

Marketing Communications Committee
Minutes for 2010

**CCMA Marketing Committee
January 11, 2010 Meeting Notes**

- Cancellation of December Member Social
 - Decided not to pursue due to involvement of both the Social Committee and the CCMA Board.

- Limited Golf Categories/Current Recruitment Effort
 - The committee strongly support the effort to approach former SWG members to return to the club.

- Closing of Harry's
 - There needs to be a greater commitment to making Harry's successful, including consistency of hours of operation, improved service levels and focus on advertising/awareness.
 - Will work closely with the House Committee and management to address these areas when Harry's re-opens in the spring.

- Holiday Fund
 - It was noted that the members contribution to the Holiday Fund for club employee's was the largest in several years, raising the question of whether this was an indicator of member satisfaction.

- Website
 - There needs to be a new designate as the primary recipient of member questions/comments to the website.

- Annual Meeting format/Content
 - We will work with Club Management to provide input and anticipated questions from members in preparation for the annual meeting in February.

- Committee Make-up
 - It was agreed that adding one member to provide fresh perspective and improve continuity going forward is desirable.

- Next meeting with FCCC Management is January 14, 2010.

CCMA MARKETING COMMITTEE
FEBRUARY MEETING NOTES

- Status of the Member Communication regarding the 2010 Objectives & Strategies
 - Final review by marketing committee and CCMA Board took place week of 2/1.
 - Letters sent out to members along with parking stickers and Bday letters 2/4.

- Discussion of new HOA/FCCC Ad Hoc Committee
 - First meeting took place week of 1/18. CCMA representative is Lovee Curtis & FCCC representative is Steve Dreybus.
 - Primary goal is to increase sense of community between all Fords Colony residents and encourage greater use of FCCC to improve the financial performance, without reducing member value.
 - Initial focus of committee seems to be on increasing awareness of the club amenities and utilization of the dining establishments by non member residents.
 - Increased awareness efforts include increased TOC articles, link to Scorecard from HOA homepage.
 - Lengthy discussion on current member value proposition and how to maintain/protect member value.
 - Need to capture and utilize information about non-member use of FCCC to assist in membership drive efforts.
 - Discussed need to more aggressively pursue various FC groups (clubs, neighborhoods, etc) to use FCCC for social events as opposed to outside venues.

- Discussion of ideas to improve awareness and participation in FCCC Social Activities:
 - Better placement of posters to increase visibility (easels in entrance ways, etc)
 - Expansion of email list to include family member responsible for social activities
 - Social only calendar-link at top of Scorecard
 - Consider changing name of Scorecard to something less golf oriented.

- Data Mining
 - Discussed potential value to the business operations of the club.
 - Questions as to current business systems capabilities to provide necessary information.
 - Will be a topic for further discussion at joint meeting with management.

- Spring membership drive.
 - Will be focused on non member FC property owners.
 - Plans and timing will be area of discussion at joint meeting with management.
- Next joint meeting with FCCC management scheduled for Tuesday Feb 9th.

FCCC MANAGEMENT/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY MAY 4TH

Attending: Steve Dreybus, Melissa Blaine, Gary Huneycutt, Barry Golliday, Carmen Kleiser, Al Davis, Tom Lamb, Erna Rodgers, John Bittenbring

-Complimented management on the new members reception that was held April 30 in Harry's. Attendance was excellent and many of the new members were very appreciative and relationships were created with existing members. Discussed repeating once per quarter or sooner if there are a large number of new members. Also discussed targeting out of town members who have recently established permanent residence.

-The Spring Membership drive was very successful with fourteen (14) new members and fourteen (14) returning members. The mix by membership category was ten (10) full golf, seven (7) limited golf, one (1) corporate, and ten (10) social members.

-The new beginners golf program has been very well received with thirty-two people signed up, including eight (8) current members. This represents four (4) classes of eight students each, with a waiting list being started.

-The early response to the trial Social Membership offer has been weak, with only three (3) inquiries in the first few days and no sign-ups. Gary Huneycutt asked the committee's opinion of revising the offer to a three month trial with no dues or F&B minimum. The committee felt that could both upset the existing members as well as send the wrong message to the community, and ultimately probably not result in significant membership gains.

-There was discussion of reinstating the old golf calendar, which included both all golf events as well as course designations. This would be done in addition to maintaining the separate social calendar, and each would be distributed weekly with the Scorecard. Steve was to discuss this with the marketing team.

-There was discussion of adding a link on the FCCC website for the handbook, as well as having it accessible from the CCMA website. Steve/Melissa informed us that it was already available on the website under the member resources section, which is password protected, due to the content which includes club policies as well as the member directory. As a result the decision was made that instead of also making a copy available directly from the CCMA website, a link could be provided to take members directly to the member resources login for access. Also suggested to have a drop down link for this information incorporated at the top of each Scorecard page. Given the size of the current PDF of the Handbook, committee recommended that it divided into 3 smaller PDFs (FCCC Staff Directory, FCCC Policies and Protocol, FCCC Membership Directory with each listed on a drop down list for easier access. Tom Lamb was to research and report back to the committee.

-Carmen Kleiser and Erna Rodgers presented the proposed attendance/participation protocols for social and dining events, that was drafted collectively by the chairs of the Social and House committee's along with Melissa. The committee was very supportive of the proposal related to social events, but had several suggested changes to the special dining event policy. The proposal is

to be updated based on our discussions and will be submitted to the CCMA Board separately for review

CCMA MARKETING COMMITTEE
APRIL MEETING NOTES

THURSDAY APRIL 1, 2010

Attending - John Bittenbring, Carmen Kleiser, Al Davis

Member Value/Non Member Usage Protocol Initiative

- Framework for developing non member usage policy created and agreed upon.
- House and Social Committee's working together with meeting scheduled for 4/9.
- Al Davis leading task force which includes Golf Committee chair to address golf related issues. Initial meeting held and outline drafted.
- Targeting update to CCMA Board on 4/12, with proposed protocol submitted for May CCMA Board meeting.

Revised Meeting Schedule

- Propose changing committee meeting schedule to better align with other committee's and complete joint meeting before monthly CCMA Board meeting.
- Joint meeting would be moved from second Tuesday of each month to first Tuesday of each month.
- FCCC management supportive of new schedule, beginning with May meeting.

Membership Drive

- Spring membership drive going very well with 18 new or returning members already committed, with numerous prospects still being worked.

Next joint meeting with management scheduled for 4/13.

CCMA Marketing Committee/FCCC Management Joint Meeting
Tuesday April 13, 2010

Attending: Steve Dreybus, Gary Huneycutt, Melissa Blaine, John Bittenbring, Al Davis, Gary Krull, Carmen Kleiser, Barry Golliday

*Status of current membership campaign -

- Twenty-one (21) new or returning members- ten (10) full golf, four (4) limited golf, one (1) corporate, six (6) social.
- Chapter 11 filing announcement has seemed to slow activity. Focusing now on pushing trial memberships to get people into the club without having to make the initiation fee commitment until the end of the year.
- Still have a number of interested families and anticipate several more new members before the end of the drive.
- Gary Huneycutt to complete profile sheets for new members to be used by Social Committee to match existing member mentors with new members to enhance their experience.
- Discussed and agreed that a new member reception should be started to welcome new members and allow them to meet the club management. Will target to hold first gathering preceding the April 30 TGIF.

*Discussed concerns about the recent flyer in the Talk of the Colony. Agreement about the need for more careful review for future submissions.

*The club will be initiating a program targeted at new golfers, comprised of a group lesson program (8-10 students per group) with ten lessons over a ten week period, open to all Fords Colony residents. Email Blast via the HOA system will go out soon, with lessons beginning in late May.

*Discussed member concern over the elimination of the golf calendar, and more importantly the listing of the Member Designated Course (MDC) assignments. Melissa and Steve indicated they were working to have the MDC assignments included within the Scorecard, with the notation that they are subject to change.

*Proposed Social Membership marketing campaign. A lengthy discussion about the CCMA concerns regarding the timing and structure of this campaign, as well as the club's ability to effectively service both existing and prospective members should they get a large response. Proposed alternative offering which would involve a multi month trial membership, targeted at the summer season, which would include dues and a F&B minimum, but no initiation fee until a prospect chose to become a full time member. This would be a club offering, with the CCMA Board withholding their endorsement at this time.

*Communications strategy related to recent Chapter 11 filing. There was agreement that other than the initial letter, no communications plan is yet in place. The committee strongly encouraged club management to keep the membership well informed as the Chapter 11 process proceeds. Steve stated a desire to achieve that goal, with the intent of distributing an update via the Scorecard very soon related to recent operational changes intended to maintain or enhance member services. He also plans to provide a separate communication related to the Chapter 11 filing, intended to give a better understanding of the process and what actions have happened to date. This or future communications could also include a frequently asked questions section to try and respond to what they believe members want/need to know. We encouraged them to establish a regular schedule for these communications.

CCMA MARKETING COMMITTEE/FCCC MANAGEMENT
JOINT MEETING NOTES
TUESDAY JUNE 1ST

Attending - Steve Drybus, Gary Huneycutt, Melissa Blane, Al Davis, Gary Krull, Barry Golliday, John Bittenbring

Membership Update - Final results of spring membership drive were fourteen (14) new members and sixteen (16) returning members.

The summer trial Social membership program has resulted in eight (8) families to date. There was also a brief discussion of the new membership program/status at Two Rivers, targeting the broader Williamsburg community. It was determined they have attracted thirty (30) new golf members in the last year, raising the question of whether FCCC should expand it's target market.

Golf Protocol - Update from Al Davis as task force Chair. Met with Golf Committee chair and received feedback from committee. Determined that the two major issues are:

- Tee Times
- Course Availabilty

Also determined based on review of current handbook, that some rules might realistically be unenforceable. Some items regarding tee time policy and status of Marriott guests were clarified with Steve and Melissa. Review will continue and final recommendations will be reported back to the committee at the July meeting.

Feedback on new staff members - The committee felt that recently added staff members have been well received by members and wanted Steve's impressions. He stated he was pleased with new staff in all areas.

Hotline - It was discussed that the HotLine link on the Scorecard defaults to Microsoft Outlook, which many members might not have set up on their systems. Steve will have John O'Brien look into alternatives.

Suggestions - Several suggestions for member oriented benefits were discussed:

- A members only line in the Pro Shop during periods of high activity. Steve felt this is a good idea and will explore.

- Reserved parking spaces for key members such as possibly Club Champions or Association Presidents.

Next meeting: Tuesday July 6th.

CCMA Marketing Committee
Joint Meeting Notes
July 6, 2010

Attending- Steve Dreybus, Melissa Blaine, Gary Huneycutt, Al Davis, Carmen Kleiser, Gary Krull, Barry Golliday, John Bittenbring

Social Membership Drive - Currently seventeen (17) prospective members are participating in the trial, which runs through August. Gary Huneycutt is optimistic that we will see a high conversion rate to full Social members.

Discussion of FCCC strengths and recent member perception - It was noted by all members of the committee that the feedback they are getting from the majority of members is that there has been improvement in the level of service and there seems to be an increased level of activity. It was also noted that the golf courses seem to be in much better shape than at the same point last year. Steve shared that there has been an increase in the level of member activity, especially at Harry's, but that revenue for June was down slightly in the areas of outside golf and banquets. He also shared that the club was well off it's revenue projections due to the lack of initiation fees tied to full golf members. The feeling was that banquet revenue could largely be due to the overall economic environment, with people being much more conservative with things like weddings and special events, and the initiation fee shortfall was tied directly to the downturn in real estate sales.

New Social/Dining Attendance Policy -

-Member feedback. The committee felt that in general the feedback we've received (both email and verbal) has been positive. However there have been some that have either questioned the need for such a policy or the clubs ability to accurately track and enforce. All emails have been responded to by a member of the board, with input from the committee when requested.

-Club follow-up communication - To reinforce club managements support of the policy, a link to the new policy will be included in the Scorecard. There will also be an entry in an upcoming Scorecard related to the success of recent membership drives, and the importance of the social calendar in increasing interest in the club.

-Letter to resigned members - There was a brief discussion related to a standard letter to be sent to all departing members, It was determined that given the variety of circumstances that could influence a members decision to resign, one form letter might be insufficient, and that the outline currently being used by the club was appropriate.

-Golf Course Etiquette Communications - In light of some recent concerns expressed by members related to golf course etiquette, it was suggested that a regular communication plan be developed to address a range of topics including topics such as push carts, gas carts

(restricted, 90 degree), filling divots, repairing ball marks, pace of play, etc. The recent establishment of the From the Shop newsletter was recommended as an appropriate forum. This would allow for regular reinforcement of all areas of course etiquette, without appearing to target any one group.

-Survey - The survey was briefly reviewed. The current plan is to have a communication out by July 15th, with the survey being available online until August 1st. The cover letter has been sent to Steve and Sam for review and approval and the marketing committee will be testing the survey before final release.

-Golf Protocol initiative - This effort has been delayed due to difficulty of coordinating schedules of contributors as well as a need to clarify charter. It was agreed that the focus should be only on issues that impact member access/availability for golf, and on how to balance non-member "trial" use of the courses and eliminate the abuse of non-member use/serial guests, but not on the conditions of the courses. .

CCMA Marketing/FCCC Joint Meeting Notes
Tuesday August 3, 2010

Attending - Steve Dreybus, Gary Huneycutt, Melissa Blaine, Al Davis, Carmen Kleiser, Barry Golliday, John Bittenbring

Fall Membership Drive - The club will be holding a fall membership drive, focused on attracting new golf members from both in FC as well as the greater Williamsburg community. The general terms of the offering are:

- Trial membership for the months of August through November, for each category of golf membership (Social with golf, Associate, Executive and Full golf)
- Reduced dues for the months of the trial, with a F&B minimum.
- Decision on permanent membership must be made by Nov 30.
- Current standard initiation fees which can be paid in full at time of membership or in two or three year plans. Incentives offered for either full payment or two year plan.

Plan to run ad in the Gazette during the month of August and send flier to FC residents in Sept Talk of the Colony. Will also offer this to the graduating members of the very successful beginner golf program.

This plan is supported by the CCMA Marketing committee. Senior club management has concerns that it might lack a "wow" factor to really attract new members.

Also discussed working with the men's and women's golf associations to develop a "feeder" program for new golfers.

Member Survey - We received 559 responses to the survey, with a 65/35 ratio of men/women, and 70% of the respondents being full golf.

In general the results were much better than the 2009 survey. A detailed analysis will be done and presented to the CCMA Board and FCCC management.

Barry Golliday to distribute raw data to the Marketing Committee and Club management.

Member Directory - The club has been approached by Club Services of America about doing a photo directory/album of FCCC members. They would schedule times for sitting with all members for photo's, which would then also be available for purchase. In addition to the directory, the club would be provided with the digital images of members which could be used for training purposes and to increase the staff familiarity of members.

Golf Protocol - Al Davis reported that this effort has become much larger and more complex than originally anticipated. There are a number of policies currently within the

FCCC handbook that are misunderstood or not enforced. There seem to be others which are periodically bent or broken by the staff in an effort to appease member requests/needs. It was decided in light of the current Chapter 11 filing and the potential for significant change should a re-organization plan not be approved, that this effort should be placed on hold until things become clearer.

Beginner Golf Program - Gary Huneycutt reported that the classes of the program announced in the spring are graduating this week, and feed back has been very positive. There is hope that several of the students will either become members or at least take advantage of the trial program. He also reported that interest in the fall program is very strong, with over 60% of available slots filled within 48 hours of the flier going out in the August Talk of the Colony.

CCMA Marketing/FCCC Joint Meeting Notes
September 2010

The CCMA Marketing Committee **did not** meet for the month of September.

Updates on key activities:

-Communications in relation to the 2010 FCCC/CCMA survey have been sent to the members from both Steve Dreybus and the CCMA response from Sam Bowlin. The results, summary and comparison to the 2009 results have been posted to the CCMA website. The only remaining item is to review the comments and black out any specific references to individuals before forwarding copies to the committee chairs for review and action.

-The flyer for the membership trials was in the most recent Talk of the Colony, and the ad started running in the Gazette on Saturday, Sept 4th which will run for the next few weeks. Even before the flyer and ad there were six members of the recent beginner golf program who had signed up for the trial, with another five having joined the golf academy. So it looks like we're off to a good start.

-Each of the board's for the golf associations are supportive of allowing trial members to participate in MGA/LGA activity during their trial period, based on paying pro-rated dues and some minor limitations in prize payouts.

Our next meeting is Tuesday Oct. 5th.

CCMA MARKETING COMMITTEE
OCTOBER 2010 JOINT MEETING NOTES

In attendance - Steve Dreubus, Gary Huneycutt, Melissa Blaine, Al Davis, Tom Lamb, Barry Golliday, John Bittenbring

Update on fall golf membership drive -

- Ran three ad's in the Gazette
- Received nine calls, of which one has become a trial member
- Approximately half of the callers expressed an interest in a golf only plan, with no social/dining privileges, or F&B minimums.
- Have also had five of initial beginner golf participants become trial members

Discussion of golf only membership category

-As a result of the response to the Gazette ad and interest in a golf only plan, a proposal was presented:

- Unlimited golf, after 1PM weekdays, anytime on weekends, based on two day advanced tee time privileges, and use of practice facilities.
- \$2500 initiation fee, monthly dues of \$275 for an individual and \$325 for a family.
- Concern was expressed in relation to establishing a new membership category and allowing access to the MDC.
- Decision was made to pursue more of a "Frequent Player" offering that would not be considered a CC member, and would be limited to two courses (protecting the status of the MDC), with the same limitations regarding playing times and tee time privileges as stated above.

Discussion of post survey communications/messaging

-The committee shared concerns with Steve in relation to recent communications that might negatively impact management credibility or result in member reactions contrary to intent. This included how the decision was made and communicated in relation to the cancelation of the member guest, the most recent Chapter 11 Update. Steve acknowledged that CC ownership/management desires the support of the full membership as they proceed through the Chapter 11 process. We suggested that future communications avoid discussions of the past and focus on their plans for the future.

CCMA MARKETING COMMITTEE
NOVEMBER 2010 JOINT MEETING NOTES

In attendance - Steve Dreubus, Gary Huneycutt, Al Davis, Gary Krull, Barry Golliday, John Bittenbring

FCCC Players Card - It has been decided to table this idea for now. It was determined to be the wrong time for such an offering given the proposed restrictions on when card holders could play and the limited daylight available during the winter months.

Discussion of current mood of the membership as a result of the Chapter 11 situation and reaction to possible dues increase. - A very spirited discussion dealing with how the history leading up to the Chapter 11 filing has influenced members perception of the club and how any dues increase should be handled and communicated. Key points included:

- The membership did not create the Chapter 11 situation, therefore should not be penalized as a result.

- All special deal situations should be reviewed and addressed to insure that both resident and non-resident members are treated appropriately.

- Management needs to be more transparent in relation to the financial situation and should consider involving members in the budget review and planning.

- If a dues increase is implemented, a value statement be developed to help justify the increase in members minds.

Next meeting is Tuesday Dec. 7th.

**FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY DECEMBER 7, 2010**

Attending - Melissa Blaine, Gary Huneycutt, Barry Golliday, Tom Lamb, Carmen Kleiser, Jim Henry, John Bittenbring

-Welcomed Jim Henry as a new member to the committee.

-Update on fall membership drive

-Seven trials ended in November, five joined (1 Full, 1 Assoc, 3 Social), two (Assoc) have deferred until Feb pending status of Chapter 11 situation.

-Five trials scheduled to end in December (1 Corp, 3 Assoc, 1 Social). Anticipate all becoming members.

-One trial underway (Assoc) with decision deadline in April.

-Also discussed conducting another campaign in the spring (March/April) with similar financial structure and referral incentives to members.

-Member Information Line - Suggested that guidelines be established to have the Information Line updated by 8AM everyday throughout the winter season even if there are no delays or cancelations. Believe that this will establish a level of confidence in the timeliness and quality of the information and reduce the number of direct inquiries to the Pro Shop, freeing staff to deal with other matters.

-Feedback/Reactions to recent Chapter 11 communications - Shared that many members have been concerned about the tone of recent communications from management regarding the Chapter 11 process and recent personnel issues. The feeling of the committee was that these communications have the potential to negatively impact the member confidence in management that was demonstrated in the recent survey. It was noted that the recent communication on dues was good, but that the tone still suggests a pending increase in March, and was suggested that a more informative and open communication take place ASAP as members consider their status going forward.

-Member Retention - Discussed the potential for increased resignations as we enter the new year and members lose patience with the protracted Chapter 11 process. Suggested that management have a well crafted message suggesting that members at least wait until definitive actions take place before making a decision to resign. Also suggested they consider how to handle resignations and then possible returns should current ownership/management still be in place and conditions improve. Among ideas discussed were a "cooling off period" of 30 to 60 days where a resigning member could reconsider and re-establish membership with no penalty.