During the week of March 23, CMAA fielded a survey to our member-managed clubs to gauge the employee compensation and scenario planning due to the impact of the coronavirus pandemic at clubs across our membership.

**Club Demographics**
- Approximately 133 clubs responded to this survey, including Golf, Country, City/Athletic, Yacht, POA/HOA, CIRA, and other types of clubs. The clubs that responded are geographically representative of the CMAA membership across the country.
- When it comes to total operating revenue, the responding clubs are on par with each other for each category from less than $3.5 million (18.1%) to $3.5-$4.9 million (20.3%) to $5.0-$7.49 million (20.3%) to $7.5-$9.9 million (17.3%) to $10-$14.9 million (14.3%) to $15.0 million or more (9.8%).
- The majority of responding clubs have more than 50 full-time employees (47.4%) while 15.8% of responding clubs have between 11-20 full-time employees. Rounding out the responding clubs, 15% have between 41-50 full-time employees, 8.3% have between 21-30 full-time employees, 7.5% have between 31-40 full-time employees, and 6% have between 0-10 full-time employees.

**Staffing Decisions**
- 95.5% of responding clubs are allowing staff to use paid leave during this time but only 25.2% are allowing staff to overdraft on paid leave. 8.1% of responding clubs are moving staff to part-time to save health insurance and benefits.
- 70.7% of clubs are allowing employee to work remotely and 67.7% are offering more flexibility in work schedule. For staff continuing to work, incentives include meal programs for employees (17.3%), increased amount of paid time off (10.5%), and increased compensation (9%).
- This pandemic has impacted labor at clubs in many ways resulting in hiring freezes (67.2%), restructuring of roles and responsibilities to keep employees (55%), and layoffs or furlough of service staff (51.9%). Other clubs have been discussing with their Boards regarding labor decisions (23.7%), dealing with layoff or furlough of management and administrative staff (15.3%) and salary cuts (8.4%).
- Due to the pandemic, some clubs plan to institute full-time staff layoffs. 47% of clubs responding plan to lay off less than 10% of their full-time staff, 17% plan to lay off between 10-20% of their full-time staff, 11% plan to lay off more than 60% of their full-time staff, and 8% plan to lay off between 21-30% of their full-time staff.
- For the clubs that plan to reduce full-time salaries in response to the pandemic, most clubs (63.6%) plan to keep salaries between 90-100%, the next level of clubs (18.2%) plan to reduce salaries between 80-89%, and 10.4% plan to reduce salaries between 70-79%.
Member-Funded Employee Relief/Hardship Fund

- This crisis has brought to the spotlight member-funded employee/hardship relief funds. While 10.5% of responding clubs had something like this in place prior to the pandemic, 18.1% have set established a fund in response to the pandemic.
- Most clubs (71.4%) did not have anything set up for employee hardships. As such, 96.6% of clubs allocated between 0-20% of dues to the member-funded employee relief/hardship fund.

Strategic Decisions

- Boards at all clubs across the country are coming up with strategies to manage expenses in response to the pandemic. The top strategy that Boards and their clubs are considering is the financial modeling of impact of closing for multiple months (43.1%). The next strategy is an expense reduction (24.6%), specifically labor cuts, and finally, delaying capital improvements (20.8%). Some clubs plan to delay capital replacements (6.2%) and use capital dues for operations/labor (4.6%).
- Other strategies include keeping business as usual with natural reductions in labor due to limited hours and curfew but planning for a busy summer season, expense cuts not related to labor, delaying capital replacements and improvements, operational reductions for seasonal clubs, and some clubs are considering every option available.

Scenario Planning and Economic Impact

- Most clubs (78%) are preparing for a financial impact from the pandemic to last 3-6 months while 13.6% of the responding clubs expect it to last 6-9 months.
- When it comes to the total financial impact, clubs and their Boards are estimating a cumulative loss of $82,970,000 due to closing partial or all facilities.
- On average, clubs plan to offset the lost revenue with the percentages allocated to the following categories: payroll (30%), other expenses (30%), raising additional funds (20%), debt (14.2%), and increasing nonmember pricing (5.8%).

Clubs are seeking creative and innovative ways to generate revenue during this challenging time. Ideas include: increasing the takeout and delivery options for food and beverage; hosting online events to create member retention; establishing a voluntary staff fund; creating new golf, tennis, and pickle ball programs; offering member services for various needs; setting up outdoor dining options; presenting online cooking classes; developing children activities; offering grocery delivery; presenting virtual golf instruction; creating a beer club; among other ideas.

Featured Easter Idea: One club is doing a “Home for the Holiday” menu for Easter and will be providing Easter baskets filled with goodies for each family picking up a meal. In addition, there will be a photographer present taking family photos and practicing social distancing while wearing gloves.

Clubs are experiencing an incredible impact from the COVID-19 pandemic. Please visit www.cmaa.org/beprepared for the latest survey and results.
CMAA Employee Compensation and Scenario Planning Survey Results

Jeffrey D. Morgan, FASAE, CAE, Sarah Bal, CAE, and Amilcar Davy
Participant Demographics
Participant Demographics

SURVEY OPEN MARCH 24-31

133 RESPONDENTS
Club Demographics
Responding Clubs

Club Type
- Country
- Golf
- POA/HOA/CIRA
- Yacht
- City
- Athletic
- Others

Total Operating Revenue
- Less than $3.5 million
- $3.5-$4.9 million
- $5.0-$7.49 million
- $7.5-$9.9 million
- $10.0-$14.9 million
- $15.0 million or more
Number of Full-Time Employees

AS A PERCENT

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>0-10</td>
<td>6%</td>
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<td>41-50</td>
<td>15%</td>
</tr>
<tr>
<td>50+</td>
<td>47%</td>
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Staffing Decisions
Decisions Made Related to Staffing

AS A PERCENT

- Moving Staff to Part-Time to Save Health Insurance Benefits: 8%
- Allowing Staff to Overdraft on Paid Leave: 25%
- Allowing Staff to Use Paid Leave: 96%
Efforts to Promote Work Productivity

**AS A PERCENT**

- More flexibility in work schedule: 68%
- Offering remote work options: 71%
Incentives for Staff that Continue to Work

**AS A PERCENT**

- Increased amount of paid time off: 11%
- Increased compensation: 9%
- Meal program for employees: 17%
- No incentive: 16%
- Other incentive or benefit: 14%
Pandemic Impact on Labor

AS A PERCENT

- Hiring freezes: 67%
- Restructure roles and responsibilities to keep employees: 55%
- Salary cuts: 8%
- Layoffs or furlough of service staff: 52%
- Layoffs or furlough of management and administrative staff: 15%
- No decision: 7%
- Discussing with the Board (need their approval): 24%
Percentage of Full-Time Staff Clubs Plan to Lay Off

**AS A PERCENT**

- Less than 10%: 47%
- 10-20%: 17%
- 21-30%: 8%
- 31-40%: 4%
- 41-50%: 6%
- 51-60%: 7%
- More than 60%: 11%
Percentage of Full-Time Salaries Clubs Plan to Pay

AS A PERCENT

- Salaries at 90-100%: 64%
- Salaries at 80-89%: 18%
- Salaries at 70-79%: 10%
- Salaries at 60-69%: 3%
- Salaries less than 50%: 5%
Member-Funded Employee Relief/Hardship Fund
Member-Funded Employee Relief/Hardship Fund

AS A PERCENT

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Yes, prior to the pandemic</td>
<td>11%</td>
</tr>
<tr>
<td>Yes, for the pandemic</td>
<td>18%</td>
</tr>
<tr>
<td>No</td>
<td>71%</td>
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</tbody>
</table>
Percentage of Dues Allocated to Member-Funded Employee Relief/Hardship Fund

AS A PERCENT

0.00% 20.00% 40.00% 60.00% 80.00% 100.00% 120.00%

80-100% 2% 20-40% 1% 0-20% 97%
Strategic Decisions
Managing Expenses- First Strategy by Club and Board

AS A PERCENT

- Expense reduction (labor cuts): 25%
- Delaying capital replacements: 6%
- Delaying capital improvements: 21%
- Using capital dues for operations/labor: 5%
- Dues surcharge: 1%
- Financial modeling of impact of closing for multiple months: 43%
Scenario Planning
and Economic Impact
Number of Months Financial Impact Predicted by Board

AS A PERCENT

- 3-6 months: 78%
- 6-9 months: 14%
- 9-12 months: 5%
- 12-18 months: 3%
Clubs Plan to Offset Lost Revenue with Percentages Allocated to these Categories

**AS A PERCENT**

- **Other expenses**: 30%
- **Debt**: 14%
- **Payroll**: 30%
- **Increase nonmember pricing**: 6%
- **Raise additional funds (increase revenue)**: 20%

(increase revenue)
Questions?
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