

Goals, Governance and Gumption ~ Case Study ~



Finance &
Member
Results

Facilities

Set the
Stage

Experiences

Governance

Communication

4th ANNUAL
MASTER SPEAKER SERIES

Set the Stage

Early Days

Member
Guideline

Industry Search to find best practices

- Values
- Mission
- Vision
- Credo

Staff: Daily Thought



Member Guideline



"Don't be a Dick"

Carmel 2003

1,379 Members

25 Classifications

\$7M Debt

\$11M Total Income

\$1.7M Initiation Fees

\$3M F&B Revenue

\$388 Monthly Dues

**Operations lost money prior
three years**

*"Fat, drunk, and stupid is no way to
go through life, son."*

- Dean Wormer, Animal House

Management Initiatives

Hire:

- Membership Director
- Communications Director
- Human Resources Director
- **Recruiter**

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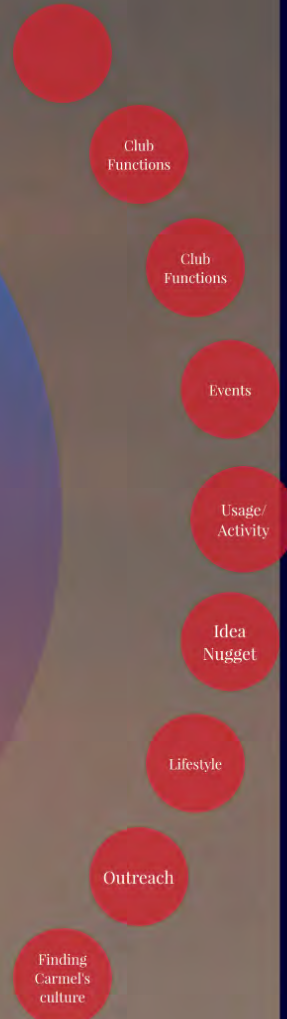
Governance

Communication

4th ANNUAL
MASTER SPEAKER SERIES

Build On...

- Experiences
- Confidence
- Operations
- Service and Staffing



Rational decision or
emotional connection
to join a club?

Why?

CLUB FUNCTIONS - 2005

18 Holers Lunch
9 Holers Holiday Lunch
Bridge Event
Christmas Formal
July 4th Celebration
Montes Alpha Wine Dinner
Easter Buffet
Mother's Day Buffet
Charlotte Symphony
Thanksgiving Lunch
Swim Buffet-Adult
Wines Around World
New Year's Eve Party
Holiday Brunch
Swim Team Buffet
Pool Party
Children's Christmas Party
ROF Dinner

Cooking with the Chef
Father/Daughter Dance
Joe's Stone Crab
Admin Asst Lunch
Seafood Buffet – Adult
Jr. Prgm – Adult
Fowler/Sumrow Christmas
Winter Carnival Adult
Italian Buffet Children
Valentine's Dinner Dance
Halloween Adult
Fathers Day Buffet
Holiday Champagne Tasting
Stroll Thru Italy
Tennis Oktoberfest
Jr. Prgm – Child
Winter Carnival Child
Girls USGA Dinner

Bingo Adult
18 Holers Dinner
Fashion Show
Kid's Tree House
Movie Madness
Oktoberfest Buffet
Bingo Child
Wine Tasting
Junior Golf Banquet
Pottery Class
Halloween Party
Bingo Cards
Committee Mtg
Cirque du Soleil
Cirque du Soleil
Rockettes Show
Movie Madness

Total number of attendees: 10,679

Total revenue: \$247,350

Total # of events: 53

CLUB FUNCTIONS - 2015

Pool Opening Buffet	Kid's Fun Friday	Fiesta Friday, July 3	Glow in the Dark Golf	Kid's First Friday	Kid's Fun Friday Night	Sunday Pool Buffet	Frozen Dinner & Movie	Mommy Mixer at the Pool	Carmel's Baking Camp
Flu Shot Friday	Crawfish & Shrimp Boil	July 4th Extravaganza	Backyard Bingo	18 Holar's Breakfast	Caymus Wine Dinner, Wed	OMB Beer Dinner	Family Snow Night	Oyster Roast at Pool	Tiny Tots Pastry Decorating
Easter Brunch	18-Holer's Luncheon	Fiesta Friday, Pool-Jul	Easter Brunch, Adult	Thanksgiving Bridge & Lunch	Caymus Wine, Thursday	Swim Meet vs Myers Park	Snow Breakfast	Kid's First Friday Night	Fiesta Friday, Pool
Lunch & Learn	4 Corners of Italy Wine	Parent-Child Twilight Golf	Fairytale & Superhero B	Father-Daughter Dance	Blind Wine Tasting, WSM	Crazy for Crab Legs	Sweetheart Dinner in MG	Pool Buffet	Dive In Movie Concessions
Wine Tasting: Old World	Anderson Conn Wine Dinner	Dive In Movie, Pool Con	Blues & BBQ on HT	Greich Hills Wine Dinner	Baking with the Chef	Savor Carmel-Driving Range	Family Valentine's Bingo	Swim Team Time Trials	Final Summer Showdown
YMCA Babysitting Class	Savor Carmel-Under Cons	Carmel Cooking Camp	Divas Reception	Thanksgiving Lunch	9-Holar's Kickoff Luncheon	Swim Meet vs Charlotte	British Pub Night	Surf & Turf, Honors Terrace	Carmel Special Needs Camp
Laser Tag & Lasagna	Jazzy Evening w Dr. Cummings	Wine & Cheese Please	Riedel Glass Wine Tasting	Gingerbread House Party	18-Holar's Lucky Leprechaun	Swim Meet vs Providence	9-Holar's Luncheon	Family Bingo	Dominus Wine Tasting
Panther's Tailgate	Memorial Weekend Friday	Fiesta Friday	C4CC Reception	Gingerbread, Extra House	Pahlmeyer Wine Dinner	Cakebread Wine Dinner	Labor Day Picnic @ Pool	Children's Etiquette Class	Wines Around the World
Mother-Daughter Tea	Decorate a Cookie for Moms	Dive In Movie, Concession	Kid's Friday Night	Restaurant Buffet Renovation	Children's Christmas Party	Bake a Pie for Father's	Middle School Pool Part	Elk Cove Wine Tasting	HOGGS Celebration
Lunch & Learn: Eating	9-Holer's "Survivor" Luncheon	Keenan Wine Dinner, WSM	Savor Carmel	9 Holar's Holiday Lunch	Kid's Super Saturday	Dad & Kid's Movie, Concession	Auteur Wine Dinner	18 Holer Fall Ball Lunch	Christmas Formal
Annual Wine Society Dinner	Wipeout Weekend!	Fiesta Friday at Pool	Joseph Drouhin	Holiday Wine Tasting	18 Holar's Member Member	Halloween Spooktacular	Carmel Slip n Slide	Oktoberfest	Cookies & Cocoa
Charlotte Symphony	Mother's Day Brunch	Cheeseburger in Paradise	Pumpkin Picking/Hayride	WTA Holiday Lunch	Wine Tasting: Blending	18 Holer Golf Fest Lunch	Cooking with the Chef	Carmel Enrichment Camp	Christmas Brunch-Adult
Wild Game Dinner	Memorial Day at Pool	Dive In Movie Concessions	Ladies Christmas Bridge	Spanish Wine Dinner	Glow in the Dark Golf	Easter Egg Hunt & Break	Dad's Surf & Turf, Pool	Lotsa Lobster	NYE Family Party-Child
18-Holar's Sadie Hawkins	Ourback on Honors Terrace	Mollydooker Wine Dinner	9 Holer July Invitation	9 Holer Luncheon					
Shag n Swing	Fall Oyster Roast	Carmel OMEGA Lunch from	Kid's First Friday						
NYE Candle Light Dinner	Swim Team Award Banquet	Fitness Lunch & Learn	Campout on the Course						

Total number of attendees: 25,666

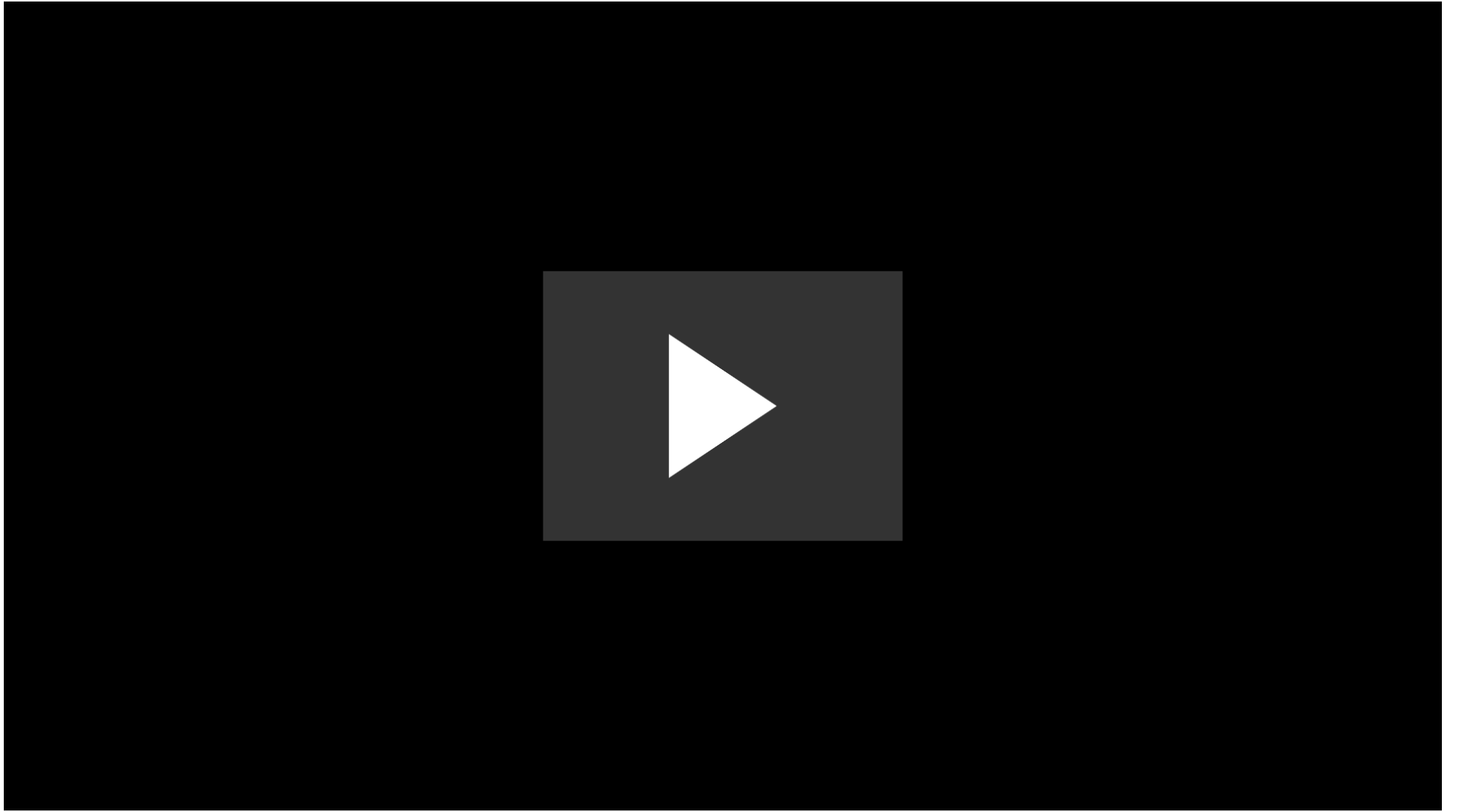
Total revenue: \$658,949

Total # of events: 144



A Marquee of Events





Usage/Activity

	2003	2018
Restaurants	32,000	95,000
Golf Lessons	\$81,000	\$245,500
Shop Sales	\$569,000	\$1,161,700
Greens Fees	\$351,000	\$851,000
Pool Visits	-	43,660
Member/ Guest	60	192

Idea Nugget

Drop discussing growth and accomplishments showing sales numbers (\$) and percentages (%).

Activity is about engagement and visits.

"Third Place"

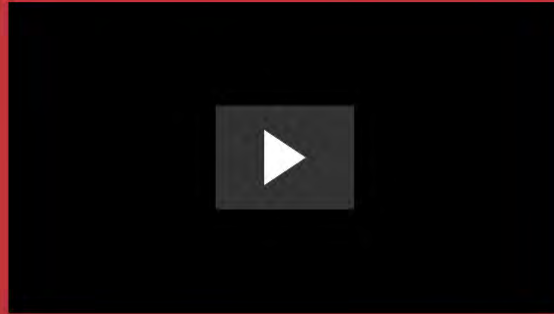
- Cell Phones
- Denim
- Music on the golf course
- Shirt tails
- Junior play

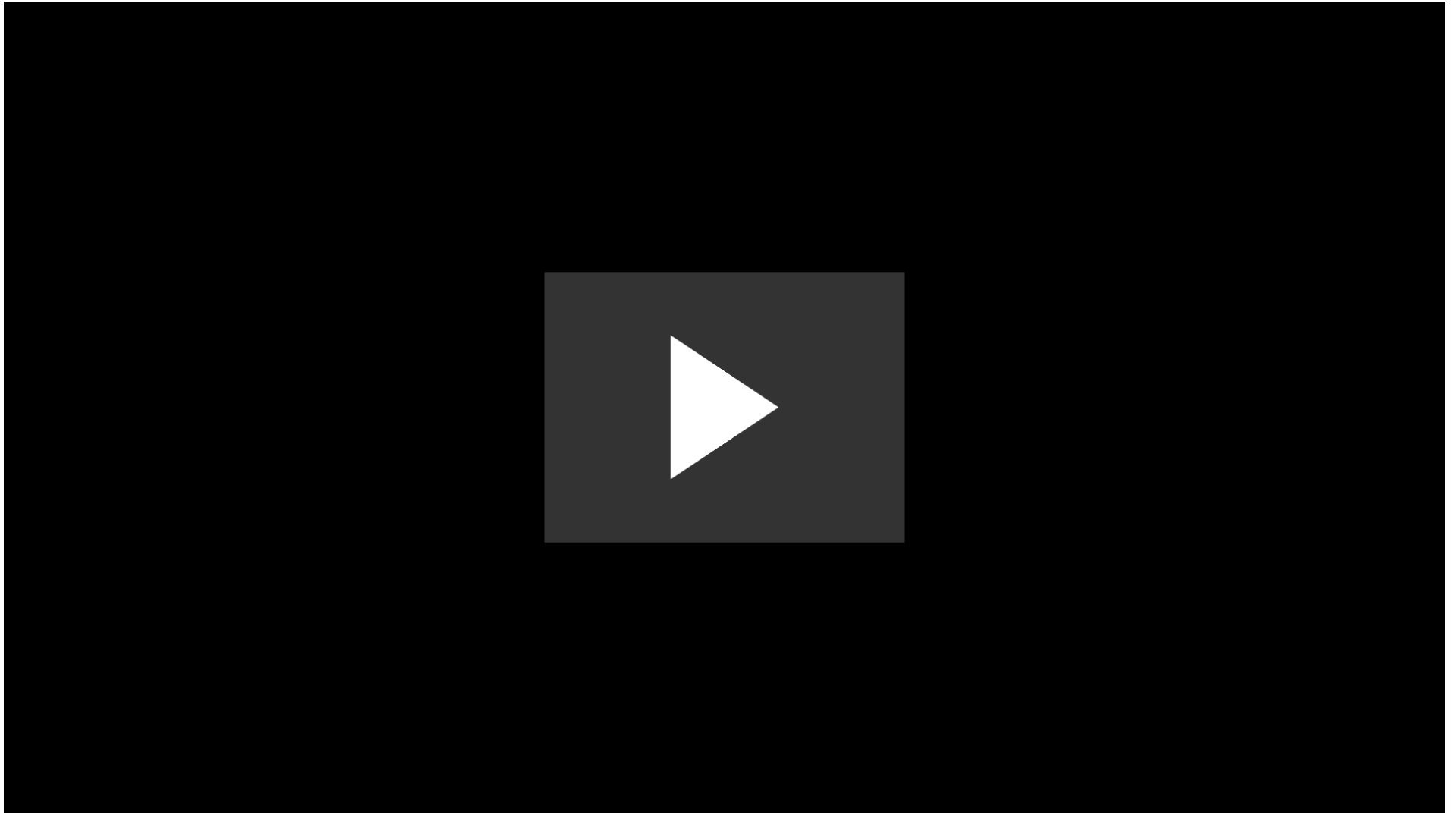
Outreach



**John Schultz,
Major Dan Rooney
and Ty McBride**

Everyday is a Party
at Carmel!





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The way we communicate

- Updates to the Board/Committees
- Staff lineups
- Staff orientation
- Welcoming new prospects
- CRM
- New member messaging
- Videos
- Eblasts
- Impersonating users
- Staff engagement

The
Communication
Plan

Videos

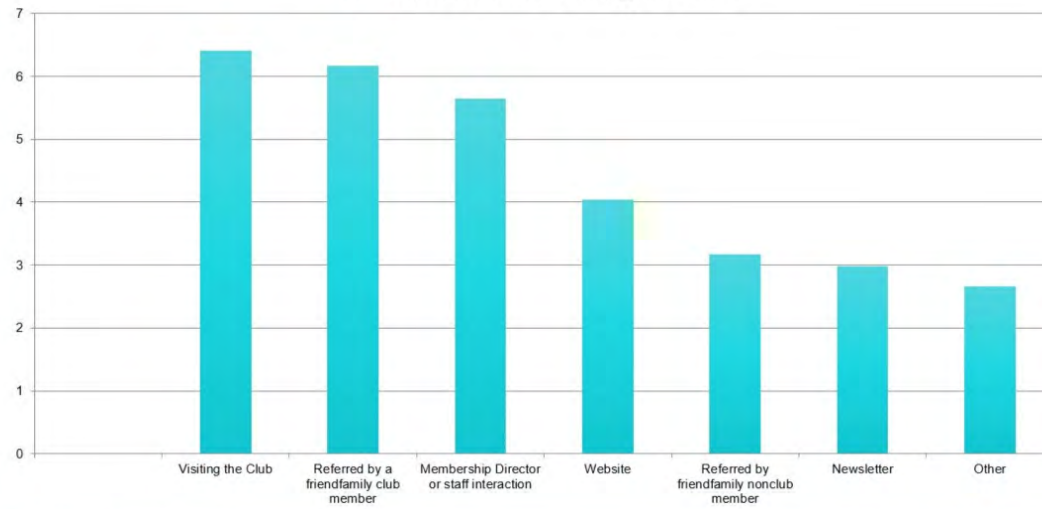
Joining
Carmel

Go
Fishing

Video Library

- Weekly Updates running in Eblast
- Hard Hat Tours
- Special Event Videos
- Education Videos
- 90 second Newsletter

Information About Joining the Club





Idea Nugget

Harvest compliments members have sent in responding to your thank you notes to use in marketing materials

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Governance & Transparency

Town Halls

Whitepapers/
FAQs

Board Focus

Committee
Goals

Idea
Nugget

Story Time

Book of John

Road Map



Story Time

"Hitting the Curve"



BOOK OF
JOHN
sixpointnine

Establishing a Road Map

- Board Orientation
- Establishing roles
- Job Descriptions
- Timeline
- Focus

Carmel Country Club



2019 Governance Manual

THE ROLE OF COMMITTEES

Since 1947 Carmel Country Club has been committed to the active participation of its members in the governance of the Club. Historically, the Club's committee system has played a central role as the Club evolved into a full service, family-oriented club.

Today, the principal function of the Club's committee system is to assist the Board of Directors in the effective leadership and governance of the Club. The first and most important committee role is to help the Board articulate the members' expectations in the area of the committee's focus.

The effectiveness of our committee system rests on a foundation of a few key principles:

- **Committees are established by the Board** and therefore derive their authority and scope of responsibility from the Board as outlined in the bylaws of the Club. In practice, committees function with a great deal of independence, except as limited by the bylaws, rules and budget of the Club.
- **Committees are created to aid in the process of governance**, as opposed to operations or management. A committee is expected to articulate a vision for its area of interest and make recommendations to the Board that will facilitate realization of that vision. Committees study issues and make recommendations. In this regard, a committee is not doing "sub-board" work; it is doing "pre-board" work. This means that they are working and thinking at the level of the Board ("what is best for the Club as a whole?") before the issue comes to the Board. Once adopted by the Board, these recommendations serve as the basis for staff recommendations about implementation of policy or requests for resources (budgets).
- **Committees are purely advisory** (to the Board) in their nature. They consist of members with an interest in a particular area of the Club and support Board action by studying in depth issues the Board lacks the time or expertise to address. With a few exceptions, they have little authority to act independently. Most of a committee's activity will culminate in recommendations to the Board.
- **Committees and staff function as partners.** Committees, through the Board Chair and Liaison, work to support the Board. Committees have no supervisory role vis-à-vis the authority to become involved in the operation and management of the Club. Similarly, the staff, through the General Manager work to enact policies and achieve outcomes as directed by the Board. The Board hires the General Manager and he or she in turn hires the staff, establishes their duties, and oversees their performance. Committees and staff function as partners in the development and implementation of policies and programs designed to serve and meet the goals of our members.

Questions about the relationship between the staff and committees arise from time to time. The Club's committees and staff function in related, but functionally parallel and independent systems. Club's staff has no supervisory role with respect to the committees, nor any authority to make decisions regarding the functioning of the committees. This may seem confusing, but keeping clear the line that separates governance and management is essential to the safeguarding the absolute accountability of the General Manager to the Board (and the accountability of the staff to the General Manager).

If you have any questions about the role or scope of your or any committee, the Board Chair should be able to provide assistance.

Roles and Responsibilities Matrix


Carmel Country Club  2019 Governance Manual

ROLES and RESPONSIBILITIES

Area/Department	Board	GM	Department Heads	Committees
Long term & strategic goals	Develops in conjunction with mission and vision statements and core values	Provides input	Provide input	Provide input
Short term goals	Monitors	Establishes and executes	Receives direction	Provide input
Day-to-day operations	No role	Makes all management decisions	Manages department	No role
Budget	Approves	Recommends budget to Board	Prepares with GM	Make recommendations
Capital purchases	Approves	Recommends budget to Board	Prepares requests	Make recommendations
Decisions on building renovation and expansions	Makes decisions that are based on mission and vision statements	Provides input; if authorized, signs and executes contracts	Provide input at committee level	Make recommendations
Supply purchase	Sets policy/approves budget	Reviews and approves	Purchase according to policy and budget	No role
Emergency repairs	Works with GM and acts with concurrence from Chair	Notify Executive Committee for immediate approval and notifies Board	Communicates need to GM	No role
Fees	Adopts policy	Develops fee schedule with Board input	Provide input	May recommend
Hiring staff	No role except GM	Approve all hiring	Interviews direct reports	No role
Staff deployment and assignment	No role	Establishes and executes	Follows Club policy	No role
Personnel Policies	Adopts policy	Recommends/administers	Follows Club policy	No role
Staff salaries	Allocated line item for budget	Approves salaries and recommendations from supervisory staff	Makes recommendation to GM	No role
Staff evaluations	Evaluates ONLY the GM	Evaluates all department managers and may seek Board input	Evaluates all direct reports	No role
Membership growth & marketing	Works with GM to develop strategy. Approve members	Works with Board to develop strategy and implements	Make recommendations and carries out strategy	Provide input

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Idea Form

Carmel Country Club  2019 Governance Manual

IDEA PRESENTATION FORM

Recommended by: _____ Date: _____

Description of idea: _____

Purpose: _____

Answer all applicable questions:
Percentage of the membership affected? _____ Any revenues generated? _____

Expenses incurred? _____

Equipment required? _____

Extra staff time required? _____

Are present systems in place to ensure effective implementation? _____

Recommended implementation date? _____

Committee:	Discussion <input type="checkbox"/>	Recommendation <input type="checkbox"/>
Management:	Discussion <input type="checkbox"/>	Recommendation <input type="checkbox"/>
Board (when required):	Discussion <input type="checkbox"/>	Recommendation <input type="checkbox"/>

All Committee Orientation

- Club tours
- Visit behind the scenes locations on property
- Board shares their goals
- Industry expert
- Q&A
- Unified path for all!

Carmel 2018 All-Committee Meeting & Orientation Wednesday, February 7 – Club Ballroom

All committees share responsibility for continuing Carmel's tradition of excellence. 2018 promises to be another milestone year in the Club's history. This important All-Committee meeting will be an informative and significant launch to the year. Please plan to join us for what promises to be an educational and fun evening at Carmel!

Club Tours start at 5pm

This "behind-the-scenes look" at Carmel comes complete with information from the professionals working in each area. From the Greens & Grounds complex to the Kitchen, this is a valuable insider's look at the Club.

Meeting starts at 6pm

- Introductory remarks and a 2018 overview by Club President Dave Mauney
- "Update on Club Industry Trends and Governance Practices" by industry expert Frank J. Vain
- Reception

In addition to being provided with planning information for 2018, committee members will enjoy a presentation by Frank J. Vain, President, McMahon Group, Inc, a full-service, private club consulting firm dedicated to serving clubs in all aspects of their planning, clubhouse, golf and membership needs. The meeting will be followed by a reception which will allow all attendees to share camaraderie and fellowship as Carmel kicks off the 2018 year in Board and Committee governance.



Frank J. Vain
President


Mr. Vain provides consulting and planning services to private clubs throughout North America. Through use of specialized services including membership surveys, strategic planning, operational analysis and facility long range planning, Frank assists clubs in developing individualized strategies for their unique situations.

Mr. Vain joined McMahon Group in 1988 and has more than

Establishing Committee Goals

- Collection
- By Board
- Calendarize
- History
- Follow-up

Get the right people on the committees with no hidden agendas!



Carmel Country Club 2018 Governance Manual

MEMBERSHIP COMMITTEE

The Membership Committee shall investigate, consider and make a recommendation to the Board concerning each proposal for Membership, each application for transfer from one class of Membership to another and each application for reinstatement. The Membership Committee shall be responsible for all matters pertaining to the development, orientation and retention of all classes of Membership

The Membership Committee shall keep the information obtained in the course of its investigation confidential. Such information shall not be disclosed to Members or prospective Members absent a Motion duly approved by the Board or pursuant to judicial process.

	<i>Roll-off dates</i>
Jeff Harris, <i>Chair</i>	-
Tim Keller, <i>Vice-Chair</i>	-
Walt Kennedy	2018
Jim Penegar	2018
Aidan McAvinchey	2019
Alex Browning	2019
Amy Shober	2019
Shawn Quillin	2020
Shelly Rydell	2020
Paul Dougherty	2020
Ben Dobson	2020
Philip Dodds, <i>Staff Liaison</i>	2020

MEMBERSHIP COMMITTEE, 2018 Goals & Objectives:

1. Achieve 45 requests of membership and increase waitlist in 2018.
2. Review Non Resident Rules and privileges.
3. Review and study New Member Survey and make recommendations for any changes in our onboarding and orientation process.
4. Review and consider changes to the new member selection criteria and ordering assuming the Club is maintaining an expanded waitlist going forward. (Revisit preferential treatment as it refers to waitlist.)
5. Review membership categories for relevance, need, initiation fee discount and structure to waitlist.
 - a. Legacy
 - b. Spouse

MEMBERSHIP COMMITTEE 2018 MEETING SCHEDULE (All meetings will begin at 7:30am.)
 March 8, April 12 (Goal 3), May 10 (Goal 2), June 14 (Goal 4), July 12, Aug 9, September 13 (Goal 5b), October 11, November 8 (Goal 5a and Goal 1)

Goals and Objectives Template

CARMEL Committee Goal Form	
Goal:	Reconfirm Club policies in regards to booking events.
Statement of issue:	Members vocalized a concern that hosting certain event types or groups could have a negative impact on Carmel's reputation.
History/background:	Political fundraisers- Budd-Harris Fundraiser; Dan Bishop For Congress; Republic Women's Conference; Hood Hargett Religious fundraisers- Catholic Charities; Human Coalition; Profile of Champions Other- Weddings and Bar Mitzvahs
Current rule:	The Catering and Private Room Guidelines permit events to be hosted at the Club provided they are member-hosted or member-sponsored. There is currently no criteria to dictate MEMBER-HOSTED EVENTS Member-Hosted events are hosted by a member in good standing of Carmel Country Club. The host is directly responsible and billed by the Club for the entire cost of the event, including any additional costs incurred during the event. The Club will send a copy of the invoice to the member host following the conclusion of the event. Prepayment options are available per member request.
Alternatives:	<ol style="list-style-type: none"> 1. No change- abide by policies as outlined in the Catering Packet (above). 2. Have the GM and/or Board review all events prior to booking. 3. Require that any event that could be considered controversial (political or religious) get approval from Club leadership prior to booking. 4. Use discretion to identify any events that threaten to compromise Carmel's reputation. Have the GM get approval from the Board and/or Executive Committee prior to booking.
Staff recommendation:	Given the quantity of events hosted at the Club, it would be unreasonable to ask the GM and/or Board to approve them all. Rather, it would be helpful if the Board and/or Executive Committee would approve events that may be controversial to the membership. Not only would Club leadership have knowledge of what's taking place but they could vocalize the logic behind the decision/ defend Carmel as needed. The reasoning behind recommending the Executive Committee rather than the whole Board is simply due to timing. Some requests require quick rounds which limit the opportunity to meet or discuss at length.
Committee recommendation:	The House Committee has not been privy to these discussions. Should the Board deem it necessary to review with the Committee and get their endorsement prior to approval, Thomas and the House Committee chairs will do so.
Board recommendation:	The Board was unanimously in favor of option 4. They felt that the Executive Committee would be able to make a sound decision on behalf of the Board should an immediate response be required.

Board Focus



2019 BOARD OF DIRECTORS Monthly Focus & Meeting Information

MONTH Date	MEETING	THEME-FOCUS	SOCIAL ACTIVITY	PRESIDENT
JANUARY 2018				
Wed Jan 16, 9am	Board Orientation			Orientation starts 9am President's lunch 12pm
Thurs Jan 17, 6pm	2019 Board Planning Meeting	Set Goals and Objectives		
Thurs Jan 24, 5pm	2019 Reg. Jan Mtg (incl. new BOD mems)			
Mon Jan 28, 7pm	Annual Meeting			3-5 minute speech
FEBRUARY				
Sun Feb 10, 5pm			Symphony	Introduce maestro- G. Malbomian
Wed Feb 13, 5pm	All-Committee Meeting	Speaker: Frank Vain	Clubhouse tour	Opening remarks
Thurs Feb 21, 5pm	Reg. February Meeting		President's Room Steak Dinner	
MARCH				
Thurs Mar 28, 6pm	Reg. March Meeting		Drinks in the LLP	
APRIL				
Sun Apr 7, 6pm			President's Drink Selection Party	Welcome/ mingle/ decide
Tues April 16, 4pm	Steering Comm. Presentation/ Reg. April Meeting		Drinks in the LLP	
MAY				
Fri May 3			Concert	Present check
Mon May 20	Officer Director Forum			
Thurs May 23	Reg. May Meeting		Pickleball and pints	

JUNE				
Thurs June 20, 6pm	Reg. June Meeting			Par 3 tournament
JULY				
Thurs July 18, 6pm	Reg. July Meeting			Drinks in the LLP
AUGUST				
Thurs Aug 22	Reg. August Meeting	President Election		Drinks in the LLP
SEPTEMBER				
Friday Sep 6- Sunday Sept 8	Board retreat			
Thurs Sept 19, 6pm	Reg. Sept Meeting	Electronic?		
OCTOBER				
Wed Oct 2/9, 6pm	Former President Exchange			Recognize former presidents
Thurs Oct 24, 4pm	Reg. October Meeting	Steering Presentation and Annual Operations budget	Outdoor spouse dinner	
NOVEMBER				
Thurs Nov 21, 6pm	Reg. Nov. Meeting			
DECEMBER				
Thurs Dec 19, 6pm	Reg. Dec. Meeting			Dinner with Spouses, 7pm
JANUARY				
Tues Jan 14, 6pm	2020 Board Planning	Setting of Goals & Objectives		
Thurs Jan 23, 6pm	Reg. Jan Meeting (incl. new BOD mems)			
Mon Jan 27, 7pm	Annual Meeting			Farewell speech



Staff liaison's impact
on Committee &
Board selections

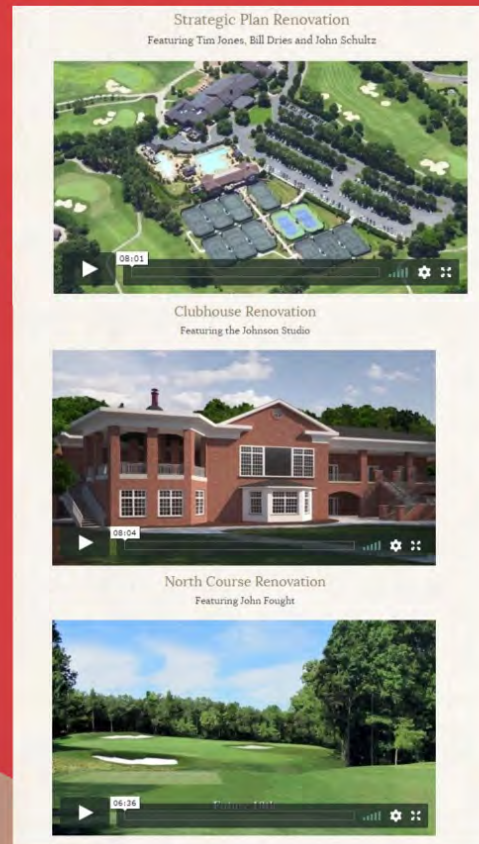
Whitepapers/FAQ's

authored by Committees

- Dues FAQ
- Large Party Guidelines
- Room Rental Fees FAQ
- Member Statements and Billing
- Charity Outings FAQ
- Club Liability FAQ

Virtual Town Halls

Watch them at
carmelcountryclub.org
under
The Club,
Strategic Plan



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Facilities

Why is different
better than better?

Strategic
Planning

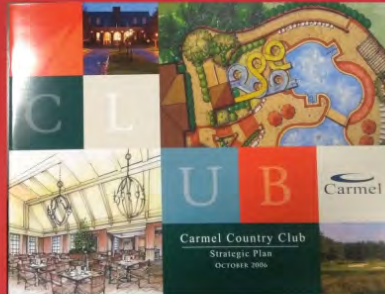
Renovations

External
Motivation

Our
Facilities

Strategic Plan Books

2005



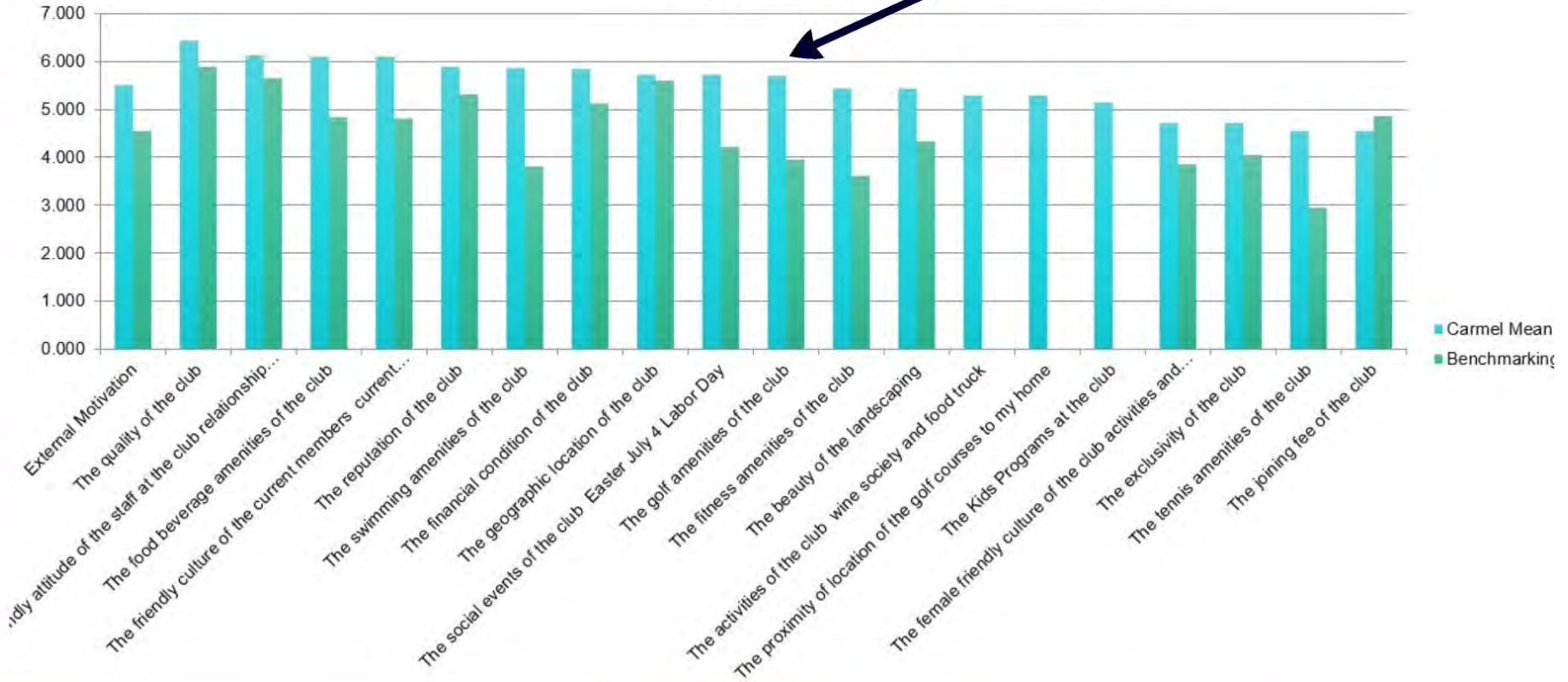
2013



Renovations at Carmel

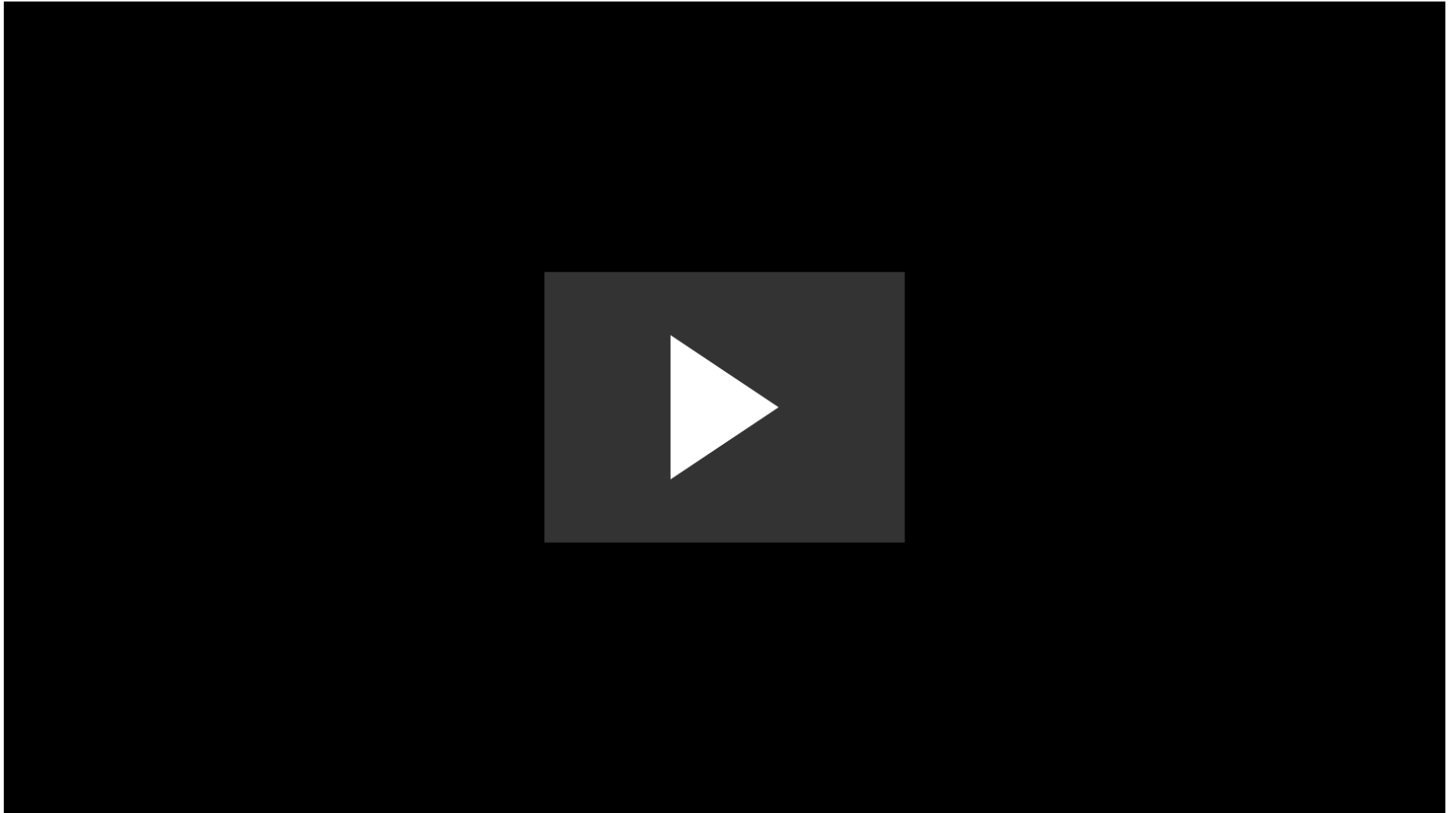
- 2007 – Pool Complex
- 2011 – South Course
- 2012 – Tennis Complex –
Award Winning Design
- 2013 – Men's Locker Room
- 2015 – Restaurants
- 2016 – North Course

External Motivation Golf



The Facilities at Carmel





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Member Information

	2003	2018
Member by Category		
Resident	837	1000
Social	27	169
Other	515	258
Total Membership	<u>1,379</u>	<u>1,427</u>

Changes

15 Year
Totals

Usage/
Activity

Financial

Words of
Wisdom

Changes

	2003	2018
Full Member Equivalents	961	1,185
Average Age	61	57
# Classification	25	7

15 Year Totals

Total of 1,050 New Members
Average 70 per year
High 131 in 2007
Low 27 in 2009

Usage/Activity

	<u>2003</u>	<u>2018</u>
Activity Visits	231,000	465,700
F & B	\$3M	\$6.6M
Sales/Member	\$5,200	\$9,200
Golf Rounds	45,000	50,000

Financial

	2003	2017
Net Worth	\$10.5M	\$33.8M

CAGR

25th = -1%

Median = 2%

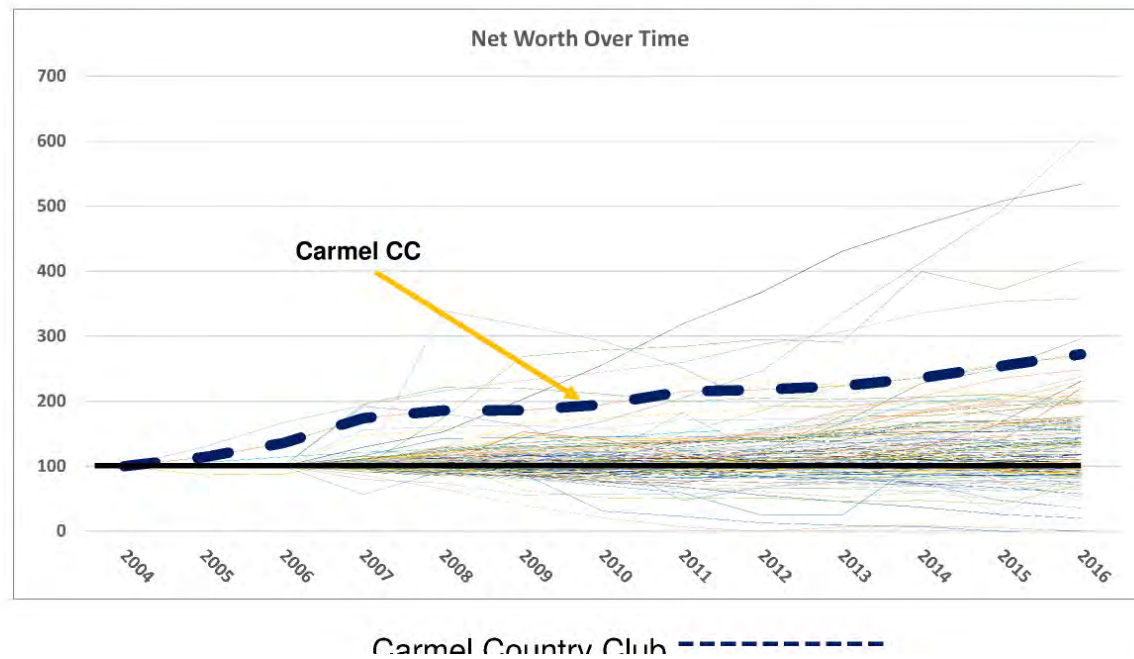
75th = 5%


Google Equity 5 Yr. 18%

Walmart Equity -0.3%

Top Club = 19.65%

Can only increase Net Worth
with **significant** Capital
Income





Self-actualization
happens when you
(members) stop looking
outside for opportunities
and focus on what is best
for the club from the
inside

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