

**Heather Gardens Metropolitan District
Clubhouse/Restaurant Committee Meeting
August 11, 2020**

To: HGMD Board of Directors, HGA Board of Directors and General Manager

From: Rita Effler, Assisted by Deb Smith

Subject: Report of the August 11, 2020 Clubhouse/Restaurant Meeting

Committee Members: Rita Effler (Chair), Janet Arce, Jerry Brewster, Deb Smith, Gwen Alexander, Bill
Guest Volunteer Consultant: Warren Byrne, 42-year veteran of radio restaurant show

Staff: Linda Aluise (Clubhouse Manager), Cormac Ronan (Rendezvous Manager), Calvin White (General Manager).

HGMD Board Present: Bill Archambault, Michael George, Fran Clemens

The meeting was called to order by Chairman Effler at 3:00pm. Zoom Meeting

A quorum was present.

Chair Comments: About 40 guests attending by Zoom were acknowledged as well as Warren Byrne, Committee volunteer guest consultant on Marketing. The chair read the purpose of the restaurant committee:

“to serve in an advisory role and make policy, operational, and financial recommendations to the Board related to the Heather Gardens Clubhouse and the Rendezvous Restaurant at Heather Gardens.”

Approval of Notes: The notes of the July 14, 2020 regular meeting and of the July 31, 2020 special meeting were unanimously approved.

Report by General Manager: Calvin has not yet priced out louvered windows for the restaurant, but smaller windows in the golf shop are \$1500-3000. The focus group is working on “pro formas” where management can take the committee’s business model and run options through the system to project the bottom line for revenue and expenses. This will depend on what type of restaurant is re-imagined – fast casual, casual, Sunday brunch, breakfast. Management can run the numbers for a banquet.

Report by Clubhouse Manager: Linda reported that the indoor pool was open and not completely booked during scheduled times yet. The chapel opens 8/16 with volunteers from the church taking reservations and temperatures and getting necessary waivers signed. Management is working on getting the locker rooms open for bathroom use. Shower facilities will not be available. The hot tub should be opening soon. Reservations will be required. Even though the overall reservations numbers are growing, the clubhouse is using a manual telephone reservation system. Because there are over 200 messages each Monday morning requesting reservations, clubhouse personnel are busy scheduling participation in various activities. A resident again suggested opening the phone lines on Sunday for scheduling. Committee has requested management look for an online registration system. Linda also reported that a live Band, Norma Tell’s band, will be performing on Friday, August 14th at the Clubhouse grounds, outside.

Report by Restaurant Manager: The Rendezvous did a slow opening on July 29th. Kinks have been worked out with a 9 day average revenue of \$1056 per day, just under \$11,000 with a net of 25% for the bar, up from 13-15%. Lunch is producing more revenue than dinner. Restaurant is open daily now from 11:30 AM-6:30 PM. Daily specials being introduced should increase dinner revenue. There is a daily email blast and a daily drink special also. 25-30 Chef specials are being prepared unless advance orders indicate a need for more. Styrofoam containers are being replaced with plastic baskets and checkered paper liner. Some additional marketing has been instigated with ad in Heather Ridge, Heather 'n Yon and numerous yard signs. 2-4 is going to be introduced as happy hour since that is traditionally a slow time. The patio seats 40 and has 2.5 turns per day. Average check is just under \$12 pp.

Gwen suggested we consult with the Small Business Administration since they have programs specifically designed for restaurants. David Funk, President of HGMD, has asked our committee to re-imagine the Rendezvous, to include alternative concepts that can be run through Management's "pro formas". The Committee sees a gathering center where people come together. Calvin suggested bringing the golf simulator into the banquet room. What would the committee envision?

Previously, when we tried longer hours because the residents asked for it, they did not support it. The additional staff and COGS (cost of goods sold—food) exceeded revenue. The ideal situation is that cost of staff and COGS do not exceed revenue.

Cormac commented on how location, location, location is so crucial, and we do not have that. We do not enjoy new business every day as most restaurants do. Our patrons are older, they eat less, they drink less and are price sensitive. We need to get the information out that we are not only open, but have great food! That is marketing. We are getting good business from golfers now. The "we're open now" signs need the days. The phone message will be updated.

There was music at the grand opening. Survey response is divided on music. We need to be careful with music – maybe have it after last dinner service, isolate to one area, special performances? Cormac thanked the residents for their patronage.

Review of Clubhouse and Restaurant Financials: Gwen noted our deficit and hopes PPP will help. Expenses did not exceed budget. But Revenue was non-existent.

Unfinished Business

- a. Progress of Business Plan – with the focus group information, we can now move forward on a restaurant plan. Because of Covid19, it is somewhat futile right now since we don't know what the future will bring in government mandates. HVAC system may have to be specially designed for mandated air flow. Janet and Christa are working on décor, perhaps using plants for more private dining. Jerry and Gwen will work on the inside of the building. Current thought is to make the banquet room the restaurant and expand into the restaurant as demand increases.
- b. Recommendation to HGMD Board for opening the restaurant for breakfast. Deb Smith read a motion to recommend to the HGMD Board that they recommend to the HGA Board that the restaurant be open for breakfast 6 days a week. Bill Archambault, Treasurer of HGMD and member of Budget and Finance committee, said this needs to be run through budget and finance. He would like to see anticipated expenses and revenues for 25, 50 or 75 people. We need to know

the needs for staffing and COGs. The motion passed unanimously, pending budget and finance review. Chair will present it as applicable.

The focus group originally appointed by Craig Baldwin, president of HGMD in January of 2020, meets the 20th of August. The original committee was comprised of Michael George, at the time Chair of Clubhouse/ Restaurant committee, Cormac Ronan Restaurant Manager, Courtney Haynes, at the time assistant restaurant manager, Chef Kevin Marque, Susan Lambert as consultant and Calvin White, General Manager. Committee now involves Calvin, Susan, Cormac, Kevin, David Funk, current HGMD President and Rita Effler, current Chair of HGMD Clubhouse/Restaurant. The original committee developed, produced and compiled the Survey being used to Re-Imagine the Rendezvous. Information and data derived is now available for the Re-Imagining of the Rendezvous.

Resident wishing to speak on non-agenda items. Comments incorporated into notes.

The meeting was adjourned at 4:30 pm.

Next regular meeting – Tuesday, September 8, 3:00 pm