

**Heather Gardens Metropolitan District**

**Clubhouse/Restaurant Committee**

**January 9, 2020**

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

From: Mike George

Subject: Report of January 9, 2020 Clubhouse/Restaurant Committee Meeting

Committee Members: Michael George (Chair), Janet Arce, Christa Boehner, Jerry Brewster, Tom Merges, Deb Smith (via telephony), Tom Tomasik.

Staff: Linda Aluise (Clubhouse Manager), Cormac Ronan (Rendezvous Manager), Courtney Haynes (Rendezvous Assistant Manager)

The meeting was called to order by Chairman George at 2:00pm.

**Chair Comments:** Mike suggested that we all need to read the included Clubhouse/Restaurant PM. We need to review the financials on a monthly basis and review all forms which have been updated. A discussion ensued regarding our meeting date/time. We should meet after the MOA (Monthly Operating Analysis) is available. The new day/time will be the 2<sup>nd</sup> Tuesday of the month at 3:00pm. He compared our actions to 'barking' – alerting us to what's wrong, but no ideas on how to fix things.

**Approval of Notes:** Janet Arce moved to approve the notes from the November 14<sup>th</sup> meeting seconded by Tom Merges and passed.

**Review of Financials:**

Cormac should be receiving the financials before they go to print and meet with the controller to clarify, Most questions could be corrected before our monthly meeting. As the food and beverage manager, Cormac should be able to know what his monthly budget is prior to that month, As of today, January 9<sup>th</sup>, Corma does not have a goal number. Some concern that the monthly financials be posted in a timely manner. Bar numbers should be combined into one number, liquor.

**New Business:**

**Clubhouse Manager Report – Linda Aluise**

Linda reported that December was busy. The class brochure went out. Class enrollment is good with only a few classes with openings. They are analyzing how to recoup adding Lewis' complete salary to clubhouse.

**Restaurant Manager Report – Cormac Ronan**

Cormac reported that we had a lot of parties and lots of groups are booked for March and April. We need to establish some deadline guidelines. Our food prices are quoted on quantity, so if we order less food, the prices go up and margins go down. Staffing also needs to be handled in advance. New Years Eve we had a lot of bookings that fell short of their reserved amounts. Many restaurants take a credit card guarantee and bill for those who do not show up. Other ideas include selling non-refundable tickets (Valentines Day) in

advance. Perhaps we need a 95% prepayment 2 weeks in advance instead of pay on the day. We need to communicate this in Heather n Yon and to AR's – especially *why*. We are changing focus from being an amenity to being an amenity with a business model since so many are concerned with the subsidy. About 90% of our patrons are residents. Of the 3 cost centers, the restaurant receives the least subsidy. We need more volume and more revenue since food+labor is 100% of our revenue and allows nothing for operating costs.

Cormac is trying on Tuesday and Friday buffet nights not having the regular menu . Chef Kevin is really upgrading the buffet with made to order items like shrimp scampi. Many say they do not eat as much, yet the buffets average 3 plates per person plus dessert. The Sunday buffet is enormously popular. The Rotary Club meets monthly with a \$16pp lunch charge.

The buffets have a higher food cost because quantity is easier to control with a plated meal.. The prime rib buffet needs 100 patrons to break even which we meet.

Question – will Pitera be able to help us identify needs?

Minimum staff is 2 servers at lunch, a floater and 3 servers at dinner. Even on slow nights because you can't send the employees home.

Cormac is working on getting the liquor license added to the golf course at a one time cost of \$150, no added labor cost, but added revenue and popularity. Eventually we could have a beverage cart. The golf pro is very receptive. He is also looking at Coke vs Pepsi. They offer the same for exclusivity. The Committee preferred Pepsi.

When Carlos was here, we subsidized \$60,000 a year. We are double that now.

Is transportation to the restaurant a concern? Should we do a survey?

### **Resident Comments:**

Joanne Fitch – 215. Asked about an incentive plan like after 20 meals you get something free. Yes. The program is starting soon. With patron information we will be able to incentivize with birthday coupons, etc. Dinner birthdays tend to bring 3 more people with them. She also inquired about comment cards.

Rita Effler - 232 Suggested senior sizing and decreasing portions. Also maybe delivery with an 'order by' time and set delivery time.

Candice Compton 220 – The daily P&L should be available to use to see what works and what doesn't.

Eloise Laubach 209 – While paying ahead of time for group events is acceptable, her building does not want buffets.

Darlene Addison 235 – Wondering what happened to entertainment. Mary on the organ Fridays, Karaoke, Rene. Cuts were done in November and are due to budget. Karen Osborne plays on 4<sup>th</sup> Friday of the month from 4-7. People can sit in the banquet room if they need quiet. The Sunday piano player does not charge us. Questioned the not having dominoes, bridge, etc in the restaurant.

The meeting was adjourned at 3:40om.

**Next meeting – Tuesday, February 11, 3:00pm**