All guidelines emailed to members, posted online, and posted at the head of the pier

STANDARD

- Though members will still be responsible for protocols on their own boats, the dockhands and other team members will provide thorough cleaning of the "common spaces" used by all members in the marina

SOP: STAFF ASSISTANCE

SUMMARY

- Identify, implement and execute best practices for assisting members and ensuring the safety and well-being of club members and team members

PROCESS

- Social distancing guidelines established and communicated to the membership
 - Members to call or email team members, not meet with them in person
 - Members not permitted in marine maintenance building or dock house
- Take advantage of technology while members are practicing social distancing to ensure safety and well-being
 - Email boating members with pre-arrival information to communicate the expectations and protocols
 - Send updates as necessary
 - Update website's homepage; to post messages in a prominent location
 - Post important information on social media channels
 - Continue to post signs around the commonly used areas of the property
- Equipment will not be shared/loaned to members
 - VHF radios are labeled with each team member's name; not shared with each other
 - No club tools, equipment, or boats will be loaned to members
- Radio incoming vessels and ask if they need assistance; do not board members' boats unnecessarily
 - Members are strongly encouraged to have family crew to assist with docking boat in assigned slip
 - Assistance catching dock lines is available on a limited basis
 - ⇒ Make use of mooring hooks when applicable instead of reaching for lines from others
- Dockhand will activate fuel pumps and record member's fuel purchases, but will not hand fuel hoses to members
 - The fuel link will be set close to the boat, with gloves, for members to handle
 - Once full, the hose should be returned to the dock for dockhand to clean and return to pump
 - During the spring, members are encouraged to schedule a window of time for fuel, as staffing levels are decreased
 - There will not be any hands-on assistance with the pump out; it will be self-service
- Team members will provide limited guidance, from a safe distance, for using the hoist to launch boats. There will be no direct contact with the hoist, the straps, or boat

- After doing anything that requires touching an item possibly touched by another member or team member (marina gate lock or a fuel pump), thoroughly clean hands with hand sanitizer or wash
- The team members will aid in moving boats out of winter storage with the skid steer, however, they will not provide any hands-on assistance with moving gear or boats from the docks
- Team members will be issued a buff to be worn as part of the uniform



Buff Needed

- When in Close Proximity of Others



Buff Not Needed

- When Not in Close Proximity of Others

STANDARD

- In order to meet current health and safety guidelines in marinas, the assistance by marina/waterways team members will be limited.

SOP: BOATS

SUMMARY

- Identify, implement, and execute best practices to ensure safety for team members and club members in the small confines of a boat

PROCESS

- In keeping with the recommendations of the Connecticut Marine Trades Association, crew on a member-owned boat should be limited to family members/individuals who share a household
- Launch service will be provided once boats are in the mooring field, but with a limited capacity in each launch, and transporting only family/household members together to a boat
 - All members will be required to wear a face mask and gloves (available near launch slip) before stepping onto the launch
- Launch drivers will be assigned a boat per shift; drivers will not alternate boats
- Strict limitations will be placed on club boats used by members, if permitted at all
 - Ideal 18 sailboats will not be available for use by all members; possible lottery to determine which member family can use a particular sailboat during a month-long period
 - Race committee assignments for small ribs and motor boats will be based on households
 - Junior sailing instructors, pending program confirmation, will be assigned one boat per instructor
- Club assets used by members will be thoroughly cleaned by team members after each use
- Transient boats will not be permitted to dock/moor at the club for the season
 - Use of facilities for member slip holders only. Use of facilities by guest boaters will be prohibited
 - In the event that a vessel arrives at facility due to a fault with their boat and needs an emergency dock, they must be provided with the Public Health documents and your SOPs to ensure a safe practice of all new protocols
- In the event an owner or outside contractors wish to work on a member's vessel, they should be cautioned about social distancing and monitored to ensure no groups form.
- Local boats owned by members of other clubs will not be permitted to dock, obtain fuel, or a pump out.
- Rafting up with other boats or pulling up onto a beach close to another boat is strictly prohibited because it compromised social distance guidelines
- All guidelines will be emailed to members, posted online, and posted at the head of the pier.

STANDARD

- Many services and amenities will remain available to members, with strict guidelines on club assets.

FITNESS/SQUASH

SYMPTOMS

- Close proximity of club members and team members does not comply with current social distancing standards
- Physical exertion makes viral transmission from person to person more prevalent
- Cross-transmission, from surface to individuals, is more prevalent in these areas

STRATEGY ANALYSIS

- Review options regarding occupancy, facility demands, and capacity
- Study and review option of an air treatment/filtration system
- Conduct market survey of best practices and products for cleaning/disinfecting equipment

TACTICS AND IMPLEMENTATION

- Implement and control scheduling to comply with current social distancing requirements
- Maximize fresh air flow; treat and filter air
- Employ hyper-aggressive cleaning and disinfecting regime

SUBSECTORS

- Equipment Use and Sanitation
- Restriction of Space

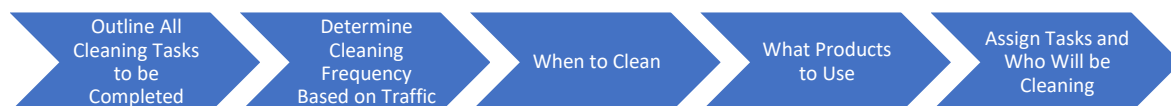
SOP: EQUIPMENT USE/SANITIZATION

SUMMARY

- Provide safe equipment, in fitness and squash, through proper use and sanitation to reduce the risk of COVID-19 exposure

PROCESS

- All equipment used according to manufacturer's recommendations
- Overall space and use of equipment must adhere to current social distancing guidelines
- Cleaning refers to the removal of germs, dirt and impurities from surfaces; cleaning does not kill germs, but by removing them, it lowers the number and the risk of spreading infection
- Disinfecting refers to using chemicals to kill germs on surfaces; this process does not necessarily clean dirty surfaces or remove germs, by killing germs on a surface after cleaning, it can further lower the risk of spreading infection
- Cleaning and disinfecting must be a combined effort of regularly scheduled housekeeping and the fitness team on the spot
- Surfaces should be cleaned using a detergent or soap and water prior to disinfection with disposable wipes
- Sanitizing activities focused on frequently touched surfaces (chairs, tops of surfaces, handles, knobs, buttons, and switches), which are more likely contaminated and will contribute to indirect transmission of the virus
- Clean visibly soiled surfaces before disinfection to remove organic material that could reduce the effectiveness of the disinfectant wipes
- If using a spray cleaner, do not spray directly onto the equipment; spray it onto a soft, lint-free cloth first, then wipe the frame and plastic surfaces with the dampened cloth
- Keep excess cleaning fluid away from electronic components to prevent electrical shock or damage, and dry the surface completely
- Members instructed to disinfect machines after each use with provided disposable disinfectant wipes



STANDARD

- Provide safe and healthy environment through strict adherence to all federal, state and local guidelines
- Ensure proper use of equipment by following all manufacturer's recommendations

SOP: RESTRICTION OF SPACE

SUMMARY

- Provide safe and healthy fitness/squash, by identifying ways to implement mandatory social distancing procedures that reduce the risk of COVID-19 exposure

PROCESS

- Carefully schedule lessons and use of equipment to maintain six-foot social distancing requirements.
 - When not in use, facilities locked and secured
- Every door to be opened only by the squash pro, including opening for members arriving for lessons; alternatively, doors remain open
 - Members attend lessons alone; viewing by family or friends is prohibited
- Establish occupancy limits to prevent too many individuals in the space at one time
- Hand sanitizer strategically placed in all areas to minimize or eliminate cross traffic
- Squash pros required to wear gloves and face masks to instruct the membership
 - Create masks with logos to create more positivity with required protection needs
- Members provide personal water bottles; drinking fountains and water coolers are prohibited
- Members must use their own equipment; rackets and glasses cannot be borrowed from pro shop
- Members are required to bring their own towels
- Remove stress from any new limitations with optimism and positivity
- Air treatment/filtration systems installed to clean the air throughout the day

STANDARD

- All fitness and squash areas must comply with updated procedures to abide by the distancing guidelines which will help to reduce the risk of virus exposure

GUEST ROOMS

SYMPTOMS

- Minimize the exposure of COVID-19 for overnight guests and team members and ensure it is communicated to everyone

STRATEGY ANALYSIS

- Create Pre-Check-in and Pre-Check-Out communication via email or phone call to inform overnight guests of any changes and check to see if they have any special requests
- Make Housekeeping Service door signs for rooms to coordinate scheduled housekeeping service time based on guest's preferred cleaning time
- Update procedures to enhance the membership and overnight guest experience while following new Federal, State, and local guidelines
- Post signs and reminders about maintaining social distancing and personal hygiene to remind and reassure both the overnight guests and the club team members

TACTICS AND IMPLEMENTATION

- Provide all team members training for all Revised Operating Procedures
- Assign rooms to Housekeepers by Room Section Assignment Chart to minimize cross-infection
- Use existing in-house resources to minimize cost of reformatting the service procedure and reduce points of contacts in the process
- Communicate new rules and regulations for club amenities available for use based on the State/local health department guidelines; priority will be given to members and families; guests of members on a waiting list if needed

SUBSECTORS

- Guest Room Procedures
- Room and Turndown Service

SOP: GUEST ROOM PROCEDURES

SUMMARY

- Update procedures to enhance the membership and overnight guest experience while following new Federal, State, and local guidelines

PROCESS

- Announce acceptance of reservations for hotel/guest rooms in weekly membership communication
- Train staff for two to three days to ensure each team member is cross-trained before reopening
- Tasks and Responsibilities:



- Train team members on updated shift responsibilities to reflect new guidelines outlined in the club's Safety and Sanitation SOP
- Training will be two to three days to ensure each team member is cross-trained
- Create an updated assignment checklist for Front Desk / Reception Desk based on new business needs and new staggered schedule
- Ensure team members are wearing PPE while cleaning, assisting a member or overnight guests, or while working with another team member



- Train Front Desk team members and Bellmen to assist with cleaning and disinfecting areas including, but not limited to front desk, foyer, elevator, guest room door handles
- Run fogging machine every hour
- Adhere to occupancy limits in place to control room reservations

- Verbal and Written Correspondence:



- Send pre-stay and in-stay communication assuring guests a prevention plan is in place and highlighting available amenities, dining options, and featured fun activities to do at the club or in the local area
 - Review revised Authorized Guests Policy
 - Review Amenities and Services available to use during their stay
 - Offer to make dining reservations
 - Check for guests' requests



- Pre-Check-In:
 - Place hand sanitizers with signage in high traffic areas
 - Upgrade reservations during times of lower occupancy
 - Coordinate to have med-shift team members or Bellmen available to assist with new check-in procedures to guide guests to room

- Provide two-minute sanitation for luggage

- Guest Check-Out:



- Deliver Hotel Folios to departing guests
 - Coordinate Pre-Check-Out and luggage pick-up
- Set up Key Drop box in foyer to collect and disinfect keys upon guest departure
- Send Departure email, including and updating Hotel Folio

STANDARD

- Maintain social distancing and minimizing close contact between member and/or overnight guest while still providing consistent or improved services offered by the club before COVID-19 pandemic.

SOP: ROOM AND TURNDOWN SERVICE

SUMMARY

- Update procedures to enhance the Overnight Guest experience in accordance with new Federal, State, and local guidelines

PROCESS

- In addition to training on housekeeping and hygiene protocols, hotel team members complete enhanced COVID-19 awareness training
 - Training will be two to three days to ensure each team member is cross-trained
- Tasks and Responsibilities:
 - ⇒ Train and follow updated shift responsibilities to reflect new Federal, State, and local guidelines outlined in the club's Safety and Sanitation SOP.
 - ⇒ Update assignment checklist for room attendants and house persons based on new business needs and new staggered schedule
 - ⇒ Assign house person to clean and sanitize high-touch areas including, but not limited to the foyer landing, elevators, luggage carts, closets, and guest room door handles periodically
 - ⇒ Run fogging machine every hour and assign rooms by Room Section Assignment Chart to reduce team member interaction
 - ⇒ Limit of two housekeepers responsible for a block of rooms to allow coverage for each other's sections on the other housekeeper's day off
- Verbal and Written Correspondence:
 - Housekeeping supervisor to confirm with front desk when rooms are ready for arriving overnight guests
- Guest Check- In:
 - Ensure all rooms for pre-check-in guests have been inspected and sanitized
 - Follow Up and confirm all requests given by overnight guests to the front desk are completed by housekeeping team members
 - Ensure welcome packet, keys, and additional welcome amenities ready for arriving guest
 - Ensure Housekeeper Service door signs have been placed in rooms to coordinate scheduled housekeeping service time
 - Ensure team members clean and sanitize all overnight rooms with appropriate equipment: PPE, approved products, color-coordinated cleaning rags



- Guest Check-Out:
 - Return any keys from pre-check-out to the Front Desk for disinfection

STANDARD

- Use existing resources at a minimized cost to reformat the service procedure and reduce the points of contacts

Supervisor Training: How to Assign Rooms to Room Attendants

Step 1: Confirm which room attendants are working

Step 2: Check In-House Cleaning Schedule

A.

Residents Cleaning Schedule									
Room Attendant	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	On Call	
Rosario	620 McCooley 12PM-1:30PM 507 Valenti 2:30PM-4PM*	420 Mastoloni 10AM-1PM	440 Vittoria 9AM-11AM 807 D'Agostino 11:30AM-3:30PM	OFF	432 Genova 1PM-3PM		OFF		
Dolores		336 Nelson 10AM-11AM *	OFF	260 Tardio 9:30AM-11AM		336 Nelson 11:30AM-12:30PM*	OFF	560 Glaser 1.5 HR	
Graciela		517 Villente 8:30AM-11:30AM	707 Greene 8:30AM-10AM	451 Butler-Thompson 11:30AM-2:30PM	321 McKenna 11:30AM-3:00PM	OFF	OFF	512 Marasco	
Martha	217 Skinner 9:00AM-10:30PM 220 Shlora 1PM-4PM	255 Grace 10AM-11AM 553 Nevin 11:30AM-2PM 266 Marano 2PM-3PM	204 Dadakis 9AM-11AM 458 Harrington 12PM-4PM	OFF	255 Grace 9AM-10AM 402 O'Callaghan 10AM-12PM 266 Marano 2PM-3PM	OFF		450 Maguire	
Gloria			415 Turley 9AM-12:30PM				534 Pollack 1PM-2PM		
Anyone									

B.

Rooms
336 Once a Month and 1/2 HR Touch Up, when members is away
415 Every Other Week- Twice a month, End of the Month extra 1/2 Hour
458 Every Other Week
507 Every Other Week
512 On Call
517 End of the Month Extra 2 Hours
560 On Call

255 Mr. Grace Okay with another HK cleaning if Martha is not in

\$20 or 15? 1/2 Hour \$30.00 Per Hour \$10.00 after 1HR, 1/2 HR

C.

Monthly
212 Service Everyday for 1 Hour (Anytime between 11:30-2PM)
316 Change and Service Wednesday and Saturday
302 Service Everyday for 1 Hour
307 Service Everyday
312 Service Everyday
405 Friday Only
407 Friday Only
501 Service Everyday
503 Change Monday and Friday
505 No Service when Dolores is out
601 Service Everyday 9-10AM
630 Service and Change Sheets Daily

B. Check Special Apartment Notes

C. Check Monthly Rentals

Step 3: Check Stayover Status from prior day

Step 4: Assign Rooms by Section Assignment Chart

Rosario 4 th and 6 th Floors (Gloria)	Dolores 3 rd and 5 th Floors (Yessenia)	Graciela 3 rd Floor (Cecelia)	Martha 2 nd Floor (Cecelia)	Gloria 3 rd Floor (Graciela)	Yessenia 3 rd and 5 th Floors (Dolores)
405	302	301	201	311	525
407	306	303	203	313	531
410	308	305	207	315	556
411	310	307	209	327	
412	316	344	210	329	
423	318	354	211	331	
453	330	362	212	349	
601	332	364	216	353	
603	342	366	217		
605	501	368	227		
630	503		242		
646	505		243		
	312		245		

Step 5: Assign Special Assignments

Step 6: Double Check Housekeeping Report and Confirm all Rooms are Assigned

Step 7: Print Room Assign Reports for Each Room Attendant

Room and Turndown Attendant Training

Schedule:

- Daily Housekeeping Service 8:00am - 4:30pm
- Daily General Cleaning of Clubhouse 5:00am – 11:30pm

Cleaning Supplies:

- Gloves and Mask
- Necessary Linens and Terry
- Microfiber Cleaning Rags
 - Color-Coordinated
 - ⇒ Red- Bathrooms Surfaces
 - ⇒ Blue- Glass Surfaces
 - ⇒ Yellow- Hard Surfaces
 - ⇒ Green- Wood Furniture
- All-Purpose Cleaner and Sanitizer Solution.
- Toilet Brush
- Floor Mop and Bucket
- Furniture Polish
- Shower Brush
- Toilet Bowl Brush
- Vacuum
- Large and Small Waste Bags

Checklist Procedures:

Mandatory two-knock, three-announcement rule: every housekeeper must knock twice and say "housekeeping," and upon entering the room again, announce themselves in case the guest did not hear them from outside the room.

- Strip the beds
- Inspect bed for stains and smooth out the mattress; when making the bed, following any specific hotel standards; make sure to check the sheets, duvet covers, and pillows for stains, tears, and hairs
- Remove the dirty linen and any rubbish from the room; check all visible surfaces for rubbish, including inside the drawers
- The room should be dusted from the top of the highest piece of furniture or picture frame to the bottom of every chair, including lamp shades
- Wipe down all hard surfaces using multi-surface cleaner and sanitizer solution; highly recommend a color-coordinated cleaning regime to prevent cross-contamination; a clean set of cleaning cloths should be used for each room
- It is important to sanitize the remote control, all knobs, light fixtures, locks, computer equipment, and telephones (especially any telephones in the bathroom)
- Special attention should be paid to the cleaning of the bathroom, including toilet seats and handles; from the showerhead to the floor tiles, all traces of the previous

guest must be removed, especially hair; chrome shined so no watermarks show; change the shower curtain if dirty; replace towels

- Ensure all other items provided by the hotel, such as laundry bags, laundry slips, do-not-disturb signs and in-room guest guides are replaced and in good condition; Ensure the alarm clock works and is set to the correct time with the alarm off
- Ensure the pillows and curtains are in good shape and in the proper position in accordance with the hotel requirements
- Vacuum entire carpet including out the door of the room; remove any spots from the carpeting or upholstery with a cleaning product made specifically for carpet and upholstery; report any tears in the carpet
- Leave the room with a neutral odor and at a balanced temperature; vacuum your way out of the room
- Toss dirty cleaning rags in mesh bag stored in housekeeping cart's linen bin
- Remove and replace cleaning gloves before entering next assigned overnight guest room

HOUSEKEEPING

SYMPTOMS

- Maximize cleanliness of all areas and the overall coordination of strategies to ensure compliance standards

STRATEGY ANALYSIS

- Adjust schedule based on the opening of facility
- To prevent the cross contamination of COVID-19 in different materials such as towels, linen, napkins, and sheets throughout their basic cycle of operation

TACTICS AND IMPLEMENTATION

- Create daily task checklist and ensure that the schedules cover an hourly rotation
- Implement new service procedures in laundry and other departments that handle contaminated linens

SUBSECTORS

- General Cleaning
- In-House Laundry

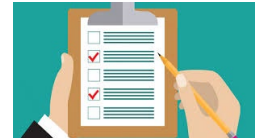
SOP: GENERAL CLEANING

SUMMARY

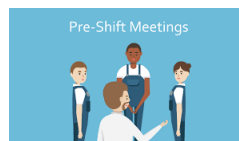
- Maximize cleanliness of all areas and the overall coordination of strategies to ensure compliance standards

PROCESS

- Create an updated assignment checklist for housekeeping team members based on new business needs and new staggered schedule



- Conduct pre-shift meetings with each team member as they report to work



- Check team member health status:
 - If sick, follow guidelines according to the CDC
 - If all team members are healthy, maintain the same step-by-step procedure of cleaning and disinfecting



- Assign daily tasks and ensure team members complete checklists



- Housekeeping team members to perform tasks in an hourly rotation, disinfecting with the appropriate PPE and supplies



- Management to verify housekeeping team members' tasks are being completed, as well as addressing any issues that may surface during shift



STANDARD

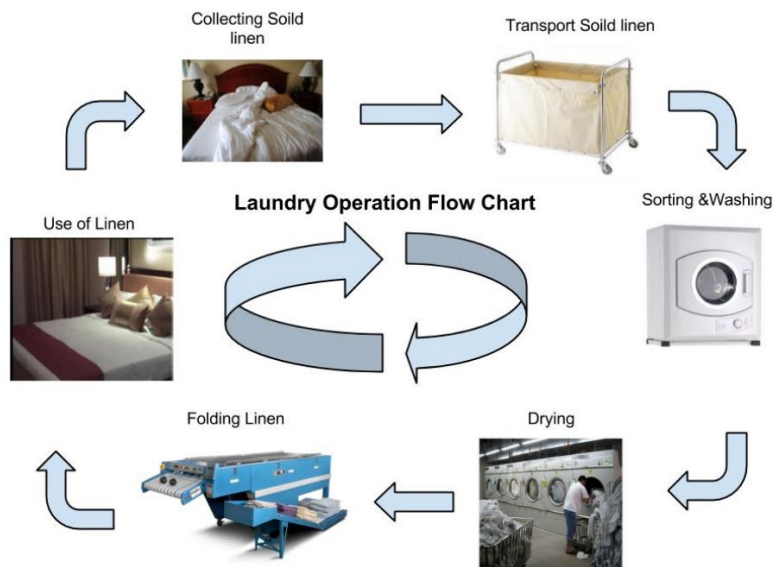
- Maintain a safe environment and prevent the spread of COVID-19 by following Federal, State, and local guidelines to ensure the club is being cleaned and disinfected to updated standards

SOP: IN-HOUSE LAUNDRY

SUMMARY

- Prevent the cross-contamination of COVID-19 in different materials such as towels, linen, napkins, and sheets throughout their basic cycle of operation

PROCESS



STANDARD

- Avoid cross-contamination and the spread of germs by ensuring all in-house laundry is properly handled from collection to cleaning and return to service

SHOOTING FACILITIES

SYMPTOMS

- Crowded spaces
- Multiple heavy touch points
- Equipment handled by many people in a limited time

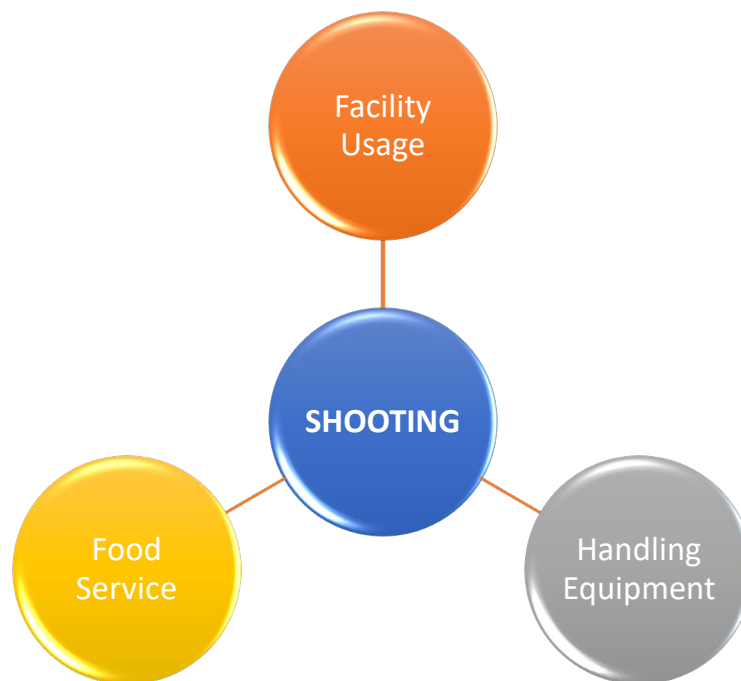
STRATEGY ANALYSIS

- Utilize outdoor space as much as possible
- Minimize member contact with equipment and touch points
- Streamline food service

TACTICS AND IMPLEMENTATION

- Communication with team and members, specifically those active in the shooting program
 - Safety and sanitation procedures
 - New protocols and necessary standards
- Implementation
 - Diligent training with team members
 - Systems for enforcement and follow-up
 - Documentation, recording, and reporting

SUBSECTORS



SOP: FACILITY USAGE

SUMMARY

- Guidelines for how specific spaces at the shooting facility are utilized throughout various steps in the operation to ensure safety.

PROCESS

- Capacity
 - Shooting facilities available for use by reservation only
 - Reservations are to be capped appropriately per time slot to ensure social distancing can be maintained
- Restriction of space
 - Members use outdoor spaces only at shooting facilities
 - Outdoor furniture to be rearranged to ensure social distancing is maintained in seating areas
 - Designated path established and clearly marked for foot traffic from the Clubhouse to the shooting range
 - Members permitted into the shooting house to use restroom facilities one at a time

STANDARD

- Ensuring no member traffic indoors and safe distance outdoors are the keys the success of this subsector.

SOP: HANDLING EQUIPMENT

SUMMARY

- Guidelines for proper maintenance, distribution, and sanitization of shooting equipment

PROCESS

- Guns
 - Members to bring their own guns; no use of Club guns until further notice
- Ammunition
 - Team to place ammunition and other necessary supplies at stations in advance of member of arrival, according to reservations
 - Any additional supplies requested must be retrieved by a team member
- Eye wear
 - Members to provide their own safety glasses
 - When requested, disposable safety glasses to be distributed (Recommend Crews Check Light Clear Safety Glasses, \$0.80/ea.)
 - Safety glasses be placed at stations in advance of member arrival, according to reservations

STANDARD

- Minimize member contact with equipment at any feasible opportunity, along with frequent sanitization.

SOP: FOOD SERVICE

SUMMARY

- Guidelines to follow for food and beverage service at the shooting facilities.

PROCESS

- Lunch
 - Chili and soup eliminated until further notice
 - Lunch, if served, available as pre-packaged items in paper bags
 - Lunch items should be picked up from the clubhouse at the loading dock door by a designated team member
 - Disposables to be used for all plates and silverware
- Beverages
 - Coffee urns to be eliminated until further notice
 - Beverages must be canned or bottled and set out for easy reach access
- Food service areas
 - Food service limited to only outdoor spaces
 - All surface areas used for food service must be thoroughly sanitized daily, before and after service

STANDARD

- Keep it as simple as possible to avoid possible missteps

Closing Statement from Keith Armstrong, General Manager, Greenwich Country Club

In closing I would like to express my gratitude to the CT Club Managers President Marc Possidento and Sally Becker for their partnership with this great vision. I want to thank the General Managers, their team leaders, and the presentation team who gave everything of themselves to bring the visionary project to fruition.

I want to send a heartfelt thank you to the two principal leaders on the Visionary Project, the Clubhouse Manager at Stanwich Club Millie Skinner and the Clubhouse Manager at Burning Tree Club Country Club Linnea Grate, who without their guidance and leadership this project would not have been possible

As all of you are aware anything in our career which has been truly impactful, maybe even career changing is defined by its staying power. The strength and effectiveness of the Visionary Project will be defined not by today, but in the weeks to come as we utilize this valuable research and development to make our Clubs a better place after COVID19.

The project will be shared with all of you as well as anyone who would like access to the data. I would like to now open the floor up to any questions.

Thank you

Keith Armstrong
General Manager
Greenwich Country Club

CONCLUDING STATEMENT

The content of this document is the product of the convergence of ideas, evolution of thought, and collaborative innovation between forty of the brightest minds in our field. The end result of this unparalleled process was not only the wealth of pertinent information included here, but also the strong foundation for lasting partnerships between these forty former strangers.

On behalf of each of the authors represented, we hope that you have found the enclosed insight to be beneficial to your organization. It is our hope that using this springboard, we can together face this unprecedented event and any future external threat to our industry, and through our unity, prevail stronger when we emerge on the other side.

