

# Communications Plan: Phase 2

*Launch in first week of October of 2024*

## 1. Executive Summary.

**1.1 Overview:** The following outline represents Phase 2 of the Bishops Bay Communications Plan, which will become the Communications Plan moving forward.

Phase 1 aimed to reset and reduce communications in order to identify gaps and needs, while strategically focusing communications efforts in order to better tell members where to go to find the information they're looking for. Phase 2 is intended to take everything learned from Phase 1, and use it to establish long term internal and external communications strategies and processes.

### **1.2 Key Objectives and Goals: Bring consistency, remove ambiguity, provide context.**

Phase 2 will be focused on filling gaps that have been identified in existing communications, defining strategies for mediums and platforms that have proven to be effective with Members, and establishing processes that will shift Club activities from being siloed and disparate to being connected and holistic. The aim is to bring consistency to communications and develop a routine that Staff and Members alike will become familiar with, so that everyone is receiving the information they need, and if they don't have it, they know where to look to find it before reaching out to members of the Staff.

Another big goal will be to ensure that communications rely less on individual opinions and feelings, and more on quantifiable criteria. For instance: *We add a new event to the event calendar. Do we promote it? If so, where, how, and how much?* Currently, we discuss these things, and different people often have different opinions. Moving forward, we can apply a promotions formula to the event based on predefined criteria, that way we know what materials need to be developed, how they need to be sent out, and how often—if at all.

Finally, we want to provide context and continuity for Club happenings and operations: who is in charge of what, how is money being spent and why, where are we at with Club projects—all of these questions can be preempted or answered through regular communications. By establishing the following standards and practices for Bishops Bay communications, we will have a robust strategy in place for ensuring that we're doing everything we can to anticipate member needs and exceed their expectations.

### **1.3 Summary of Strategies and Outcomes: Plan ahead, evaluate results, adjust as-needed.**

Phase 2 will place a heavy emphasis on planning, including developing content calendars that take advantage of formulas the organization can apply to event promotions, news for Members, Club operations updates, and more, in order to reduce subjectivity and ambiguity as to how we communicate with members, and bring that aforementioned consistency to our overall message. This will not only help current staff

coordinate Club activities, it will also help us bring new staff up to speed more quickly and efficiently in the future.

## 2. Situation Analysis.

### 2.1 SWOC Analysis

#### Strengths

- **Established Member Base:** A loyal and engaged membership community provides a strong foundation for communication efforts. Our Members have proven themselves to be very engaged.
- **Premium Brand:** The Club's reputation as a premier country club in the area, and a tight-knit community of members helps reinforce trust and credibility in operations.
- **Variety of Communication Channels:** Multiple channels (e.g., email newsletters, social media, weekly blog posts, in-person events) allow us to do a decent job of meeting people where they're at, even as people increasingly prefer different channels of communications.
- **Personal Relationships:** Strong relationships between Members, Staff, and the community take some of the burden off of things like newsletters and Social Media posts in terms of making sure people know what is going on.
- **Event-Centric Communications:** We have a full events schedule and strong departmental programming, which give us frequent reasons to reach out to people on a regular basis and establish a communications routine.

#### Weaknesses

- **Fragmented Communication Practices:** Lack of a unified communications strategy has resulted in inconsistent messaging and haphazard strategies for engaging with Members. We've also struggled to synchronize the various calendars we use for Club events, Golf events, Racquets events, etc.
- **Over-reliance on Email:** Heavy dependence on email as a primary communication tool risks leading to member fatigue, and newsletters are a one-way communication that don't lead to higher engagement. Websites usually do some of the heavy lifting that we're using email for, but we're limited by JONAS's CMS.
- **Limited Internal Communications Infrastructure:** Internal communications between Staff and Management lacks frequency, clarity, and consistency, leading to confusion and inefficiencies.
- **Resource Constraints:** We currently have one communications person, which can restrict the ability to fully implement a comprehensive communications plan in terms of promoting and covering every aspect of Club operations sufficiently.
- **Inconsistent Messaging:** Different departments communicate in their own style and through their own preferred channels, which can be a positive thing for Staff-Member relationships, but can also chip away at brand consistency.
- **Siloed Communications.** Building on the previous point, different communications styles impact internal communications by leading to an organization where institutional knowledge is not shared equally and equitably.

## Opportunities

- **Digital Transformation:** Leveraging new tools (e.g., blog website, Social Media, Beekeeper, and multimedia) to modernize communication, enhance Member engagement, and strengthen internal operations.
- **Targeted Communications:** Segmenting communications to tailor messages for different member groups (e.g., age groups, families, fitness enthusiasts) can increase relevance and impact. However, we want to make sure that a significant percentage of our communications are going to all Members equally, so that we're all a part of the same conversations.
- **Enhanced Member Feedback:** Implementing feedback loops (e.g., surveys, suggestion boxes) to better understand member needs and preferences can lead to more effective communication.
- **Increased Social Media Presence:** Expanding the Club's Social Media presence in terms of both quantity and quality can enhance brand visibility and member interaction. This can also help us with talent attraction and resource acquisitions as well.
- **More Modern/Robust Blog:** Building and using an external blog can help us distribute photos and media, provide regular updates that don't create notifications for Members, and establish a passive stream of news and updates Members can check when it's convenient for them.
- **Community Partnerships:** Collaborating with local businesses and organizations to co-promote events or services can broaden the club's reach and brand image. This may not seem as important now, but we always want to be building interest and goodwill for the future.

## Challenges

- **Information Overload:** Members have reported feeling overwhelmed by too much communication and frustrated by communications they don't feel are relevant to them, leading to disengagement.
- **Internal Inconsistency:** While planning ahead and defining strategies can help us in being proactive, we will need the cooperation of everyone on the team in ensuring that we're all following the same playbook and letting each other know what we're planning and doing. Plans only work when everyone sticks to them.
- **Competition:** We're competing for Members' attention with every other person, business, and organization in their lives. Everything here is all Bishops Bay, all the time—but it's important to remember that we're only a fraction of what other people have going on. We must be respectful of the other important things in Members' lives, from school, to doctors, to churches, to their own work.
- **Technological Barriers:** Some members may resist new communication technologies or struggle to adopt them, limiting reach and engagement. We're also limited by things like JONAS's outdated web CMS and an email marketing system that is sometimes rejected by certain email providers. Diversifying our communications can help offset, though not eliminate, these barriers.
- **External Factors:** Economic downturns may reduce Member spending or participation, requiring more careful communication strategies to maintain engagement. Things like the weather, school schedules, and outside events may also affect Member participation in Club activities.

Communications always aim to raise awareness and build excitement, but that won't always be enough.

## **2.2 Current Communications Landscape: Increasingly moving to Social Media, looking ahead to the future.**

The current communications landscape is rapidly evolving, with a significant shift toward digital platforms, particularly social media. Traditional channels like email and print are still relevant, but they are increasingly complemented by real-time, interactive communication on platforms such as Instagram, Facebook, and LinkedIn. Social media allows for more personalized, engaging interactions with audiences, offering opportunities for clubs to build relationships, enhance brand visibility, and promote events quickly and directly. The rise of mobile-first and short-form content will only continue over the next five years, meaning we need to begin building our channels and platforms now so we're not scrambling when email newsletters are no longer the most effective way to get information to Members.

## **3. Security + Credentials Best Practices.**

### **3.1 Migrating and Consolidating Social Media Accounts: Streamlining Access and Enhancing Security**

Currently, many of our social media accounts are managed using personal email addresses or individual social media profiles. To improve security and ensure continuity, it is recommended that we migrate and consolidate these into organization-owned accounts. For example, creating platform-specific emails such as social@bishopsbay.com or instagram@bishopsbay.com will ensure that account ownership remains with the organization, minimizing risks associated with employee turnover. This approach also allows for controlled access management, granting and revoking permissions as necessary.

### **3.2 Password Protection**

Strengthening password protocols is essential to safeguarding our digital assets. We have discussed at length adopting 1Password (or similar service) as a centralized and secure platform for storing credentials. Moving forward, we will need to collaborate with the team to define access levels, ensuring that each member has the appropriate level of access to necessary accounts, while maintaining strict control over the distribution and protection of credentials.

## **4. Target Audiences.**

### **4.1 Audience Segmentation: Enough but not too much.**

We want a large portion of our communications to be going to everyone in the Club, regardless of membership type or interests, because we want Club members to feel like they're all part of the same conversation. We also want Members to be able to answer other Members' questions. Community is built

on familiarity and interaction, so we still want non-Golf folks to hear about Golf news, and Golf folks to hear about Tennis news.

That said, we will aim to be more strategic about how we target specific audiences and audience segments. Below are the primary categories we will focus on in the coming year:

- Voting Members
- Parents
- Golf
  - Men
  - Women
- Racquets
  - Tennis
  - Pickleball
- Pool

There are several additional segments we currently use and could continue to use, but starting out with larger buckets will help us better determine what gaps exist in our segmentation. It will also simplify our approach as we adjust to a new Communications plan.

In addition to our internal audience, there will also be external audiences on Social Media:

- LinkedIn and Instagram
  - Talent Attraction
  - Industry Peers
  - Community Businesses and Organizations

## 5. Key Messages.

### 5.1 Core Messages: Issues with “Welcome Home,” and a proposed alternative.

As a tagline for Bishops Bay, *Welcome Home* is disadvantageous for a couple of key reasons:

1. **It sets the wrong expectations.** While there are elements of home that we want people to associate with Bishops Bay (comfort, ownership, a place to be yourself), it misses the point of why many people want to come here: to get out of the house, to be around friends, to participate in activities.
2. **It sends a contradictory message.** Our other, informal tagline is *The Madison area's premier country club*. The idea of welcoming Members home to a premier country club is difficult to reconcile in terms of tone and implications: homes are generally not premiere country clubs, and vice versa.
3. **It is too generic to be effective.** Many of the Club's efforts are geared toward getting Members excited about coming into the Club. *Welcome Home* isn't a rallying cry, or something that can be used as a hashtag on Social Media to build interest or momentum.

The proposed tagline or theme for Bishops Bay Country Club would be ***Escape to the Bay***. While simple, this speaks to the heart of what we want people to do: escape their normal routines and come and do something

fun at the Club. This tagline would also give us some flexibility to adjust it for specific events and activities: *Escape to the Course, Escape to the Bar, Escape to the Lawn.*

## 5.2 Alignment with Club Brand and Values

In order to become the premier country club in the Madison area, we have to stop saying we're the premier country club and start acting like it in ways that will help members arrive at that conclusion on their own.

Communications will play an important role in making this a reality, because we have the ability to promote and celebrate our Members, our Staff, and our activities in premier ways.

# 6. Channels and Tactics.

## 6.1 Communication Channels Overview

- Website
  - General information, including contacts and business overview
- External Blog
  - News and updates
  - Event highlights
  - Photo galleries
  - Videos
  - Event promotion and calendar
  - Landing pages
- Email
  - Newsletter updates
  - Unique event promotions
  - Batch event promotions
  - News and announcements
- Push/Text
  - Critical and time-sensitive updates about Club operations
- Instagram
  - Weekly calendar reminders
  - Event promotions
  - Highlight content (video + photo)
- LinkedIn
- Youtube
  - Primarily used to house our video content for the website, emails, and blog site
- Digital Signage
  - Event promotions
  - Highlights
  - Menus
- Print Pieces
  - Quarterly newsletter

- Event calendars
- Facebook
- Threads
  - Operational updates
- TikTok
- Physical signage
  - Lobby events calendar (monthly during the summer, quarterly over the winter)
- \*Beekeeper
  - We are in the process of finalizing our Beekeeper account, and this will play an integral role in our internal communications.

## 6.2 Tactics for Each Channel

- External Blog
  - News and updates
    - Updated every Monday, Wednesday, and Thursday with fresh content, even if that content is merely a rundown of the day's events or weather. The key here will be to develop a place and platform people know to check on a weekly or even daily basis if they are feeling like they missed something or want updates on Club happenings.
    - **Monday Posts** will generally be geared toward notable updates about Club operations, as well as highlights from the previous week.
    - **Wednesday Posts** will generally be dedicated to content featuring our Leadership Team and staff. For instance, 2024 year in review content from each department.
    - **Thursday Posts** will be focused on promoting upcoming events—although we will also be promoting events as-needed on Mondays and Wednesdays.
  - Photo galleries
    - A standard photo gallery will be ten images focusing on providing an overview of the feel of an event.
    - **Flagship and Signature** events may feature larger galleries.
  - Videos
    - Videos shared on the blog will be hosted on Youtube, Instagram, or TikTok, and then embedded. Youtube is preferred, as this will allow us to measure views and analytics.
  - Event calendar
    - In general, we will still promote and link out to the event calendar on the main website, however, we will also feature and promote events on a daily basis at the top of the blog site page. This may be only the day's events or potentially the week's events (we might even split the difference and do a 3-day lookahead).
  - Landing pages
    - We will be able to create dynamic landing pages that can be used for informational or promotional purposes. These would only be things that don't involve sensitive Club data or information.

- **Email**
  - Newsletter updates
    - Newsletter updates will go out twice monthly: once at the beginning of the month, and once in the middle of the month.
    - Newsletters will always feature a highlights section near the top for those who don't have the time or the interest in reading through everything. These highlights will promote prominent upcoming events and/or provide important Club news and updates.
    - Newsletters will always feature a simplified events calendar for the following four weeks. This may not include every event or activity, such as junior programming schedules or Bridge sessions, but it will feature most of the events on the main Events Calendar from the website.
    - Department heads are encouraged to provide regular updates to be included in the newsletters, although it needn't be every two weeks or even every month. Initially, I will propose a rotation of every six weeks for each department, although they're welcome to provide them as frequently as they would like. Updates should be short and relevant to members or member interests. Striking a balance between the length of the communications and the relevancy of the information will be important in moving forward.
  - Unique event promotions
    - See *Event Promotions* section below for more detailed information about the format and scheduling of event promotions.
  - Batch event promotions
    - See *Event Promotions* section below for more detailed information about the format and scheduling of event promotions.
  - News and announcements
    - Email will be the main way important news or announcements are made, for instance, the hiring of new staff or updates on Capital Projects.
- **Push and Text**
  - Push notifications
    - Push notifications will be used by individual departments to keep members updated on Club operations that have the potential to affect daily planning and schedules, such as the closing of the driving range or pool.
    - Push notifications will be used as reminders for important events or happenings.
  - Text notifications
    - Text notifications should always be considered last resort communications, used only if there is an emergency or business-critical information.
- **Instagram**
  - Weekly calendar reminders



- Every Monday I will be posting a grid-style calendar highlighting all of the week's upcoming events, along with important events happening the following week or further out, as needed.
    - Event promotions
      - Event promotions will primarily happen on our Instagram stories, but may also be featured as posts for Flagship and Signature events (see below for definitions)
      - Videos, flyers, and photos
    - Highlight content (video + photo)
      - Videos and photo galleries
  - **LinkedIn**
    - We will use LinkedIn for a mix of industry and business-specific content, such as new hires or facilities updates, as well as recaps of important events and celebrating our Club community.
  - **Youtube**
    - We will primarily use Youtube as a way of housing our content as opposed to trying to leverage it as a Social Media platform in and of itself. However, we want to populate our Youtube channel with high quality content to help us in our talent and member attraction efforts.
  - **Digital Signage**
    - Event promotions
      - Add a monthly events calendar to our digital signage so that visitors can see a full rundown of what's coming up
      - Continue to promote events on digital signage through a combination of static flyers and video content
    - Highlights
      - Share event highlights (videos and photos)
    - Menus
      - Adding the Chef's Features menu to the digital displays to promote dinner
    - Club history and facts
      - Provide Club trivia and fun facts to increase engagement and Club familiarity. For instance: *How many acres does Bishops Bay's golf course cover?*
  - **Print Pieces**
    - Quarterly newsletter
      - Printed quarterly newsletter to be made available in the lobby for folks who prefer physical materials or would like something to take home.
    - Event calendars
      - Quarterly events calendar in the fall and winter to be designed, printed, and placed in the entryway on an easel.
      - Monthly events calendar during the summer months.
  - **Facebook**

- Facebook as a platform is becoming less relevant to most people’s lives. That said, we will still post everything from Instagram to our Facebook account, and Facebook is likely the best way for the Golf team to post photos and highlights from events.
- We have discussed creating a closed Facebook group for Members interested in a deeper dive into Club happenings, but at this time I recommend we hold off on this.
- **Threads**
  - Operational updates
- **TikTok**
  - The Bishops Bay Pool account on TikTok has been reasonably successful, but we’ve yet to find much of a following with the broader membership on our formal TikTok channel. This will be more of a priority in summer of 2025, but until then, TikTok will be a low-priority platform.

## 7. Internal Communications Plan.

### 7.1 Formalizing Internal Communications: Ensuring everyone is having the same conversation.

The internal communications plan is aimed at enhancing transparency, streamlining communication, and ensuring that all staff are informed about upcoming events, detailed Banquet Event Orders (BEOs), and Club operations. Treating our internal staff in a manner similar to how we treat our members will improve team coordination, member experience, and event execution.

#### Objectives

- Ensure all staff members are aware of upcoming events and relevant details.
- Improve cross-departmental coordination through clear communication of event and operations requirements.
- Enhance staff preparedness for each event, including the logistics outlined in BEOs.
- Foster a culture of regular updates and transparency, in which we celebrate successes as well as highlight areas for improvement.

### 7.2 Bi-Monthly Newsletter

**Frequency:** Every two weeks, distributed on Monday mornings.

**Audience:** All staff, including leadership, administrative, operations, kitchen, and service teams.

#### Content:

- **Upcoming Events:**
  - High-level overview of all Member-facing and private events over the next two weeks with Tier levels (see below) identified and explained, including dates, times, and locations.
  - Highlight key events (e.g., golf tournaments, special dinners, live music events) and any changes from the original calendar.

- **Detailed BEOs:**
  - Attach or link the full BEOs for each major event in the next two weeks.
  - Include summaries for each event, outlining the expected number of guests, menu choices, special requests, setup details, timelines, and any other relevant information.
  - Designated contacts for each event (point person for Golf, point person for food, point person for facilities, point person for event activities, etc.).
- **Departmental Notes:**
  - Operations: Facility updates, special requirements for upcoming events, and logistical planning (e.g., room setup, AV needs).
  - Kitchen: Key information from the chef regarding menus or any last-minute changes to the BEOs.
  - Service: Staffing assignments for the events, roles, and responsibilities (this would mostly be for bigger events).
- **Reminders and Announcements:**
  - Important internal updates, such as training sessions, policy changes, and staff meetings.
  - Recognitions and achievements, such as CAP award winners, or successful events from the previous period with photos and/or videos.

### 7.3 Distribution:

- Sent via email or through Beekeeper to all staff.
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### 7.4 Real-Time Updates

**Platform:** Utilize internal messaging apps (Teams, Beekeeper) to provide real-time updates for big events, as well as giving people across the organization insights into how different areas of the Club are doing.

**Departmental Updates:** Developing a schedule for each department to provide updates to the entire organization will help to ensure everyone at the Club is part of the same conversation. The tentative schedule would be a six week rotation, coinciding with the Newsletter update schedule:

1. Golf
2. Food and Beverage
3. Events
4. Membership
5. Racquets
6. Pool

This will help department heads to plan their schedules in terms of preparing updates, and will help staff to have a holistic understanding of the organization as a whole. Other departments (HR, Maintenance, Housekeeping, Grounds, etc.) may still provide updates alongside the others as needed.

Below is a template for leadership to use in writing their updates, however, they may use whatever format they feel is best:

Names and contact information for department leadership

Welcome new staff

Celebrate the work of existing staff

Upcoming events or changes to be aware of

Issues that need to be addressed

Thank you for excellent work, and an invitation for questions or feedback

Wider communications, such as the bi-monthly newsletter updates, will be built using these internal updates as a way of connecting the internal conversations being had amongst staff with the external conversations being had with members.

#### **Drilling down into specific teams:**

- Designate department heads as communication leads who will relay critical updates.
- Create channels specific to departments (e.g., Kitchen, Service, Operations) and one general channel for all-staff announcements.

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## **7.5 Event Debrief Reports**

**Frequency:** After each Flagship event, potentially after some Signature events.

**Purpose:** To celebrate Club activities with the wider team, helping people to see the outcomes of their efforts and continued dedication to the Club. These will also be used to evaluate how well internal communication contributed to the efficiency of event execution, and to identify weak points that could be improved next time around.

#### **Content:**

- How many people were expected vs. how many people attended.
  - Highlights from events and celebration of exceptional staff who contributed to the event's success.
  - Feedback from staff regarding the clarity of BEOs.
  - Notes on what worked well and areas for improvement.
  - Any additional resources or training needed for better event coordination.
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## 7.6 Evaluation and Continuous Improvement

- **Surveys:** Quarterly surveys will be distributed to staff to gather feedback on the effectiveness of the internal communications plan, including the newsletter and BEO clarity.
- **Metrics:** Track the timeliness of event execution, staff preparedness, and guest satisfaction to measure the effectiveness of the communication strategies.
- **Adjustments:** The communications plan will be refined based on staff feedback and operational needs.

## 8. Event Promotion and Content Calendar.

Currently, there is a major communications gap and wider organizational disconnect as it pertains to event planning and execution. Events tend to be both planned and executed in silos: Golf plans and executes the Golf part of an event, the Events Manager plans and executes the activities, the Clubhouse Manager and Chef plan and execute on the food and dining, and these things change frequently without the different leads being informed on what is happening and when.

This also makes things like event promotion and coverage difficult, because I'm not sure what events need promoting, how much, or what the expectations are for subsequent media. The following Tier System is intended to begin closing those communications gaps so that everyone starts the year with a stronger understanding of what events are happening, what they mean in a larger context to the Club, and how they're being promoted and covered.

This information will be used to plan out a Communications calendar that will run alongside the events calendar, giving people an opportunity to request additional promotion, less promotion, or different levels of coverage.

### 8.1 Event Promotion: Categorize events and apply a promotion formula.

#### Tier 0: Club Operations and Events

**Examples:** *Annual Meeting, Town Halls, Staff Pool Party, Leadership Retreat*

##### Characteristics:

- May or may not be open to Members/all Staff
- Usually require considerable inter-departmental coordination and/or participation

##### Promotion strategy:

Tier 0 events will be promoted on an as-needed basis, depending on the nature of the event (Member-involved, Staff-only, etc.) and importance.

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#### Tier 1: Flagship Events (non-recurring)

**Examples:** *Light Up the Bay, Men's Two Day Member-Guest, Women's Member-Guest, Farm to Fairway, Progressive Boat Dinner*

**Characteristics:**

- High investment of Club money and resources
- Likely involve the booking of outside vendors or services
- Large attendance (75 and up) or interest expected
- Require registration in advance
- Special food or menu
- Significant revenue generation
- High profile and/or enthusiasm
- Require input and coordination from multiple departments
- Not recurring (i.e. not a weekly or monthly event)

**Planning sessions:**

Planning sessions for Flagship events should take place no fewer than two weeks in advance of the event, and include all relevant leadership or department representatives. Items discussed should include:

- Event schedule (for Members and staff separately)
- Menus
- Staffing needs
- Resource needs
- Budget considerations
- Special promotional needs outside of what is outlined below

**Promotion strategy:**

The following strategies are subject to change. For instance, if an event books up soon after the first email goes out (Farm to Fairway), we will adjust the follow-up communications to be fewer and focused more on reminding people that it is coming up.

- Early and repeated promotion
  - Begin promotion and/or reminders 8 weeks out (unique email with video or flyer)
    - Video or flyer on media boards
  - Follow-up communication 5 weeks out (unique email + Social post with flyer)
  - Follow-up communication 3 weeks out (Push notification)
  - Follow-up communication 1 week out (unique email + Social post)
  - Final reminder 3 days out (Push notification)
  - Post-event highlights (photo and/or video) communication (Social Media, possibly a unique email)
- Assets: flyer, photography, videos, newsletter features

**Media coverage and collection:**

Flagship events will be a high priority for photo, video, and Social Media coverage.

## Tier 2: Signature Events (non-recurring)

**Examples:** *Member-Member tournaments, Wine Dinners, Brunch on the Farm*

### Characteristics:

- Higher than average investment of Club money and resources
- May involve the booking of outside vendors or services
- Large attendance or interest expected
- Require registration in advance
- Distinguishing events
- Significant revenue or enthusiasm
- Require input and coordination from multiple departments

**Batch emails:** We won't be sending unique emails or Push notifications for events beneath Tier 1 unless it is a special circumstance. Instead, we will send regular batch communications reminding people of the next few upcoming events together. These batch emails will go out in weeks that the newsletter updates don't, and will be a pared down version of the newsletter (only promoting events).

This is to reduce the amount of communications we're sending to Members.

### Promotion strategy:

- Frequent and repeated batch promotion
  - Begin promotion and/or reminders around 4 weeks out (batch email)
  - Follow-up communication around 2 weeks out (batch email notification + Social post)
  - Follow-up communication within 1 week of event (batch Push notification)
  - Post-event highlights (photo and/or video) communication (
- Assets: flyer, photography, videos as needed

### Media coverage and collection:

Signature events will be a high priority for photo, video, and Social Media coverage.

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## Tier 3: Special Recurring Events

**Examples:** *Tuesday Night Live Music, Steak Night, Tennis Interclub, Themed Family Nights*

### Characteristics:

- Higher than average investment of Club money and resources
- May involve the hiring of outside vendors or services
- Generally a broad interest as opposed to a niche interest
- Distinguishing event or activity (live music, special menu items, group activity, etc.)
- Considered important for Club consistency, activity, and staying top-of-mind with Members
- Action stations

**Promotion strategy:.**

- Frequent and repeated batch promotion
    - Tier 3 events will be featured in the twice-monthly batch email communications
    - Additional communications may be created if we feel we need to increase awareness or attendance
  - Assets: flyer, photography, videos as needed
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**Tier 4: Spotlight Events**

**Examples:** *Homecoming Dinners, Zoo to You*

**Characteristics:**

- Unique events that don't rise to the level of Signature events, but are worth highlighting more than routine events
- Likely don't require significant Club resources, but may still offer a unique experience
- May be date, season, or holiday-specific

**Promotion strategy:.**

- Primarily promoted through the newsletter updates, batch emails, and weekly Social Media event reminders
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**Tier 5: Routine and Niche Events (may be recurring)**

**Examples:** *Bishops Bay Kids Club, Friday night fish fry, lakeside exercise classes, Friday massages*

**Characteristics:**

- Do not require significant investment, are not expected to generate significant revenue
- Involve specialty or niche interests
- Require little or no inter-departmental coordination

**Promotion strategy:.**

- Primarily promoted through the first newsletter update of each month
- May be included in batch email communications if deemed necessary

**8.2 Club Operations Updates: When something needs to be a formal communication.**

As a Club, we have a lot of things that need to be communicated: courts or pool closing early due to weather, driving range closing due to maintenance, menu changes, changes to registration locations – and more.

Below is a set of criteria for determining what is an official communication or incidental communication.



**Official communications:**

- Shared with the entire leadership team ahead of time
- Prepared and distributed by the Communications Director (or team) through official channels
- Impact large portions of the staff or membership
- Need to be broadcast to all members
- May need to be documented for future reference

**Incidental communications:**

- Can be communicated by leadership team without wider conversation
- Limited impact for staff and members
- Involve smaller segments of the membership or staff
- Do not need to be documented for future reference

**Criteria:** Anytime there is an issue that has to do with staff or member **health or safety**, we should always err on the side of caution and send out official communications. Otherwise, the way we determine whether or not information rises to the level of needing a formal communication is if the answer to three or more of the following criteria is Yes:

**Urgency:** Is the message time-sensitive, requiring immediate attention?

**Impact:** Will this information affect, or does it have the potential to affect, a significant portion of the membership and/or staff?

**Actionability:** Does the message require recipients to take action or respond?

**Reach:** Does the message need to be broadcast to all members?

**Documentation:** Does this communication need to be recorded or archived for future reference?

If the answer to three or more of these questions is Yes, it is something that rises to the level of an official communication.

**Example:** The closing of the driving range is time-sensitive, and may affect a significant portion of the membership, but it doesn't require a response, doesn't need to be sent to all members, and doesn't need to be recorded or archived for future reference. However, if the pool closes early, it is time sensitive, has the potential to affect a significant portion of the membership, and does need to be broadcast to all members.

In these instances, members of the leadership team should **share the relevant information in the Leadership Teams chat either in Teams or Beekeeper**, as other members of the leadership team may need to be made aware of the information as well, and will have an opportunity to ask questions or add additional information or context to be sent out in the formal communication. From there, the Communications Director will prepare and send the necessary communications.

Just because an update doesn't rise to the level of an official communication, doesn't mean it can't or shouldn't be communicated – department heads and managers may still decide to send a push notification or email to member segments or even the entire membership. This is about deciding when information needs to be shared with the entire team and go through a formal process, and when department heads can simply address the issue in the moment.

## 9. Capital Projects Communications

### 9.1 Plan Outline: Kitchen expansion, creating a roadmap

#### Goals:

1. **Manage Expectations:** Provide regular updates and touchpoints so that people have a sense of where we're at in the process, and what to expect in terms of progress.
2. **Transparency:** Ensure Members are fully informed about the renovation process, timeline, and impacts on Club services.
3. **Engagement:** Maintain Member enthusiasm by communicating the long-term benefits and exciting new features of the kitchen expansion.
4. **Build Staff Familiarity:** Use these updates as a way of featuring different members of the Bishops Bay Team, including Chef Gabor and Chef Mike, Richard, Cheryl, and Kevin, as well as servers and kitchen staff when appropriate.
5. **Minimization of Disruptions:** Provide clear updates to mitigate confusion or frustration related to service interruptions (if applicable).
6. **Celebration:** Build excitement for the grand unveiling of the renovated kitchen, highlighting the value it adds to the club.

#### Phase 1: Pre-Renovation (early October)

#### Objectives:

- Announce the renovation project start date.
- Set clear expectations regarding the projected timeline and any potential service disruptions.
- Outline the scope and scale of the work, so that if setbacks occur, people will have a better understanding as to the number of moving parts and potential for issues to arise.
- Develop a system that will allow people to provide regular feedback regarding current dining options and operations, and what they would like to see once the new kitchen is finished and up and running.
- Begin to build excitement for the completed project.

#### Key Actions:

1. **Initial Member Announcement:**

- **Email Blast:** A detailed email to all members, outlining the renovation project, anticipated timeline, expected impacts on dining services (if applicable), and subsequent alternative arrangements.
  - **Website Announcement:** Update the website with a dedicated page for the renovation that includes FAQs, project overview, and a timeline. This page will exist on our new website I will be building with Nick.
  - **Social Media Teasers:** Post renderings or mockups of the new kitchen space, interviews with Chef Gabor and other Food and Beverage leadership about what they're looking forward to most.
2. **In-Club Signage:**
    - Update Signera for digital boards to include progress photos and videos, as well as updated itineraries and schedules for work being done (if and when it makes sense).
  3. **Staff Briefing:**
    - Internal communications to ensure staff are well-informed and prepared to answer member questions about the renovation, including building an FAQ for staff to review.
- 

## Phase 2: During Renovation (Months 1-5)

### Objectives:

- Provide ongoing updates on project progress.
- Ensure members are aware of service impacts and any changes to the timeline.
- Keep members engaged with the project through visual updates and storytelling.

### Key Actions:

1. **Monthly Progress Reports:**
  - **Newsletter updates:** A section of the second bi-monthly newsletter update each month will be devoted to summarizing the progress of the renovation, any completed milestones, and a look ahead to upcoming phases.
  - **Website Updates:** Regularly update the Kitchen expansion page with new photos, progress videos, or time-lapse footage.
2. **Social Media Updates:**
  - Post monthly (or more, depending on engagement) updates on social media platforms (Instagram, Facebook) with visual content, such as behind-the-scenes photos, videos of the renovation in action, or interviews with the chef or project leaders.
3. **In-Club Updates:**
  - **Signage:** Keep digital signage up to date, ensuring members are aware of the current renovation phase and any impacts on Club services.
  - **Special Member Events:** Host brief Q&A sessions or virtual "hard hat tours" for members to ask questions and see the progress of the renovation firsthand.

#### 4. **Service Disruption Alerts:**

- Use email and push notifications (if applicable) to inform members of any short-term service disruptions or changes to club operations due to the renovation.

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### Phase 3: Pre-Launch and Grand Unveiling (Month 6)

#### Objectives:

- Build excitement for the new kitchen.
- Ensure members feel that they have been part of the process and are eager to see the final product.
- Highlight the benefits the renovation brings to the club experience.

#### Key Actions:

##### 1. **Final Countdown Campaign:**

- **Social Media Campaign:** Begin a two-week countdown to the kitchen's grand reopening with daily posts featuring sneak peeks of the space, interviews with staff, or fun facts about the new kitchen features.
- **Member Email:** Send an email to announce the official opening date and encourage people to come in for dinner when the kitchen opens. Are we having any kind of grand opening event?

##### 2. **Grand Opening Event**TBD

##### 3. **Celebratory Member Communication:**

- **Newsletter:** A special edition of the club newsletter, celebrating the completed project with professional photos, staff testimonials, and stories about the renovation journey.
- **Post-Event Social Media Recap:** Share photos and videos from the project and invite members to share their experiences or favorite features of the new space.

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#### Key Communication Channels:

- **Email:** For detailed, formal updates to members.
- **Website:** A dedicated section for ongoing renovation updates and information, as well as blog-style content to give interested members a sense of the progress being made over time.
- **Social Media:** For consistent visual engagement with members.
- **In-Club Signage:** To keep on-site members informed of disruptions and progress.
- **Internal Staff Briefings:** Regular updates for staff and updates to the FAQ document to ensure alignment.

## 9.2 Future Capital Projects

We will take what we learn from the Kitchen expansion project and adjust this plan outline for future Capital Projects.

## 10. Interim Operations + GM Search Comms Flow.

It's important to communicate updates and expectations frequently and consistently in order to a) preempt questions, b) manage expectations, and c) better steer the conversations that will inevitably be happening in more productive directions, and d) make sure people know when and how they can expect to hear further updates.

I've provided a sample of the Q4 Newsletter communications calendar below, which tentatively include updates related to interim leadership and operations, but we may want to create a separate communications workflow specifically devoted to keeping Members updated on the new GM search and interim leadership structure. If the Kitchen Expansion Project will be moving forward, it might make sense to fold those communications into this one.

See below for a rough outline for what this could look like, along with a sample of the tentative Q4 Newsletter calendar.

### **Week 1 of October:**

- Overview of interim management structure and responsibilities, along with relevant contact information.
- Rough expectations and anticipated timeline for new GM search, along with key staff, committees, outside partners, and membership who will be involved.
- Highlights of upcoming events and who among the leadership team will be involved as a means of communicating continuity.
- Provide information as to where and how Members can submit questions, share concerns, or offer feedback.

### **Week 2:**

- Photo and/or video updates from different members of the leadership team to increase facetime and build trust and confidence with Members.
- News and updates from Board retreat. (if applicable)
- Update on new GM search with updated expectations and timeline. If there aren't any new developments or updates, we should remind Members of previous expectations and timeliness and let them know that there are no new developments yet.
- Relevant Q4 operational impacts, if any.
- Reminder as to where and how Members can provide feedback.

### **Weeks 3-6:**

- Photo and/or video updates from different members of the leadership team to increase facetime and build confidence with Members.
- Update on new GM search with updated expectations, developments, and timelines.
- Reminder as to where and how Members can provide feedback.

This may need to be adjusted in the intervening weeks based on developments that need to be addressed, but having a plan in place now will help us stay ahead of the conversation and better position us to adapt to emerging needs.

## 10. Measurement and Evaluation

### 10.1 Success Metrics

To evaluate the effectiveness of our communications, success will be measured using the following key performance indicators (KPIs):

- 1. Member Engagement Rates:**
  - Email Open and Click-Through Rates: Track open rates and clicks on call-to-action links within emails, newsletters, and event promotions to assess engagement levels. We are already doing this, but will continue to monitor to ensure that things aren't slipping.
  - Social Media Interaction: Measure likes, shares, comments, and views on social media posts to gauge member interest and interaction with different kinds of content.
- 2. Event Attendance and Participation:**
  - Attendance Rate: Compare actual event attendance versus registration numbers to determine the effectiveness of event promotions.
  - Event Feedback: Use surveys post-event to gather member feedback on communications and overall satisfaction with event promotions.
- 3. Internal Communication Alignment:**
  - Staff Preparedness: Measure how well staff is informed and prepared for events, as indicated by feedback during event debriefs and performance during events.
- 4. Member Satisfaction:**
  - Survey Responses: Monitor member satisfaction with overall club communications in our Annual Member Survey.
  - Qualitative Feedback: Collect anecdotal feedback from members to assess whether they feel more informed and connected to the club.
- 5. Consistency and Timeliness:**
  - Content Calendar Adherence: Ensure that the communications are delivered according to the predefined content calendar (e.g., newsletters, blog posts, social media updates).
  - Event Promotion Timelines: Evaluate whether promotions are being delivered in a timely manner as per the event promotion formula.

### 10.2 Data Collection and Plan Adjustments

To ensure that the communications plan remains effective and adaptable, the following data collection strategies will be implemented:

**1. Monthly Reports:**

- Write and deliver monthly reports related to the plan: was there too much on the content calendar to keep up with, are Members reporting that there are too many or not enough communications, are there shifts in effectiveness of different platforms, etc.

**2. Quarterly Surveys:**

- Member Feedback: Conduct quarterly surveys to gather detailed feedback on the clarity and frequency of communications, and identify any gaps in information delivery.
- Staff Feedback: Survey staff about the effectiveness of internal communications, especially around major events, and how well they felt informed and prepared.

**3. Plan Adjustments:**

- Based on the data collected, make necessary adjustments to communication strategies. This may involve altering the frequency or format of newsletters, using different social media platforms more effectively, or changing how internal communications are handled.
- The event promotion formula will also be re-evaluated based on performance data, allowing for refinement to better align with member engagement and feedback.

## 11. Budget

### 11.1 Overview of Allocated Budget

The following is largely intended to build up multimedia capabilities. Currently, I am using my own equipment for Club communications, but the items identified below would give us similar capabilities at a reduced cost.

### 11.2 Breakdown of Costs

Item	Category	Cost	Link
Sony FX30	Photo/Vid... ▾	\$1,600	<a href="https://www.bhphotovideo.com/c/product/1729317-REG/sony_ilme_fx30_fx30_digital_cinema_camera.html">https://www.bhphotovideo.com/c/product/1729317-REG/sony_ilme_fx30_fx30_digital_cinema_camera.html</a>
Sigma 24-70mm f/2.8	Photo/Vid... ▾	\$900	<a href="https://www.bhphotovideo.com/c/product/1516303-REG/sigma_24_70mm_f_2_8_dg_dn.html">https://www.bhphotovideo.com/c/product/1516303-REG/sigma_24_70mm_f_2_8_dg_dn.html</a>
Tilta camera cage	Photo/Vid... ▾	\$170	<a href="https://www.bhphotovideo.com/c/product/1784282-REG/tilta_ta_t16_fcc_b_full_camera_cage_for.html">https://www.bhphotovideo.com/c/product/1784282-REG/tilta_ta_t16_fcc_b_full_camera_cage_for.html</a>
Lens ND filter	Photo/Vid... ▾	\$250	<a href="https://www.bhphotovideo.com/c/">https://www.bhphotovideo.com/c/</a>

Item	Category	Cost	Link
			<a href="https://www.bhphotovideo.com/c/product/1694370-REG/polarpro_8225_vnd_mst_82mm_polarpro_pmvnd_mist.html">product/1694370-REG/polarpro_8225_vnd_mst_82mm_polarpro_pmvnd_mist.html</a>
Rode Wireless Pro	Audio ▾	\$370	<a href="https://www.bhphotovideo.com/c/product/1782756-REG/rode_wipro_wireless_pro_2_person_compact.html">https://www.bhphotovideo.com/c/product/1782756-REG/rode_wipro_wireless_pro_2_person_compact.html</a>
Amaran 60s light	Misc A/V ▾	\$170	<a href="https://www.bhphotovideo.com/c/product/1753576-REG/amaran_ap0020a20_cob_60x_s_bi_color.html">https://www.bhphotovideo.com/c/product/1753576-REG/amaran_ap0020a20_cob_60x_s_bi_color.html</a>
Aputure Light Dome Mini	Misc A/V ▾	\$110	<a href="https://www.bhphotovideo.com/c/product/1778107-REG/aputure_ap_s0005a3t_light_dome_mini_iii.html">https://www.bhphotovideo.com/c/product/1778107-REG/aputure_ap_s0005a3t_light_dome_mini_iii.html</a>
(2) Angelbird 128GB memory cards	Misc A/V ▾	\$320	<a href="https://www.bhphotovideo.com/c/product/1527888-REG/angelbird_avp128sdmk2v90_128gb_av_pro_mk2.html">https://www.bhphotovideo.com/c/product/1527888-REG/angelbird_avp128sdmk2v90_128gb_av_pro_mk2.html</a>
Blog website	Communi... ▾	\$300 per year	Budgeting for an external website to be used for general communications and media would be beneficial

## 12. Conclusion and Next Steps

### 12.1 Summary of Key Takeaways

- Phase 2 of the communications plan emphasizes bringing consistency and removing ambiguity in club communications by implementing standardized strategies.
- The focus is on streamlining internal and external messaging, reducing reliance on individual opinions, and using quantifiable data for event promotions and operational updates.
- Place a greater importance of transparency, context, and engagement with Members, ensuring they are informed and have access to the information they need.
- A tiered approach to event promotions will ensure appropriate resources are dedicated to key events, with a focus on maintaining member engagement while reducing information overload.
- The communications strategy includes both modern digital tools (like social media and blogs) and traditional methods (like newsletters and in-club signage) to effectively reach all audiences.

### 12.2 Immediate Next Steps and Milestones

#### Finalize Communications Channels:

- Complete setup and consolidation of digital tools (such as Beekeeper and the blog platform).



- Migrate existing social media accounts to club-specific handles to centralize access.

**Launch Bi-Monthly Newsletters (October 2024):**

- Begin distributing the new format of the bi-monthly newsletters (already underway) with key event updates, ensuring alignment with the new communication strategies.

**Develop Event Promotions Formula:**

- Establish and implement the event promotion formula to bring consistency in how events are promoted and covered, ensuring that all departments are informed and aligned. Once the 2025 events calendar is approved, I will begin developing the content calendar to run alongside it.

## 2024 Q4 Events Calendar

Date	Event	Start time	Category	Notes, files, and links
<b>October</b>				
<b>Tuesday 1 - Early October Newsletter</b> <ul style="list-style-type: none"> <li>• Update on interim leadership roles and responsibilities (tentative)               <ul style="list-style-type: none"> <li>• Update on Board Retreat (tentative)</li> </ul> </li> <li>• Update on anticipated timeline and/or next steps in new GM search (tentative)               <ul style="list-style-type: none"> <li>• Highlights from Farm to Fairway Dinner</li> <li>• Update on Kitchen Expansion Project (tentative)</li> </ul> </li> </ul>				
<b>Fri   Oct 4</b>	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
<b>Thu   Oct 10</b>	Family: Slime Night 2.0	5 PM	Tier 3: Special... ▾	
	Couples Bridge	5:15 PM	Tier 5: Routin... ▾	
<b>Fri   Oct 11</b>	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
<b>Tuesday, October 15 - Mid-October Newsletter</b> <ul style="list-style-type: none"> <li>• Update on Kitchen Expansion Project (tentative)</li> <li>• Messages from leadership team about Club operations (tentative)</li> </ul>				

Date	Event	Start time	Category	Notes, files, and links
<ul style="list-style-type: none"> <li>Update on new GM search (tentative)</li> </ul>				
Thu   Oct 17	Family: Balloon Twister	5 PM	Tier 3: Special... ▾	
Fri   Oct 18	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
Sat   Oct 19	Family Halloween Party	4:30 PM	Tier 2: Signat... ▾	
	Middleton Homecoming Dinner	5 PM	Tier 4: Spotlig... ▾	
Thu   Oct 24	Family: Face Painting	5 PM	Tier 3: Special... ▾	
	Couples Bridge	5:15 PM	Tier 5: Routin... ▾	
Fri   Oct 25	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
Sun   Oct 27	Superintendent's Revenge	10 AM	Tier 2: Signat... ▾	
November				
<b>Wednesday, October 30 - Early November Newsletter</b> <ul style="list-style-type: none"> <li>Updates from Leadership</li> <li>Highlights from Halloween Party</li> <li>Updates on GM search (tentative)</li> </ul>				
Fri   Nov 1	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
Thu   Nov 7	Family: Craft Night	5 PM	Tier 3: Special... ▾	
Fri   Nov 8	Friday Night Fish Fry	5 PM	Tier 5: Routin... ▾	
<b>Wednesday, November 13 - Mid-November Newsletter</b> <ul style="list-style-type: none"> <li>Updates from Leadership</li> <li>Updates on Kitchen Expansion Project (tentative) <ul style="list-style-type: none"> <li>Holiday expectations and information</li> </ul> </li> </ul>				

Date	Event	Start time	Category	Notes, files, and links
Thu   Nov 14	Wine Dinner	6 PM	Tier 2: Signat... ▾	
Fri   Nov 15	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
Thu   Nov 21	Family: Bingo Night	5 PM	Tier 4: Spotlig... ▾	
Fri   Nov 22	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
Fri   Nov 29	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
<b>December</b>				
<p><b>Monday, November 25 - Early December Newsletter</b></p> <ul style="list-style-type: none"> <li>• End of Year update on interim leadership roles and responsibilities (tentative)</li> <li>• End of Year update on anticipated timeline and/or next steps in new GM search (tentative) <ul style="list-style-type: none"> <li>• End of Year update on Kitchen Expansion Project (tentative)</li> </ul> </li> <li>• Begin setting expectations for end of year operations at the Club (hours, access, etc.)</li> </ul>				
Sun   Dec 1	Breakfast with Santa	9:30 AM	Tier 2: Signat... ▾	
Fri   Dec 6	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
Tue   Dec 10	Kids Gingerbread Houses	4:30 PM	Tier 4: Spotlig... ▾	
Thu   Dec 12	Grinch Gives Back PJ Party	5 PM	Tier 4: Spotlig... ▾	
Fri   Dec 13	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
Sat   Dec 14	Adult Holiday Cocktail Party	6:30 PM	Tier 1: Flagship ▾	
<p><b>Monday, December 16 - End of Year Newsletter</b></p> <ul style="list-style-type: none"> <li>• Highlights from the Adult Holiday Cocktail Party <ul style="list-style-type: none"> <li>• Highlights from the year <ul style="list-style-type: none"> <li>• EOY messages from Leadership</li> </ul> </li> </ul> </li> <li>• Timeline for end of year and new year operations</li> </ul>				
Fri   Dec 20	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	
Sat   Dec 21	Cookies for Santa	4:30 PM	Tier 4: Spotlig... ▾	
Fri   Dec 27	Bishops Bay Kids Club	5 PM	Tier 5: Routin... ▾	

Date	Event	Start time	Category	Notes, files, and links
Tue   Dec 31	New Year's Eve Dinner	5:30 PM	Tier 4: Spotlig... ▾	

## 2024 October + November Content Calendar

Date	Platform	Content	Notes, files, and links
September			
Mon   Sep 30	Blog Post ▾	<ul style="list-style-type: none"> <li>Farm to Fairway write-up + photo gallery, video</li> <li>Chef and Cheryl</li> <li>Agronomy Shop update</li> </ul>	
	Digital S... ▾	<ul style="list-style-type: none"> <li>Updated events calendar</li> <li>Updates Chef's Features menu</li> <li>Farm to Fairway highlights</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
October			
Tue   Oct 1	Newslet... ▾	<ul style="list-style-type: none"> <li>Introduction to external blog site</li> <li>Update on interim leadership roles and responsibilities (tentative)</li> <li>Update on Board Retreat (tentative)</li> <li>Update on anticipated timeline and/or next steps in new GM search (tentative)</li> <li>Highlights from Farm to Fairway Dinner</li> <li>Update on Kitchen Expansion Project (tentative)</li> <li>New Chef's Features menu</li> </ul>	
	Youtube ▾	Farm to Fairway highlights (video)	
	LinkedIn ▾	Farm to Fairway highlights (photos + video)	

Date	Platform	Content	Notes, files, and links
	Instagram ▾		
Wed   Oct 2	Blog Post ▾	John and Chris golf season lookback	
Thu   Oct 3	Blog Post ▾	<p>Event promotions:</p> <ul style="list-style-type: none"> <li>October 10: Family Slime Night 2.0</li> <li>Friday Fish Fry</li> <li>October 19: Family Halloween Party and Middleton Homecoming</li> </ul>	
Fri   Oct 4	Nothing ▾		
Sat   Oct 5	Nothing ▾		
Sun   Oct 6	Nothing ▾		
Mon   Oct 7	Batch Pr... ▾	<ul style="list-style-type: none"> <li>October 10: Family Slime Night 2.0</li> <li>October 17: Family Balloon Twister</li> <li>October 19: Family Halloween Party and Middleton Homecoming</li> <li>October 24: Family Face Painting</li> <li>October 27: Superintendent's Revenge</li> </ul>	
	Blog Post ▾	<ul style="list-style-type: none"> <li>Updates from the Board retreat and/or Leadership (tentative)</li> <li>Updates on GM search (tentative)</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
Tue   Oct 8	LinkedIn ▾	John and Chris golf season lookback	
	Instagram ▾		
	Youtube ▾		
Wed   Oct 9	Blog Post ▾	<ul style="list-style-type: none"> <li>Updates from Board retreat (tentative)</li> <li>Bubba and Cecille Tennis season lookback</li> </ul>	
Thu   Oct 10	Blog Post ▾		
Fri   Oct 11	Nothing ▾		
Sat   Oct 12	Nothing ▾		

Date	Platform	Content	Notes, files, and links
Sun   Oct 13	Nothing ▾		
Mon   Oct 14	Blog Post ▾	<ul style="list-style-type: none"> <li>• Updates from the Board and/or Leadership (tentative)</li> <li>• Updates on GM search (tentative)</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
Tue   Oct 15	Newslet... ▾	<ul style="list-style-type: none"> <li>• Update on Kitchen Expansion Project (tentative)</li> <li>• Messages from leadership team about Club operations (tentative)</li> <li>• Update on new GM search (tentative)</li> </ul>	
	Instagram ▾	Bubba and Cecile Tennis season lookback	
	LinkedIn ▾		
Wed   Oct 16	Blog Post ▾		
Thu   Oct 17	Blog Post ▾	<p>Event promotion:</p> <ul style="list-style-type: none"> <li>• Thursday - Family: Balloon Twister</li> <li>• Saturday - Family Halloween Party</li> <li>• Saturday - Middleton Homecoming</li> </ul>	
Fri   Oct 18	Nothing ▾		
Sat   Oct 19	Nothing ▾	Family Halloween Party photos	
Sun   Oct 20	Nothing ▾		
Mon   Oct 21	Batch Pr... ▾	<ul style="list-style-type: none"> <li>• October 24: Family Face Painting</li> <li>• October 27: Superintendent's Revenge</li> <li>• November 7: Family Craft Night</li> <li>• November 14: Wine Dinner</li> <li>• November 21: Family BingoNight</li> <li>• December 1: Breakfast with Santa</li> <li>• December 10: Kids Gingerbread Houses</li> <li>• December 12: Grinch Gives Back PJ Party</li> </ul>	
	Blog Post ▾	<ul style="list-style-type: none"> <li>• Updates from the Board and/or Leadership (tentative)</li> <li>• Updates on GM search (tentative)</li> <li>• Highlights from Family Halloween Party</li> </ul>	

Date	Platform	Content	Notes, files, and links
	Digital S... ▾	<ul style="list-style-type: none"> <li>Highlights from the Family Halloween Party</li> <li>New Chef's Features menu</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
Tue   Oct 22	LinkedIn ▾	Highlights from Family Halloween Party	
Wed   Oct 23	Blog Post ▾	Superintendent's Revenge video with Nick and/or Andrew	
	Instagram ▾	Superintendent's Revenge video with Nick and/or Andrew	
	Youtube ▾	Superintendent's Revenge video with Nick and/or Andrew	
Thu   Oct 24	Blog Post ▾	<p>Event promotion:</p> <ul style="list-style-type: none"> <li>Family Face Painting</li> <li>October 27 - Superintendent's Revenge</li> </ul>	
Fri   Oct 25	Nothing ▾		
Sat   Oct 26	Nothing ▾		
Sun   Oct 27	Nothing ▾	Superintendent's Revenge photo and video highlights during the event	
Mon   Oct 28	Blog Post ▾	<ul style="list-style-type: none"> <li>Updates from Leadership</li> <li>Highlights from Superintendent's Revenge event</li> <li>Updates on GM search (tentative)</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
	Digital Si... ▾	November events calendar Highlights from Superintendent's Revenge	
Tue   Oct 29	LinkedIn ▾	Superintendent's Revenge highlights	
Wed   Oct 30	Newslet... ▾	<ul style="list-style-type: none"> <li>Updates from Leadership</li> <li>Highlights from Halloween Party</li> <li>Updates on GM search (tentative)</li> </ul>	
	Blog Post ▾	Sarah and Richard summer lookback	
Thu   Oct 31	Blog Post ▾	<p>Event promotions</p> <ul style="list-style-type: none"> <li>November 7: Family Craft Night</li> <li>November 14: Wine Dinner</li> </ul>	

Date	Platform	Content	Notes, files, and links
<b>November</b>			
Fri   Nov 1	Nothing ▾		
Sat   Nov 2	Nothing ▾		
Sun   Nov 3	Nothing ▾		
Mon   Nov 4	Blog Post ▾	<ul style="list-style-type: none"> <li>• Updates from the Board and/or Leadership (tentative)</li> <li>• Updates on GM search (tentative)</li> <li>• Happy November + what to expect with the holidays approaching</li> </ul>	
	Instagram ▾	<p>Events calendar for upcoming month</p> <ul style="list-style-type: none"> <li>• November 7: Family Craft Night</li> <li>• November 14: Wine Dinner</li> <li>• November 21: Family BingoNight</li> <li>• December 1: Breakfast with Santa</li> <li>• December 10: Kids Gingerbread Houses</li> <li>• December 12: Grinch Gives Back PJ Party</li> </ul>	
Tue   Nov 5	LinkedIn ▾	Sarah and Richard summer lookback	
Wed   Nov 6	Blog Post ▾	Chef and Cheryl 2024 lookback: ranking their favorite dishes and wines from the summer	
	Instagram ▾	Chef and Cheryl 2024 lookback	
	Youtube ▾		
Thu   Nov 7	Blog Post ▾	<p>Event promotion:</p> <ul style="list-style-type: none"> <li>• November 7: Family Craft Night</li> <li>• November 14: Wine Dinner</li> <li>• November 21: Family BingoNight</li> <li>• December 1: Breakfast with Santa</li> <li>• December 10: Kids Gingerbread Houses</li> <li>• December 12: Grinch Gives Back PJ Party</li> </ul>	
Fri   Nov 8	Nothing ▾		
Sat   Nov 9	Nothing ▾		



Date	Platform	Content	Notes, files, and links
Sun   Nov 10	Nothing ▾		
Mon   Nov 11	Blog Post ▾	<ul style="list-style-type: none"> <li>• Updates from Leadership</li> <li>• Highlights from Halloween Party</li> <li>• Updates on GM search (tentative)</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
Tue   Nov 12	LinkedIn ▾	Chef and Cheryl 2024 lookback	
Wed   Nov 13	Newslet... ▾	<ul style="list-style-type: none"> <li>• Updates from Leadership</li> <li>• Updates on Kitchen Expansion Project (tentative)</li> <li>• Holiday expectations and information</li> <li>• Ask Members to submit any interesting or unique holiday traditions to be included in our pre-Thanksgiving blog post</li> </ul>	
	Blog Post ▾	Grounds crew winter update (Nick and Andrew)	
Thu   Nov 14	Blog Post ▾	Event promotion: <ul style="list-style-type: none"> <li>• November 14 Wine Dinner</li> </ul>	
Fri   Nov 15	Nothing ▾		
Sat   Nov 16	Nothing ▾		
Sun   Nov 17	Nothing ▾		
Mon   Nov 18	Batch Pr... ▾	<ul style="list-style-type: none"> <li>• December 1: Breakfast with Santa</li> <li>• December 10: Kids Gingerbread Houses</li> <li>• December 12: Grinch Gives Back PJ Party</li> <li>• December 14: Adult Holiday Party</li> <li>• December 21: Cookies for Santa</li> <li>• December 31: NYE Dinner</li> </ul>	
	Blog Post ▾	<ul style="list-style-type: none"> <li>• Updates from the Board and/or Leadership (tentative)</li> <li>• Updates on GM search (tentative)</li> <li>• Highlights from Wine Dinner</li> </ul>	
	Instagram ▾	Events calendar for upcoming week	
	Digital S... ▾	Highlights from Wine Dinner Holiday calendar	

Date	Platform	Content	Notes, files, and links
Tue   Nov 19	LinkedIn ▾	Wine Dinner highlights / Grounds Crew winter update	
Wed   Nov 20	Blog Post ▾	Janet 2024 lookback	
	Instagram ▾	Janet 2024 lookback	
	Youtube ▾		
Thu   Nov 21	Blog Post ▾	<p>Event promotion:</p> <ul style="list-style-type: none"> <li>• Family Bingo Night</li> <li>• December 1: Breakfast with Santa</li> <li>• December 10: Kids Gingerbread Houses</li> <li>• December 12: Grinch Gives Back PJ Party</li> <li>• December 14: Adult Holiday Party</li> </ul>	
Fri   Nov 22	Nothing ▾		
Sat   Nov 23	Nothing ▾		
Sun   Nov 24	Nothing ▾		
Mon   Nov 25	Newslet... ▾	<p>Happy Thanksgiving from the Bishops Bay Team and staff:</p> <ul style="list-style-type: none"> <li>• Video of Leadership team wishing Members a happy Thanksgiving and talking about their holiday plans</li> <li>• Write-up of responses to the newsletter about interesting or unique Thanksgiving traditions</li> <li>• Outline of what to expect during the holiday week</li> </ul>	
	Blog Post ▾	<p>Happy Thanksgiving from the Bishops Bay Team and staff:</p> <ul style="list-style-type: none"> <li>• Video of Leadership team wishing Members a happy Thanksgiving and talking about their holiday plans</li> <li>• Write-up of responses to the newsletter about interesting or unique Thanksgiving traditions</li> <li>• Outline of what to expect during the holiday week</li> </ul>	
	Instagram ▾	Events calendar for holiday hours	

Date	Platform	Content	Notes, files, and links
	Digital S... ▾	Holiday messages	
Tue   Nov 26	LinkedIn ▾	Happy Thanksgiving from the Bishops Bay Team video	
	Instagram ▾		
Wed   Nov 27	Nothing ▾	Holiday	
Thu   Nov 28	Nothing ▾		
Fri   Nov 29	Nothing ▾		
Sat   Nov 30	Nothing ▾		