



THE MPCC POST-QUARANTINE F&B PLAYBOOK

*Myers Park Country Club
outlines a path forward for the
post-quarantine, pre-vaccine
era of the COVID-19 pandemic.*





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THE COVID-19 PANDEMIC WILL CAUSE MORE CHANGE IN A SHORTER PERIOD OF TIME THAN AT ANY OTHER EVENT IN THE HISTORIES OF AMERICA'S OLDEST PRIVATE CLUBS

The concept of luxurious hospitality has been completely inverted. It's now defined by minimal contact as opposed to the traditionally accepted high-touch model. Country clubs that are, by definition, gathering places where individuals come together as part of a community for mutual enjoyment. The COVID-19 pandemic has changed that model and, for clubs to remain relevant, we must now represent safety, impeccable sanitation, comfort, reliability and convenience.

North Carolina has been on a mandated quarantine since March 30, 2020 and began re-opening in three phases, beginning on May 8, 2020.

Myers Park Country Club (MPCC) served its last pre-COVID-19 dinner service on Friday, March 13, 2020 and then closed for a three-day deep-clean before reopening for curbside service on March 17, 2020.

The goal of this whitepaper is to highlight MPCC's COVID-19 response and to understand the changes that the club will make operationally and culturally in order to continue navigating the crisis.

This document was assembled in consultation with MPCC's Food and Beverage team, and with the input of professionals in varying sectors of food and beverage, product distribution, and the medical community. It was designed and edited by the editorial team at *Club + Resort Chef*.

The dates and details for planning are fluid based on further guidance at the State level. Any details regarding dates and details are subject to change.

THE BASICS



SANITATION

Handwashing will be required for MPCC staff at least every 30 minutes. Hands must be washed thoroughly and each finger must be washed individually, including under fingernails. Staff is to use warm water and soap, washing for no fewer than 20 seconds.

Hand sanitizer will be available in abundance in multiple locations throughout member areas.

Food and beverage staff in the clubhouse must wear masks which will be provided by the club.

Service staff will wear single-use latex gloves. They will change gloves and wash hands as necessary.

Front and back of house staff will all become ServSafe certified by the beginning of Phase 2. Managers will take the COVID-19-specific, curbside module.

Facilities will be terminally sterilized daily with a 40-micron fogger.

HEALTH

Physical contact between employees is prohibited. This includes but is not limited to handshakes, high fives, fist bumps, and hugs.

Staff will have temperatures taken upon arrival for each shift. Any employees demonstrating a temperature of 100.4°F or higher, or demonstrating symptoms, of COVID-19 will be sent home immediately.

MPCC will strongly discourage travel for its staff.

MENU MANAGEMENT

Buffets will be eliminated in favor of action stations and attended stations.

MPCC will reduce menus to improve efficiency and help manage food cost and waste.

MPCC will maintain curbside offerings in addition to limited *a la carte* service in phases 2 and 3.



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25 LBS.
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MPCC QUARANTINE PHASE

MARCH 17TH - MAY 7TH 2020

SERVICE TO MEMBERSHIP



MPCC'S GOAL DURING THE QUARANTINE PHASE WAS TO CONTINUE TO BE A RESOURCE FOR THE MEMBERSHIP, COMMUNITY, AND CLUB INDUSTRY, WHILE SAFELY OFFERING RESOURCES TO THE TEAM AND SIMULTANEOUSLY PROTECTING THE CLUB'S CULTURE.

Curbside pickup was available from 4:00 p.m. to 7:00 p.m. Tuesday through Saturday and 11:00 a.m. to 2:00 p.m. on Sunday.

Two family meals that fed between 4 and 6 people were available. They were served cold with reheating instructions and each was comprised of one protein, one starch, one vegetable, one salad, and one dessert. The cost for a family meal was \$70.

Two *a la carte* meals, cooked and served hot for one person, were also available. They consisted of a side salad or cut fruit, protein with appropriate sides, and dessert for an average price of \$35.

Take and bake pizzas were available. They were par-cooked, topped and flash frozen. Pepperoni, cheese and a specialty pizza of the week were available for \$12 each.

MPCC offered a pickup version of Sunday brunch for 4 to 6 people. It included bacon, sausage, biscuits and gravy, deviled eggs, fried chicken, fruit and vegetable for \$70.

MPCC's Market Menu included staples such as steaks, composed salads, and cut fruit.

MPCC offered build-your-own-cupcake kits for \$15 each.

MPCC offered theme nights including Home Cooking, Sushi Night, Seafood Night, Virtual Wine Tasting, Tavern Happy Hour and a Cocktail Tutorial.

Beverages offered included beer, wine, tea, and lemonade.

MPCC's virtual wine tasting with food pairing was offered via Zoom with over 60 members taking part.

MPCC coordinated at the outset of Quarantine with Freshlist to offer a menu of groceries for member purchase on Monday. Orders were placed by Tuesday and filled orders were picked up on Saturday at the club between 11:00 a.m. and 2:00 p.m. During grocery pickup, MPCC offered a curbside grill with hamburgers and hotdogs, selling an average of 120 hamburgers and 50 hot dogs.

SERVICE TO EMPLOYEES



MPCC CREATED A SAFE ENVIRONMENT FOR EMPLOYEES DURING THE QUARANTINE PHASE IN THE FOLLOWING WAYS:

MPCC began using of a 40-micron mister* which negatively charges ions to disperse an ammonia-based chemical that sterilizes contact surfaces immediately and continues to kill viruses for 5 days.

*The same treatment is used for operating rooms and supplied by IsoKlean Carolinas. This chemical treatment reduces contact surfaces to below 30 RLU within 15 minutes, which is the CDC recommended level for invasive surgery.

MPCC ensured proper, frequent handwashing and appropriate glove usage. MPCC also introduced mandatory temperature-taking with infrared thermometers to help ensure that infected employees weren't in the building.

MPCC provided reusable masks with an optional slot for a filter.**

***The CDC states that the probability of transmission is reduced to 1.5% when two people are both wearing masks properly.*

MPCC supplied N95 masks to employees in charge of sanitation, in line with recommendations by chemical manufacturer.

MPCC broke the team into four pods with minimal overlap in order to promote social distancing.

MPCC Employees worked four 10-hour days with three days off per week.

MPCC offered to furlough employees for whom it would be financially beneficial in addition to continuing their paid benefits with a guaranteed job at the beginning of Phase 2. MPCC supplemented the pay of remaining employees with a \$150 weekly bonus in order to bridge the gap between their pay and federal unemployment and in appreciation for their continued efforts to support the team. Management also assisted each employee with properly completing their unemployment information to ensure they received benefits as soon as possible.

MPCC offered pre-packaged staff meals with single-use utensils for take home foods which were over-produced from curbside delivery.

MPCC Identified maintenance projects for service employees who volunteered to work through the Quarantine Phase. Those projects are listed below.

- A team of employees painted the upstairs hallways on each side of the ballroom, the entire ball room, tavern, all trim in downstairs hallways and dining rooms, the President's room and the Carolina's room.
- A team of employees made phone calls to the membership as a friendly gesture to offer the club's services and assistance if needed.
- MPCC continued to cover all benefits premiums during the furlough process to ensure no team member lost benefits coverage.

SERVICE TO LOCAL COMMUNITY



MPCC's curbside program yielded overproduction since the club allowed members to place orders up until the night before pickup. This resulted in excess product being purchased and prepared.

Excess product was distributed three days per week to the Harvest Center of Charlotte, which feeds and houses vulnerable members of the population.

Product was distributed two days per week to Big Rig Kids, who offer shelter to women and children from abusive situations.

Product was delivered one day per week to Charlotte Rescue Mission, which aids individuals recovering from substance abuse issues.

Meals were prepared for medical professionals in order to boost morale and offer thanks for their service. This included a 30-meal delivery

to the ICU unit of CMC Main, which housed the largest concentration of COVID-19 patients. Boxes were colored by children from the MPCC community and a message of thanks was recorded by our team.

Groceries were sourced from 25 different local farms. In April, MPCC averaged over 1,000 items per delivery to over 100 members, generating over \$50k for local farms, helping to keep farms working and to keep the local supply chain uninterrupted.

MPCC assisted local restaurants in the community by purchasing gift cards and using them as "golden tickets" to place in takeout packaging at random. MPCC also promoted those restaurants on social media as dining options during Monday closures. MPCC also purchased product from local restaurants to supplement curbside offerings.

SERVICE TO OUR INDUSTRY



A concerted effort has, and is being, made by Mr. Bado and Chef Craig to communicate to industry colleagues through the Club Management Association of America, American Culinary Federation, *Club and Resort Chef* magazine and the Club + Resort Chef Association.

This ongoing effort is an attempt to collect usable data as it relates to MPCC's operation, and to disseminate that information to peers in order to assist the industry at large with safety and recovery efforts.

QUARANTINE PHASE SUMMARY

MPCC's model allowed the club to keep almost all culinary team members employed, as well as members of the club's service staff.

Curbside sales averaged \$6,538/day from March 17, 2020 through April 22, 2020. This provided comfort and stability to the club's membership.

Grocery sales supported the local economy and the supply chain and kept members out of grocery stores.

Three charitable organizations received significant contributions. The medical community received meals and messages of thanks while they cared for the community. Local restaurants and other businesses received needed support in the form of purchased product, gift cards, and social media promotion.



Build Your Own Cupcake Kit
(allergens: gluten, dairy, egg, soy)
comes with:
Chocolate & Vanilla Cupcakes
Vanilla Buttercream
Chocolate and Rainbow Sprinkles



MPCC REOPENING PHASE 1

MAY 8, 2020 UNTIL APPROXIMATELY MAY 23, 2020

Since MPCC continues to operate, Phase 1 will mirror the Quarantine Phase without change. Mother's Day, which was May 10, 2020, consisted of curbside pickup just as Easter was executed.

MPCC will introduce a new series called Quarantine Cooking Around the Country. During the month of May, MPCC will also offer a weekly cooking class, with video instruction and a pickup kit of scaled ingredients with a recipe book. Guest chefs are from different regions around the United States. The cost will be \$55 each.





MPCC REOPENING PHASE 2

APPROXIMATELY MAY 23, 2020 UNTIL MID- TO LATE JUNE



The Banquet department will remain closed, in line with the "limited gathering" verbiage supplied by the NC State government. Banquet menus will be re-written to replace buffets with attended stations.

MPCC's casual dining restaurants will open around Memorial Day weekend, operating with a single limited menu and limited capacity.

Tables will be removed, both inside and out, to create spacing. Seats at the bar will be removed.

Additional covered seating will be added outside on the patio, replacing the soft seating with tables under a large tent.

Starters will be supplied from the Tavern kitchen, entrees will come from the Casual Dining kitchen.

Members will be dining on a reservation-only basis for both lunch and dinner.

Seating will be restricted to 6 people per table and the club will discourage people from different households to share the same table.

MPCC's formal dining outlet, Byron Nelson, will remain closed until Phase 3. (The labor from that outlet will support the continued curbside delivery program.)

Shark Shack, the poolside snack bar, will open along with the pool, on a date to be determined. Hiring and training of Shark Shack employees will not take place before mid-May.

Creation of menu, order guide, SOPs and cleaning schedule took place during the Quarantine phase.

A reduced menu for the summer will be highly likely but will be augmented by attended stations to include grills, grain bowls, BYO salad stations. These will be minimal touch stations.

The summer season will be abbreviated due to a late opening and earlier-than-normal return to school.



Personal menus will be eliminated in favor of tabletop menus displayed in vertical, clear acrylic holders. Menus will also be available on the club's website so that they can be viewed on personal devices and will also be displayed prominently on easels at the casual dining pick-up window. Tabletop menus will be wiped down between each dining reservation

The salad bar will not reopen. It is laden with touchpoints and represents a threat to public health. It will be replaced with a "build your own salad" option on a single-use menu.

Brunch will not be served during Phase 2, except for curbside brunch pickup.

Bar snacks and snack mixes will be in prepackaged in disposable containers.

Mint jars will be removed from all areas of the clubhouse.

All staff members will always be required to wear face masks while on property.

Individual, touchless hand sanitizer stations will be added all throughout the clubhouse and sports club.

All staff members are required to have their temperature taken when they report for their shift. Any employees reading a temperature of 99.5°F or demonstrating symptoms of COVID-19 will be sent home immediately. They may not return to the property until they have a medical diagnosis.

MPCC will create a "Sanitation Officer" (SO) position. The details of this position are below:

- SO will be employed for four hours per day, five to six days per week.
- SO will be a ServSafe certified trainer, offering classes to employees.
- SO will measure and record hot and cold holding temperatures, check rinse temperature of dishwasher, will check chemical PPM levels, and will check RLU levels of frequent contact surfaces throughout the club on a daily basis.
- SO will ensure that all employees are following updated sanitation procedures.
- SO create a weekly report with findings and recommendation.



In order to reduce touch points,
please tell the Turn Attendant your
order and they will write it down.

Thank you.

DAYS AND HOURS OF OPERATION:

Tuesday – Sunday:

Lunch: 11:30am – 2pm

Dinner: 5:30 – 9pm

Reservations only – no walk-ins accepted.

Tables reserved with a 2-hour dining window.*

*Allows adequate time to carefully clean and reset tables and for the kitchen to execute dining room menu, To-Go, Curbside and pool deck. Only exception is the Men's Lounge, with first come first served and occupancy limit.

No bar service. All bars are service bar format only
Beverages served exclusively at tables

Takeout orders must be placed by 3:00 p.m. for curbside delivery from 4:00-7:00 p.m.

A limited number of takeout orders will be available each evening based on pickup times.

MPCC will be able to fill five takeout orders per ½ hour block, and will increase that number over time once establishing product can be served efficiently.

DINING VENUES AND SERVICES

OPEN TO MEMBERS:

- Curbside Pick-up
- Fresh List Groceries
 - Saturday grocery pickup will feature locally sourced items from 11:00 a.m.-2:00 p.m.
 - Hamburgers and hot dogs will be available from the grill from 11:00 a.m.-2:00 p.m.
- Men's Lounge
- Tavern, Tavern Lounge, Tavern Patio
- Family Dining Room, Family Patio
- Pine Room
- Extended Patio areas (Tents span soft seating area/fire pit)
- Golf Turn
- Half-Way House

The following operations will be paused for Phase 2:

- Byron Nelson
- Sunday Brunch Buffet
- Virtual tastings and happy hours

MENU CHANGES:

MPCC will no longer offer any buffets, including salad bar, Men's Lounge chili bar and popcorn. Men's Lounge items will come from the Tavern kitchen. A singular menu will serve all dining areas for lunch and dinner.



PROTECTIVE MEASURES IN FRONT OF THE HOUSE:

- All staff members will be ServSafe certified by May 31st.
- Specific staff will be designated only for cleaning and sanitizing versus serving food and beverages.
- Chix cloths with sanitizing agents will be used to clean tables and surfaces.
- Staff temperatures will be taken before each shift and must be 100.4°F or below.
- Staff is required to wear masks and gloves from clock-in to clock-out with frequent glove changes and hand washing required.
- Masks are not to be removed in any club area at any time.
- Distancing of all tables
 - *proposed seating diagram on following page
- Social distancing of staff in workspaces
- Written cleaning protocols communicated to staff.

DINING SERVICE & OPERATIONS CHANGES:

- MPCC will avoid shared phone use at podiums and in kitchens. Staff will disinfect or use speakerphone.
- There will be a high level of FOH management visibility. Must be firm in enforcing reservations policy and timing of reservations to membership.
- Bar snacks eliminated altogether.
- The following are acceptable greetings:
 - Verbal, smiles and head-nods (MPCC will create a video of club managers performing

these greetings to make it fun and lighthearted, but also to get the point across to staff.)

- MPCC will train staff on acceptable ways to cough and sneeze.
- MPCC will eliminate check presenters and find creative way to present checks as a folded receipt paper only. Pens will be cleaned after each shift.
- Salt, pepper, sugar, and condiments will all brought to the table upon request. Condiments will be served in ramekins.
- Table settings and glassware will be brought to the table from sealed containers. Tables will be bare except for tabletop menu displays.
- The 50/50 rule will be strictly enforced (touching bottom half of a glass or silverware). Staff will never place a finger on a plate surface, even if a glove is on.
- Hand sanitizer will be visible and accessible throughout dining rooms.
- Staff will promote social distancing in work areas as much as possible for FOH and BOH

PROTECTIVE MEASURES WITHIN THE CULINARY DEPARTMENT:

- All staff members will be ServSafe certified by May 31st.
- Staff temperatures will be taken before each shift and must be 100.4°F or below.
- Staff is required to wear masks always and gloves as needed.
- Social distancing must be observed as much as possible.
- All kitchens must be terminally sterilized at the end of the evening.

PHASE 2 SEATING DIAGRAM

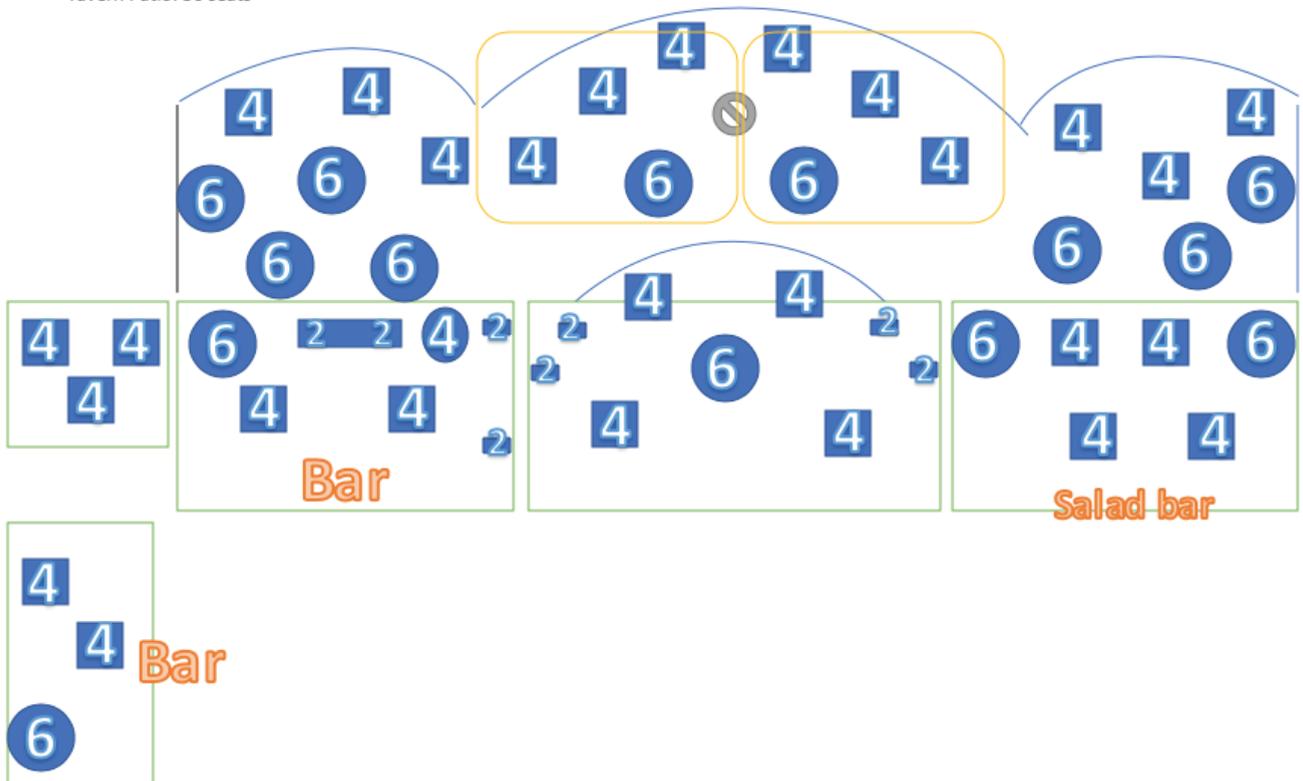


MPCC WILL USE THE FOLLOWING DIAGRAM FOR SEATING IN REOPENING PHASE 2.

Men's Lounge: 14 seats
Tavern: 26 seats
Tavern Lounge: 12 seats
Tavern Patio: 36 seats

Fire Pit Patio: 36 seats
Pine Room: 26 seats

Family Patio: 30 seats
Family Dining: 28 seats



PHASE 2 MENU FOR TAVERN, CASUAL DINING, POOL DECK

STARTERS

Super Wings* - 12

Choice of Buffalo, Teriyaki or BBQ

Celery and Carrots, Blue Cheese or Ranch

Firecracker Shrimp - 12

Spicy Mayo, Sesame, Scallions

Blackened Shrimp Tacos - 14

Red Cabbage Slaw, Poblano Puree, Sweet

Ancho Aioli

Deviled Eggs* - 9

Crispy Chicken Skins, Arugula, Bacon Vinaigrette

SALADS

Caesar - 12

House - 12*

Thai Crunch Salad - 14

Napa Cabbage, Scallions, Carrots, Edamame,

Peanuts, Crispy Chow Mein Noodles, Sweet

Thai Chili Vinaigrette

Beyond Taco Salad -16

Beyond Ground "Beef", Pico de Gallo, Jicama

Slaw, Avocado, Black Bean and Corn Salsa,

Cotija Cheese, Chipotle-Honey Lime Vinaigrette, Crispy Tortilla Shell

Quinoa Stuffed Avocado* - 13

Mixed Greens, Chipotle Black Bean Puree,

Spiced Walnuts, Queso Fresco, Cilantro Lime

Vinaigrette

Baby Wedge* -13

Baby Ice Burg, Pickled Onions, Tomatoes, Candied Bacon, Blue Cheese

Build Your Own Salad - 14

Add Grilled Chicken (6), Salmon (8), Shrimp

(8), Marinated Tofu (3) or Beyond Burger (8) to

any Entrée Salad

ENTREES

Grilled 6oz Salmon with Lemon Butter* -27

Choice of two sides

Maryland Crab Cake with Remoulade -23

Choice of two sides

Stuffed Chicken Breast with Citrus Cream -27

Choice of two sides

Meatloaf with Ketchup or BBQ Topping -21

Choice of two sides

Grilled Flank Steak with Chimichurri* - 29

Choice of two sides

Baked Seafood Pasta - 29

Bay Scallops, Shrimp, Spinach, Tomato, Orzechiette, Roasted Tomato Fondue

Spring Pea Quinoa Bowl* -21

Lemon, Garlic, Scallions, Cashews, Radish, Pea Puree, Quinoa

Southwest Grain Bowl -23

Spiced Black Beans, Corn, Beyond Crumble, Smoked Poblano Peppers, Pepitas, Queso Fresco, Tomatillo Dressing

SIDES

Spring Succotash*

Hand Cut Fries*

House Chips*

Rice Medley*

Mixed Vegetables*

Side Salad*

BURGERS

Classic Burger - 13

Lettuce, Tomato, Onion, Brioche Bun

Cheeseburger - 14

Lettuce, Tomato, Onion, Brioche Bun

Choice of American, Swiss, or Cheddar Cheese.

Featured Burger -15

A weekly, seasonal burger

PIZZA

Cheese Pizza - 13

Pepperoni Pizza - 13

Featured Pizza - 13

Ask your server about the featured Pizza





MPCC REOPENING PHASE 3

MID- TO LATE JUNE THROUGH AN UNDEFINED DATE

Furloughed employees will be invited to return to work.

All precautions will still be in place, with employees wearing masks and having temperatures taken at the beginning of their shifts. Menus will continue to be displayed in upright, clear acrylic holders, on the website and on easels at the takeout stand.

MPCC will develop app-based ordering with a goal of having the app ready by late October.

Banquets will become busier as the number of people allowed to congregate will increase to an as-yet unspecified number, which will be defined by additional guidance from the State government.

Members will reenter the dining rooms in larger numbers but reduced from pre-quarantine capacities.

Tables will be removed, or spaced within guidelines, in order to allow for continued social distancing.

Formal Dining will reopen with reduced capacity. Outdoor dining will be encouraged.

Downstairs dining will transition from a single menu back to distinct menus for the Tavern and Casual Dining.

Brunch will be served downstairs as attended stations on Sunday mornings until moving back upstairs in September.

Grocery pickup will move to Sundays from Saturdays since parking lot will be less full. MPCC will also encourage utilization of brunch and curbside pickup.

MPCC
House BBQ
(Soy, Garlic, Fish)



MPCC
House BBQ
(Soy, Garlic, Fish)



Ho
(Soy)



THE ROAD AHEAD

MACRO ISSUES FOR CONSIDERATION



ECONOMIC FORECAST

- While Blue Chip Economists predict declining economic growth through Q1 2021, it is reasonable to assume that there will also be consolidation within the private restaurant industry which could funnel *a la carte* business to private clubs. It is reasonable to expect a delta between actual vs. budgeted banquet revenue as large gatherings are prohibited through the second quarter of FY20, however some of that loss may be offset by increased curbside, take-out, and dining room sales.

EXAMINATION OF GROUP COMPOSITIONS AND NUMBERS

- As MPCC reopens in Phases 2 and 3, the club will need to define how people can gather in order to prevent transmission of virus. MPCC will allow a maximum of six people to a table and discourage anyone from different households from sitting together at the same table.

THE ROLE OF STEWARDS IN MPCC'S OPERATION

- MPCC stewards have historically been comprised of lower-skilled labor and have been supplemented heavily by temporary labor as needed. Stewards will now be the club's most exposed employees, handling potentially con-

taminated flatware and glasses. They will also be the operation's greatest line of defense against the spread of COVID-19 by sanitizing flatware, glasses, dishes, containers, pots/pans, and by cleaning and sanitizing production areas. They will require additional training and supervision by the club's newly appointed "Sanitation Officer." They will require additional PPE to include elbow-length gloves, full length vinyl aprons, and possibly face shields, which is in line with practices currently in place at Carolinas Medical Center for the protection of their stewarding staff and constituents.

DECREASED RESOURCES DEDICATED TO CUSTOMIZATION/ PREPARING ITEMS TO ORDER

- An increase in takeout, curbside delivery and grab and go product, in addition to regular *a la carte* service, will tax labor. Rescheduled banquet events will compound with existing banquet events, which will tax labor in the banquet, garde manger and pastry departments. Pared down menus and streamlined production will be necessary to provide timely and efficient service for the membership. A distinction will need to be underscored between service to individual members and service to the institution.



CONTINUED BLURRING OF CHANNELS

- Additional forms of service will continue in addition to *a la carte*.
- Curbside delivery will continue in Phases 2 and 3, in addition to *a la carte* service. MPCC expects a continuation of curbside delivery, even if the days of service are reduced from six to two. It is reasonable to expect that dining habits have changed in the six weeks of quarantine, and some members will have anxiety regarding social environments. Some families will prefer to continue to dine at home. There will also likely be an increase in *a la carte* takeout in addition to our quarantine-era takeout products.
- Grocery orders will continue into phases two and three. It is reasonable to assume that members are attracted to the quality and ultra-local nature of MPCC product and have chosen to shop with the club in large numbers throughout quarantine, even with all grocery stores remaining open.
- In addition to satisfying member demand, it is wise to maintain this infrastructure in order to quickly switch back to MPCC's Quarantine Model to remain profitable if there is a COVID-19 resurgence. Clubs to include Baltimore Country Club, Sedgefield Country Club and Druid Hills Golf Club also anticipate a continuation of this model.

REVENUE

- Questions have been raised in the private club industry regarding the percentage of revenue which can be considered “non-traditional.” This term is subjective, and although the 5% number has been tossed around as an example, there is no definitive number. The case can easily be made that what was non-traditional in the pre-COVID 19 culture has now become a traditional way to service a membership as contact must be minimized for public safety and peace of mind. The verbiage regarding “non-traditional revenue” is that it must be “de minimis” in relation to other sources of club revenue. This is, again, a subjective term and curbside revenue would still pale in comparison to banquet, golf and dues revenues.



THE NEW, CONTACTLESS MEMBERSHIP EXPERIENCE

- The model of hospitality has been inverted, and contact-free service is now a luxury, as opposed to high-contact service.
- MPCC's salad bar will no longer exist in its traditional form. There are too many touchpoints to control effectively. All clubs surveyed communicated a similar opinion. Additionally, multiple colleges, universities, casinos, and national chains are eliminating buffets and salad bars as part of their reopening plan.
- Buffets will be eliminated in favor of stations. This will vastly reduce touchpoints while offering fresher product and increased opportunity for member interaction.
- Options will need to be further explored regarding clubhouse touchpoints: Foot pulls for doors which cannot be propped open, touchless sinks and towel dispensers, touchless hand sanitizer stations are all options MPCC is considering.

INCREASED LABOR COST, PAPER GOODS COST, CLEANING SUPPLIES COST

- Additional staffing will be required to attend stations, especially during wedding season and the holiday season. This could take the form of part-time employees or interns, with the least appealing option being temporary labor.
- Cost of paper goods will increase with increased consumption as MPCC continues curbside delivery. A la carte takeout will likely be increased, which will also drive paper goods consumption. Events on the golf course and at tennis will likely now receive packaged meals instead of buffets, when stations aren't a viable option.

THE CLUB WILL ALSO CONSIDER THE FOLLOWING:

- Higher pay rates for "essential employees."
- Investment will need to be made in new equipment to include movable sneeze guards.
- Increase in purchase of protective items to include gloves, reusable masks, etc.



SUPPLY CHAIN INTERRUPTIONS

- Even as MPCC moves into Phases 2 and 3, it is reasonable to assume that there will continue to be localized outbreaks throughout the country. MPCC vendors have advised that, while there may not be a shortage of beef, there may be interruptions in the club's ability to source specific cuts, depending on increased demand and reduced supply.
- MPCC has shored up relationships with local suppliers in order to minimize supply chain interruptions and has reasonably stocked freezers with product that could potentially become unavailable. MPCC will continue to monitor supply, substitute with local or pre-stocked ingredients as necessary, and will amend menus as necessary.
- MPCC has stocked a disproportionate amount of "Beyond Meat," as it is a versatile protein substitute and can also appease vegetarian and vegan members. Shares in Beyond Meat have risen 65% in the past four weeks (as of 4/26) on the stock market.

RE-EXAMINATION OF THE FOOD AND BEVERAGE MODEL

- The club will consider an across the board pay increase for essential employees. Eating is the primary function for all carbon-based life forms for the continuation of existence. Sanitation is now more crucial than ever. Those employees who procure and prepare food have never been more important to society, especially the ones who chose to keep working to serve their institutions and community as opposed to taking a pay increase from drawing unemployment.
- Having experienced shortened hours during quarantine, employees are likely to come out of quarantine looking for another industry or position in which they can experience the work/life balance that the Quarantine Phase provided. The club will need to consider how to offer a better work/life balance.
- Many who enjoyed the rewarding experience of helping others during the crisis may want to incorporate this into their work/lives going forward. MPCC will continue to support the community in ways that are useful and responsible.

