



Considerations for Re-opening a Club Post COVID-19



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Introduction

This guide is designed to provide considerations helpful in resuming your club's operation after closure because of COVID-19 disease. In tandem with the "Reopening Section" on www.cmaa.org/beprepared, you will be provided with the most up-to-date information and the latest best practices by subject area. Due to the fluid nature of this situation, all club management professionals are encouraged to consistently follow applicable local, state, and federal laws and guidance.

The challenges created by coronavirus disease (COVID-19: the term used throughout this report) are incredibly significant because the disease spreads so quickly and because it is deadly. Consider that, by late December 2019, China was treating many cases of the (then) not well-known disease and, one month later, the World Health Organization (WHO) announced a global health emergency.

By mid-to-late March 2020, the United States had declared a national emergency and the President advised citizens to avoid congregating in groups of more than 10 persons because COVID-19 was easily transmitted. These actions caused post-secondary educational organizations to close schools and state Governors to suspend K-12 classes in favor of digital education alternatives, and major sports leagues to cancel games and seasons.

These actions were followed by stay-at-home (self-quarantine) programs implemented by almost all states that recognized social (personal) distancing as a useful strategy to reduce the spread of COVID - 19. These stay-at-home efforts created significant economic and other challenges for all levels of government and for those affected by self-quarantine orders. By mid-April 2020, the President had presented a staged "blueprint" for reopening the country. By late April 2020, some state Governors began permitting the opening of some types of businesses according to state-developed parameters.

It is within the above context that private clubs will begin a phased re-opening for their employees, members, and guests after closure for six weeks or longer.

This monograph should be helpful as managers prepare for their club's re-opening. They can review numerous possible procedures and determine which might be applicable to their club – with and without revision. Then, interacting with the club's management team, it will be possible to consider how existing procedures might be improved and/or how new procedures should be developed, implemented, and monitored.

Effectively used, this document can help club managers to:

- Determine topics to be addressed as employees are updated at initial informational and training meetings when work resumes.
- Revise existing training presentations and materials.
- Develop employee evaluation concerns and procedures.
- Incorporate "new normal" factors into operating procedures.

The following COVID-19 disease guidelines offer recommendations directed to specifically help to undertake pre-opening procedures (Part I), protect the club's employees (Part II), protect the club's members and guests (Part III), plan general COVID-19 control processes (Part IV), and provide suggestions about helpful protocols for specific functions and departments (Part V).



Part I: Club Pre-Opening Procedures

Club managers understand that there is much more to re-opening the club than to just unlock the front door of the clubhouse. In fact, there are numerous critical decisions to be made with input from the Club's Board, General Manager, and his/her management team. Some of the most important of these concerns will be reviewed in this section.

Determining When the Club Will Re-Open. As noted above, Governors will determine when different types of businesses in their state may re-open according to state-developed parameters. Clubs are relatively unique because they typically operate several (or more!) "businesses" including a la carte food services, banquets and catering, bars, golf and other outdoor sports, spas and salons, aquatics, fitness centers, and overnight guest rooms. It is very unlikely that Governors will allow the re-opening of all the above businesses at the same time, instead utilizing a phased approach which will require agility and adaptation on the part of the management team.

Re-opening dates will be well-reported, and these notices may be provided just a few days or less or, alternatively, many days in advance. General Managers may have previously granted Board approval to open the club with allowed services on announced dates. Alternatively, it may be necessary to set the opening date after a meeting with the club's President and/or Board.

It is likely that GMs will have had frequent conversations with their department heads and other senior managers to address questions such as:

- What do we have to do as we reopen?
- Should we open in phases?
- How long will it take to open?
- What changes are needed in our basic operating procedures?
- What will be the "new normal?"

The responses to these questions vary by specific club, by whom is asked within the club, and when the question is asked. Unfortunately, no club manager, regardless of experience, has confronted anything like COVID-19 in his or her career, so "history" will not be a useful "teacher."



Instead, club managers will need to (perhaps) quickly decide, for example, whether a traditional a la carte menu will be possible (perhaps adapting the one in use when the club was closed) or, alternatively, is a more limited menu such as that used for “carry out” service during the club’s closure more appropriate. Answers to questions such as “Can all ingredients be assembled for a full menu?” and “Is time available for all required pre- and final preparation available given the necessity to thoroughly clean the clubhouse?” will help to make these decisions.

Similar issues must be addressed for all the club’s other “businesses” consistent with state-allowed opening dates to develop the club’s schedule of services.

Communicating with Members. Managers should inform members about the club’s opening date and schedule for service offerings as soon as these decisions are made. Another important concern relates to explaining temporary or longer-term changes that will impact members. Examples may include temporarily discontinuing buffets in a la carte dining and for catered events and suspending valet parking services. Reasons for these changes should be provided, and a continuing interest in serving members and their guests within low-touch wellness and health-related parameters should be emphasized.

Pre-Opening Cleaning Procedures. Many club facilities will have been closed for several weeks or longer, and cleaning will be an important step in the re-opening process. Note: [The Centers for Disease Control \(CDC\)](#) provides excellent information about the cleaning process.

Club employees who will be responsible for cleaning and disinfecting tasks must be trained to do so, and appropriate managers and supervisors who conduct the training must be knowledgeable about appropriate chemicals and cleaning procedures. Note: alternative disinfectants ranging from those that must be diluted with water to others that do not need dilution might be used. As well, contact time with the surfaces being cleaned depend upon each specific product. Rinsing with clean water is required when some approved products are used, and electrostatic foggers can also be used to quickly and uniformly spray approved chemicals on surfaces to be decontaminated. Depending on the specific chemicals used, disposable rags and/or paper towels may be needed and must be properly discarded.

Employees should use appropriate personal protective equipment (PPE) as they complete facility clean-up tasks. The club’s local health department might be contacted for advice.

If linen laundry is contracted, all items including those not yet used should be re-cleaned unless shrink-wrapped. If the club uses an on-site laundry, all items including those that are “clean” should be washed.

How should the clubhouse be cleaned? For food service spaces, a clean-up plan might be to work “from the main kitchen out to the dining room.” Clean and sanitize:

- The main kitchen including food and beverage preparation and service equipment, storage areas, a la carte dining room including tables and chairs, bar and lounge areas, all banquet serving areas and equipment, and banquet and meeting rooms including tables and chairs. Note: the surface of every space where hands could normally reach should be thoroughly and properly cleaned.
- Public spaces within the clubhouse including lobbies, hallways, public restrooms, and locker rooms as well as overnight guest rooms, if available.
- Food service facilities in sports-related venues, and all other spaces used by club members, and guests.
- All non-public areas at the club including offices, employee restrooms, maintenance rooms, and loading docks.

Phased Standards Are Likely Needed. Standards express quality aspects of a product or service, and clubs have numerous “tools” to best ensure that members and guests receive consistent value (price relative to quality) in the amenities delivered by their clubs. Note: examples include standard recipes to ensure that menu items look, taste, and smell the same and have identical portion sizes and member surveys to assess member acceptance of numerous services.

Personal distancing, handwashing, and group size limitations are three special concerns that currently impact consumers’ actions, and they must be addressed in a club’s on-going standards and procedures. However, when effective vaccines become widely available some of the standards introduced as clubs re-open may be relaxed over time.

Here are some examples:

- Valet parking for members may not be possible now because the health of club employees or club members may be affected.
- Clothing returns at pro shops may not be acceptable now because the returned items might be contaminated.
- Separate golf cars for each non-related person in a foursome may be necessary now to address the personal distancing minimum of six feet between persons.

Each of the above and numerous other examples show how today’s “new normal” may be much different than those we have taken for granted in the past.

As you will note in the remainder of this monograph, standards and protocols reflect the standards that might be required immediately after opening or are first used. Managers will need to revise them as COVID-19 is better controlled and club staging procedures evolve.

Club Employees as “People Persons”

Club managers and staff members work in the hospitality industry. The concept of hospitality (extending gracious treatment to guests) has long been the main concern of those employed in every segment of the industry. However, COVID-19 has changed this emphasis, at least as clubs initially open after closure caused by the disease.

Historically, a club’s members and guests may have requested and received, for example, valet parking service, locker room access in fitness centers, Sunday buffets, and even a friendly hug from the club manager. However, concerns about COVID-19 spread without personal distancing limitations have eliminated these and numerous other actions, at least initially, as clubs re-open and stage the delivery of product and service offerings to members and guests.

There may be some awkward moments as members return to their clubs, and they must be informed through words and actions that new protocols have been implemented for their benefit. As well, they should understand that staff members are anxious to return to “old normals” just as soon as the protection of members and guests can be assured.



Part II: Employee Health and Safety Recommendations

Policies and procedures related to a club's employees are an absolutely essential component of the club's overall health and safety program. Here are some considerations that recognize and react to COVID-19 concerns.

Employee Check-In for Work. Body temperatures of employees can be quickly checked with a thermal-imaging thermometer before they begin work. Employees can also complete and sign a short questionnaire indicating that they and others in their household do not have specific COVID-19 symptoms. Any staff member displaying a temperature exceeding 100.0°F should not be approved for work and should be referred to appropriate medical care.

Personal Distancing. Employees should be reminded to practice personal distancing by remaining at least six feet away from others when it is possible to do so (and their supervisors should attempt to develop procedures that enable this standard). Personal distancing protocols will be used in employee dining rooms, training areas, shared office spaces, and other applicable high-density areas to best ensure appropriate distancing between employees. As well, all locations within the club must comply with local- or state-mandated occupancy limits.

Hand Sanitizers. Hand sanitizer dispensers (touchless when possible), should be placed at key employee entrances and throughout back-of-house areas, and at other locations where a sink is not available. Employees should be taught how to most effectively use these sanitizers.

Back of the House Signage. Signage will be posted throughout the property reminding employees about the proper way to wear, handle, and dispose of masks, use gloves (in positions deemed appropriate), sneeze, and avoid touching their faces.

Employee Lockers, Laundry, and Restrooms. Floors in locker rooms, where provided, should be marked with available and unavailable spaces to be used for dressing. Employee uniforms, if laundered by the club, should be processed according to [Centers for Disease Control \(CDC\) recommendations](#). Back of house restrooms should be sanitized at least once every four hours.



Other employee health and safety concerns include:

- **COVID-19 Training.** All employees should receive training on COVID-19 safety and sanitation protocols with more comprehensive training for staff members with frequent member and guest contact. There are likely to be numerous new policies and procedures developed to protect employees, and they must be alerted to these changes. Note: Employee Health and Safety Memo Provided Upon Club’s Re-Opening (below) shows a sample training handout provided to employees about some COVID-19 concerns.

Employee Health and Safety Memo Provided Upon Club’s Re-Opening

The primary concern of the _____ Club during this unprecedented time is the health, safety and welfare of its staff members. We have developed some procedures and guidelines that must be followed to help keep you safe. Note: if a situation occurs that is not covered by the following information, please inform your supervisor for appropriate guidance. Your cooperation is required to maintain recommended safety precautions and best ensure a safe and healthy work environment.

GENERAL HEALTH CONSIDERATIONS

Employees with a fever (above 101.4° F), sore throat, dry cough, gastro-intestinal distress, or any other symptom related to COVID-19 or flu should notify their supervisor immediately and not report to work. If you develop any of these symptoms while at work, immediately notify your supervisor. Seek medical advice and follow the CDC’s recommended guidelines. If you have come in contact with someone who has tested positive for or is being quarantined by a medical professional for suspected exposure to COVID-19, please speak with a medical professional before reporting to work as you may be asymptomatic for up to 14 days after the event. The _____ Club reserves the right to require employees to submit to temperature checks as may be appropriate.

REQUIRED SAFETY and HYGIENE PRACTICES

- Employees must wash hands following the Centers for Disease Control (CDC) guidelines (20 seconds with soap and water and sanitize hands after punching into the biometric time clock)
- Employees must practice safe personal distancing and allow at least 6 feet between oneself and others at all times and avoid all contact.
- All employees must help keep communal areas including the break room and restrooms clean and sanitized. To do so, they must use proper CDC-recommended cleaners and disinfectants.
- If surfaces are dirty, they should be cleaned using a detergent or soap and water before disinfection with diluted household bleach solutions, alcohol solutions with at least 70 percent alcohol, and/or most common EPA-registered household disinfectants. Note: diluted household bleach solutions can be used if appropriate for the surface. Follow the manufacturer’s instructions for application and proper ventilation. Check to ensure product use is not past its expiration date. Never mix household bleach with ammonia or any other cleanser. Unexpired household bleach will be effective against coronaviruses when properly diluted.
- Cover your mouth and nose into a tissue or elbow when sneezing. Discard used tissues in trash, and immediately wash and sanitize your hands.
- Avoid touching your eyes, nose, or mouth.
- Wear gloves when necessary and discard and replace them often.
- Masks must be worn at all times.
- Wash and sanitize your hands often using the procedures cited above.



ADDITIONAL HEALTH AND SAFETY GUIDELINES

- Gloves, masks, and other protective equipment and appropriate cleaning and disinfectant materials are available and should be used as necessary.
 - Disinfect high-touch areas in your workspaces such as light switches and doorknobs frequently.
 - All shared tools and equipment must be wiped down with disinfectant before and after it is used by each employee.
 - All suggestions for additions and/or revisions to these guidelines are welcome. Please do so by contacting your supervisor for discussion and consideration.
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- **Hand Washing.** Correct hygiene and frequent handwashing using proper procedures with soap is needed to reduce spread of the virus. Effective handwashing requires at least 20 seconds to complete. Employees should wash their hands or use a sanitizer every 60 minutes and after any of the following activities: using the restroom, sneezing, touching one's face or blowing one's nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break, and when beginning and ending a work shift. Specific responsibilities to maintain handwashing and hand sanitizer supplies at points of use must be identified and monitored.
 - **Personal Protective Equipment (PPE).** Appropriate PPE should be worn by all employees based on their roles and responsibilities and in compliance with applicable state or local health department regulations and guidance. Training about the proper use and disposal of all PPE is mandatory. Every employee entering the club will be provided a mask and will be required to wear it while at the club. These masks will be available at all employee entrances and in department-specific locations including kitchens, golf, and other sports-related areas. Gloves will be provided to employees whose responsibilities require their use including housekeeping and many of those working in public areas.
 - **Daily Pre-Shift and Timekeeping Opportunities.** Employee pre-shift meetings should be conducted virtually or in areas that allow for appropriate personal distancing between employees. Larger departments should, when possible, stagger employee arrival times to minimize traffic volume in back of house corridors. Hand sanitizers should be available at each timeclock location, and employees should be required to sanitize their hands after clocking in. The management team should ensure that communication updates are provided and that proper PPE and sanitation procedures are followed and updated as necessary.

No Work Allowed!

Club employees should not come to work if they have COVID-19 symptoms including a cough, fever, shortness of breath, chills, muscle pain, headache, sore throat, and/or recent loss of smell or taste. Doctors may also suggest that persons living with someone exhibiting these symptoms should also not go to work.

When can one return to work? It is always best to seek input from a doctor as applicable policies are developed. Note: some physicians suggest that it might be appropriate to return to work after seven days have passed since symptoms began and 72 hours after any fever is gone, and other symptoms are improving.



Club managers realize the challenges involved when entry-level employees must be absent for even a several day time period and especially one that can be longer than one or more weeks. Reduced income can create troublesome personal and economic problems, stress, and even job retention challenges. It may, therefore, be helpful to consider a combination of sick leave, vacation time-off, wage grants, insurance benefits, on-call staffing, and/or other alternatives to address these concerns. Note: employees affected by COVID-19 may be eligible for leave under the [Families First Coronavirus Response Act \(FFCRA\)](#).

In the near future, club managers may be able to contract with a hospital or other provider who can make a home visit with an employee and administer a “quick read” test to determine whether he/she has COVID-19. If so, the club might more effectively manage appropriate sick leave payments to the affected staff member.



Part III: Member and Guest Health and Safety Recommendations

When possible, members and guests should enter the club through doors that are either propped open, are automated, or are manually operated by an employee. Notes: until notified otherwise, employees should not open the doors of cars or taxis, and valet services should be suspended by the club. Those requesting bell service for use during overnight guest room stays, if applicable, will be assisted by an employee, and the bell cart will be sanitized after each use.

Members and guests should be requested to refrain from visits to the club if they have COVID-19 symptoms as recognized by local health agencies. Those making their initial entry to the club through any guest entrance will be requested (honor system) to complete and sign a short questionnaire indicating that they and others in their household do not have COVID-19 symptoms. They will also be given masks for use at the club. Hand sanitizers should be available at each guest/member entrance. Appropriate public signage offering health and hygiene reminders should be prominently displayed. Topics should include symptoms recognized by local health authorities, proper mask usage, current personal distancing practices, and the availability of hand sanitizing supplies throughout the club.

Members Are a Club's Primary Stakeholder

Club managers clearly recognize that clubs should benefit members, and that members often want to share their clubs' amenities with friends. However, personal distancing protocols, at least during early stages of the club's re-opening, drive many of the protocols that will be implemented.

What should a club manager do if the capacity for a la carte dining is full for a specific evening, and more members want to attend? This question becomes very troublesome if members who will attend are bringing numerous guests. Should these guests have a priority over club members who must be turned away? The time to address this issue is, of course, before it arises.



Club managers should also consider a member/guest “sign-in” station at other amenities such as pro shops and locker rooms. If they later test positive for COVID-19, their presence in these areas will be known and can be useful to identify employees and members/guests who came in contact with the ill person(s).

Hand sanitizers (touchless when possible). Hand sanitizers for member and guest use will be conveniently placed in all areas as needed including reception areas, lobbies, entrances to a la carte restaurants, meeting spaces, elevator landings, pools, salons, and exercise areas.

Public elevators. A club employee will sanitize the button panels of all the club’s elevators at regular intervals, but at least once per hour. Signage will be posted at public elevators to explain current sanitizing procedures. No more than four members or guests will be permitted on an elevator at the same time.

Personal Distancing (Public Spaces). The club will meet or exceed state and local health authority guidelines relating to personal distancing. Any area where guests or employees queue should be clearly marked for appropriate personal distancing. These spaces include elevator lobbies, a la carte dining waiting areas, and public restroom entrances.

Restaurants and bars will reduce seating capacities to allow for a minimum of six feet between each seated group/party of guests. Meeting and banquet set-up arrangements will allow for personal distancing between members and guests in all meetings and events based on applicable (state and/or local) recommendations.

Self-serve buffet style food service will be suspended and replaced by alternative service styles.



Part IV: COVID-19 Control Processes

Club Cleaning Products. The club should only use cleaning products and procedures that meet U.S. Environmental Protection Agency (EPA) guidelines and that are approved for institutional use and are effective against viruses, bacteria, and other airborne and bloodborne pathogens. On-going communication should be implemented with the club's vendors to best ensure an uninterrupted supply of these cleaning supplies and the necessary personal protective equipment (PPE).

Club Cleaning Procedures. Most clubs have always used effective cleaning and sanitizing methods. However, existing procedures should be reviewed to ensure they are based on current information. Employees will be re-trained as needed to ensure exact procedures are understood, and there will be an emphasis on consistent use and ongoing supervisory assessments to ensure adherence to these procedures.

Public Spaces in Clubs. The frequency of cleaning and sanitizing should generally be increased in all public spaces with an emphasis on surfaces frequently contacted by employees, members, and guests. Examples include reception desks and areas, elevators and elevator buttons, door handles, employee and public restrooms, lobby furniture and spaces, corridors, stair handrails, gym equipment, sports-related areas and facilities, and dining surfaces and seating areas.

Employees should sanitize the following areas at least once per hour: employee dining tables and counters, clubhouse entry doors, employee smoking areas, exterior benches, public restrooms, and trash bins.

Overnight Guest Rooms (if applicable). EPA-approved cleaning and sanitizing products and protocols should be used to clean guest rooms. Particular attention should be given to high-touch items including television remote controls, toilet seats and handles, door and furniture and water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks, and flooring. Note: the availability of coffee makers and related supplies might be suspended in guest rooms. Existing quality control (inspection) checklists should be revised,



as necessary, and will be closely reviewed by a supervisor before the cleaned room is made available to a member or guest.

During earlier stages of re-opening, there may be lessened guest room cleaning during a guest's stay. For example, guests may be given three plastic bags (for soiled towels, soiled bed linens, and trash) into which they sort items to be removed and replaced. The bags would be placed near the guest room door for removal by the housekeeper. With this plan, deep cleaning would occur after the guest departed.

Housekeeping carts and other equipment should be sanitized at the start and end of each shift. Minimize contact with guests while cleaning hotel rooms; attendants should offer to return at an alternate time to clean occupied rooms. Extra pillows and blankets stored in the guest room closets should be removed and made available upon member/guest request. Specific sanitizing concerns are needed for:

- Desks, counter tops, tables, and chairs
- Phones, remotes, and thermostats
- Cabinetry pulls and hardware and doors and doorknobs
- Bathroom vanities, fixtures, and hardware
- Windows, mirrors, and frames
- Lights and lighting controls
- Closets, hangers, and other amenities

Frequency of Back of House Cleaning. The frequency of cleaning and sanitizing should increase as necessary in high-traffic back of house areas. Examples include employee time clock spaces, employee dining rooms and entrances, employee restrooms, loading docks, offices, kitchens, and training areas.

Shared Equipment. Shared tools and equipment should be sanitized before, during, and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers, and other communication devices, Point of Sale (POS) terminals, kitchen implements, engineering tools, cleaning equipment, keys, and other direct-contact items used throughout the club.

Air Filters and HVAC Cleaning. The frequency of air filter replacement and HVAC system cleaning should be reviewed, and fresh air exchanges should be maximized. Maintenance personnel should confirm that schedules for filter changes are correct and carefully followed.

Remedial Cleaning. Club spaces recently accessed by an employee who has tested positive for COVID-19 should be thoroughly cleaned and disinfected. If possible and with the guidance of local health authorities, these spaces may be temporarily closed. The club should also review operating information and provide it to tracking personnel attempting to determine those who came in contact with the employee.



Part V: Protocols for Specific Departments

Recommended protocols for several club departments are reviewed in this section. Note: many related associations have developed information helpful in developing COVID-19 protocols. Guidance from these associations is available online at www.cmaa.org/beprepared.

Golf Operations Department:

Cleaning and Sanitizing Protocols:

- Golf cars and loaner clubs should be sanitized before and after each round by an employee trained to do so.
- Locker rooms and foyer areas should be sanitized at least once every four hours; specific guest contact areas in each space should be sanitized after each use.
- All employees should be given personal size hand sanitizer and wipes to use during their shifts and while on the golf course.
- Employees should wash or sanitize their hands after touching any member or guest equipment including clubs, bags, or shoes.
- Follow the specific cleaning and related protocols from your golf car manufacturer; visit www.cmaa.org/beprepared for the latest available resources.

Golf Course Personal Distancing Protocols:

- There should be one player per golf car unless all riders are immediate family members. Note: this recommendation might be revised after guidance updates by local authorities.
- Inserts can be used in golf hole cups to allow easy ball removal. Increase tee time spacing to 20-minute intervals.
- Caddies should not handle members' or guests' tees, markers, scorecards, pencils, or other small equipment.
- Remove rakes from bunkers (one rake can be added to each golf car by the caddie).
- A "Welcome Packet" with tees, ball markers, scorecard, and pencils can be pre-set in golf cars.

Golf and Other Sports Shops:

- All counters, shelves, and other frequently touched member/guest contact surfaces should be sanitized at least once per hour and upon each shift change.
- Sanitize handles, knobs, cage locks, and stock room surfaces at least once per hour.
- Signage should be prominently posted at each outlet to remind members and guests about maximum occupancies and personal distancing guidelines.
- Tailoring services should be postponed until further notice
- All merchandise will be handled by a retail attendant (no self-service), and all sales will be final until further notice.
- Pro shops will only feature pre-packaged items such as visors, hats, and gloves.

Spas and Salons:

It is anticipated that some clubs will suspend amenities in spa and salon operations such as hair and nail styling and massages of all types.

Cleaning & Sanitizing Protocols:

- Employees correctly wash hands before and after each client and after eating, personal breaks, and blowing one's nose, coughing, and sneezing.
- Cleaning checklists with schedules should be reviewed and modified to accommodate the emphasis on hygiene imposed by COVID-19.
- Wipe down surfaces including each station and chairs with a disinfecting spray or wipe between clients.
- Combs, brushes, and other small tools are sanitized after each use.
- Hospital-grade air filtration systems are in increased use.
- Members are requested to use hand sanitizer supplies located near the salon's entrance.
- Disposable cups are used for the beverages provided to members.
- Technicians wear masks and gloves, and employees carefully wash their hands before and after every client.

Personal Distancing Protocols:

- A limit is placed on the number of members waiting for services based on the salon's size.
- Appointments are staggered to limit interaction.
- Appropriate signage specifies personal distancing protocols.

Member Consideration Protocols:

- Members complete a form requesting information about current health and recent travel and receive a thermal imaging temperature check upon entry.
- Members are urged to cancel appointments if they are ill.
- Hand sanitizers are available throughout the facility.

The [International Spa Association](#) has developed a Spa Reopening Toolkit: Spa Reopening Checklist, Spa Sanitation & Hygiene Standards, Spa Sanitation & Hygiene Commitment, and downloadable templates.

**Fitness Centers:**

Non-users of fitness centers sometimes connote these outlets to be difficult to clean and sanitize. Reasons include that clients sweat, sometimes breathe hard, often have little distance between other users, share equipment, and do not carefully clean and sanitize equipment used to ready it for the next client. This stereotype is typically unwarranted but helps to drive protocols for control and management when clubs can re-open these facilities.

Cleaning & Sanitizing Protocols:

- Fitness centers use hospital-grade cleaning and sanitizing products.
- They should operate on cycles of 60 minutes and then close for 30 minutes to clean and sanitize the space and equipment.
- Cleaning and sanitizing products and paper towels are located near all equipment, and users should be encouraged to clean their equipment both before and after use.
- Members can be encouraged to bring personal towels from their homes to wipe equipment.
- Remove hard-to-clean items such as yoga blocks, mats, bands, and some types of foam rollers.
- If fogging is considered, determine if employees can be present and, if not, develop schedules accordingly.
- Provide employee training for all revised operating procedures.

Personal Distancing Protocols:

- Class size (number of members) may be reduced for group classes.
- Fitness centers increasingly offer video training and workouts on social media, their home page, and other venues.
- Place towels over equipment that should not be used.
- Permit members to use restrooms in locker rooms but do not allow showers, if applicable, and/or clothing changes.

Guest Consideration Protocols:

- Members should wear masks and gloves and properly clean and sanitize the equipment they use before and after that use.
- Employees should be assigned to monitor spaces within the fitness center and ensure that members properly clean and sanitize the equipment.
- The attendants also provide any additional service needed to ready the equipment for the next client and randomly temperature-check the clients.

Increasingly, fitness centers use an app to check-in members, and this eliminates the need for touch screen kiosks or another method to do so. Potential members are advised to not visit the fitness center if they do not feel well, even if the problem appears to be just a “simple” cold.

Stage the opening of the fitness facility. For example, initially open the exercise spaces but keep showers, locker rooms, and pools closed.

Swimming Pool Operations:

- Chaise lounge chairs should be set to allow for at least six feet of separation between groups of guests and members for proper personal distancing.
- Chairs and cabana guest contact surfaces should be sanitized after each use. Note: cabanas, if available, should be pressure washed and sanitized each night.
- The towel desk, entry kiosks/gates, and all other desks and counters should be sanitized at least once per hour.
- Lifeguard stands should be sanitized when they are rotated.
- Note: check with state/local authorities to confirm sanitizing requirements.

Locker Rooms:

Locker rooms were briefly noted above, and careful planning is needed as the re-opening of these facilities is staged.

Cleaning & Sanitizing Protocols:

- Digital resources cited above for Spa operations may also apply to the locker rooms, and the importance of effective monitoring, cleaning, and disinfecting these facilities is critical.

Personal Distancing Protocols:

- Locker rooms usage should be limited according to group-size limitations encouraged by local officials.
- Assign lockers based on personal distancing issues.

Guest Consideration Protocols:

- Replace shared amenities with single-use products.
- Use signage inside and outside of the locker rooms that emphasize personal distancing, COVID-19 symptoms, proper mask usage, and the availability of hand sanitizing supplies throughout the club.

Food & Beverage (Restaurants, Bars, and Lounges):**Cleaning & Sanitizing Protocols:**

- Host stands including all related equipment should be sanitized at least once per hour.
- Service stations and carts, beverage stations, counters, handrails, and trays should be sanitized at least once per hour and logged by a manager.
- Point of Sale (POS) terminals should be assigned to a single server where possible and sanitized between each user and before and after each shift. If multiple servers are assigned to one POS terminal, servers should sanitize their hands after each use.
- Dining tables, bar tops, stools, and chairs should be sanitized after each use, and condiments should be served in single use containers (disposable or washed after each use).
- Check presenters, pens, and other reusable guest contact items should be sanitized after each use or single use.
- Menus should be single-use or disposable.
- Sanitize trays of all types and tray stands sanitized after each use.
- Storage containers should be sanitized before and after each use.
- Food preparation stations should be sanitized at least once per hour.
- Kitchens should be deep-cleaned and sanitized at least once each day.
- Food and beverage items being prepared to be transferred to other employees should use contactless methods such as placing the food on an expediting table.

**Personal Distancing Protocols:**

- Hosts and managers should direct personal distancing at entries, waiting areas, and queues in addition to available signage.
- Peak period queuing procedures should be implemented when guests cannot be immediately seated.
- Tables and booths should be placed with personal distancing between each family or party as advised by local authorities.
- Bar stool count should provide appropriate personal distancing.

Guest Consideration Protocols:

- All self-serve condiments and utensils should only be available from cashiers or servers.
- Straws should be wrapped.
- Napkin service (placing in a member's or guest's lap or refolding) should be suspended until further notice.
- Tableside cooking to be suspended until further notice.
- "Grab and go" offerings should only be available from employees in appropriate positions.
- Bar snacks should be served to individual guests and not shared by all guests at the table.
- All food and beverage items should be placed on the table, counter, or other surface instead of being handed directly to a member or guest.

Employee Dining Room Protocols:

- There should be no self-serve food including snacks available.
- Food should be served by cooks and line attendants.
- Beverage cups should be single-serve as should prepackaged plastic flatware, and trays and plates should be distributed by dining room attendants.

Catering and Banquet Operations:**Cleaning & Sanitizing Protocols:**

- All shared equipment and meeting amenities should be sanitized before and after each catering use or be single-use if unable to be sanitized.
- Clean and soiled linens should be transported in sealed single-use plastic bags into and out of meeting rooms.

Personal Distancing Protocols:

- All buffet and self-serve style events will be suspended until further notice.
- All food and beverage items will be individually plated and served.
- Coffee and other break items will be attended and served by a server.
- Condiments should be available in individual portions or sanitized individual containers.
- Seating capacities and floor plans for all events should be reviewed to ensure appropriate personal distancing that meets applicable ordinances and guidelines.

Guest Consideration Protocols:

- Individual bottled water will be provided (no water carafes) on meeting tables and water stations.
- Examples of properly personal distanced floor plans for use by Sales and Convention Services staff will be available.

**Sales and Meeting Services:**

Personnel in this department will be challenged by the need for very controlled seating requirements when the club opens. They may also need to address some members' interests in virtual and/or hybrid business meetings.

Cleaning & Sanitizing Protocols:

- Meeting room doors, tables, chairs, light switches, and other equipment should be sanitized after each group's use.
- Hand sanitizing products will need to be "almost everywhere."

Personal Distancing Protocols:

- Review seating capacities and floor plans for every event being planned to ensure appropriate personal distancing that follows applicable ordinances and guidelines.
- Provide examples of properly personal distanced floor plans in coordination with Catering and Banquets personnel.

Member/Guest Considerations:

- Post signage both inside and outside of meeting and event locations to remind attendees about appropriate personal distancing guidelines.

Club Housing Facilities:

Some clubs operate dormitory-style or other residential facilities for seasonal employees, interns, and/or some permanent club employees. Protocols should be established to help these persons if they appear to have COVID-19 related symptoms.

It is likely that all or most of these individuals will live in a separate room. If not, it will be helpful to move roommates to one or more vacant rooms so personal distancing concerns can be better met. The ill person should also have access to, if possible, a separate restroom, and he or she can then be confined (self-quarantined) to the room/restroom.

The CDC has developed guidelines focused on the home care of persons with symptoms similar to COVID-19 that can be used until the person recovers or suffers from increased issues that require hospitalization. Note: symptoms for most persons last a few days, and people feel better after a week. These guidelines provide direction for the assistance that will be required.

The club may provide one or more caregivers to provide basic assistance as needed. Examples include ensuring that the doctor's instructions for care and medicine are followed and that the ill person drinks a lot of fluids and rests. It will be important to call **911** immediately if there are emergency warning signs including:

- Difficulty breathing or shortness of breath
- Persistent pain or pressure in the chest
- New confusion or inability to wake-up
- Bluish lips or face.

The person who is ill should wear a mask when around a caregiver to prevent the potential spread of COVID-19. The caregiver should wear gloves when in the person's room and discard them in a lined trash can. He or she may also wear a cloth face covering. It is also important to clean one's hands and avoid touching the eyes, mouth, and nose with unwashed hands.



“High-touch” surfaces should be cleaned and disinfected every day. Only clean the area around the person who is sick when needed, such as when the area is soiled to limit contact with the sick person.

Those with COVID-19 or its symptoms who are recovering in a non-hospital setting and who will not be tested to determine if they are no longer contagious can leave their “sick room” when:

- They have had no fever for at least 72 hours without the use of medicine that reduces fevers; and
- Other symptoms have improved; and
- At least 7 days have passed since their symptoms first appeared.

Always follow guidance provided by the healthcare provider and local health department.

For further information, please see:

- [CDC guidance specific to facilities that house people overnight](#)
- [CDC guidance for disinfecting your home if someone is ill.](#)
- [Cleaning and Disinfecting the Building/Facility if Someone is Ill](#)