

**Heather Gardens Metropolitan District  
Clubhouse/Restaurant Committee Meeting  
September 8, 2020**

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

From: Rita Effler, Assisted by Deb Smith

Subject: Report of the September 8, 2020 Clubhouse/Restaurant Meeting

Committee Members: Rita Effler (Chair), Janet Arce, Jerry Brewster, Deb Smith, Gwen Alexander, Bill Wilson, and Eloise Laubach (New Member)

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

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

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

A quorum was present.

**Chair Comments:** 44 guests attending by Zoom were acknowledged. New member Eloise Laubach was introduced. Chair comments are attached.

**Approval of Notes:** The notes of the August 11, 2020 regular meeting were unanimously approved.

**Report by General Manager:**

1. Calvin White reported that each window replacement would cost about \$1,200. Because of fluctuating rules regarding fresh air availability within a restaurant setting, it has not been possible to estimate how many windows might need to be replaced.

2. White reported that he had given HGMD president David Funk the estimates and options on the HVAC system but thought a full new system was about \$88,000 plus \$14,000 for an ultraviolet light disinfecting option for air.

**Report by Clubhouse Manager:** Linda reported that the indoor pool was open and that the outdoor pool would be open as late in September as weather permits. The auditorium is being used for religious services with additional organizations planning to re-convene. Linda did not report whether locker rooms, restrooms, showers, hot tub, or locker rooms are available. Linda checked into an online reservation system. Though Linda feels many of our residents are not computer literate, the committee felt that \$259 a month to be able to register for classes (someday) and schedule participation for available activities permitted outweighs the cost of staff time to return 200 phone calls and is far more convenient. Opening the clubhouse lobby for coffee was discussed and allowable under Covid. Residents requested that the library be made available to residents as allowable. Linda is trying to schedule classes. A resident also requested that lap swimming rules be posted.

The Aurora food pantry will be here on September 17. If successful, it may continue. The shred event was extremely well attended. Linda also stated that some art classes will begin in late September.

Live concerts were successful, well attended and enjoyed by residents. Other outdoor concerts are scheduled.

**Report by Restaurant Manager:** Cormac was having a bad day! Though Kevin had whipped up beef stew and Cormac baked fresh brown bread, no one came! It was a perfect day for beef stew, snow falling and temperatures in the low 30's, but residents were not venturing out. Cormac and Kevin are working on menus and prepping for the move to inside dining as weather is changing. Tables have been reconfigured in the main dining area to conform to current Covid 19 restrictions. Restaurant is open daily now from 11:30 AM-6:30 PM. Daily specials have been selling out, though adjusting quantities has not always worked and some days sales are less than anticipated. There is a daily email blast and a daily drink special also. Additional marketing has been instigated with ad in Heather Ridge, Heather 'n Yon and numerous yard signs. Cormac's daily drink special has improved the profit margin. The average spent per person is up to around \$14.00 which is \$2 more per person than reported last month.

The ordering system and phone response is being altered after comments from residents.

**Review of Clubhouse and Restaurant Financials:** It was disappointing to note that the cost of goods sold, and staffing exceeded the revenue generated by over \$4,000. Discussion followed regarding application of the payroll protection funds acquired by HGA. HGA, the management company, will use their discretion in the crediting of those funds. Rita and Gwen expressed concern that HGMD will not realize as much credit as possible!

### **Unfinished Business**

- a. Progress of Business Plan – Gwen Alexander provided a “very rough” draft of a business plan for the restaurant. The primary focus of the plan, envisioned, is to provide the benefits of an on-campus restaurant indicated by responses to the Survey conducted for the purpose. The plan includes a smaller daily venue, the present banquet room, to be intimate, cozy and quiet, catering to residents wishes for home style food and more informal and casual surroundings. It was emphasized that the residents of Heather Gardens are our potential sustaining patrons. They are who we must market to and provide for. We are re-imagining the larger Rendezvous area and other clubhouse facilities be marketed as an event venue. This would increase revenue that will subsidize the daily operation of the restaurant. The restaurant has always required a subsidy. The business plan developed by HGA when they took over management in 2014 was not available. (2014 was the first attempt at in house management. Since inception there has been a lease or concessionaire.) Statements in Heather n Yon, 2013 and 2014, indicated that HGA, as managers of HGMD facilities, expected to break even. One goal of the business plan being developed now is to reduce the subsidy for the facility by utilizing the entire facility and marketing those facilities for banquets, celebrations, weddings, reunions, bar mitzvahs, memorial services, birthdays. The buffet table will be an amenity when a group is paying for everything on it! Goal two is to make the Rendezvous a place to rendezvous where residents can be comfortable, pampered, well fed and happy. The committee would like to have full time servers and staff who have benefits and stay with us for a long, long time!

It will be necessary to improve the functionality of the kitchen by adding additional equipment. If breakfast is ever going to be offered, some changes are needed. Décor in the dining room will have to be updated. A professional consultant is indicated.

- b. Recommendation to HGMD Board for opening the restaurant for breakfast. Rita reported that the HGMD board was not receptive to extending hours. At the HGMD board meeting Calvin White and Cormac reminded the board that they had tried last summer to extend hours and offer a Saturday morning brunch unsuccessfully. Rita withdrew the request as moot since the kitchen was not conducive to breakfast.

The meeting was adjourned at 4:30 pm.

**Next regular meeting – Tuesday, October 13, 3:00pm**

Clubhouse/Restaurant committee

Chair Report, Rita Effler:

September 8, 2020 Meeting

Per Motion from August 11<sup>th</sup> meeting, I took the question regarding opening The Rendezvous for Breakfast forward. Budget and Finance did not need to act on it. The Focus group formed in early 2020 met just before the HGMD board meeting. David Funk's advice to me upon my request for data from this group was that this group will deal with whether it is financially feasible. I chose to leave the motion on the HGMD agenda, scheduled for later the same day, because that was the recommendation from this committee. It was apparent that the HGMD board, per discussion at the meeting, was not supportive of the motion. It is also apparent that the kitchen is not really equipped to serve breakfast.

I withdrew the motion. "It's moot—for right now. Forget it."

Gwen is working on assembling the Business Plan. Her report follows later for discussion.

Following up on survey results concerning delivery from the restaurant, desired by a majority of respondents, resulted in comments from staff and management that delivery was tried in the past, has too much liability and is not financially feasible. I ran an independent study (compiled receipts from frequent users of delivery) and found that costs run from 30% more than the cost of the food invoiced to 50%. Some thought perhaps residents would like to work a few hours a day delivering just within Heather Gardens, but apparently this is not feasible. Professional delivery services are not interested, per reports from staff. Costs are too high.

Having discovered that HGA management took over managing and operating the restaurant as the Rendezvous in 2014, the first time it was not under a lease or concessionaire, I have asked for a copy of their business plan as reference.