

New Board Member Orientation

September 2020

Note: The meeting will be chaired by General Manager / COO Robert Sereci. In attendance will be Club President, Joe Gattone and Club Secretary, David Latham. Dinner will follow in the Oasis.

Learning the Board, by experiencing the Board: I'm sure all of you, at one point of time in your life, have experienced working within a deliberative body, i.e.; company board, PTA, school board, student government, scout troop, church committee, etc. Working within a private country club board of directors is somewhat similar with a few different nuances. This is a guide on the basic structure and operation of Medinah's Board of Directors. As this will prove to be helpful to you, it cannot replace the on-the-job training that you will experience as your time served accumulates. So, with our introduction out of the way, buckle up, have fun, learn and love this exciting experience.

1. Who you are - the new Board members. The following are the bios of the new Board members.

Joseph M. Caticchio. Member since 2004. Director of Marketing & Client Service, State Street Global Advisors. Served Cars & Caddies/Handicap, Finance, Golf, and Heritage Committees.

Wife: Spouse Name

Children: Children's Names

Michael A. Gillespie. Member since 2015. President, Gillespie Ford. Served on Golf, Green, Grievance and Programs Committees.

Children: Children's Names

Edward T. Gritzenbach. Member since 2014. Officer/Senior Vice President, Monaco Mechanical Inc. Served on Construction (Ad-Hoc), Golf and Heritage Committees.

Wife: Spouse Name

Children: Children's Names

2. Who they were - last year's Board.

Outgoing Board members and their assignments were:

Alex M. Ingardona (Director – Green-Chair, Executive Committee)

Philip J. Kerr (Director – Membership-Chair, Planning-Vice Chair)

John W. Schmitt (Director – Member Development-Vice Chair, Programs Co-Chair)

3. Who they are – this year’s Board.

The Executive Committee consists of:

- Joseph R. Gattone – President
- William R. Kuehn – Vice President
- David H. Latham – Secretary
- George V. Rusu – Treasurer
- Vaughn Moore – At large

The Board of Directors are:

<u>Name</u>	<u>Year Exiting the Board</u>
Joseph R. Gattone, President	September 2021
William R. Kuehn, Vice President	September 2021 or Until Successor Elected
David H. Latham, Secretary	September 2021 or Until Successor Elected
George R. Rusu, Treasurer	September 2021 or Until Successor Elected
William W. Berry	September 2021
W. Vaughn Moore	September 2021
Steven M. Ruffalo	September 2021
Eric F. Achepohl	September 2022
Dave Bowman	September 2022
J. Ryan Potts	September 2022
Joseph M. Caticchio	September 2023
Michael A. Gillespie	September 2023
Edward T. Gritzenbach	September 2023

4. Who are we - the management team. The members of my management team are always accessible to members. We desire to be at your service at the moment you need us; we want to be your extended family, so do not hesitate to speak to us as you wish. However; I kindly ask that you copy me on any major communications with my team. Following are the key administrative people and positions: **Exhibit A - Organization Chart**

Robert Sereci, CCM – COO / GM (Joined the Club in April 2015)
Telephone: 630-438-6825. Email: rsereci@medinahcc.org

Mark Gallaudet – Assistant General Manager (Joined the Club in June 2019)
Telephone: 630-438-6830. Email: mgallaudet@medinahcc.org

Jeff Okland – CFO (Joined the Club in October 2018)
Telephone: 630-438-6840. Email: jokland@medinahcc.org

Marty DeAngelo – Director of Golf (Joined the Club in January 2013)
Telephone: 630-438-6801. Email: mdeangelo@medinahcc.org

Steven Cook – Director of Golf Course Operations (Joined the Club in May 2018)
Telephone: 630-438-6850. Email: scook@medinahcc.org

Danza Duffner – Director of Communications (Joined the Club in April 2004)
Telephone: 630-438-6800. Email: dduffner@medinahcc.org

Tim Dahlin – Chief Engineer (Joined the Club in May 2020)
Telephone: 630-438-6834. Email: tdahlin@medinahcc.org

Matt Gilbert – Executive Chef (Joined the Club in November 2019)
Telephone: 630-438-6810. Email: mgilbert@medinahcc.org

Tammy Napoli – HR Director (Joined the Club in October 2016)
Telephone: 630-647-2083. Email: tnapoli@medinahcc.org

Douglas Ryan – Director of Membership Development (Joined the Club in May 2017)
Telephone: 630-438-6805. Email: dryan@medinahcc.org

Caryn Farm – Board/Membership Administrator (Joined the Club in August 2008)
Telephone: 630-438-6821. Email: cfarm@medinahcc.org

5. How you were selected to serve on the Board.

The Nominating Committee selects candidates for President, Vice President, Secretary and Treasurer, as well as three Directors to sit on the Board. The Secretary mails the list of selected candidates to the membership and posts in the locker rooms.

6. The voting process for the election of new Board members.

The Nominating Committee presented candidates for President, Vice President, Secretary, Treasurer and three Directors as the slate of candidates for election to the Board of Directors. No further nominations were made other than those made by the Nominating Committee; therefore, the slate nominated by the Nominating Committee were deemed elected by unanimous vote of the membership. The incoming President, Vice President, Secretary and Treasurer will serve until September 2021 or until a successor is elected and the Directors will each serve a three-year term on the Board.

7. Your Role as a Board Member: Simply put, the Board makes policy and management administers. The Board reviews the Club’s practices and general behavior of the membership body then, through review, discovery and discussion, they develop rules and policies that directly apply to the Club. The management team then monitors and carries out the spirit of those rules and policies. (Examples: Membership caps; function business perimeters; outside guest activities, etc.)

Exhibit B – Responsibility Matrix.

8. Management’s input into the creation of policy: The Board wants to get as much input into policy issues as possible before making a policy decision. After all, they are also part of the membership

family and must live by the rules they make. Management's job is to provide background information and historical perspective. The management team doesn't make policy, but their opinions, expertise, experience and research skills can be of value to the Board before policy is made.

9. Micromanagement versus input into the administration of policy: The management team always has the Club's and members' best interests in mind. Our staff wants to hear from others (members, staff and outsiders) as they desire to supply the best member experience possible. There is, however, a line between providing "input" to the management team and micromanaging the management team. The Board makes policy and then, either directly or through their committees, provides input into the administration of that policy. My team works best when their expertise and creativity may be used freely and without constraints.

10. My role as GM/COO. The role of a club GM can vary drastically from one club to the other. Stated differently, how does our Board measure my effectiveness? This is a massive issue in private clubs. I can tell you with great confidence that there are members who resent me for not bussing tables or pouring coffee – they tell my staff. For many club boards, that is still a metric for success of effectiveness. Our Board disagrees. As the GM/COO, I must provide value and certain tasks just don't add value whatsoever. I am very deliberate in how I choose to spend my time. Ultimately, my effectiveness is measured by membership and staff satisfaction, growth in membership and revenues, the Club's reputation inside and outside of our community, a strong balance sheet, and an increase in member equity. As a leader, my job is to clear the path for my team to do what they do so well. If I didn't clear the path and shield my team, they would not have the confidence to do what it takes in providing our members and guests the personalized service they deserve and have come to expect. This is how they can push their ideas forward and challenge their staff to do their best. I am committed to looking after them. There are very few mistakes they can make that I can't fix. Following discussions with the Board and Club President, my time and focus is spent on the following, in order of priority:

1. Developing My Team
2. Strategic Vision
3. Club Operations
4. Member Relations

11. My team. As you will notice, I'm very loyal to my team. Being a leader is like being a parent. I am protective of my team because they are my family. In the past, the inner circle included only a few individuals, while the rest had to work on their own outside of the safety of others. As a result, silos were formed, alliances were developed, and the team floundered. Then anxiety kicked in and gradually everyone started worrying about themselves and no longer cared about their teammates. Having spent the last four years with most of the team, notwithstanding some moving parts, we have assembled a fine-tuned group of dedicated associates that take pride and ownership in providing a club environment of which Medinah Country Club is famous for. Simply stated; we are a family unit that owns a spirit of can-do with the mentality of all for one and one for all.

12. Tough decisions. Occasionally my team and I will need to make difficult decisions, be it personnel or operations. While many decisions go unnoticed, some will be brought to the forefront and be openly debated among the Club community – especially decisions regarding employees. In an intimate environment like ours, where members have fostered relationships with many long tenured employees, any departures will be very difficult and extremely emotional. As with most organizations, employees choose to leave for different reasons; retirement, better opportunity, better pay or simply because they chose not to be part of the team. Since my arrival, only a few have been terminated. Even with these changes, our turnover continues to be very low because they choose to stay. Not because of the money; many can make more elsewhere, especially in a cash environment. Ask them why they stay, and you'll be pleased to know that they stay because of the people they work with and the people they serve, the same sense of community that members enjoy. This is why the team and I work so hard to create the right types of relationships among the employees and between the employees and the membership. Within any given club community there are values which are intended to guide behavior by those playing and working within that community; in our case, members and staff. Similarly, each club has its own ethical standards and both members and employees are expected to act in accordance with those standards. The Leadership Team and I are determined to create an employee culture based on principles of respect, integrity and trust, for they are the building blocks for our success. As you can imagine, not all employees have or will subscribe to these principles. Unfortunately, we cannot afford to accept anything less. Therefore, when we are faced with a difficult decision, such as an employee termination, we ask ourselves: ***If I were standing on a stage in front of all employees and members, told them my story and gave them my decision, would they agree with the decision I made, and would I be confident that - in their eyes - I did the right thing?*** This is the thought process my Leadership Team and I go through. When it comes to ethics, as I am sure you will agree with me, we cannot make exceptions. Exceptions undermine the integrity of the very thing we are trying to accomplish

13. An incident is not a problem. In today's combination of political correctness and virtue signaling, club boards can easily make decisions about club policy based on one complaint that do more to appease the complainer than address the real problems of the club. I will give you an example. Many years ago, at one of my clubs, an employee turned over a golf cart while joyriding after hours. This led to the Board's decision to lower the speed governor for all golf carts in terms of overall "safety." The fact that no golfer had ever turned over a golf cart in the history of the club was irrelevant - "something had to be done." This inconvenienced the entire membership and added nothing to the safety of the course. The cart was overturned by immaturity and carelessness on the part of the employee, not the members. This was an incident, not a problem to be solved, yet that was the way it was viewed and addressed. My point is this: Let's not overreact to everything, and let our common sense rule our decisions about issues that must be addressed. If it is an incident, let's treat it as such. If it's a problem, then we will treat it as such. But we can't treat them the same way.

14. Taking sides. As you can imagine, members are continually asking my opinion on certain Club issues. Sometimes, it seems a day does not go by that I don't get asked "what side are you on." Especially regarding sensitive issues like Medinah 2020, denim policy, or Club renovation projects. Members on both sides expect me to have an opinion, state my case and ultimately be on "their side." Sure,

my opinions can sway votes, change thinking, stir the debate, arm the enemy and comfort friends, and that's the problem. The Board needs to hear my opinion and hear it loud and clear. But outside of the Board Room, I am *the middleman*. I listen and offer facts and insights in an attempt to cut through fog and bias; opinions, I keep to myself. Straying from the middle can erode member trust, cost me friends, or cause members to whisper and get that "look." I see myself as a resource rather than an advocate. I am the hunter-gatherer of information for all sides, researching and providing facts. I will write all of what I know, so it can be used as reference by both sides. I give equal time. People often hear what they most fear.

- 15. We are on the same team.** Your management team liaison is there to assist you and ensure that you are successful in your role as committee chair. They will be open and honest with you and make sure you are aware of what is happening in the department (be it positive or negative), so you are not blindsided. In return, I ask that you do the same with the management team. Have an open dialogue with the senior manager and keep him or her informed as well. Please do not criticize or reprimand my team in public or during a meeting. Belittling or humiliating a member of my team will only yield negative long-lasting consequences. If one of them failed to do something or made an error, please let me know and I will address it.
- 16. Resident Experts.** Occasionally, you, as a Board or a Committee Chair, will be tempted to bring in an "expert" to offer advice on a "problem area." I respectfully ask that you do not call any consultants until my team and I are given the first opportunity to identify the problem and come up with a recommended solution. We are the resident experts on most matters at the Club. If my team and I are unable or unqualified to identify or fix the problem, we will make a recommendation on whom to call and when.
- 17. No barriers - open communication with line employees and supervisors.** Board members are invited to speak directly with my employees or team. However, open communication can destroy the hierarchy in place and diminish the effectiveness of my managers. For example, if you speak directly with one of my team members and ask them to do something and they did it, you can make it seem as if not only is my credibility undermined, but also that of a Committee Chairman. The way to avoid this trap is to make clear that everyone can communicate directly with everyone else in the organization, but all commitments, allocations and decisions will be made strictly through the hierarchy (Roles and Responsibilities Matrix).
- 18. Dealing with the media.** Typically, we've always declined to comment. The standard is to say nothing unless authorized to do so. If you do get calls, please forward those to me and I will reach out to the Club President.
- 19. The digital age.** Almost all your reading materials mentioned above will be in a digital format. The most common format in which we share files and documents are Word and PDF files. If, for some reason you cannot open, or choose not to receive documents in this fashion, please let us know.

- 20. Extensive reading: white papers, Board updates, newsletters, minutes (committee and Board) from prior years.** Board members are expected to read everything they're sent and to comment on the information as appropriate. Doing one's homework requires reading everything; absorbing as much as possible and asking questions to gain understanding. White papers are background reports on specific issues. Updates are monthly publications telling of developments and possibilities. Newsletters inform the members of the Club's activities and member related news. Board and committee meeting minutes are always available. Commonly these minutes are "action minutes," addressing decisions made, as well as the dialogue needed to arrive at decisions. Please e-mail me if you would like to obtain these documents.
- 21. Ask questions.** All knowledge is question driven. All questions are relevant; your silence may be misinterpreted as approval. Answering questions is one of the main job descriptions for a Board member and the management team.
- 22. Listen to everyone and stimulate conversations with members when visiting.** Members will quickly find you at the Pool or in the Oasis. They want to discuss Club issues. You've been chosen because the Nominating Committee believes that you're the sort of person who enjoys "verbal sparring" and engaging in honest and direct impromptu exchanges of ideas with members. Comprehension through reading and listening carefully to member concerns will equip you with the ability to solve problems and bring fulfillment to your co-member's curiosities. You want that member to talk to you; you need that member to talk to you. Why? Because you are knowledgeable, and you can handle the truth. Do not be afraid of confrontation and always have the truth on your side. Avoid blowing smoke and improvising. If you don't know the answer, tell them that you will find the answer for them. Enfranchise the members and they'll love you. Facilitate dialogue and they'll love you more.
- 23. Confidentiality.** The Board discusses sensitive issues during meetings and via the net. It goes without saying that confidentiality is critical to the smooth operation of the Board. Destroy Board member trust and the dialogue will dry up. Not good for member morale or good policy making. Do not speak to your spouse, members at large, or staff about Board matters and pending decisions. Everyone has someone in their immediate circle whom they trust and with whom they choose to share. The trouble with sharing with even one or two, is that if each of us shares with only one or two, those overlapping circles create and contribute to "the grapevine." It's a very small world and news can spread with incredible speed.
- 24. Membership processing and your role as a Board member.** At every meeting, the Board reviews membership invitees and other membership transactions, e.g. membership category transfers, companion applications and resignations, etc., that are recommended for approval following a more thorough review by the Membership Committee. Upon membership acceptance, new members are required to attend a new member orientation performed by a Club staff member. The Club also holds new member and prospective member events throughout the year. As a Board member, you are strongly encouraged to attend these receptions, which offer you the opportunity to meet new and prospective members, help integrate new members into the Club's community and reinforce to them the responsibilities that come with membership. Your spouse is also encouraged to accompany you.

25. Dealing with delinquent members. As you can imagine, in a club with a membership of over 900 individuals, there is a probability that some members will either be late in paying their bill, or simply choose to ignore paying for one reason or another. The good news is that, despite a large membership, delinquent members are few and so it's very rare that the Board must take drastic steps. Here's what happens when a member fails to pay their bill:

- a. Delinquent letters: When the indebtedness of any membership remains unpaid for a period of sixty days after the date statement has been mailed, the member will receive a final notice providing the amount of indebtedness and advising that if the member account is not brought "current" by the last day of the current month, the member shall automatically be suspended from all rights and privileges of the Club.
- b. Suspension: If indebtedness is not paid by the last day of the current month, the member will receive a notice of suspension.
- c. Expulsion: The failure of a member to pay their indebtedness within thirty days after the date of their suspension shall constitute grounds for expulsion. Member shall be entitled to appear before the Board to show cause why the member should not be expelled. The decision of the Board on such petition shall be final.

26. Dealing with member issues.

Grievance process. Similar to not paying dues, with a community of members totaling somewhere in the neighborhood in excess of 2,000, there is a good chance a member, their children or their guests will break a rule or two. We have quite a few rules and they are all documented in our Club Rules Book. For those who choose to ignore the rules, we have a process in place that deals with rule breakers. To document a violation, the staff will supply me with an incident report. After I have received the incident report, the following steps take place:

1. The General Manager will review the incident report and clarify any misunderstandings or omissions with the submitter of the report.
2. If the incident is mild in nature, the General Manager, with the consent of the Club President, will authorize his assistant to send a "form" letter signed by the Club Secretary. Typically, identifying the nature of the incident, reminding them of the Club rules and asking them to comply.
3. If the incident is of a more serious nature, the General Manager will discuss the incident with the Club President to determine further actions.
4. At this point, the ball is in the Club President's court. If he needs any more information, he will let the General Manager know. If he needs to speak to the individuals involved in the incident, he will contact them directly.
5. The Club President evaluates the incident and consults with the Executive Committee. The Club President will either decide to forward the Incident to the Grievance Committee for disciplinary action, or deal with it himself. It ultimately depends on the severity of the incident.
6. Any incident report forwarded to the Grievance Committee for further action will be included in the General Manager's report for the following Board Meeting. This way, Board members are aware of all incident reports that are under review by the Grievance Committee. ***Exhibit C – Grievance Matrix.***

27. The Administrative vs. Board vs. fiscal years. The administrative year is January 1 through December 31 each calendar year. The fiscal year is April 1 through March 31. Board year is October 1 through September 30. The Capital Projects are budgeted and approved on a calendar year basis. This can be somewhat confusing as goals and objectives have been set by prior Boards and committees. Generally, the operating results and fiscal year operating budget are addressed at the June Annual Membership Meeting and Capital/Special Projects are approved at the December Membership Meeting.

28. Connecting with the email network. The best way to connect with Board members and senior management is via the net. When general Board issues are circulated to the Board via the net, all are encouraged to put in their “two cents.” The Board network is for Board members only, and only the Board should ever see the correspondence. Forwarding e-mails to non-Board members is unethical, as is “blind copying” others. Used correctly, the net keeps all in tune as things develop. Lawyers advise us not to discuss sensitive issues in an insensitive way, despite how cathartic it would be to do so! Everything else is an “open for discussion” format.

29. Board meetings.

- a. **Board “cloud” access.** We no longer print Board packets; we use the cloud to store and share all Board material. Please visit www.sharefile.com and save that site as a shortcut on your smart device or web browser. Your username will be your email address on record, and your password will be the first initial of your first name and your entire last name (for example: rsereci). You will be able to personalize your password upon your first login. If you have an iPad or laptop, please bring it with you to the Board meeting. If not, let us know and we will provide you with an iPad for your use during the meeting. If you need any additional assistance, please contact Assistant Caryn Farm at cfarm@medinahcc.org.
- b. **Board materials.** Approximately 4-5 days prior to the meeting, Caryn will email a notification that she has posted material on the cloud for your review. You can simply read the material in the cloud, download, or print the material from your own device. It is not uncommon to receive some updated materials the day of the meeting. Occasionally, there are last minute changes to the agenda or minutes. *You will be expected to have reviewed all information prior to the Board meeting.*
- c. **GM Update** – Rather than giving you a lengthy verbal report at the Board meeting, my updates are in writing. My Board updates are, on average, 10 pages long. Why so long? My template covers the monthly activities of every operational department of the Club, recaps of the most salient points from each committee meeting, safety issues, member incidents, a recap of the month’s member and guest events, plus a personal summary from me, and, of course, financial data for each month. You should be aware of everything that is going on in the Club, so you don’t get caught off guard by member questions. No Board member wants to appear uninformed. The Board report also gives you a closer look at some operational challenges.

- d. Board Motions** – For the Club to make educated decisions on approving policies, we have a template that we use for every Board Motion. A senior manager, working with their respective chairs, are required to fill out a Board Motion for consideration. Motions are first vetted by me, then passed to the President, who discusses it with the Executive Committee before it is placed on the agenda. This way, we can make sure all the facts are included in the motion prior to the ever-important vote. Ideally, no Board Motion should be raised at the Board meeting without going through this process. Motions require the answers to the following questions:
- What is the background on this issue?
 - Why are you being asked to vote?
 - What do you need to know about this issue?
 - What is the Board Motion?
- e. Consent Agenda** – This is a Board meeting practice that groups routine business and reports into one agenda item. The consent agenda can be approved in one action, rather than filing motions on each item separately. Using a consent agenda can save boards anywhere from a few minutes to a half hour. A consent agenda moves routine items along quickly so that the Board has time for discussing more important issues. In our case, we use this practice to approve all committee reports / minutes. This way, there is no need for chairs to make individual reports in addition to the committee minutes. Should there be something that you want the Board to discuss or vote on behalf of your committee, please let me know, and following the approval of the President, I will create a separate agenda item for discussion purposes.
- f. Board meeting conference call.** There is a good chance that, at some point, you will not be able to attend a Board meeting in person, but you will be able to participate via a conference call. We utilize the conference call application Microsoft Teams. Caryn will provide you with specific instructions on how to use this system.
- g. Dates and times.** The Board typically meets on the fourth Wednesday of each month. Board meetings are held at 4:30 p.m., with cocktails and dinner immediately following. It is best to arrive before 4:30 p.m. to be ready to promptly start the meeting. The preliminary meeting dates are determined and provided prior to the beginning of the term. Meeting notifications are sent at the beginning of each month, with a reminder closer to the meeting date. For organizational purposes, we recommend that you notate all Board meetings in your planner or calendar of choice. Your attendance at Board meetings is extremely important. Because many of you travel, we will make special arrangements for you to conference from wherever you are so that you may participate in the meeting. Please allow enough time notifying us of your absence so that we may prepare the conference and setup the appropriate links to the meeting.
- h. Board dinner.** Cocktails and dinner will immediately follow the meeting. If you have any allergies, please let Chef Matt know so we can accommodate your dietary needs. Chef Matt

and Assistant GM Mark Gallaudet create a menu specifically for the Board that is paired with wines from our wine list. I think most Board members would advise you to eat lightly, or even skip lunch on the day of the Board meeting. You will not go home hungry! Cocktails, dinner and wine is complimentary in appreciation for your service to the Club. It is customary to leave a cash tip of \$20 for the staff serving you. Following dinner, we head upstairs to the meeting, held in the Medinah Room.

- i. **Board meeting seating.** There are no formally assigned seats for Directors. Typically, the Club President sits at the center, the GM sits to the President’s right, and the Treasurer to the right of the GM. The VP sits left of the President, with the Secretary left of the VP. Please wear your Club-issued jacket and tie to all Board meetings and Membership Meetings. Proper board attire includes a white button-down shirt, club provided tie and black pants.
- j. **Executive Committee.** On the day of, and in preparation for the Board meeting, the Executive Committee meets at 3:30 p.m. in my office. In general, everything that is covered in the Executive Committee is covered once more at the Board meeting by the Club President.
- k. **Board minutes – action items.** The Chief Financial Officer usually takes the Board minutes and submits to the Secretary for review and approval. Board minutes, as well as committee minutes, will be provided to Board members for review in advance of every Board meeting.
- l. **After the meeting.** It is customary for the group to reconvene for drinks in the Oasis or Casbah. These drinks are on the house.

30. No December meeting. Unless there is a pressing issue requiring a vote, typically there is no Board meeting in December.

31. Resources: You are not alone! Much has been written; much has been discussed. The following is part of your “library” here at the Club.

- a. **Board Policies Manual.** The Board Policies Manual (“BPM”) contains all the current (ongoing) policies of the Board, which allows clear communication with regard to fiduciary responsibilities. The BPM is also a source for, and orientation to, current policies. The BPM allows the Board to avoid redundant or conflicting policies, efficiently review current policy when considering new issues, and provides clear policies to guide the COO and staff.
- b. **BoardRoom Institute.** Medinah is a member of the BoardRoom Institute (BRI). The Institute believes that effective board leadership and governance requires an ongoing commitment to board development and to a healthy board / staff relationship. As members of the institute, our board has full access to BoardRoom Institute. We will be using BRI as part of our Board Orientation and ongoing development. I will be sending you an email with your login credentials to access the educational portal. Once you log-in you

will see a listing of educational modules for review of your specific board or committee responsibilities. Please don't be overwhelmed at the amount of information. This is a process of professional development and is worth the time commitment. You are expected to complete your courses prior to the October board retreat.

- c. **Board "mentors."** Those who are now on the Board are your mentors. All have "been there, done that" and can explain anything and discuss everything. Use them, as they are your "library of trench diggers."
- d. **Past chairs.** Whether on the Board or off, past chairs are tremendous assets. They are of value during the transition from last year's committee to this term. They've been in the trenches and want to talk. Use them while configuring your committees for the coming year.
- e. **Past Board members.** Talk to those who have gone before. Get their perspective on dynamics and issues.
- f. **Staff and management.** A few members of my management team have been here for years and are enthused about the Club. They'll tell you everything, and their stories will educate, and sometimes, amuse you.
- g. **My monthly GM Board updates.** I have updates going back two years and they will be provided to you.
- h. **Board minutes.** Board minutes make for fun reading. I will supply you with a year's worth of minutes. Past Board minutes are also available under the Governance tab on the Medinah website.
- i. **Financials.** Financials come in complicated, less complicated, and easy-to-digest formats each month. In general, we give you a summary that highlights key points. Financial overviews for past years are also available under the Governance tab on the Medinah website.

A. Important issues from the prior year.

- 1. Execution of New Strategic Plan**
- 2. Member Development Initiatives during and post COVID**
- 3. Ad Hoc C3 Master Plan Committee – Engage an architect to develop a Master Plan.**
- 4. Ad Hoc Senior Membership Committee – Development of Heritage and Senior category.**

5. **Ad Hoc Tournament Committee** – President’s Cup

6. **Ad Hoc Caddie Committee**

7. **Ad Hoc Handicap Committee**

8. **COVID action plan**

B. In your first year: Orientation issues submitted by the current Board members and management team that will be addressed in the coming Board year

Board Issues - Current President will focus on the following issues:

1. **2020/21 Board Goals & Objectives** – As outlined in the document.
2. **Strategic Plan** – Develop actions to execute Strategic Planning goals.
3. **Continue to elevate the member experience** – Continue to develop a culture where excellence is performed throughout the Club. To do this, we need to attract and retain quality employees.
4. **Member Development** – Continues to be a big strategic issue especially this year and next.
5. **Member Culture** – We have begun the process of both updating and educating members on our Club rules. This includes enforcement and potential consequences.

Committee Issues - The following are some of the issues that will be addressed at the committee level.

1. **Golf** – Calendar of events. Rules of Play. Access to the tee and use by member categories. Club Tournaments and Handicap Committee.
2. **Grounds** – C3 Master Plan. Landscaping Master Plan. Expansion of Cart Paths. Practice tee maintenance program and short game practice area.
3. **Member Development** – Continuation of Winter Courtesy Program to attract prospective members in the winter season. Marketing Initiatives post COVID. Membership Caps and waiting lists.

4. **Finance** – Repayment of bank debt including financing for Medinah 2020 and Care & Feeding. UBI (Unrelated Business Income) issues. Updating financial model for New Strategic Plan and Capital Reserve study during and post COVID.
5. **Programs** – The right mix of adult and children’s events during COVID. Programing ideas for Racquet Center. Age specific programming for seniors and associates.

Management Issues - The following are some of the issues that will be addressed at the management level.

1. **Member Engagement** – Continue to engage members during the winter and COVID.
2. **Staffing** – Labor pool is shrinking, especially in low paying positions Evaluate Org Chart during and post COVID. Evaluate FT positions and employee benefits.
3. **Member Service** – Developing a culture of service excellence and saying yes. Training and professional development.
4. **Technology Initiatives** – Continue to leverage technology in Club management (Jonas), Club operations and member service.

It looks like every other year - lots of issues “out in the open,” lots of issues we can’t anticipate, and an adventure every day. I can assure each of you that your next three years on the Board will prove to be a memorable journey.

Enjoy the ride and welcome aboard!



Robert Sereci CCM
General Manager / COO

EXHIBIT A – Organization Chart



Senior Level

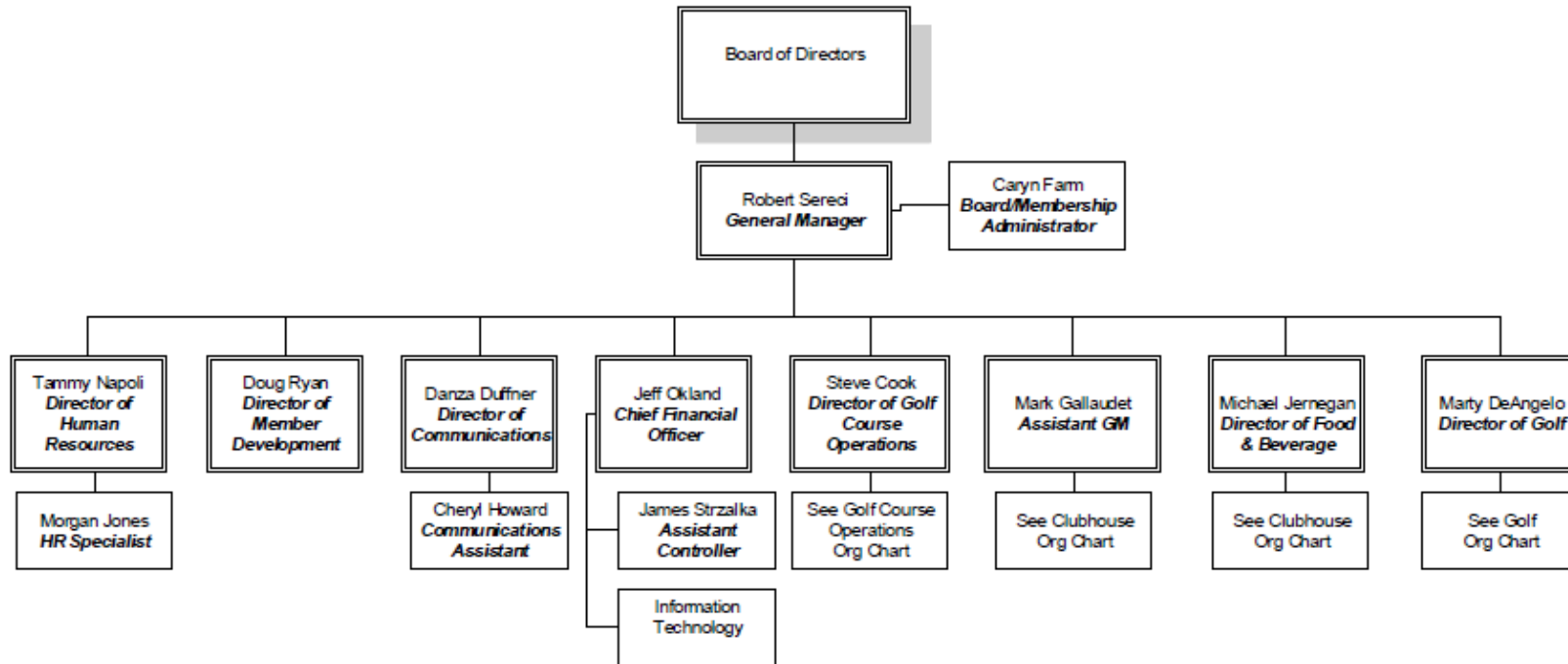


EXHIBIT B – Responsibility Matrix



Responsibility Matrix

Activity	Management	Committees	Board	Membership
Operating Budget	Recommends	Reviews (Exec/Finance)	Recommends	Approves (Majority)
Capital Budget	Recommends	Reviews (Exec/ Planning/ Finance)	Recommends	Approves (Majority)
Dues Increases	Recommends	Reviews (Exec/ Planning / Finance)	Recommends	Approves (Majority)
Assessments	Recommends	Reviews (Exec/Finance)	Recommends	Approves (Majority)
Personnel Policies	Approves	Informed (Exec)	Informed	N/A
Hiring/Firing - Sr. Mgt.	Approves	Informed (Exec)	Informed	Informed
Staff Eval. - Sr. Mgt.	Approves	Informed (Exec)	N/A	N/A
Compensation - Sr. Mgt	Approves	Reviews / Recommends (Exec)	N/A	N/A
GM/COO Eval.	N/A	Reviews/Approves (Exec)	Informed	N/A
Overall Strategies	Reviews	Recommends	Approves	Informed
Major Projects (400K)	Recommends	Recommends/Reviews	Recommends	Approves (2/3)
Major Price Changes	Recommends	Reviews (Finance)	Approves	Informed
Day-to-Day Operations	Recommends/ Approves	Informed	Informed	N / A
Board Goals	Reviews	Recommends (Exec)	Approves	Informed
By-Laws/	Reviews	Recommends (Exec./Legal/Bylaws)	Recommends	Approves
House Rules	Recommends	Reviews	Approves	Informed

EXHIBIT C – Grievance Matrix

Infraction	1st Violation *	2nd Violation*	3rd Violation*	4th Violation*
Mobile Phone (multiple violations within one year)	If an incident report filed. Verbal warning by Duty Manager.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	A meeting with Grievance Suspension of membership for up to 3 months
Dress Code (multiple violations within one year)	If an incident report filed. Verbal warning by Duty Manager.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	A meeting with Grievance Suspension of membership for up to 3 months
Cannabis Possession (multiple violations within one year)	If an incident report filed. Verbal warning by Duty Manager.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	Suspension of membership for up to 3 months. Verbal apology to the Member.
Minor Altercation with a Member (failure to follow a member request)	If an incident report filed. Verbal warning by Duty Manager.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	Suspension of membership for up to 3 months. Verbal apology to the Member.
Major Altercation with a Member (profanity/threat)	If an incident report filed. A meeting with Grievance Suspension of membership for up to 3 months.	A meeting with Grievance Suspension of membership for 3-6 months.	A meeting with Grievance Suspension of membership for up to 6 months or more / expulsion	A meeting with Grievance Possible Expulsion
Major Altercation with a Member (physical)	If an incident report filed. A meeting with Grievance Suspension / Expulsion	A meeting with Grievance Possible Expulsion	Board Review Possible Expulsion	Board Review Possible Expulsion
Minor Altercation with Staff (failure to follow a staff request)	If an incident report filed. Verbal warning by Duty Manager.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	Suspension of membership for up to 3 months. Verbal apology to the Staff member.
Major Altercation with Staff (profanity/threats)	If an incident report filed. A meeting with Grievance Suspension of membership for up to 3 months.	A meeting with Grievance Suspension of membership for 3-6 months.	A meeting with Grievance Suspension of membership for 6 months or more / expulsion	A meeting with Grievance Possible Expulsion
Major Altercation with Staff (physical)	If an incident report filed. A meeting with Grievance suspension / expulsion	A meeting with Grievance Possible Expulsion	Board Review Possible Expulsion	Board Review Possible Expulsion
Minor Damage of Club Property (driving, hitting, parking in prohibited areas)	If an incident report filed. Warning letter issued. Pay for damage.	If an incident report filed. Warning letter/final warning from Secretary.	A meeting with Grievance Suspension of membership for up to 1 month	A meeting with Grievance Suspension of membership for up to 3 months
Major Damage of Club Property (cart/green/furniture damage)	If an incident report filed. A meeting with Grievance Pay for Damage	A meeting with Grievance Suspension of membership for 3-6 months.	A meeting with Grievance Possible Expulsion	Board Review Possible Expulsion

*Incident has been reviewed by the Club President per club bylaws for potential referral to the Grievance Committee.

Warning Letters

- Copy Membership Dept at all times.

v18- 05-20-20