

Heather Gardens Metropolitan District  
Clubhouse/Restaurant Committee  
Special Meeting to discuss Future of Restaurant  
July 31, 2020 10:00 AM

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

From: Rita Effler, Chairman, assisted by Deb Smith

Committee Members: Chair Rita Effler, Deb Smith, Janet Arce, Jerry Brewster, Tom Tomasik, Excused, Christa Boehner, Bill Wilson and Gwen Alexander (New Member)

Staff: All Excused to attend to duties: Cormac Ronan (Rendezvous manager), Linda Aluise (Clubhouse Manager), Kevin Marque (Rendezvous chef), Calvin White (HGA AGENT)

GUEST PRESENTOR: DAVID FUNK, PRESIDENT HGMD

A Zoom meeting was called to order at 10:00 PM by Rita Effler. Approximately 25 individuals logged in to the meeting.

A quorum was determined.

The Primary Purpose of this meeting was to discuss the future of the Rendezvous Restaurant.

Chair Comments: The resignation of Tom Merges was acknowledged and accepted. Gwen Alexander, new member was introduced. Gwen has a PHD in this kind of stuff!

Members were reminded of the purpose of the Clubhouse/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

David Fund was introduced to the committee and Introduced a Facilitated Workshop. His presentation included:

- a. Brief History of this Project (Howard Johnson in the 70's, Blossoms later, then Rendezvous)
- b. Committee's Role in the Restaurant Planning Process (Upon written request from Rita to allow committee face to face and provide direction from management for what they want from this Committee)
- c. Overview of the Restaurant Business Plan Outline
- d. Introduce Workshop Facilitator –Plans changed. David facilitated.

Our committee adjourned for lunch at 11:30 AM. The Rendezvous opened for takeout and patio service today to the general public. There was a “soft opening” on Wednesday and Thursday.

The meeting reconvened at 12:30 PM with a short presentation by David and directions to continue discussing plans for the Re-Imagining of the Rendezvous. David cautioned us that this is a long-term plan. He left us with:

#### THE MISSION

To study and understand the Heather Gardens restaurant survey results.

To organize, concisely document, and present a conceptually feasible and financially viable business plan for the new Rendezvous Restaurant reflecting the community’s expectations as derived from the survey data, anecdotal details, comments and other analytical tools as may be available.

#### THE GOALS

To optimize the restaurant’s business practices

To entice customers

All committee members, including Gwen, had been provided the survey results and all comments as soon as they were available so they could knowledgeably discuss the findings. This fit right in with David’s directive.

1. Residents want the restaurant open.
2. Residents do desire onsite Breakfast. 65% said Very/Somewhat Desirable. 24% said Neither Desirable nor Undesirable. So Let’s assume 12% Desirable. Respondents were given an option of Undesirable. 65% to 77% DESIRE breakfast. BREAKFAST IS THE MOST PROFITABLE MENU A RESTAURANT CAN OFFER.

Committee voted to recommend to the HGMD board that immediate steps be taken to repurpose the banquet room into a café serving breakfast at least 8-11 while the patio is open. Committee would request longer hours if profitable. Committee also requests reports on proposed operations and opportunity to market the facilities for greater participation and profitability.

Additional options will be forthcoming from the committee. Individual members of the Clubhouse/Restaurant committee will collaborate on various aspects of this concept. It is acknowledged that this will only require rearranging of furnishings already on site, hopefully. Immediate rationale is that revenue will offset costs in excess of on-going operational and labor expenses. Committee also “heard” that a breakfast menu has already been compiled. Restaurant staff was busy serving lunch so could not attend, but we would like their input. Our suggestions include omelets with lots of add ins (omelet station was a favorite), crepes,

breakfast all day until dinner when it becomes available, a rebranding of The Rendezvous, a good look at the name, a website for just the restaurant, extensive marketing locally.

The Clubhouse/Restaurant committee feels it is in the best interest of residents of the District to open what facilities can be opened without additional cost as soon as possible. Long term planning can include findings from the success of a small café. We recognize that the main dining room has an HVAC problem that needs addressed. We know it would be best to install a couple of opening windows in the banquet room for fresh air and the room can be cooled with fans. The time of year lends itself to this concept and gives our district members something for their money.

To implement these changes, management needs to get a cost for a couple opening windows in the banquet room and let our committee know so we can include it in our recommendation. The committee feels that sooner is better in optimizing our members' funds.

The meeting adjourned at 4:30 PM.

Next Regular meeting is Tuesday, August 11, 2020 at 3:00 PM

To: Clubhouse/Restaurant Committee

From: Rita Effler, Chairperson

July 28, 2020

I have attempted to condense the information from The Survey into something we can apply.

The data provided through the Survey corresponds closely with what individuals have been expressing for a long time.

Staff:

1. Would like staff to be more “welcoming”. This is easy to fix. Even if we use volunteer Hostesses, we could have someone greet each guest with a “Welcome to the Rendezvous”. Courtney is always very friendly, and people appreciate that. Cormac makes it a point to regularly engage guests. Guests, particularly non-regulars, would like acknowledged as they arrive. Restaurant manager will know when he needs a volunteer hostess.

2. Servers are not as attentive as they could be. Ideally servers would be full time with benefits so that they are part of the “family” at Heather Gardens. A tidy appearance and cleanliness are important to guests.

Operations:

1. Physical Appearance is dated. Feels institutional.

Find a model we like. Reconfigure to meet what patrons are asking for.

2. Menu needs redone. Decide what to offer. Hours need adjusted.

Incorporate into model decided on.

3. Entertainment is desirable but needs to be customized and confined.

4. Residents are willing to subsidize the operation and do not want to lose the amenity.

My Design: I cannot lay this out on a scaled floorplan because I do not have one. Everyone, please feel free to interject anything you want to! This is just to get started. I still do not know what Management wants from our committee.

Layout: Convert the present banquet room into a cozy space including a dance floor at one end. Stage all entertainment in that area unless special theme party incorporating main dining room. Design the area with booths and smaller tables. Open this area for breakfast from 8-11 every day (except Monday), Sunday 8-2. Breakfast menu attached.

Lunch can be served from 11-4. Dinner 4-8. Bar open until 8. Happy hour 4-6. Specialty drinks with a different one each day. \$5. Other drinks offered at discount to maintain no less

than 25% COG for liquor sales. 25% to be used Happy Hours. 18% for liquor otherwise. Offer appetizers at bar no less than 29% COG.

Repurpose Buffet table or sell it! Sell the old buffet table, too.

Partition off the back area as a private room with a portable, moveable wall. Make that a banquet room customized to the numbers we have hosted in the past. Because of lack of parking, large celebrations of non-locals are not really feasible.

Use programs available to design the floor space. Rectangle/Square tables are better than round for seating less than 6. Round tables are better for banquets and large parties.

Reconfigure space available using our round tables but replacing some with smaller square tables for parties of 4 or less.

Redecorate and paint using data from the internet. Restaurant renovation is recommended at least every 7 years. There are numerous sites available.

More extensive marketing is strongly suggested. Offering a special every day and advertising it to nearby apartments and office buildings could expand our patronage. Varying craft beers may encourage younger guests along with a happy hour special.

Breakfast Menu:

1. 3 egg omelets various \$11.99 or 2 egg Scramble (veggie, Mexican, Denver) with hash browns or other choices determined by chef (cottage fries, grits whatever) toast/Biscuit Whatever chef decides. Senior Portion (2 eggs, smaller portion hash browns) 1 toast \$9.99
2. Classic/ 2 eggs, 2 bacon or sausage, hash browns, biscuit or toast \$9.99
3. Pancakes/Eggs/meat 2,2,2 \$9.99
4. Breakfast Burrito or Huevos Rancheros \$10.49 to \$11.49
5. Biscuits and gravy—combos that can sell for \$4.99 to \$11.49
6. 2 eggs/1 biscuit, gravy/2 meat(?)

Have available: Hot Sauce, Sour Cream, ketchup, Salsa Do not waste by putting too many packets out. Same for Jelly for toast.

Goal is 29% or less COG

Lunch: