



**Private Club  
Performance Management**

# **Club Opening Plan**



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## OBSERVATIONS

### OPENING TIMELINE

There is probably no more critical task associated with an opening than the timing of hiring a management team. Obviously, the hiring timeline depends upon the progress of construction. In both of my openings as GM, I was hired approximately 6 months before the projected opening date. In both cases construction delays gave me close to a year of pre-opening time. In the case of the Point, I hired or had made employment offers to most of the management team before the construction delays were announced. As a result, the developer was forced to carry a high labor overhead for an extended period of time.

In both instances, we used the extra time to our advantage, and I believe the smoothness of the openings was due to the extra time we had to prepare. Many developers will not want to bear such a high overhead for that period of time. The only viable alternative while still being committed to a smooth opening is to lighten the management workload by using materials prepared during other openings. Club management companies with opening experience often have a wealth of organizational material that can be customized for a new club. Such material will significantly shorten the time needed to prepare for an opening.

### PERSONNEL POLICIES

Before hiring the line staff of a start up club, it is absolutely essential to develop [Personnel Standards, Policies, and Procedures](#), as well as design a benefit plan. These are critical in that they are filled with legal implications and issues of staff morale. Fortunately, there are many sources for purchasing generic personnel policies, though these “canned” policies will need careful reading and editing to meet specific needs. I also strongly suggest a legal review to ensure compliance with State and local laws. A well-thought out and competitive benefit plan is essential to attract and retain quality employees.

It is also a good idea to develop a standardized employee personnel file and train all supervisory personnel in the important issues surrounding [hiring, counseling, disciplining, and discharging employees](#). Don’t assume that since supervisors have previous experience or are graduates of accredited hospitality programs that they know how to do these things. Without proper guidance and supervision, these issues can cause a lot of trouble for the club.

### TRAINING & DETAILED POLICIES AND PROCEDURES

Club operations are people intensive and detail intensive. It takes a lot of employees to provide the requisite levels of service in a club. Every aspect of service involves countless details. These two facts make detailed, formal training an absolute necessity for any successful club. But when this requirement is added to a start up operation without any organizational experience, history, or culture to help indoctrinate new employees, an almost insurmountable burden is created for the management team.

Even before fleshing out [training requirements and materials](#), the management staff must determine in great depth the club’s operating [Standards, Policies and Procedures](#). These are, after all, the backbone of any organized system of training. How can a club teach its employees to take dining reservations until it has determined its reservation policies and procedures? And taking reservations is but one of hundreds of things employees must be trained to do.



experience with the understanding that the assignment is of limited duration. You can expect to offer a higher compensation for someone with these special skills. Another solution would be to hire a management company for several years to get the club open with the understanding that at the end of the contract, the developer may want to hire his own GM.

#### COMMUNICATING WITH MEMBERS

Given the newness of club operations and the natural curiosity of members about the construction and operation of their club, members have a great need for information during the opening process. Not only do they want to know what is going on, when the facilities will be finished, what the décor of the ladies' lounge looks like, and will you hire their son to be a cart attendant\*, but they also will have a good deal of advice on the management of the club, the types of menus they want, and how to improve the golf course. Naturally, this comes with the territory, but much of it can be deflected or answered by continual communication during a very busy time for the management team.

For this reason, it makes sense to start publishing the club newsletter as soon as possible. Rather than lists of upcoming club events, the newsletter at this stage presents the management team with the opportunity to educate members about the club, its rules, its proposed programming, etc. The added advantage of such communication is that it allows member feedback during the critical phase of determining policy and procedure. Such feedback can help avoid miscues, false starts, errant programming, and rules unpalatable to the membership.

In addition, it is helpful to send out periodic updates from the GM to the membership. These can go in billing statements or other mailings to the membership. These communications will keep members informed and will help to establish the visibility, professionalism, and authority of the GM.

\*We strongly suggest a policy of not hiring any relative of a member. This policy, if uniformly applied, will prevent all kinds of headaches for management.

#### SUPPORTING THE DEVELOPER'S SALES EFFORT

Since most new clubs are part of real estate developments, the management team must remember that club facilities are the amenities that attract people to the development, but the developer's ultimate goal is to sell real estate. Bearing this in mind, the club operations staff must do everything in their power to further this goal. The management team must be prepared to drop everything in an instant to give a tour to a real estate prospect. The GM must keep the developer's sales team fully informed of construction timelines, visions for club operations, club policies and other details of club operations that may help close a sale. As the new management team is hired, each Department Head should be introduced to the sales agents and, if possible, get a tour of the sales facility and developer's project from one of the agents. This will help establish a bond between the two teams and will also give the operations staff a perspective on their place in the larger arena.

#### SUMMARY

Careful planning, thorough organization and detailed training are the keys to a successful opening. The efforts of the management staff during the six months prior to start up will determine this success. If the opening is smooth, a satisfied membership will settle into the predictable and routine enjoyment of their club within a couple of months. A less than satisfactory opening can lead to months of turmoil, member complaints and staff turnover. Recovery from such an opening is often slow and painful for all concerned.



## GENERAL MANAGER

### CRITICAL TASKS

- Establish opening timeline (see **Appendix 2**) – working back from target opening date. Initial opening date for the major club facilities (clubhouse) was for the fall of 1999.
- Continually revise timeline as new construction completion dates are given.
- Determine management organization and design organization chart. See **Appendix 3**.
- Determine management staffing and hiring timeline for Department Heads. Given the short time (less than six months to the projected opening date) my first priority was to hire subordinate managers. After offers were made and some Department Heads were on board, construction problems delayed opening until the spring of 2000. We carried an expensive labor overhead for a long time, but tried to use the time to get organized, develop policy and procedure and training material.
- Establish goals for the opening period. In our case this was for the 1999. See **Appendix 4**.
- Determine hours of operations for all facilities. See **Appendix 5**.
- Establish fees and pricing of all club services. See **Appendix 6**.
- Study Club Rules in detail – all areas of generality and ambiguity must be resolved by policy decisions.
- Develop written policy and procedures with particular emphasis on areas covered in Club Rules. For outlines of policy and procedure by area, see **Appendix 7**. We developed close to 1,000 written policies and procedures during the opening process and placed them on a server as a shared database for all managers.
- Develop forms and a system to manage forms. If each Department Head develops his own forms without some guidance and approval process, you'll end up with a mess of duplicate and unprofessional looking forms. We developed a large number of our own forms during the opening process. See **Appendix 8**.
- Conduct a local area wage survey to determine appropriate compensation levels for all positions. Often, this type of information is available through the local Chamber of Commerce or economic development authority. Sometimes you'll just have to conduct your own survey. If there are other clubs in the area, they may be willing to share information with you.
- Determine format for monthly financial statements and establish chart of accounts.
- Prepare a Start-up Operating Budget to cover period until the Clubhouse opens. We prepared an operating budget for the period of July through December of 1999, and then developed our first full-year budget for FY-2000.
- Newsletter – determine when to start club newsletter, design & format, frequency of publication, who will be responsible for producing? Printing? How many copies? One per member household plus extras for marketing and membership. Initially, the GM produced the newsletter that was first published in July 1999. The Activity Director took over this responsibility after coming aboard in early 2000.
- Review clubhouse plans for:
  - Location and sufficiency of electrical outlets.
  - Location and sufficiency of phone jacks.
  - Location and sufficiency of data jacks.
  - Data jacks at time clock locations.
  - Adequacy and location of storage areas.
  - Location of external water spigots.
  - Wiring or conduits for security system.
  - Wiring or conduits for music/announcement system.
  - Wiring or conduits for point-of-sale system terminals.
  - Location of telecommunications equipment and distribution panels.



## GOLF OPERATIONS

### HIRING TIMELINE

- Head Golf Professional (hired 3 months before golf course opening).
- 1<sup>st</sup> Assistant Professional (hired 2 months before golf course opening) POS system must be available for training.
- 2<sup>nd</sup> Assistant Professional (hired after opening when course volume required).
- Merchandise Manager (hired 4 months after golf course opening) also helps out with Tennis Pro Shop.
- Shop Help (hired as needed to cover shop hours).

### CRITICAL TASKS

- Develop Golf Policies and Procedures. See **Appendix 7**.
  - Pay special attention to guest play and outing policies. See **Appendix 10**.
  - Carefully review Club Rules and clarify all ambiguities and generalities
- Pricing of all products, services, guest fees and outing fees. See **Appendix 6**.
- Hire staff.
- Train staff.
- Determine hours of operations. See **Appendix 5**.
- Establish programming – work with GC Superintendent to establish schedule of events. See **Appendix 11**.
- Set up accounts with vendors.
- Order supplies.
  - Tees, scorecards, pencils, ball markers, divot repair tools, etc.
  - Cart cleaning supplies.
  - Towels for cart.
  - Range balls.
- Order shop inventory – must be done ASAP to have basic supplies and inventory lines at opening. Already having a logo helps. Order limited basics for temporary pro shop – shirts, golf balls, gloves, caps/hats, towels, and other assorted apparel.
- POS training – Assistants and shop help need to be trained as soon as POS system is available.
- Set up of Credit Book and Gift Certificates in POS system.
- Plan range set up. How many hitting stations, yardage plates, signage? Range rotation. Work with GC Superintendent.
- Planning of Tournament staging.
- Mark the course with GC Superintendent.
- Pre-Opening survey of memberships' desires for Pro Shop merchandise.
- Select and order staff uniform. Order nametags.
- If the Pro Shop will be in a temporary location prior to the opening of the clubhouse, look into temporary shop fixtures.
- Arrange for course rating, if not already done.

### LOCATION

Started out in trailer then moved to temporary location in back of Cart Barn, then to permanent facilities.

### MAJOR PURCHASES

- Computers – 3 @: 1 for Pro's office, 1 for back office, 1 for counter/POS.
- Printer - 2 @: 1 for counter, 1 for back office.
- Copy machine.



## TENNIS

### HIRING TIMELINE

- Tennis Professional (hired 3 months before opening Tennis facility).
- Assistant Tennis Pro (hired 6 months after opening of Tennis facility or when demand warrants).
- Shop Assistant (hired 2 weeks before opening of Tennis facility).

### CRITICAL TASKS

- Hiring.
- Develop Tennis Policies & Procedures. See **Appendix 7**.
  - Tennis Rules. See **Appendix 12**.
  - Shop procedures.
- Establish programming.
- Determine pricing of services and fees. See **Appendix 6**.
- Establish Hours of Operation. See **Appendix 5**.
- Order Equipment/Supplies (at least 2 months before opening).
- Order Shop Inventory (ASAP to get basic lines in before opening).
- Preparing Training Material based upon policies and procedures.
- Training of staff.

### CLEANING/STOCKING

Timeline (need at least 2 weeks in building before opening)

### DESIGN FEATURES

- Need sufficient storage & shelving for inventory and supply items. 60 sq. ft. is adequate for our needs. Also need storage for ball machine – ours is approx. 100 sq. ft. There is also an area to store the Roller – it's approx. 140 sq. ft. Both are more than sufficient.
- Exterior or courtside light switches. At PLGC they were inside tennis shop causing us to leave lights on all night for members until we could install exterior switches.

### MAJOR PURCHASES

- Ball Machine.
- Motorized Roller (Proline)/Rakes/Blower – supplied by the Tennis Court contractor.
- Golf Cart for dragging courts. We ended up using one of the 72 carts leased for golf operations. I suggest a used, gas-powered utility cart to avoid having to set up a charging station at the tennis facility.
- Wind Screens came from the Tennis Court contractor.
- Bulletin Boards – inside and outside for posting announcements and tournament results, etc.
- Heavy duty Rake to scratch surface of courts – drag behind cart. The one from the court contractor was a lightweight, hand rake. We found the heavier dragged rake to be much more efficient.
- Restringing Machine – Club or Pro purchase, depending upon who will get the revenue.
- Manikin for merchandising tennis wear.
- TV/VCR for Pro Shop.
- Music System.
- Security System.
- Cooler stands for courtside – one per court.
- Tables and Chairs for Courtside Shelters. None were provided, so we took some of the pool furniture for this purpose.
- POS terminal for pro shop.



## MAINTENANCE/HOUSEKEEPING

### HIRING TIMELINE

- Facilities Manager (hired 10 months before opening).
- 2 @ Facilities Technicians (hired 2 months before opening).
- Locker Room Attendants (hired 2 weeks before opening).
- Housekeeping – contract out initially until needs are known.

### CRITICAL TASKS

- Develop staffing plan and hiring timeline.
- Develop Maintenance and Housekeeping Policies & Procedures. See **Appendix 7**.
- Determine housekeeping procedures, products to be used and equipment needed.
- Set up accounts with vendors.
- Order cleaning/housekeeping supplies as necessary.
- Preventive Maintenance Program – collect all Operations and Maintenance (O&M) manuals, set up Preventive Maintenance (PM) schedule for each piece of equipment.
- Preparing Training Material for housekeeping, laundry, and locker room attendants.
- Training.
- Pricing for Locker Rooms. See **Appendix 6**.
- Security system design – motion sensors, door and window contacts, keypad locations, cameras.
- Music system design.
- Telephone system design.
- Prepare key lists for all buildings. This requires careful analysis of access needs. The GM and each Department Head should review plans and decide who needs access to what areas.
- Develop key control policy.
- Develop work order policy. Make sure all Department Heads understand and follow.
- Plan for storage shelving. Get with each Department Head and try to draw up plans in advance. If some of the shelving can be built prior to building occupancy, it will save time later.
- Get all O&M manuals from contractors. Organize and file.
- Get complete set of as-built drawings.
- Get Closeout documents.
- Get all Warranty information on buildings and installed equipment – set up Warranty File.
- Get any leftover constructions materials – shingles, paint, siding, shutters, lights, bulbs, etc., and store for future needs.

### ESTABLISH CONTRACTS

- As short term as possible to maintain flexibility.
- Dining room linens.
- Uniforms.
- Entry mats.
- Laundry service for dining room linens.
- Cleaning service for initial phases until actual needs were known.
- Elevator maintenance – PLGC has two elevators – one in locker room building and one in clubhouse.
- Utility Cart lease.
- Fire protection – annual sprinkler inspection.
- Security System.
- Music System.
- Trash/Recycling.





## FOOD & BEVERAGE

### HIRING TIMELINE

- Chef (hired 10 months prior to opening). Hire no later than 6 months before opening.
- Sous Chef (hired 6 weeks prior to opening).
- Dining Services Manager (hired 8 months prior to opening). Hire no later than 6 months before opening.
- Dining Room Manager (hired 2 months prior to opening).
- Kitchen Staff (hired 4 weeks prior to opening).
- Servers & Bartenders (hired 4 weeks prior to opening).

### CRITICAL TASKS

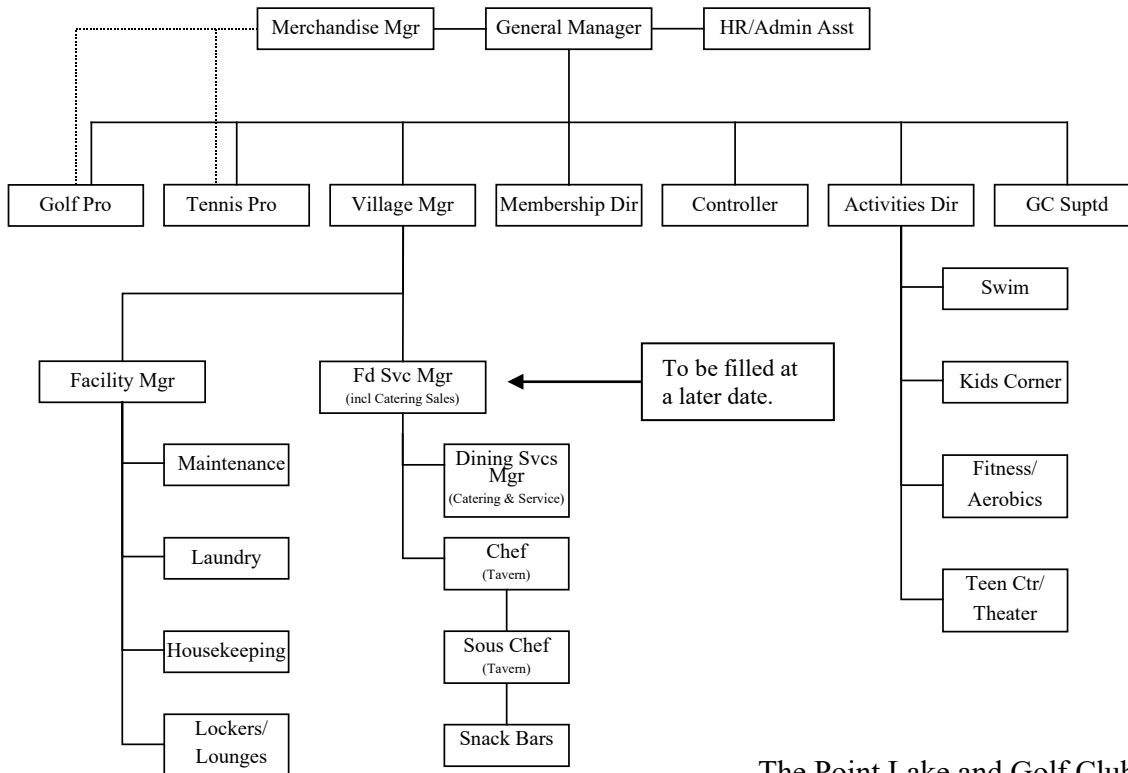
- Establish opening timeline for food and beverage operations.
- Establish vision for food service. Unless you have a Food and Beverage Director or some other person with responsibility for both kitchen and dining room, ensure close communication between the chef and the front of house manager. Many policy, procedure and purchase decisions require a shared vision of the food service operation.
- The ideal situation would be for the chef to help design the kitchen. This is rarely possible, but at least have the kitchen plans reviewed ASAP by a qualified current chef (that is, one who is currently cooking, as opposed to someone who may have done it in the past). The kitchen needs to be designed with sufficient space, equipment, and flexibility to allow changes in menus and food tastes.
- As soon as the Chef is on board, he or she should review the kitchen plans to ensure the design meets his/her food service needs. While major design features cannot be changed at a late date, minor improvements can often be made.
- The Dining Services Manager should review the layout of the dining room, bar, and all catering spaces to ensure design is adequate for needs. While major design features cannot be changed at a late date, minor improvements can often be made.
- Verify refrigeration/freezer locations and capacity.
- Verify ice machine locations and capacity.
- Establish hours of operation for food and beverage service facilities.
- Set up accounts with vendors.
  - Food purveyors – meat, seafood, fresh produce, dairy products, specialty products, etc.
  - Equipment and supply vendors.
  - Beverage suppliers.
- Menu engineering.
  - Recipe selection.
  - Portion sizing.
  - Menu costing
  - Menu pricing.
  - Coordinate a la carte menu with catering menus.
- Menu design and printing.
- Menu cover selection.
- Determine wine selections and design wine list.
- Determine liquor selections.
- Determine beer selections. Will you offer draft beer? If so, has space been provided at the bar for keg coolers? If the coolers will be stored in a remote location, is there access from the storage area to the bar for the beer lines and storage close enough to prevent the beer from going bad in the line.



**APPENDIX 3 – CLUB ORGANIZATION**

- General Manager – overall responsibility for operation of Club.
- Club Controller - responsible for the direction and supervision of the accounting staff.
- Head Golf Professional - responsible for the golf operations of the Club to include: the Pro Shop, Golf Carts, and associated staff.
- Golf Course Superintendent – responsible for the grooming, maintenance, and setup of the Golf Course, and associated staff.
- Membership Director - responsible for the operation of Membership Office and all files, information, and programs associated with the Club Membership, and associated staff.
- Activities Director - responsible for establishing and executing Club activities and the operation of the Family Activities and Swim Complex, and associated staff.
- Village Manager - responsible for the operation of the village to include Facilities Management, Activities, Food and Beverage and associated staffs.
- Chef - responsible for the direction and supervision of the Kitchen, Snack Bars, and associated food production staff.
- Dining Services Manager - responsible for the dining services operation of the Tavern on the Square, Tavern Bar, Men’s and Women’s Locker Rooms, Catering, and associated staffs.
- Facilities Manager – responsible for the direction and supervision of the Housekeeping and Maintenance staffs, as well as the security and safety of Club facilities, and associated staff.
- Director of Tennis – responsible for the operation of the Tennis Center, Tennis programming, and associated staff.
- Human Resources Manager – responsible for providing expert consultation regarding all matters of personnel and employee benefits.

**ORGANIZATION CHART**



The Point Lake and Golf Club  
Organization Chart, Version 1.1, 12/20/99



## APPENDIX 4 - CLUB GOALS

### CALENDAR YEAR 1999

- Open the following Club facilities/operations on schedule, in a professional manner, with high levels of member service.
  - Golf
  - Turn House
  - Cart Barn
  - Tennis Center
  - Swimming Pools
  - Pool Cabana
  - Meeting House (*postponed to Spring 2000*)
  - Tavern on the Square (*postponed to Spring 2000*)
  - Golf Pro Shop (*postponed to January 2000*)
  - Member Lockers/Lounges (*postponed to Spring 2000*)
- Establish and maintain a robust schedule of member activities.
- Meet or exceed fiscal year 1999 (FY-99) operating budget. Develop and submit FY-00 operating and capital budgets prior to December 15, 1999.
- Establish operating policy and procedure for all areas of club operation to include golf, tennis, activities, food & beverage, maintenance, housekeeping, security, accounting, and personnel.
- Establish written standards for the above areas of the club operation.
- Develop training programs for staff based upon the Knowledge and Individual Skills Training (KIST) process. Initial focus will be on the following staff:
  - Golf operations staff
  - Food & beverage staff
  - Locker room/lounge staff
  - Activities/Pool staff
- Establish the monthly Club newsletter.
- Assist in the planning for the Activities Center, Lake Club and General Store.
- Develop a plan for a club network, allowing e-mail and database sharing among Department Heads.
- Develop Club web site and systems and procedures to communicate with members via e-mail.

### CALENDAR YEAR 2000

- Open the following Club facilities/operations on schedule, in a professional manner, with high levels of member service.
  - Golf Pro Shop
  - Meeting House
  - Tavern on the Square
  - Member Lockers/Lounges
  - Activities Center
- Hire Activities Director. Maintain a robust schedule of member activities. Establish a Kid's Page in the Club newsletter.
- Meet or exceed fiscal year 2000 (FY-00) operating budget.
- Continue to establish operating policy and procedure for all areas of club operation to include golf, tennis, activities, food & beverage, maintenance, housekeeping, security, accounting, and personnel.
- Establish shared Club Policy Database on local area network.
- Continue to establish written standards for the above areas of the club operation.
- Continue to develop training programs for staff based upon the Knowledge and Individual Skills Training (KIST) Process.
- Assist in the planning for the Lake Club and General Store.
- Plan and execute Village Grand Opening.
- Publish a Club Golf Program Book for members.





## **APPENDIX 15 - POOL & ACTIVITY CENTER RULES**

### **POOL RULES**

- Members and guests shall sign the pool register at the pool entrance prior to swimming.
- Membership cards shall be presented while registering. Members must accompany day guests at all times.
- All swimmers must wear appropriate swimwear. Cut-offs, dungarees, and Bermudas are not considered appropriate attire.
- Bathers must use showers before entering pool.
- No diving in any area of the pool.
- Children under the age of 12 must be accompanied and supervised by an adult, 16 years or older.
- Children wearing diapers must wear a swim diaper and rubber pants under suit.
- No running, horseplay, dunking, ball playing, noisy, or hazardous activity permitted in the pool area.
- No glass containers or coolers allowed in pool area.
- Pets, skateboards, water guns, and bicycles are not allowed in the pool area.
- No playing allowed in lap swimming zones.
- Flotation devices, snorkeling equipment, masks, or other pool equipment are not allowed unless first approved by Management.
- No swimming during thunder and/or lightning.
- Do not talk to lifeguards while they are on duty.
- The Club is not responsible for lost or stolen items.
- Persons entering the pool after closing will be trespassing and subject to arrest.
- Pool staff has full authority to enforce rules. Infractions will be reported to the General Manager.

### **SLIDE RULES**

- Children must pass a swim test, administered by a lifeguard before going down the slide.
- Swimmers must exit catch pool immediately.
- Parents are not permitted to retrieve children in the slide catch pool.
- No flotation aids of any kind are permitted on slide.
- Only one person is allowed down the slide at a time.
- Slider must go feet first and on back only.
- Goggles, swim-masks, prescription glasses, and sunglasses are not permitted on the slide as they may break, introducing glass into the pool.
- No running up the stairs.
- Do not reach into the slide from the pool deck.
- No wading in the catch pool when slide is in use.
- Do not block the flow of water at the top of slide.

### **KIDS' CORNER RULES**

- Kids' Corner will only accept children ages 3 - 6 years of age and bathroom independent.
- All reservations must be made at least 24 hours in advance.
- Kids' Corner will charge \$4.00/hr. for the 1st child, \$3.00/hr. for each additional child. \$2.00/half hr. for the 1st child, \$1.50/half hr. each additional child.
- Child watch is charged in one hour and half-hour increments and will be billed directly to the member account.
- Children picked up after 15 minutes will be charged for another half-hour.
- Parents must remain on the Club premises at all times when their child is in the Kids' Corner. This is either golfing, jogging, playing tennis, aerobics, using the fitness room, the swimming pool, having lunch, or during a special Club function.
- Each parent must complete a registration form prior to using the Kids' Corner program.
- Management has the discretion to refuse any child who appears to be ill.



## **APPENDIX 16 – PROPOSED CLUB EVENTS & ACTIVITIES**

### **PROPOSED MAJOR CLUB EVENTS**

- Member-Member Golf Tournament – Early May
- Member-Guest Golf Tournament – Early October
- Member-Guest & Member-Member Tennis Tournament
- Easter Parade and Egg Hunt
- Mother's Day
- Father's Day
- Memorial Day Celebration
- July 4<sup>th</sup> Celebration
- Labor Day Celebration
- Croquet Party
- Oktoberfest
- Harvest Festival
- Village Fair (County Fair-like event)
- Halloween Party, Trick or Treating, Haunted House
- Thanksgiving
- Oyster Roast
- Holiday Party
- New Year's Eve Party (& alternative non-alcoholic family celebration)

### **OPENING SPECIAL EVENTS**

- 1999 - Special Events – Golf Course Grand Opening, Crescent Cup Tourney
- 2000 - Special Events – Village Grand Opening, Activities Center Grand Opening
- 2001 - Special Events – New Millennium Party
- Future - Lake Club Grand Opening

### **POSSIBLE CLUB TRADITIONS**

- Lake Regatta - Summer
- Holiday Season Celebration (12 days of Christmas) - Winter
- Annual Lawn Party and Concert - Spring
- Oyster Roast - Fall

### **PROPOSED SCHEDULING**

- Aug – Lake Regatta Weekend, Beach Party w/ Shag band
- Sep – Labor Day Celebration, Back-to-School, End-of-Summer, Croquet Tourney
- Oct – Member-Guest Golf Tournament, Oktoberfest, Crescent Cup Golf Tourney, Halloween on the Square
- Nov – Thanksgiving, Fall Festival (County Fair)
- Dec – Village Holiday Decorating, Holiday Party (formal), New Year's Eve Party
- Jan – Blues Plate Special – Blues performer, inexpensive food
- Feb – Valentine's Day, President's Day Activities
- Mar – Village 10K Race and Fun Run
- Apr – Easter, Festival of Kites
- May – Member-Member Golf Tournament, Memorial Day, Family Field Day on Village Green, Opening Celebration for Swim Center, Mothers' Day
- Jun – Parade of Pets, Barn Dance (cart barn), Father's Day
- Jul – Independence Day Celebration

*About the Author*

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.