

JORDAN KOVALCIK

PROFESSIONAL PORTFOLIO



 kovalcik.jordan1@gmail.com

 412.670.0583

 [jordan-kovalcik](https://www.linkedin.com/in/jordan-kovalcik)



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PERSONAL PROFILE

Jordan Kovalcik was born and raised in Leechburg, PA about 45 minutes north of Pittsburgh. His passion for hospitality began with his first job as a line cook at Pizza Hut. He attended Indiana University of Pennsylvania where he obtained his bachelor's degree in hospitality management. Jordan started his club career as a hospitality intern at the historic Oakmont Country Club.

Jordan is very active in the fitness and bodybuilding world and enjoys working out every single morning. He has participated in multiple Tough Mudder's, Spartan Races, and 5k's. Jordan is an avid football fan and is passionate about the New England Patriots. Other hobbies of Jordan's include the beach, boating, exploring the outdoors, animals, family, and friends.

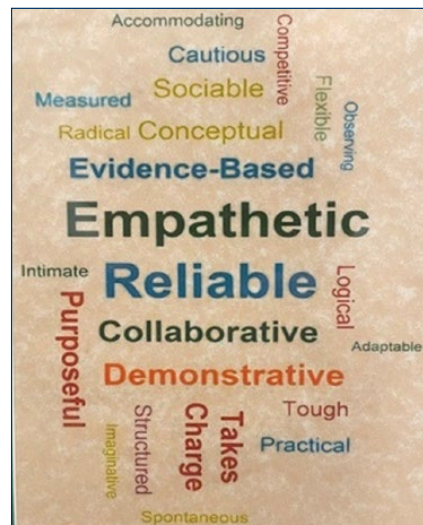
Jordan's mother, father, sister, and grandma all reside in PA. Jordan's grandma, with whom he is very close, has a condo in Marco Island, FL which he visits frequently.



James Bond Themed
Member Party



Me & My Gram



Personality Traits



Oakmont Country
Club Caricature



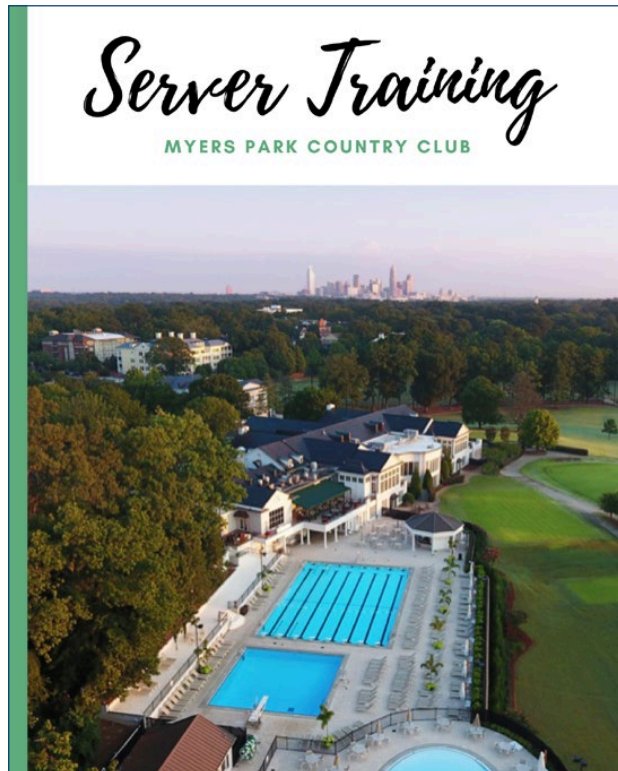
Mediterra Caricature

CONTINUED EDUCATION & AWARDS



SERVICE CULTURE & MEMBER SATISFACTION TRAINING

Training and continued education is critical part of ensuring member satisfaction. This is an overview of the service training module we use to train our service staff. It is important to have a specific training module for each department of the club.



By the end of this lesson you will be able to:

- 1 Understand the layout of the dining rooms and Clubhouse
- 2 Have knowledge of current dining room menus
- 3 Perform service fundamentals by using the 12 steps of service
- 4 Become a vital part of the team and contribute to daily and weekly tasks

DINING ROOM ETIQUETTE

- ✓ Do be on the floor
- ✓ Do smile and greet members by their name when possible
- ✓ Do stay off your phone when in the dining rooms and kitchens
- ✗ Do not lean or slouch
- ✗ Do not have your back to members

LET'S GET STARTED!



Our dining rooms open at 11:30 or 5:30. your call time will be at 11:00 or 4:30. This gives you time to do opening side work and be ready when the dining rooms open.



Our pre-shift "lineup" begins at 11:20 for lunch and 4:40 for dinner. Lineup sets the tone for your shift, so come with a positive attitude.



Objectives of pre-shift

- Go over daily specials (soup, weekly pizza, burger, and specials)
- Events through out the club
- Service Reminders
- Review best practices to enhance service

SERVICE CULTURE & MEMBER SATISFACTION TRAINING

OUR DINING ROOMS:

Hours of Operation:
Family Room:
 Tuesday-Sunday 11:30 AM-2:00 PM &
 5:00 PM-9:00 PM

Men's Lounge:
 Tuesday-Sunday: 11:30 AM-9 PM

TO GO:
 Tuesday - Sunday 5:00 PM - 9:00 PM

Tavern:
 Tuesday-Sunday 11:30 AM-2:00 PM,
 limited menu 2:00 PM - 5:00 PM,
 5:00 PM-9:00 PM

Byron Nelson:
 Temporarily Closed

Age Requirements:

Family Room- All ages
 Welcome

Tavern- 12 and Above
 Accompanied by an adult 21
 years of Age or Older

Byron Nelson Dining- 21 and
 Above

Venue	Flip Flops	Open-Toe Shoes	Tee Shirts	Jeans or Denim	Shorts	Tennis Attire	Workout Attire	Hats
Byron Nelson	No	Yes	No	No	No	No	No	No
Family Room & Adjoining Terrace	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Donald Ross Lounge	No	Yes	No	No	No	No	No	No
Mecklesburg Room	No	Yes	No	No	No	No	No	No
Men's Lounge	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Pine Room	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Tavern & Adjoining Terrace	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Pool Deck Pavilion	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Veranda	No	Yes	No	No	No	No	No	No
Fitness	No	No	Yes	No	Yes	Yes	Yes	Yes

OPERATIONS DRIVE THRU & CURBSIDE

Members can order To-Go food while seated at a table or they can utilize the Curbside or Drive Thru options.

Curbside: The member must place an order the day prior to pick up. Offerings include Family Meals, feeding 4-6 people, and Comfort Food items that are picked up cold and ready to reheat.

Drive Thru: The member must drive up to the front of the Club to place an order with one of our employees. Food is prepared and brought out to the car within 5-10 minutes. Members are not able to call and order ahead.



Drive Thru and curbside has been suspended temporarily but may return at a later date



Drive-Thru Dinners

Menu for
 October 7th-10th

SALADS Starter | Entrée

Caesar Salad 6 | 12
 Romaine, Parmesan, Croutons, Parmesan
 Crisps, Fried Capers, Caesar Dressing

Poached Pear & Blue Cheese Salad 7 | 14
 Mixed Greens, Red Wine Poached Pear,
 Blue Cheese, Dried Cranberries, Toasted
 Walnuts, Balsamic Vinaigrette

Roasted Butternut Squash Salad 7 | 14
 Mixed Greens, Dried Cherries, Apple
 Chips, Spiced Pecans, Chevre,
 Spiced Apple Vinaigrette

Additional Proteins

Chicken 8, Oysters 8, Salmon 10

ENTRÉES Served with your choice of 2 sides

Seared Salmon 27
 Served with Lemon Butter Sauce

Grilled Flank Steak 35
 Served with Mushroom Demi Glace

Fried Oysters 23
 Sauteed with Remoulade

MPCC Hamburger 15
 (Beef or Beyond Burger)
 Choice of American, Swiss or Cheddar

Pulled Pork 26
 Served with Bourbon-Maple BBQ Sauce

Chicken Tenders (3 count) 12
 Served with one side and honey
 mustard or barbecue sauce

SIDES Choose 2 sides with each entrée

Spaghetti Squash

Braised Red Cabbage

Mushroom Barley Risotto

Mac & Cheese

Roasted Root Vegetables

Mashed Sweet Potatoes

Steak Fries

Additional Sides &

DESSERT

Cookies & Cream Cake 7

TAKE & BAKE PIZZAS 12

Served cold with heating instructions.
 Feeds 4-6 people.

Cheese Pizza

Pepperoni Pizza

Featured Pizza

Ask your server about today's featured

COMFORT FOOD 35

Served cold with heating instructions.
 Feeds 6-8 people.

Baked Pasta with Sausage &
 Broccolini

Stuffed Acorn Squash with Fall
 Quinoa

Wine by the Bottle

2018 La Domitienne Pique Poul,
 Languedoc, France 29

Castellroig Reserva Brut Rosat,
 Cava, Spain 30

2016 Simi Cabernet
 Alexander Valley, CA 41

2015 St. Francis Cabernet
 Sonoma County, CA 44

MPCC Private Selection
 Cabernet Sauvignon
 Napa Valley, CA 61

MPCC Private Selection
 Chardonnay, Napa Valley, CA 52

CASUAL SEAT NUMBERS



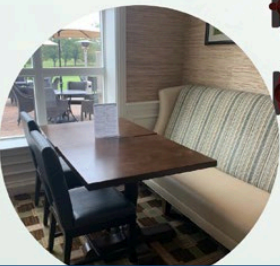
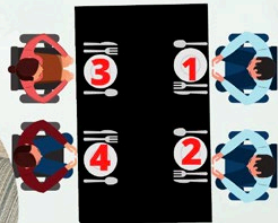
HINT: For the Diamond and Banquette Tables, Seat one is the seat closest to the pool.

Caution: Seat numbers different from banquette in Tavern



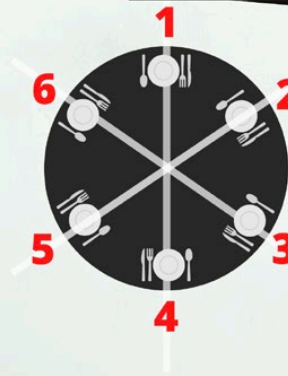


Example 1: Banquette Table



Example 2: Banquette Table

CHAIR ALIGNMENT



If there are an even number of chairs, they should be spaced directly across from each other. For the round tables, Seat 1 should be at 12 o'clock and in this case Seat 4 should be across from it. Walk through the dining rooms and check chair placement at the beginning, end and during each shift.

SURVEY THE ROOM

TAKE A FEW MOMENTS TO SURVEY YOUR SECTION

- Have your tables been sanitized? Is the table properly set?
- Are the chairs properly aligned?
- Check the silverware/roll-ups and glasses. Is everything polished and in the right place?
- Are the indoor server stations fully stocked with water bottles and glasses?
- Has all the side work been completed?



TAVERN AND CASUAL DINING

Featured Days

Along with featured days, we also run the following food specials weekly: appetizer special, entrée special, featured burger, featured soup, and casual pizza special.

You are responsible for memorizing these features and presenting them to the table.

THURSDAY:
MILKSHAKE

WEDNESDAY:
\$3 DRAFT
NIGHT & LIVE
MUSIC

SATURDAY:
HALF OFF
WINE BY
THE GLASS



SERVICE CULTURE & MEMBER SATISFACTION TRAINING

APPETIZERS	ENTRÉES	SOUPS & SALADS
<p>Fried Chicken Biscuit Sliders - Buttermilk Biscuits, Fried Chicken, Hot Honey, Garlic-Herb Cheddar, Southern Greens Slaw, Blackberry Jam 13</p> <p>Spicy Cheddar Sausage Fritters - Sausage, Habanero Cheddar, Sorghum BBQ Sauce, Tomato Jam, Pickled Okra Salad 12</p> <p>Deviled Eggs* - Crispy Chicken Skins, Arugula, Bacon Vinaigrette 12</p> <p>Super Wings* - Choice of Buffalo, Teriyaki or BBQ, Served with Celery, Carrots, Blue Cheese or Ranch 13</p> <p>Housemade Pretzel - Beer Cheese & Lusty Monk Mustard 12</p> <p>Pulled Chicken Quesadilla - Peppers, Onions, Cheddar, Pepper Jack, Sour Cream, Pico de Gallo, Guacamole 14</p> <p>Blackened Shrimp Tacos - Creamy Cilantro Garlic Slaw, Chile Verde Sauce, Black Bean Puree, Pico de Gallo, Flour Tortilla 14</p> <p>Firecracker Shrimp - Spicy Mayo, Sesame, Scallions 14</p> <p>SANDWICHES</p> <p>MPCC Cheeseburger - Lettuce, Tomato, Onion, Burger Sauce, Brioche Bun, Choice of American, Swiss, Cheddar Cheese 15</p> <p>Featured Burger - Ask your server about the featured burger 16</p> <p>MPCC Burger - Lettuce, Tomato, Onion, Burger Sauce, Brioche Bun 14</p> <p>Grilled Chicken Sandwich - Blackened Chicken, Provolone, Applewood Bacon, Avocado, Lettuce, Heirloom Tomato, Onion, Pickles, Smoked Honey Mustard, Brioche 14</p> <p>Spinach Turkey Wrap - Spinach Tortilla, Turkey Breast, Swiss, Spinach, Tomato, Red Onion, Roasted Red Pepper Hummus, Green Goddess Dressing 14</p> <p>Shaved Beef Sandwich - Shaved Beef, Provolone, Horseradish Cream, Arugula, Tobacco Onions, Hoagie Roll 17</p>	<p>Steak & Frites</p> <p>14oz Prime Angus Beef NY Strip, Garlic & Parmesan Frites, Creamed Spinach, Tobacco Onions, Béarnaise Sauce 44</p> <p>Pan Seared Airline Chicken Breast Choice of Two Sides, Chicken Jus 26</p> <p>Grilled 5oz Filet Mignon* Served with Demi Glace, Choice of two sides 32</p> <p>Black Angus Chuck Blend with Ketchup or BBQ Topping, Choice of two sides 22</p> <p>MPCC Meatloaf Served with Remoulade, Choice of two sides 24 39</p> <p>Maryland Crab Cake Served with Remoulade, Choice of two sides 24 39</p> <p>Skillet Fried Pork Chop Kurobuta Pork, Dirty Risotto, Pickled Collard Green Salad, Red-Eye Gravy 35</p> <p>Dover Sole Creamy Country Ham Carolina Rice, Sunchoke & Shrimp Hash, Pot Likker 33</p> <p>The Eagle Grilled Filet, Lettuce, Tomato, Caramelized Onion, Garlic Herb Aioli, English Muffin 26</p> <p>Chermoula Cauliflower Steak* Lemon Tahini Farro, Red Pepper Puree, Roasted Tomato Salad, Pine Nuts 20</p> <p>Sweet Potato Grain Bowl* Grilled Avocado, Beyond Crumble, Smoked Poblano Peppers, Red Onion, Spinach, Hominy, Chipotle Sweet Potato Puree, Radish, Crispy Black Beans 20</p> <p>Grilled 6oz Faroe Island Salmon* Served with Lemon Butter, Choice of two sides 29</p> <p>Grilled Golden Tile Fish* Root Vegetable, Risotto, Rainbow Carrots, Golden Beets, Parsnip Puree, Sea Island Pea Salad 32</p> <p>Fish & Chips Fried Beer Battered Cod, Malt-Vinegar House Chips, Tartar Sauce, Grilled Lemon 24</p> <p>Flounder Francaise Parmesan & Egg Crusted Flounder, Haricot Verts, Angel Hair Pasta, Lemon Butter 30</p> <p>SIDES</p> <p>Mushroom Risotto* Sautéed Spinach* Fingerling Potatoes* Sweet Potato Hash* Asparagus* Fruit*</p> <p>Hand Cut Fries* House Chips* Baked Potato* Creamed Spinach* Haricot Verts</p> <p>Collards* Broccoli* Side Salad* Mixed Vegetables* Lemon Tahini Farro</p> <p><small>*Denotes gluten free items. Some items might contain raw ingredients.</small></p>	<p>Featured Soup - 7</p> <p>MPCC Vegetable Soup - 6</p> <p>Caesar Salad - 8 12</p> <p>House Salad* - 8 12</p> <p>Build Your Own Salad - 9 14</p> <p>Thai Crunch Salad* - Napa Cabbage, Scallions, Carrots, Edamame, Peanuts, Crispy Chow Mein Noodles, Sweet Thai Chili Vinaigrette 9.5 15</p> <p>Beyond Taco Salad - Beyond Beef, Pico de Gallo, Jicama Slaw, Avocado, Black Bean & Corn Salsa, Cotija Cheese, Chipotle Lime Honey Vinaigrette, Crispy Tortilla Shell 10.5 17</p> <p>Bourbon Shrimp Salad - Mixed Greens, Bourbon Apples, Toasted Walnuts, Smoked Gouda, Sherry Vinaigrette 12 17</p> <p>Black & Blue Salad - Blackened Beef Tips, Sweet Red Onions, Tomatoes, Spun Potatoes, Mixed Greens, Blue Cheese Dressing 12 17</p> <p>Add Chicken 7, Salmon 10, Shrimp 8, Marinated Tofu 3, Beyond Burger 8</p> <p>PIZZAS</p> <p><small>*Gluten free crusts available upon request. Additional toppings 1.50 extra.</small></p> <p>Cheese Pizza - 13</p> <p>Pepperoni Pizza - 13</p> <p>Featured Pizza - Ask your server about the featured pizza 13</p> <p>Vegan Supreme Pizza - Beyond Crumble, Peppers, Onions, Olives, Banana Peppers, Vegan Mozzarella, San Marzano 17</p>

SAMPLE

WHITES	COCKTAILS	REDS
<p>Zonin Prosecco - 10</p> <p>Chateau d'Esclans Whispering Angel - Rose, Vins de Pays d'Oc, France 16 61</p> <p>Chateau Miraval - Rose, Provence, France 13 49</p> <p>J Dusi - Pinot Grigio, Paso Robles, CA 9 33</p> <p>Pighin - Pinot Grigio, Friuli, Italy 11 41</p> <p>Infamous Goose - Sauvignon Blanc, Marlborough, New Zealand 12 44</p> <p>Le Petit Coquerel - Sauvignon Blanc, Callistoga, CA 13 49</p> <p>Joseph Drouhin - White Burgundy, Macon Villages, France 17 68</p> <p>Stags' Leap - Chardonnay, Napa Valley, CA 13 49</p> <p>Sonoma Cutrer - Chardonnay, Sonoma Coast, CA 13 49</p> <p>Trefethen Family Vineyards - Chardonnay, Napa Valley, CA 17 68</p> <p>MPCC Private Selection - Chardonnay, Napa Valley 2017 14 52</p>	<p>Scofflaw Knob Creek Rye, Le Petit Coquerel, Housemade Grenadine, Fresh Lemon Juice 13</p> <p>Blackberry Collins Tito's Vodka, Basil, Fresh Lemon Juice, Blackberry Preserves, Club Soda 12</p> <p>Pink Peppercorn Paloma Milagro Silver, Fresh Grapefruit Juice, Grapefruit Peppercorn-Thyme Simple, Club Soda 12</p> <p>Cinnamon Rosemary Old Fashioned Woodford Reserve, Cinnamon Rosemary Honey, Orange, Aromatic Bitters 14</p> <p>Modern Royale Tito's Vodka, St. Germaine, Fresh Citrus Juices, Prosecco Float 14</p> <p>Blood Orange Cosmo Absolut Citron, Solerno Blood Orange Liqueur, Blood Orange Puree, Fresh Lime Juice 14</p> <p>DRAFT BEERS</p> <p>Guinness, Irish Dry Stout</p> <p>Stella Artois, Belgian Pilsner</p> <p>Legion Juicy Jay, East Coast IPA</p> <p>Wooden Robot Overachiever, Pale Ale</p> <p>Birdsong Lazy Bird, Brown Ale</p> <p>Birdsong Dressed to Chill, White Ale</p> <p>Birdsong Rewind Lager, Czech Pilsner</p> <p>Birdsong Higher Ground, West Coast IPA</p>	<p>Domaine du Colombier - Syrah, Crozes-Hermitage, Rhone Valley, France 17 68</p> <p>Seghesio - Zinfandel, Sonoma, CA 14 53</p> <p>Bodega Aleanna El Enemigo - Malbec, Mendoza Argentina 14 51</p> <p>Caparzo - Rosso di Montalcino, Tuscany, Italy 11 40</p> <p>Robert Hall - Merlot, Paso Robles, CA 10 40</p> <p>Chappellet Mt. Cuvee - Bordeaux Blend, Napa Valley, CA 18 72</p> <p>Ken Wright - Pinot Noir, Willamette Valley, OR 16 61</p> <p>Joseph Drouhin Laforet - Pinot Noir, Burgundy, France 12 45</p> <p>Unearthed - Pinot Noir, Central Coast, CA 12 44</p> <p>Juggernaut Hillside - Cabernet Sauvignon, CA 13 50</p> <p>Caymus Vineyards 'Bonanza' - Cabernet Sauvignon, California 14 51</p> <p>MPCC Private Selection - Cabernet Sauvignon, Napa Valley 2017 16 61</p>

SAMPLE

12 BASIC STEPS OF SERVICE

1. Enthusiastic greeting with in 45 seconds of arrival, using members name by you or a teammate.
2. Within one minute of greeting, provide water service and take a drink order. Drinks should be delivered with in two minutes of taking the order. All beverage service from the right.
3. When delivering beverages, go over daily features.
4. Take an accurate order using proper seat numbers, table number, member number. Be sure to read the order back to the member.
5. Accurately input the order into Jonas with in 30 seconds of receiving the order.
6. Mark you r table and ensure your table has all necessary items for upcoming courses.
7. Whenever possible, the server should be present at the table when the food runner delivers the food.
8. Check food with in two bites.
9. Once EVERYONE has completed their meals, remove all unnecessary items from the table. Clearing from the right with your right hand.
10. With in two minutes of clearing offer coffee and desserts.
11. Inform the member that they do not need to sign a check to limit touchpoints. You can provide a receipt upon request
12. Using their name, thank them for dining with us and welcome them back.

RULES

of Service:

Taking Orders:

Always start with the eldest lady at the table, then the other ladies, followed by the eldest man, then the other gentlemen. If there are guests, take the members order last. Make sure to take note of the correct seat numbers.

Entering Orders:

After properly taking the member's order, enter it immediately into the POS system.

(using appropriate seat, table, and member numbers)

To ensure accuracy, ALWAYS check your ticket in the kitchen and relay any changes that may need to be made.

After Entering the Order:

Mark your tables. This includes additional silverware, plates, condiments, pizza stands, etc.. Try to anticipate what the member will need.

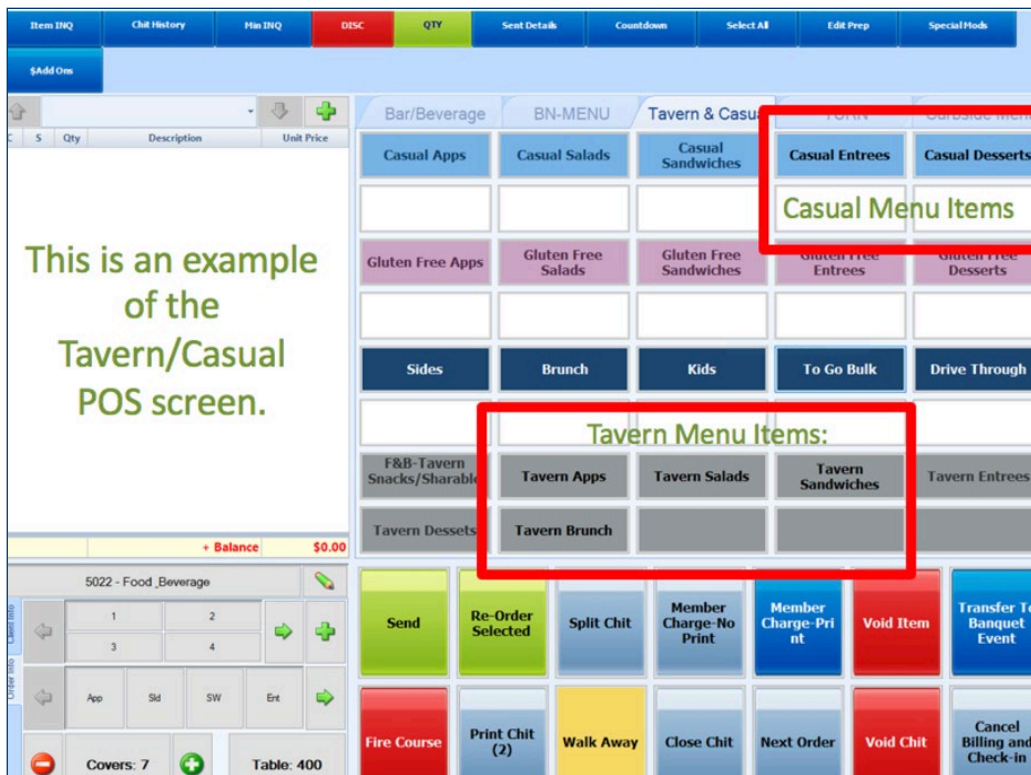
Serving the Food:

Meet the food runner at the table

Serve food from the left

No fingers on the plate

Proteins should be placed at 6 o'clock facing the member.



RULES

of Service:

What if something is wrong with their food?

If something is not to satisfactory and requires a remake, notify a manager immediately.

Tell the culinary team if you need an “Oops Plate”

Relay what is wrong with current meal and steps needed to correct the mistake.

Deliver the “oops plate” to the table and explain to them that this is something for them to enjoy while they are waiting for their meal to be corrected.

THERE IS NO BLAME GIVEN FOR THE MISTAKE IN THE MOMENT, THE GOAL IS TO CORRECT IT AS SOON AS POSSIBLE.

COFFEE AND TEA

Service



Once entrees have been cleared, offer the table dessert and coffee.

Casual Dining Room

- Poured Table Side
- Delivery and Refilling from silver coffee pitcher
- Tea box brought to table

Tavern

- Casual service
- Bring the filled cup directly to the table
- Tea box

Byron Nelson Lounge

- Proper Chinaware and Cups or Mugs
- Regular vs. Decaf



TIPS DURING THE Rush

- Avoid “tunnel vision” and handle rushes smoothly and confidently.
- Combine service steps, along with prioritizing your duties and make a plan of action.
- Ask for help. It does not mean you are not doing a good job; it means you are aware enough to realize that member satisfaction may be compromised if someone does not help.

THINK AHEAD



Combine Service Steps

Below are your typical responsibilities for a table. Looking at all of it at once can be overwhelming. It is important to have a plan of action, to think of when you can combine these steps whenever possible and to work as a **TEAM**.

Serving Cocktails
Stacking Trays
Printing Checks
Serving Salads
Putting in Orders
Taking Cocktail Orders
Clearing Tables
Anticipating Members' Needs
Serving the Order
Making Timing Decisions
Serving Soup
Showing Gratitude
Serving Appetizers
Describing Food
Coordinating Orders
Turning in Orders
Pouring More Wine
Explaining Specials
Serving Entrees
Resetting Tables
Selling Wines

Refilling Coffee Cups
Picking up Orders
Following Service Procedures
Removing Used Glasses
Greeting New Members
Opening Wine
Lifting Trays
Serving Coffee
Fulfilling Members Requests
Selling Cordials
Selling the Order
Splitting Checks
Serving Muffins/Cheese
Serving Desserts
Answering Members' Questions
Timing the Orders
Describing Wine
Helping Each Other Out
Cleaning and Sanitizing Tables
Communicating with the Team
Frequent Hand Washing



The attitude of “that’s not my job” hurts everyone on the team. There will be shifts when everyone is busy, but if you have a free moment to lend a helping hand to another server, it will be appreciated by them and the members who then will receive better service.

This could be as simple as:

- Greeting a new table and serving waters
- Refilling beverages or running drinks from the bar
- Clearing empty plates
- Checking in with the members at someone else’s table to see if they need anything

A warm farewell

- Once you have completed serving a table and they do not want anything else, let them know that we are not presenting chits at this time to limit touch points.
- Thank them for dining with us and welcome them back.
- If you are near a door and see a member heading out, open the door for them.
- USE THE MEMBERS NAME WHEN SAYING GOODBYE.
- Remember to split your chit if needed!!



END OF NIGHT RESPONSIBILITIES

- A manager will make a “cut list” during the shift. This is the order servers can leave.

Before you ask the 5th cut if you can leave ask your self:

- Are all the stations restocked and ready for the next shift?
- Has the silverware been polished and rolled?
- Did I run my end of shift report?
- Are the glasses polished and put away?
- Have all my tables been cleaned and sanitized properly?
- Have I read over the side work list to ensure ALL my tasks are done?

If the answer is yes, then proceed to check out with the closing server.

If any of your tables are still there, hand them off to the closing server and let them know what the table may need for the rest of their dining experience. Transfer the table in the POS to the closing server.

Important: Even if the closing server says you can leave, you still must CHECK OUT WITH THE CLOSING MANAGER and go over what side work you have completed.

Welcome Aboard!



We look forward to having you on the team!



SERVICE CULTURE & MEMBER SATISFACTION TRAINING

MYERS PARK COUNTRY CLUB SERVER TRAINING



BY THE END OF THIS LESSON
YOU WILL BE ABLE TO:

- 1 Understand the layout of the dining rooms/club
- 2 Have knowledge of all dining room menus
- 3 Perform service fundamentals /12 steps of service
- 4 Become a vital part of the team and contribute to daily and weekly tasks.

The employee parking lot is just across the street from the golf/fitness building (the smaller building next to the clubhouse). All other spots around the clubhouse are reserved for members and their guests.

The employee lot can also be recognized by the fence that runs throughout it.



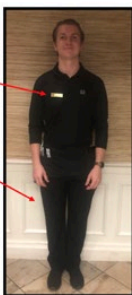
PERSONAL APPEARANCE POLICY

- Clothing should be conservative in style, neat, wrinkle free, and in clean condition
- Jewelry must be tasteful and kept to a minimum. Ear gages, facial piercings and other exposed body piercings must be removed, covered, concealed, and or plugged with plugs matching the employees natural skin tone.
- Clothing should be used to cover tattoos, to the extent possible, wherever employees are working in areas where they are visible to the member.
- Make up shall be consistent with skin tone and in natural shades. Bright and unnatural colors should not be worn. Excessively thick or brightly colored eye make up should not be worn.
- Fingernails must be clean and neatly trimmed. Nail polish on women, if worn, should be in conservative shades. Fingernails shall not extend beyond the tips of the fingers on men, or further the 1/2 inch beyond the tips of the fingers on women.
- Employees should practice good personal hygiene and be free of offensive body odor
- overpowering perfume or cologne should not be used on the job
- Hair must be neatly groomed, clean, and in natural tones.

UNIFORM REQUIREMENTS



1. Black Polo
2. Server Apron
3. Nametag worn on right side
4. Black Pants
5. MPCC Belt
6. Server Apron
 - Wine Tool
 - Server Book
 - Pens
7. Black Socks and Shoes
8. Hair pulled back
9. Clean Shave



This is the standard uniform for both casual and tavern dining staff.



UNIFORM REQUIREMENTS



1. White button up shirt
2. Black Vest
3. Nametag worn on right side
4. Black Pants
5. MPCC Belt
6. Black shoes and socks
7. Hair pulled back
8. Clean shaved



GETTING STARTED!



Our dining rooms typically open at 11:30 or 5:30. However, your call time will be 10:30 or 4:30. This gives you time to do opening side work and be ready when the dining rooms open.



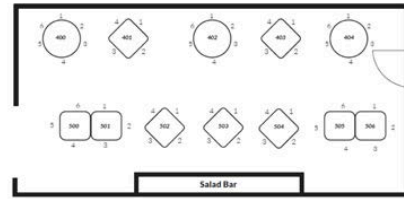
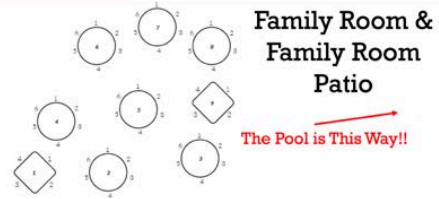
Our pre-shift "lineup" begins at 11:20 for lunch and 5:10 for dinner. Lineup sets the tone for your shift, so come with a positive attitude.



Objectives of pre-shift

- Go over daily specials (soup, panini, lunch feature, weekly feature)
- Events through out the club
- Service Reminders

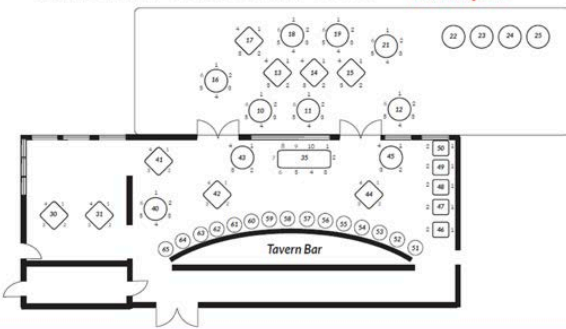
DINING ROOM LAYOUTS



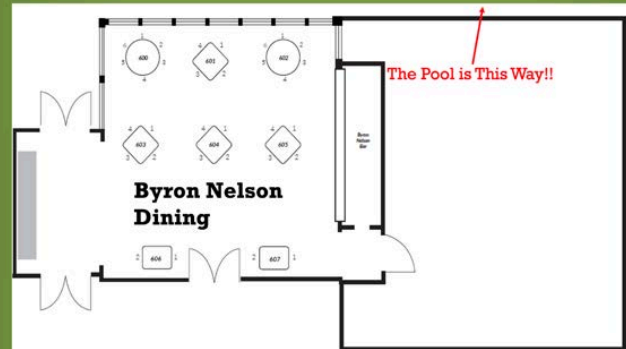
DINING ROOM LAYOUTS

Tavern/Tavern Patio

The Pool is This Way!!



DINING ROOM LAYOUTS



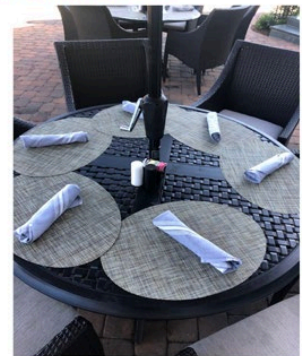
SETTING THE TABLE

Standard Table Settings in Family Room/Casual Patio



SETTING THE TABLE

Standard Table Settings in the Tavern/Tavern Patio



SERVICE CULTURE & MEMBER SATISFACTION TRAINING

WATER SERVICE

- This filtered water station can fill both still and sparkling water.
- Each water bottle will fill two glasses
 - Ex: if you have a table of 6, you will need 3 bottles to fill every glass at the table.
- In the Family Room we typically fill the glasses with ice and water prior to bringing them to the table. The children are given age appropriate disposable cups
- Water should be poured and refilled by leaving the glass on the table

BEVERAGE SERVICE

To prepare soda & iced tea service:

Tavern:

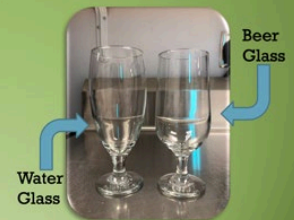
- All beverages are served in the water glasses.

Casual Dining:

- Water, sweet tea, and soda: water glasses
- Unsweet tea and diet soda: beer glasses

Service Reminder:

- Trays should be used in casual dining areas for all beverage orders
- Tavern does not require trays to be used.
- Serve the beverage from the right with your right hand!



Alcoholic Beverages:

- Be able to suggest wine, beer, and specialty cocktails
- Pick up drinks from the bar
- Use a follow if needed to deliver the beverages to the table.

What will you need?



CLEARING YOUR TABLE

It is difficult to be aesthetically appealing while clearing a table. Utilizing the correct clearing technique can help maintain a graceful look.

- Generally, plates are only cleared from a table when all members are finished with a course, unless the member pushes the plate away or asks for it to be removed.
- Clearing is done from the right side of the member, using the server's right hand.
- When clearing the main course, other items to be cleared at the same time include the bread plates, butter plates, condiments, and all silverware.
- The only things that should be left on the table are water glasses, unfinished cocktail glasses and center setting (centerpiece, votive, and salt and pepper shakers).
- If a member is getting an item boxed up to bring home, bring it to the kitchen and neatly box it up and bring it back to the member at the table in a to-go bag

COFFEE AND TEA SERVICE

Once entrees have been cleared, offer the table dessert and coffee.



Casual Dining Room Coffee/Tea Service

- Poured Table Side
- Delivery and Refilling from silver coffee pitcher
- Tea box brought to table

Tavern Coffee/Tea Service

- Casual service
- Bring the filled cup directly to the table
- Tea box

BNL

- Proper Chinaware and Cups or Mugs
- Regular vs. Decaf

A WARM FAREWELL

- Once you have completed serving a table and they do not want anything else, print your chit and place it with a comment card.
 - Remember to split your chit if needed!!
- When delivering the chit to the table, present it to the male member at the table.
 - Thank them for dining with us and welcome them back.
- If you are near a door and see a member heading out, go above and beyond by opening the door for them
 - USE THE MEMBERS NAME WHEN SAYING GOODBYE.

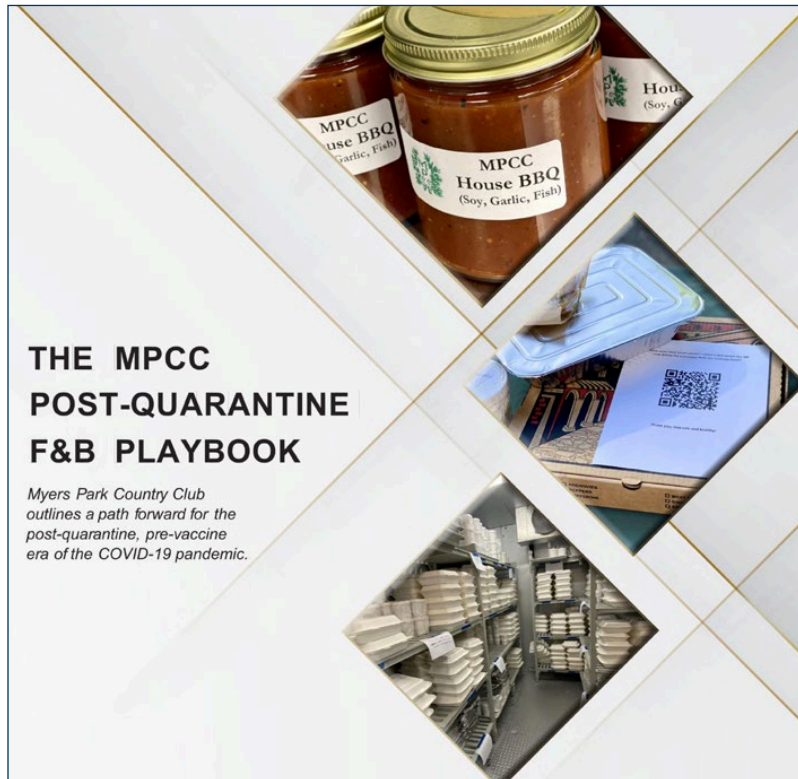
SERVICE CULTURE & MEMBER SATISFACTION TRAINING

Click here for full video <https://vimeo.com/638378830>



COVID-19 RESPONSE

We created a manual outlining all of the club's offerings to our members and staff throughout the Covid-19 pandemic.



By Jordan Kovalcik, Clubhouse Manager and Scott Craig, CEC, CCA, WCMC, Director of Culinary Operations

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 reopening 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.

COVID-19 RESPONSE

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 finger nails. 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 99.5F 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.



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 Fresh list 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.

COVID-19 RESPONSE

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.



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 pick-up kit of scaled ingredients with a recipe book. Guest chefs are from different regions around the United States. The cost will be \$55 each.

COVID-19 RESPONSE



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.

COVID-19 RESPONSE



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 pickup 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 99.5F 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.



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 1/2 hour block, and will increase that number over time once establishing product can be served efficiently.

Dining Venues and Services Open to Members:

- Curbside Pickup
- 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)
- GolfTurf
- 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

COVID-19 RESPONSE



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.
- Chic 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 anytime.
- 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 a new way to present checks as a folded receipt.
- Only one person will be allowed to bring a tray 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

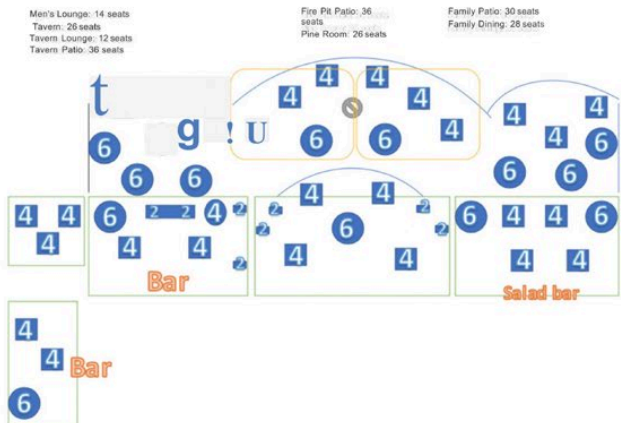
Protective Measures within the Culinary Department:

- 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.





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 guide lines, 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.

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.

COVID-19 RESPONSE



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.

CONSTRUCTION & PROJECT MANAGEMENT

We created a “Construction Playbook” for our membership with all of the important information regarding closure dates and offerings around the club during the renovation project.



Myers Park Country Club Food & Beverage Construction Playbook

April 2021 - August 2022

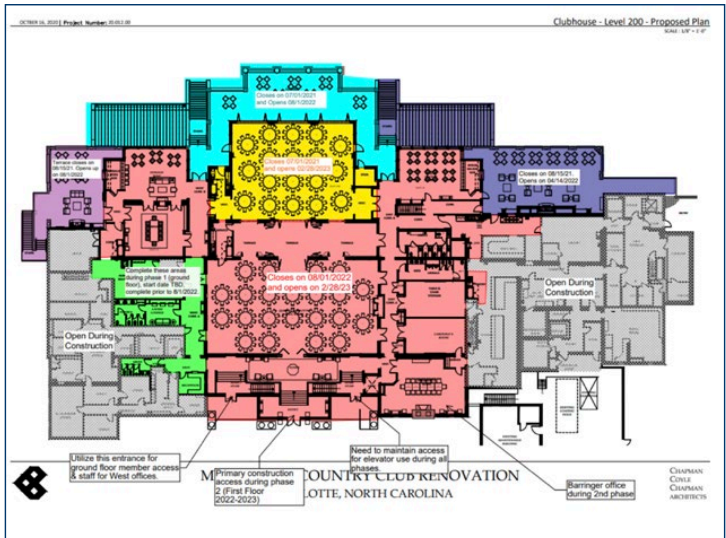
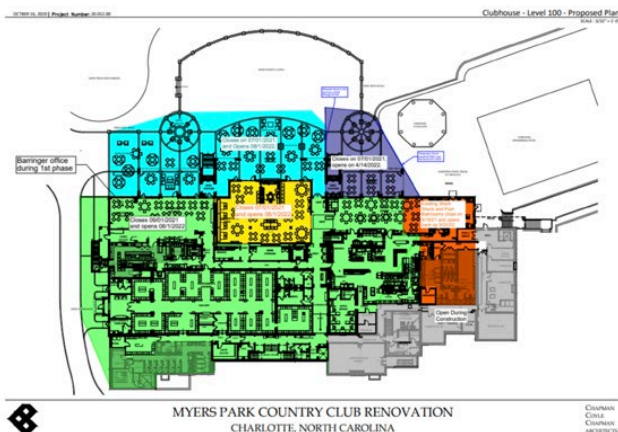
May 1st, 2021

Jordan Kovalcik
Clubhouse Manager

Chef Scott Craig, WCMC
Director of Culinary Operations

Exterior Construction Details

- Construction Dates, Visual Representation



April 1st 2021 – Wood Fired Pizza, Milkshakes resume

Details of Transition:

No transition related to construction project; Wood Fired Pizza and Mile High Milkshakes will resume following the easing of COVID-19 restrictions and seasonally warmer weather. A 6' faux hedge will be utilized this year to improve the aesthetic of the pull-behind oven trailer, hiding the hitch and extra wood.

Member Impact:

Members will now be able to order hand-tossed, wood-fired pizzas once again, prepared on the Tavern patio, on Thursday evenings. Members will also be able to order Mile High Milkshakes once again on Thursday evenings.

Operational Impact:

Additional labor will be required on the wood-fired pizza oven, up to three additional culinary staff members as well as one front of the house server as a food runner.

FOH Staffing (busiest periods):

Tavern: 1 host, 1 busser, 2-3 bartenders, 5 servers, 1 food runner
 Casual: 1 host, 1 busser, 1 bartender, 5 servers, 2 food runners
 Drive Thru/Curbside: 5 staff
 Men's Lounge: 2-3 bartenders



April 21st through July 13th - Curbside and Drive Through Closure

Curbside and Drive Through will be paused, as labor will need to be redirected to the Banquet department as COVID-19 restrictions lessen and parties are being planned for the period prior to the beginning of construction (July 1st 2021).

Details of Transition:

Take out from the full downstairs menu will become available once again during this period, after the closure of the Drive Through. Although takeout will be available from the lower-level kitchens, this feature will not be advertised to mitigate volume.

Member Impact:

The Drive Through and Curbside options which have become available during COVID-19 will be put on pause. Members will be able to book and attend banquet functions as allowed by state COVID-19 protocols.

Operational Impact:

The Culinary Banquet and Garde Manger Teams will be freed up to focus on banquet production as COVID-19 restrictions lessen and we experience seasonally warmer weather. We anticipate heavy banquet volume, with many rescheduled events from 2020 taking place.

FOH Staffing:

Drive Thru and Curbside staff will be transitioned to the To-Go Window and to assist with banquet events

May 21st 2021 - Shark Shack Reopens

Details of Transition:

Shark Shack will open, with no grill station outside as we had during the months of COVID-19 operation. **Grill will be set up on the Pool Deck on opening weekend, and on July 4th weekend*

Member Impact:

Members will be able to enjoy offerings from the Shark Shack on the Pool Deck as they have in the past. The feel of this season will more closely resemble years past, with a return to a full menu of offerings.

Operational Impact:

Due to impending construction closures, the typical number of culinary staff for the Shark Shack will not be hired as usual. Approximately four new hires will maintain salads and ready to eat foods from the Shark Shack kitchen, while hot food is transmitted to, and produced from, the Casual Dining kitchen. This will last until September 1st 2021, when the Casual Dining kitchen will close as a result of construction. All food production will then be based inside of the Shark Shack kitchen, bolstering that team with around five employees from the Casual Dining culinary team. **FOH staffing will require 4-5 bartenders per day, along with 12-15 Shark Shack food runners**

July 7th 2021 to August 1st 2022 – Pine Room, Patios, Fire Pit closed

Details of Transition:

Pine Room, Family Room Patio, Fire Pit Area, Tavern Patio are all closed. Tavern and Casual Kitchens remain open. The Tavern kitchen will offer an independent menu to the Tavern dining room and Men's Lounge. The Golf Turn will continue to operate as normal. Casual Dining will offer an independent menu to the Family Dining Room, as well as support the Shark Shack operation.

Member Impact:

Members will still be able to enjoy food and beverage service in the Tavern, Men's Lounge and Family Room, but will not be able to dine outside or in the Pine Room. The Tavern and Casual Dining kitchens will now offer two distinct menus and features will, unfortunately, not be able to be shared between the two spaces since they will no longer be connected.

Operational Impact:

Tavern staff will now only be able to access the Tavern Kitchen, Men's Lounge, and Tavern Dining Room from the exterior entrances of the building. Product will need to be delivered by golf cart from the loading dock to the exterior door of the Tavern kitchen.

Tavern and Casual Dining kitchens will now offer two different, distinct menus, as follows:

FOH Staffing:

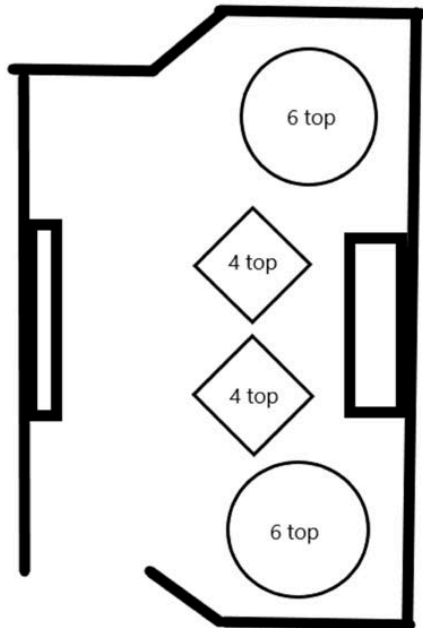
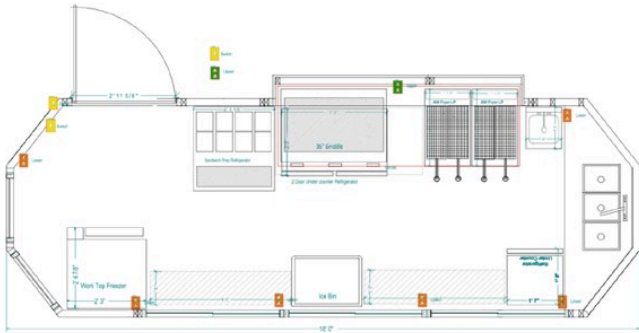
Tavern: 1 host, 1 busser, 2 bartenders, 4 servers, 1 food runner
 Casual: 1 host, 1 busser, 1 bartender, 4 servers, 2 food runners
 Men's Lounge: 2-3 bartenders

September 7th 2021 through August 1st 2022 – Downstairs Kitchen Closures

Details of Transition:

All downstairs operations, except for the Shark Shack, will close. This includes the Casual Dining and Tavern kitchens. The Shark Shack kitchen will remain open until September 19th to allow for the end of the pool season. Once the Shark Shack has closed at the beginning of September, all remaining staff will transition to the upstairs Culinary team.

Golf Turn Operations will transition to a new **Concession Trolley**, scheduled to arrive by May 2021. Reggie Spencer and Kenna O'Brien will lead a team of five for the Concession Trolley culinary operation.



President's Room
Total of 20 seats

Member Impact:

Following September 19th, 2021, members will no longer be able to access any lower level a la carte options, except for the Shark Shack until that kitchen closes on September 19th.

Members will have access to a new Concession Trolley which will be located on, or near, the staging area. The hours of operation for the Trolley will be from 8 a.m. – 8 p.m. (can be adjusted as needed).

A la Carte Dining will be offered in the President's Room, Byron Nelson, and Carolinas Rooms. Our resources dictate that we offer a single a la carte menu, due to the constraints which we face on an a la carte line whose size was reduced in the previous construction project. We will have approximately 75 seats available for members for lunch and dinner, with the breakdown as follows:

- Byron Nelson: 25 seats, 5 bar stools**
- Carolinas Room: 25 seats**
- President's Room: 15 seats, with age restriction in place**

Operational Impact

Most culinary employees will move to the upstairs culinary operation while construction is underway downstairs. Approximately fifteen employees will move to the Main Kitchen, five employees will transition to the Trolley Service.

For Trolley service, five culinary employees will cover twenty-eight shifts throughout the week; two in the morning (6 a.m.-2p.m.), two in the evening (1 p.m.- CL) and one person working "swing" to cover both shifts during the week. The Trolley will be open seven days per week.

Items for consideration:

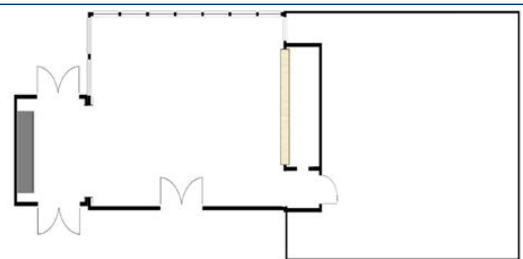
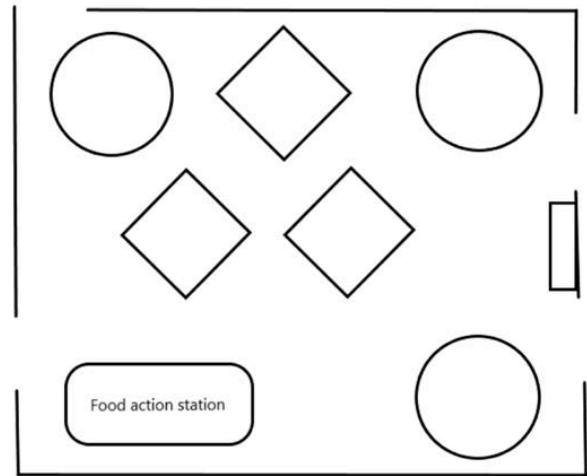
- The Trolley will require shore power; this may come from the Golf and Fitness building, or be provided by a 3,000w, or higher, mobile power station. The Trolley will also utilize two 30 lb. propane tanks. Once a propane tank is exhausted, it will need to be replaced immediately to prevent an interruption in service.
- Trolley service will require the use of a golf cart as well as three walkie talkies, to ensure constant contact with the main kitchen and to maintain contact with food runners.
- Culinary employees will likely need to work on Mondays and very early or very late shifts to accommodate the larger number of employees working in the upstairs kitchens.
- Equipment has been ordered for the Trolley to include a Fry Dump Station and Hot Dog Steamer

FOH Staffing:

Upstairs A La Carte: 1 host, 2 bussers, 7 servers, 2 bartenders, 2 food runners

Golf Bar: 2-3 Bartenders (current Men's Lounge Staff will be transitioned there)

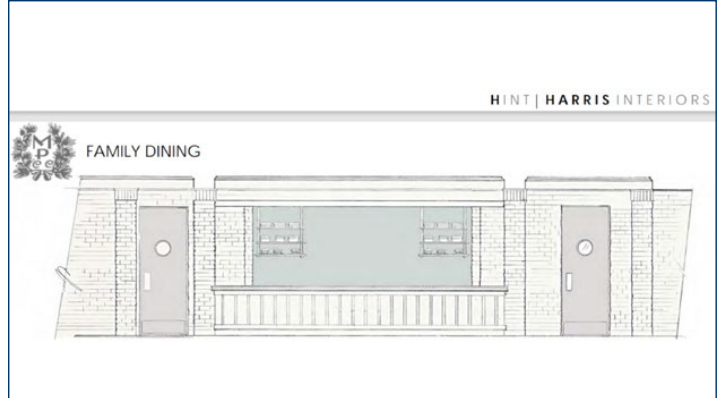
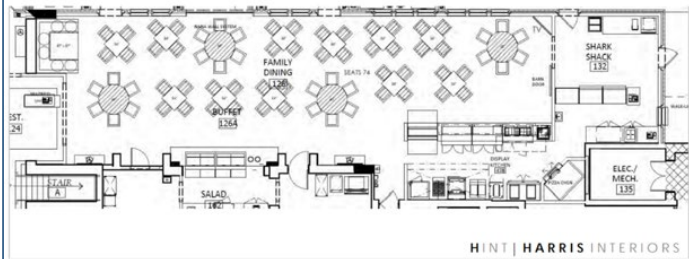
Drive Thru: 4-5 staff



CONSTRUCTION & PROJECT MANAGEMENT

August 1st 2022 – February 28th 2023

Ballroom, Carolinas Room, President's Room, Byron Nelson, Donald Ross are all closed for construction. New kitchens and dining areas open downstairs.



Details of Transition

The culinary operations downstairs in Casual Dining and Tavern will resume in our new facilities. The Culinary Team will migrate, mostly, downstairs as we open the new open kitchens and repopulate the Casual and Tavern kitchens.

Member Impact

All a la carte dining will resume on the lower level, in our new and renovated facilities.

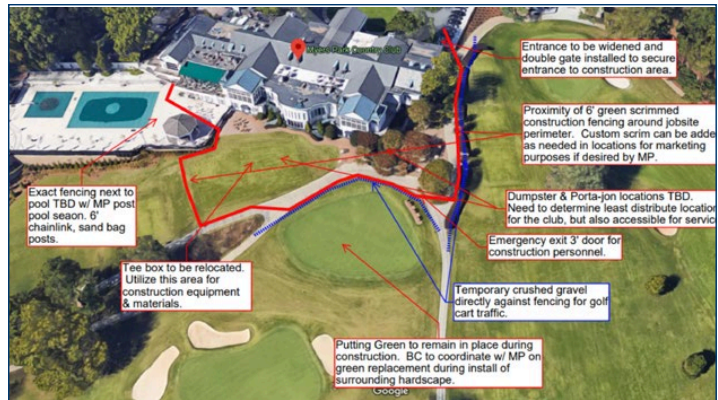
Operational Impact

Some of our Culinary staff will remain upstairs to accommodate staff meal production, Drive Through, Curb Side, and any small banquet production which is needed.

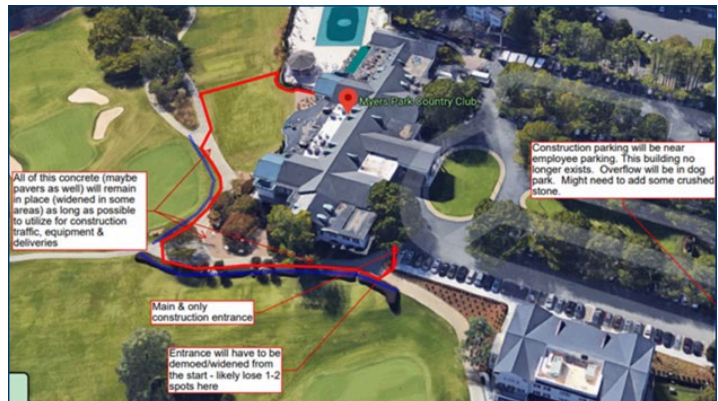
FOH Staffing anticipated needs:

Adult Casual Dining Room and Family Room:

- 3 hosts
- 6 bartenders



INCOME STATEMENT F&B SUMMARY FORECAST 031621 (12 mos actual)														
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	2021-01	2021-02	2021-03	2021-04	2021-05	2021-06	2021-07	2021-08	2021-09	2021-10	2021-11	2021-12	Total Forecast	Budget
FOOD REVENUE														
ALA CARTE														
Total Ala Carte	112,009	125,576	145,000	175,000	190,000	200,000	182,000	181,000	156,000	167,000	181,000	181,000	1,414,505	1,468,394
Barque-30FS1	2,238	9,654	30,000	30,000	80,000	145,000	7,000	40,000	74,000	90,000	10,000	140,000	713,892	876,956
Total Food Revenue	114,247	145,230	175,000	205,000	270,000	345,000	189,000	141,000	130,000	146,000	177,000	221,000	2,198,477	2,308,350
FOOD COST OF SALES														
Gross Profit-Food	50,522	63,800	91,000	106,600	140,400	179,400	56,600	73,320	67,600	75,320	92,940	114,320	1,112,202	1,257,803
FOOD CDS->	-55.8%	-56.1%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	-48.0%	45.0%
BEVERAGE REVENUE														
ALA CARTE														
Total Ala Carte	46,756	55,653	70,000	70,000	75,000	100,000	68,000	64,000	24,000	24,000	39,000	24,000	654,479	660,980
Barque-30FS1	957	5,944	8,000	10,000	34,000	71,000	2,000	10,000	30,000	35,000	45,000	60,000	327,341	331,444
Total Beverage Revenue	47,713	64,847	88,000	88,000	109,000	171,000	70,000	74,000	54,000	59,000	84,000	84,000	991,560	992,424
BEVERAGE COST OF SALES	16,526	17,203	28,300	29,000	35,910	56,430	23,100	24,420	17,620	16,410	27,720	27,720	322,879	327,593
Gross Profit-Beverage	32,187	47,564	57,620	56,360	73,130	114,570	46,900	49,580	36,380	39,590	56,280	56,280	668,581	664,831
BEVERAGE CDS->	-32.5%	-26.7%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-33.0%	-32.6%	33.0%
Total Other F&B Revenue	8,704	12,837	15,640	16,320	30,760	73,440	3,060	17,000	35,360	42,500	52,700	68,000	383,521	384,958
PAYROLL														
F&B PAYROLL-BCH	96,069	164,347	172,660	177,663	177,663	177,663	177,663	175,071	161,761	161,761	161,761	161,761	2,028,441	2,300,000
F&B PAYROLL-FCH	923,714	942,073	951,962	980,436	989,524	225,416	195,445	195,444	191,295	162,570	171,270	185,090	2,180,199	2,070,000
Total Payroll	290,382	386,420	326,822	338,099	366,587	403,079	373,108	370,514	353,056	324,331	336,531	346,851	4,487,299	4,298,000
Total F&B Expenses	35,957	29,892	56,240	58,885	60,587	52,712	46,379	45,239	48,649	49,309	56,599	57,777	597,325	650,000
NET INCOME/LOSS/ F&B	(224,626)	(212,911)	(217,802)	(215,044)	(174,384)	(88,381)	(132,847)	(125,853)	(182,524)	(215,638)	(190,738)	(149,388)	(2,540,228)	(2,392,294)
Payroll as % of Revenue	173%	146%	125%	115%	97%	78%	208%	172%	192%	158%	128%	108%	130%	129%





Created a Member Bar Trailer for additional beverage service at the golf facility while the club is under construction.



Purchased a food trolley to use as our Golf Turn while the club is under construction.

Final renderings of the completed clubhouse renovation



Exterior Back of Clubhouse



Mecklenburg Room



Family Dining Room



Tavern

BUDGET FORECASTING & ASSUMPTIONS

Myers Park Country Club 2021-2023 Budget Assumptions

1. **2020 Operating Year End Projections as of 10/31/2020 is a negative (\$648,400)**
 - This projection is adjusted by adding back \$200,000 employee retention tax credit, \$250,000 North Carolina Retention grant and the \$100,000 over accrual of health care adjustment; this projection is now a negative (\$98,392) as part of the 2020 cash flow.
2. **2021-2023 Operating Dues and Charges**
 - 2021 – Fees other than dues will have no change; Men's locker charge will be prorated to 75% because of construction.
 - 2022 and 2023 – See Schedule
3. **2021 COVID-19 Projection:** It is expected that the COVID-19 pandemic will affect MPCC activity through the year and currently all club social events except Snow Day sledding will be deferred until after April 30.
4. **Construction Phase 1:**
 - Mecklenburg Room and Pine Room construction will run from July 1, 2021 through August 1, 2022. The remainder of lower level will be closed from September 1, 2021 through August 1, 2022.
 - Upper level will be available with the exception of the Mecklenburg Room
 - A la Carte available from September 1, 2021 through August 1, 2022: Byron Nelson, Carolinas Room and President's Room
 - Banquet Available: Ballroom, Library and Donald Ross
 - Shark Shack available until end of 2021 swim season
 - Food truck services for golf turn available
5. **Construction Phase 2:**
 - Construction will run from August 1, 2022 through February 28, 2023
 - Lower level will be available for a la carte dining
 - Very limited Banquet business
 - Shark Shack is available for dining throughout pool season
6. **Golf, Tennis, Fitness and Pool operations will not be affected by construction**
7. **2021 Banquets & Dining:**
 - Banquets: There are currently 16 large events scheduled; 10 of the events are scheduled in the first 5 months of the year and several of these events can be moved to the last half of the year. The primary Centennial Celebration event is being rescheduled until after construction in 2023.
 - A la Carte: Normal operations until September 1, 2021 with the exception of the Pine Room which will be closed beginning July 1, 2021; limited after September 1, 2021;

- c) March – July 2020, 100% payment plans.
 - d) August through Current, 100% paid up front.
 - e) It is anticipated that Initiation Fees would increase from \$85,000 to approximately \$95,000 for new applicants. However, in order to be conservative, the initiation fee does **NOT** take the increase into account.
 - Effective February 1, 2021, applications received:
 - o Resident - \$85,000 to \$95,000
 - o Social - \$63,750 to \$73,250
 - o Legacy Under - \$42,500 to \$52,000
 - o Legacy Over - \$63,750 to \$73,250
 - Deferred Initiation Fees:
 - a) Increase is due to 50% of the new members using payment plan instead of only 25% or less in 2018 and 2019. Also, the payment plan will change from 20% each year over five years to 55% up front with three remaining annual payments of 15%. Finally, the interest rate will increase from Prime + 3 to Prime + 6%.
 - Capital Dues:
 - a) Increase by \$25 per month for Resident and Social and proportional for other classifications effective January 2021
 - Leases/Debt:
 - a) Leases – Golf Cart and Equipment leases updated and renewed
 - b) Debt - \$8,025,000 refinanced at 3.15% 10 year/15-year amortization; \$860,000 (Hunt Property) at 2.95% 5 year/15 year amortization
 - Operating Capital – see Capital Schedule
- 12. Master Plan:**
- Assessment:
 - a) \$9,500: Resident & Social
\$4,750: Senior I
\$1,250: Non-Resident
 - b) Payment Options:
 1. Lump Sum: Due February 2021
 2. Two Payments: Due February 2021 and August 2021
 3. Four Payments: Due February 2021, August 2021, February 2022 and August 2022
 4. 12 Quarterly Payments: February/May/August/November 2021
February/May/August/November 2022
February/May/August/November 2023
 - Capital Dues: increase by \$25 per month for Resident/Social and proportional for other classifications effective January 2021.

**Note: Assessment Revenue calculation based upon Membership Census August 31, 2020 plus 75 of the members on the wait list. (Calculations based upon 113 on wait list less 20 for parking lot in census and 18 due to attrition from assessment/other.) See Calculations for other assumptions.*

Upstairs A La carte Dining, Drive Thru and Curbside available; possible use of the pool bar.

8. **2022 Banquets & Dining:**
 - Banquets: available until Phase 2 and will be **very** limited once Phase 2 begins
 - A la Carte: limited in Phase 1 and active in Phase 2

9. Food and Beverage (in thousands):

	Budget 2020	2021	2022	2023
Ala Carte	\$ 2,800	\$ 2,129	\$ 2,400	\$ 2,600
Banquet	\$ 1,934	\$ 1,150	\$ 620	\$ 1,645
	\$ 4,732	\$ 3,279	\$ 3,020	\$ 4,245
Other F&B Rev	\$ 640	\$ 385	\$ 266	\$ 585
Cost of Goods sold	\$ 1,846	\$ 1,357	\$ 1,241	\$ 1,682
Other F&B Expenses	\$ 5,550	\$ 4,880	\$ 4,780	\$ 5,625

10. Payroll:

- Payroll Assumption: 3% raise on March 1, 2021
- Food & Beverage – current furloughed and staffing levels remain in place through first quarter of 2021. Minimal staff resizing throughout 2021 including reduction of F&B Manager and Executive Sous Chef positions.
- Golf – first assistant position remains open through first quarter of 2021.
- Grounds – positions to remain open: Assistant Horticulturist, 1 temp laborer and 1 seasonal worker
- Clubhouse
 - i. Housekeeping – reduced work scheduled remains in place
 - ii. Repairs & Maintenance – 2 positions remain unfilled
- Admin – communications position not to be filled immediately; accounting staff positions being evaluated
- Tennis – Craig Lemley to retire on or about September 1
- Locker Room – Marcos to remain on staff; other furloughs once lower level closes Sept. 1

11. Cash Flow:

- Initiation Fees:
 - a) Based upon movement of Residential Members to Senior I category each year, it is expected that 50% of new members will pay up front and remaining will take advantage of payment plan.
 - b) In 2019, 75% paid up front.

- Short-Term Debt: up to \$12,000,000 at 2.15%
- Long-Term Debt: \$10,000,000 at 3.15%
- Projected Costs: \$26,900,000 includes \$2,700,000 contingency. \$770,000 in 2020 includes SD & DD plans (mainly architectural and testing/verification of existing conditions).

13. 2023:

- January through March 2023 will have normal a la carte operations and **very limited** banquets
- Once construction is complete, normal banquet operations will resume
- Staffing levels for F&B, Housekeeping and Locker Room will be adjusted based on availability of services during and after construction

14. Beginning March 2023, all Club facilities will be available/open.

15. 2021 – Additional Assumptions

- Centennial Plans - Budget: \$75,000 for Celebration/Gala - June 2023
\$30,000 Iron Byron Band - October 1
- Administration – New CFO beginning full time in October 2020
- Professional Development – Conferences have gone virtual and participation is based upon financial performance of the Club
- Insurance/Healthcare – Plans marketed and health care and benefits MPCC costs are flat from 2020 budget.
 - o Property & Casualty – fluid situation but projected stable especially with revenues and payroll projections reduced from 2019.

BUDGET FORECASTING & ASSUMPTIONS

	2020			2021			2022			2023	
	Budget	Projected		Covid 19	Budget		Budget	Budget			
Food Revenue	\$ 3,285,000	\$ 2,149,961		\$ 2,286,949	\$ 2,150,000		\$ 2,945,000		\$ 2,945,000		
COGS	\$ 1,396,125	\$ 1,068,241	50%	\$ 1,029,127	\$ 946,000	44%	\$ 1,266,350		\$ 1,266,350	43%	
	\$ 1,888,875	\$ 1,081,720		\$ 1,257,822	\$ 1,204,000		\$ 1,678,650		\$ 1,678,650		
Beverage Revenue	\$ 1,450,000	\$ 901,130		\$ 992,424	\$ 870,000		\$ 1,300,000		\$ 1,300,000		
COGS	\$ 449,500	\$ 306,428	34%	\$ 327,500	\$ 295,800	34%	\$ 416,000		\$ 416,000	32%	
	\$ 1,000,500	\$ 594,702		\$ 664,924	\$ 574,200		\$ 884,000		\$ 884,000		
F and B Gross Profit	\$ 2,889,375	\$ 1,676,422		\$ 1,922,746	\$ 1,778,200		\$ 2,562,650		\$ 2,562,650		
Other F and B Revenue	\$ 640,000	\$ 279,863		\$ 385,000	\$ 266,000		\$ 585,000		\$ 585,000		
	\$ 3,529,375	\$ 1,956,285		\$ 2,307,746	\$ 2,044,200		\$ 3,147,650		\$ 3,147,650		
Golf Shop Merchandise	\$ 1,000,000	\$ 927,643		\$ 1,000,500	\$ 1,100,000		\$ 1,105,000		\$ 1,105,000		
COGS	\$ 740,500	\$ 690,439	74%	\$ 745,000	\$ 819,050	74%	\$ 822,750		\$ 822,750	74%	
	\$ 259,500	\$ 237,204		\$ 255,500	\$ 280,950		\$ 282,250		\$ 282,250		
Other Revenue											
Dues	\$ 9,870,000	\$ 9,819,495		\$ 10,287,000	\$ 10,754,000		\$ 11,210,750		\$ 11,210,750		
Golf Income	\$ 825,000	\$ 560,274		\$ 770,600	\$ 850,000		\$ 850,000		\$ 850,000		
Other Sports	\$ 532,000	\$ 283,411		\$ 394,749	\$ 532,104		\$ 533,296		\$ 533,296		
Other Income	\$ 20,000	\$ 19,628		\$ 21,000	\$ 22,000		\$ 23,000		\$ 23,000		
	\$ 11,247,000	\$ 10,682,808		\$ 11,473,349	\$ 12,158,104		\$ 12,617,046		\$ 12,617,046		
Total Revenue	\$ 15,035,875	\$ 12,876,297		\$ 14,036,595	\$ 14,483,254		\$ 16,046,946		\$ 16,046,946		
Expenses											
F & B Services	\$ 5,550,000	\$ 4,645,538		\$ 4,880,000	\$ 4,780,000		\$ 5,625,000		\$ 5,625,000		
Golf	\$ 3,016,501	\$ 2,660,177		\$ 2,853,846	\$ 3,101,673		\$ 3,153,553		\$ 3,153,553		
Other Sports	\$ 1,308,001	\$ 1,085,163		\$ 1,165,833	\$ 1,206,538		\$ 1,314,051		\$ 1,314,051		
Administrative	\$ 2,050,000	\$ 2,057,702		\$ 2,165,149	\$ 2,022,000		\$ 2,263,000		\$ 2,263,000		
Clubhouse	\$ 1,535,000	\$ 1,205,410		\$ 1,417,041	\$ 1,529,528		\$ 1,599,370		\$ 1,599,370		
Utilities	\$ 410,000	\$ 356,348		\$ 400,000	\$ 404,000		\$ 408,000		\$ 408,000		
Insurances/Taxes	\$ 1,475,000	\$ 1,475,500		\$ 1,444,140	\$ 1,526,853		\$ 1,592,800		\$ 1,592,800		
Other Expenses	\$ 45,000	\$ 38,851		\$ 40,000	\$ 41,000		\$ 41,000		\$ 41,000		
	\$ 15,389,502	\$ 13,524,689		\$ 14,366,009	\$ 14,611,592		\$ 15,996,774		\$ 15,996,774		
Net Results from Operations	\$ (353,627)	\$ (648,392)		\$ (329,414)	\$ (128,338)		\$ 50,172		\$ 50,172		
Variance per month											
Cumulative											
Tax Credits		\$ 200,000									
NC Grant		\$ 250,000									
Health Care Over Accrual		\$ 100,000									
Projected Year end		\$ (98,392)									

Myers Park Country Club- Cash Flow \$9,500 Assessment plus a \$25/mo capital dues increase for Resident/Social and \$10,000,000 Loan						
	FYE 2020	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
	Budget	Projected	Projected	Projected	Projected	Projected
Beginning Cash-12/31	\$ 1,447,591	\$ 1,447,591	\$ 1,447,165	\$ 3,583,640	\$ 2,536,340	\$ 3,042,856
Revenue						
Initiation Fees	\$ 1,620,000	\$ 1,950,000	\$ 3,216,375	\$ 2,336,625	\$ 3,386,750	\$ 2,348,250
Deferred Initiation Fees	\$ 975,000	\$ 900,000	\$ 770,500	\$ 904,375	\$ 838,500	\$ 1,060,250
Interests on Deferred Fees	\$ 130,000	\$ 120,000	\$ 119,000	\$ 160,100	\$ 160,600	\$ 367,000
Capital Dues	\$ 565,000	\$ 580,000	\$ 821,000	\$ 828,000	\$ 840,000	\$ 845,800
Loan for 2626 Sharon Rd		\$ 860,000				
Proceeds from 2018 Assessment	\$ 20,000	\$ 37,300	\$ 30,000	\$ 18,000	\$ -	\$ -
	\$ 3,310,000	\$ 4,427,300	\$ 4,956,875	\$ 4,247,100	\$ 5,225,850	\$ 4,621,300
Expenditures						
Leases	\$ 465,000	\$ 375,000	\$ 420,000	\$ 430,000	\$ 430,000	\$ 450,000
Debt Service: Existing	\$ 846,380	\$ 659,334	\$ 745,400	\$ 745,400	\$ 745,400	\$ 745,400
Oper Capital-Curr & Carryover	\$ 1,986,500	\$ 1,450,000	\$ 1,234,000	\$ 524,000	\$ 850,000	\$ 1,200,000
Purchase of 2626 Sharon		\$ 1,075,000				
Operating Deficit	\$ 354,000	\$ 98,392	\$ 350,000	\$ 130,000	\$ -	\$ -
	\$ 3,651,880	\$ 3,657,726	\$ 2,749,400	\$ 1,829,400	\$ 2,025,400	\$ 2,395,400
Net Cash Flow	\$ (341,880)	\$ 769,574	\$ 2,207,475	\$ 2,417,700	\$ 3,200,450	\$ 2,225,900
Master Plan						
Proceeds from 2021 Assessment			\$ 7,229,000	\$ 2,185,000	\$ 1,154,000	\$ 76,000
Loan for Master Plan- Short Term				\$ 9,500,000		
-Long Term					\$ 9,500,000	
Debt Service						
Short Term-Debt				\$ (150,000)	\$ (9,585,100)	
Long Term Debt					\$ (482,834)	\$ (793,430)
Master Plan Capital Expenditure		\$ (770,000)	\$ (7,300,000)	\$ (15,000,000)	\$ (3,300,000)	
		\$ (770,000)	\$ (71,000)	\$ (3,465,000)	\$ (2,693,934)	\$ (717,430)
Net Cash Flow	\$ (341,880)	\$ (426)	\$ 2,136,475	\$ (1,047,300)	\$ 506,516	\$ 1,508,470
Ending Cash Balance		\$ 1,447,165	\$ 3,583,640	\$ 2,536,340	\$ 3,042,856	\$ 4,551,326
Ending Debt Balance		\$ 8,648,367	\$ 8,170,589	\$ 7,677,424	\$ 7,168,378	\$ 6,643,569
Plus: Long Term					\$ 9,209,448	\$ 8,688,784
Short Term				\$ 9,500,000		
Ending Debt Balance		\$ 8,648,367	\$ 8,170,589	\$ 17,177,424	\$ 16,377,826	\$ 15,342,353
New Members		45	55	45	60	45
Resident to Senior		12	25	16	30	14
Existing Debt Note: \$8,025,000 3.15% and \$860,000 2.95%						
Master Plan Debt Note: Short Term Debt (Construction) up to \$12,000,000 @ 2.15% and Long Term Debt \$10,000,000 @ 3.15%						

Sledding Day Event



EVENT PHOTOS

Member Picnic



Member Guest



EVENT PHOTOS

Weddings



Wine Society Dinners



Wine Society Events



SASSICIA
WINE DINNER
OCTOBER 15, 2021

HORS D'OEUVRES
ARANCINI WITH LEMON-BASIL AIOLI
SPRING PEA, TRUFFLE RICOTTA, CRISP PROSCIUTTO, LEMON ZEST
RADICCHIO, APPLE, BEANS SPOURIN
2018 CABREO LA PIETRA CHARDONNAY

1ST COURSE
DUCK HAM, GREENS, CRANBERRIES, PICKLED RED ONION, FALL SQUASH, PUMPKIN SEEDS
2016 NARDI BRUNELLO DI MONTALCINO

2ND COURSE
FRESH FETTUCCINI
BASIL, PARMESAN REGGIANO, TOMATO CONSOMMÉ, HERBED VEAL MOUSSELINE
2018 TENUTA BISERNO "IL PINO DI BISERNO"

3RD COURSE
DUO OF LAMB
BRAISED LAMB RIGATONI, LAMB CHOP, KALETTE, MARZANO SAUCE
2019 SETTE PONTI ORNENO

4TH COURSE
RIBEVE FLORENTINE
FARROTTO WITH GOLDEN BEET, CRISP SHALLOTS, WILTED SHARD
2018 TENUTA SAN CUIDO SASSICIA

5TH COURSE
DESSERT
2020 M. CHIARLO NIVOLE MOSCATO D'ASTI



BASTILLE DAY
WINE DINNER
JULY 10, 2021

HORS D'OEUVRES
French Onion Tartlets
Goat Cheese Gaucers
Caramelized Fale Gras Pain Perdu
Smoked Salmon Rillette
Julliot NV Crenant de Bourgogne Sparkling Rose

1ST COURSE
Scallops Saint Jacques
Sea Scallop, Bechamel, Gravyere, Black Truffle, Herb Salad
2018 Patriarche Bourgogne Chardonnay La Monatine

2ND COURSE
Seamon Meunier
Pommes Dauphinoise, Haricots Verts, Fenugreek Salad, Brown Butter Sauce
2017 Bouzeau-Gruez Chassagne-Montrachet Blancots Dessous

3RD COURSE
Le Bifec et Frites
New York Strip, Garlic and Parmesan Frites, Creamed Spinach, Baby Carrots, Demi-Glace, Sauce Bournaise
2017 Julliot Beaugne Montagne-Saint-Desire

4TH COURSE
Salade Lyonnaise
Baby Greens, Poached Quail Egg, Bacon Lardons, Pickled Red Onions, Tomatoes, Mustard Vinaigrette
2017 Julliot Beaugne Montagne-Saint-Desire

5TH COURSE
Fromage - Assorted French Cheeses with Assorted Condiments, Fruits and Nuts
Chef's Choice Truffles
2017 Tottschol Morey-Saint-Denis Cuvee Renaissance PREMIER CRU



KEN WRIGHT CELLARS
WINE DINNER
JUNE 23, 2021

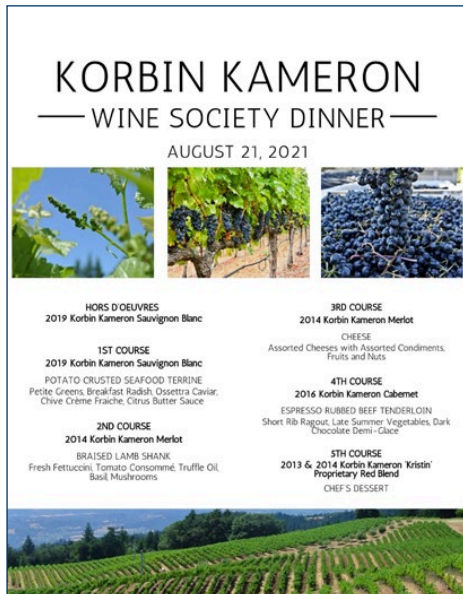
FIRST COURSE
SMOKED SALMON SERVED WITH POTATO AND LEEK VELOUTE, CREME FRAICHE, CAVIAR
2019 PINOT BLANC, WILLAMETTE VALLEY

SECOND COURSE
PAN SEARED SCALLOP SERVED WITH CAROLINA GOLD RICE, BACON, SUCCOTASH, BROWN BUTTER SAUCE
2017 SAVOYA CHARDONNAY, YAMHILL CARLTON

THIRD COURSE
PROSCIUTTO-WRAPPED CHICKEN ROULADE
MUSHROOMS, ASPARAGUS, HERB SALAD
2017 SAVOYA VINEYARD PINOT NOIR, YAMHILL CARLTON

FOURTH COURSE
VEGETABLE AND HERB CRUSTED LAMB LOIN
BASIL-POTATO PUREE, OLIVES AND TOMATOES
2017 CARTER VINEYARD PINOT NOIR, EOLA AMITY HILLS

FIFTH COURSE
CHEF'S CHOICE SELECTION OF CHEESES AND CONDIMENTS
CHOCOLATE TRUFFLES
2018 LATCHKEY PINOT NOIR, DUNDEE HILLS



KORBIN KAMERON
— WINE SOCIETY DINNER —
AUGUST 21, 2021

HORS D'OEUVRES
2019 Korbin Kameron Sauvignon Blanc

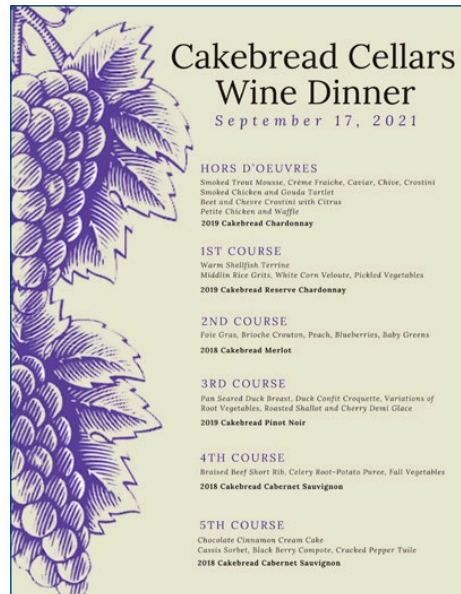
1ST COURSE
2019 Korbin Kameron Sauvignon Blanc
POTATO CRUSTED SEAFOOD TERRINE
Pette Greens, Breakfast Radish, Ossetra Caviar,
Clive Creme Fraiche, Citrus Butter Sauce

2ND COURSE
2014 Korbin Kameron Merlot
BRAISED LAMB SHANK
Fresh Fettuccini, Tomato Consommé, Truffle Oil,
Bals, Mushrooms

3RD COURSE
2014 Korbin Kameron Merlot
CHEESE
Assorted Cheeses with Assorted Condiments,
Fruits and Nuts

4TH COURSE
2016 Korbin Kameron Cabernet
ESPRESSO RUBBED BEEF TENDERLOIN
Short Rib Ragout, Late Summer Vegetables, Dark
Chocolate Demi-Glace

5TH COURSE
2013 & 2014 Korbin Kameron Kristin'
Proprietary Red Blend
CHEF'S DESSERT



Cakebread Cellars
Wine Dinner
September 17, 2021

HORS D'OEUVRES
Smoked Trout Mousse, Creme Fraiche, Caviar, Cheese, Crostini
Smoked Chicken and Grilled Tartlet
Roast and Cheese Crostini with Citrus
Pette Chicken and Waffle
2018 Cakebread Chardonnay

1ST COURSE
Warm Shellfish Terrine
Middle Rice Grits, White Corn Veloute, Pickled Vegetables
2019 Cakebread Reserve Chardonnay

2ND COURSE
Foie Gras, Brioche Crostons, Peach, Blueberries, Baby Greens
2018 Cakebread Merlot

3RD COURSE
Pan Seared Duck Breast, Duck Confit Croquette, Variations of
Root Vegetables, Roasted Shallot and Cherry Demi Glace
2019 Cakebread Pinot Noir

4TH COURSE
Braised Beef Short Rib, Celery Root-Potato Puree, Fall Vegetables
2018 Cakebread Cabernet Sauvignon

5TH COURSE
Chocolate Cinnamon Cream Cake
Cassis Sorbet, Black Berry Compote, Cracked Pepper Tuile
2018 Cakebread Cabernet Sauvignon

LETTER OF RECOMMENDATION



HOUSTON COUNTRY CLUB

Mark A. Bado, MCM, CCE

October 8, 2021

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Jordan Kovalcik in his pursuit of the General Manager position at Lemon Bay Golf Club.

Due to his stellar reputation, Mr. Kovalcik was directly recruited to work at Myers Park Country Club. During his tenure at Myers Park, Mr. Kovalcik has proven himself to be a dedicated, competent, skilled employee able to multitask and work with a professional attention to detail. In fulfilling his position as Clubhouse Manager, Mr. Kovalcik demonstrated, among other skills, innovation in creating new ideas and programs to enhance revenue, staff development at all levels throughout the clubhouse, and a management style that proved to be firm yet nourishing in guiding and leading the staff.

As Mr. Kovalcik progressed through the position at Myers Park, he gained skills in multi-tasking, prioritizing, delegation, and supervision while maintaining efficiency and productivity. He has a firm grasp of the club financial and budgeting processes and has dedicated himself to continually improving and expanding his knowledge and understanding of the club operations as a whole. In each task he has completed, Jordan proved eager to learn and grow and provide the best service possible to the Club, the membership, and the staff. Mr. Kovalcik is respected by his employees, his peers and the membership he serves and would prove to be a valuable leader of any club's operation. With his experience, broad depth of knowledge, and ability to inspire and lead, Jordan is prepared to lead a club to its next level of excellence.

If you would like to discuss further Mr. Kovalcik's qualifications, please feel free to contact me at the number or address listed below.

Sincerely,

Mark A. Bado, MCM, CCE
General Manager/COO

ONE POTOMAC DRIVE HOUSTON, TEXAS 77057 713/465-8381 FAX 713/465-7455

LETTER OF RECOMMENDATION



HOUSTON COUNTRY CLUB

October 8, 2021

Mark A. Bado, MCM, CCE

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Jordan Kovalcik in his pursuit of the General Manager position at Kelly Greens Golf & Country Club.

Due to his stellar reputation, Mr. Kovalcik was directly recruited to work at Myers Park Country Club. During his tenure at Myers Park, Mr. Kovalcik has proven himself to be a dedicated, competent, skilled employee able to multitask and work with a professional attention to detail. In fulfilling his position as Clubhouse Manager, Mr. Kovalcik demonstrated, among other skills, innovation in creating new ideas and programs to enhance revenue, staff development at all levels throughout the clubhouse, and a management style that proved to be firm yet nourishing in guiding and leading the staff.

As Mr. Kovalcik progressed through the position at Myers Park, he gained skills in multi-tasking, prioritizing, delegation, and supervision while maintaining efficiency and productivity. He has a firm grasp of the club financial and budgeting processes and has dedicated himself to continually improving and expanding his knowledge and understanding of the club operations as a whole. In each task he has completed, Jordan proved eager to learn and grow and provide the best service possible to the Club, the membership, and the staff. Mr. Kovalcik is respected by his employees, his peers and the membership he serves and would prove to be a valuable leader of any club's operation. With his experience, broad depth of knowledge, and ability to inspire and lead, Jordan is prepared to lead a club to its next level of excellence.

If you would like to discuss further Mr. Kovalcik's qualifications, please feel free to contact me at the number or address listed below.

Sincerely,

Mark A. Bado, MCM, CCE
General Manager/COO

ONE POTOMAC DRIVE HOUSTON, TEXAS 77057 713/465-8381 FAX 713/465-7455