

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, January 10, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	-		
Andrea Edmunds	X	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	Zoom	Wendy Shea/Karon Bennett	X
Karen Mars, Chair	X	Peter Overs, Supervisor	Zoom
Elaine Sawyer	X	Mary Ann Polvinen, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	0

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance.
- III. **APPROVAL OF MEETING MINUTES – (October 13, 2021)**  
Chair Mars asked the committee if there were any corrections to the October 13, 2021, minutes, and hearing none, the minutes for October 13, 2021, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) Pizza available from Restaurant more days a week – GM Belknap informed the committee that since October the restaurant has been offering pizza Wednesdays, Thursdays, Fridays, and Saturdays and serving flatbread pizzas on Sundays. He reported that from October to the end of December there were 345 (Medium/Large) Pizzas ordered and 82 Personal Pizzas. Chair Mars asked if the cost to turn on the ovens has been an issue or not. GM Belknap stated that the cost is negligible. Some committee members thought that pizza should also be served on Sundays. GM Belknap stated that flatbread pizzas are currently being served on Sundays. Supervisor Polvinen asked if pizza was not served on Wednesday when the special dinners are served like Mongolian, etc. and instead serve pizza on Sundays.

GM Belknap asked if anyone had any questions on his GM Report to the F&A Committee. (See Attached Report). There were no questions, but the report included the following information: Golf Course Update, CLIS System, Stultz Managed Projects: (Restaurant/Pool Deck, Bridge, Multi-Use Path, Tennis Lights, Sports Complex/Pickleball, F&B Operations: (H2B's, Covers-Averaged 140-160 last week, Petra-training session on January 17<sup>th</sup>, H2B Program for 2022-2023), and the Connie Weyer Memorial Street Sign.

2) Report on prior issues referred to the Board

Supervisor Kulkoski stated the Board of Supervisors have tasked the Facilities & Amenities Advisory Committee to develop a comprehensive Mission Statement for the Food and Beverage department. The Board would like the committee to do an analysis of a comparison to other similar clubs to Herons Glen, an analysis of possible privatization of the restaurant, and a management and employee analysis. As we are in mid-season, we must encourage the staff to work efficiently and put out as good a product as they can. This analysis will take some time and should be completed by the end of the season and therefore see what went right and areas need improvement.

Chair Mars made a presentation on the types of restaurant operations in our area and what their main goal and mission is.

**Commercial restaurants** like Applebee's, etc. main goal is to serve good food and service and turn a profit.

**Institutional restaurants** like schools or hospitals, etc. is to serve good food at a reasonable price and serve a lot of people on a short time frame. This type of restaurant is not concerned on turning a profit.

**Herons Glen Food and Beverage** does not have a goal to make a profit and does not have a time schedule. This is where the Mission Statement can help in determining our goals for the Food & Beverage Department. She stated that we need to stop comparing Herons Glen to commercial or institutional establishments but instead compare us to similar country clubs in the area.

Chair Mars said that the committee first needs to come up with a short Mission Statement and then an action plan to carry the mission statement out. She put up a flip chart and wrote down ideas (words) that should be part of the Mission Statement. Some of the words or phrases included: describing the type of restaurant and food served, describing the staff, describing the atmosphere (Fine Dining or Casual Dining) and the type of food being served.

Robert Stewart felt that the committee needs direction and that there is a need for a Mission Statement, and he read his motorcycle club's mission statement as an example. Bernadette Schirra said the statement should include words like inviting atmosphere with quality food and service. Andy Edmunds felt a Mission Statement is not needed.

Through committee brainstorming of terms and ideas, the following statement was constructed and will be used as a beginning basis for creating the Mission Statement: **The Food and Beverage operations mission is to consistently provide our residents affordable flavorful food served by friendly and efficient staff in an inviting atmosphere.**

The committee then went on about issues with the restaurant such as: sandwiches and salads are inconsistent, a la carte dinner entrees are the main issue as far as consistency, no wine or beer menu, servers not using the iPad's, expeditors are not doing a good job, more training is needed, need to change up the menu every quarter, too much infighting by servers to management, and the need for more technology to improve the service. Tiff Lauzau stated that he has been a member of the committee for three years and nothing has changed – the staff needs more training. He also stated that Jason is a great chef, and he is not the issue. Barry

Hopper wanted the Secret Shopper to be revisited and the committee needs to take a hard look at whether the restaurant management is doing a good job.

GM Belknap stated that Petra was hired as the dining room manager and has a lot of experience as a manager at the Veranda for 8 years and at Pine Lakes. She has only been on the job for a month and will be having a dedicated training session with all the servers and bartenders on Monday, January 17<sup>th</sup>. Petra will be addressing weakness of the staff and finding solutions. Besides the FOH duties she is also helping to expedite and run food so Jason can concentrate on quality control coming out of the kitchen. She is also staggering reservations for large events to improve the flow of tickets coming into the kitchen. GM Belknap stated that the demand for nonimmigrant workers is skyrocketing in SW Florida. Planning is key to ensure that we will be properly staffed next year. The winter-season cap is likely to be reached even earlier next year and we will have to hit the ground running in April. Supervisor Polvinen stated that there are other avenues for training such as Northstar and outside companies if needed. GM Belknap stated that Jason rolled out his new a la carte lunch and dinner menus and has had numerous compliments on the new menu. Karon Bennett helped with the roll out and the promotion and she is using a new platform, Constant Contact, to enhance our F&B marketing to the residents.

Chair Mars again explained that the Board would like data on the comparisons to other clubs and would like the F&A Committee to come up with a report to give to the Board by the end of the season. Chair Mars said that she can split up committee assignments on obtaining information on other clubs. Some other information that is needed from other clubs included: Privatization of the F&B department, staffing (such as what other clubs have as far as Head Chef, Food & Beverage Manager, Dining Room Managers, and Sous Chefs). Chair Mars said she will take the ideas for club comparisons presented and create an action plan for the committee to use to move forward on the Board's request for more data.

- 3) Report on prior issues that required further study
  - 1) Feedback from residents and committee members on Restaurant renovation including outside Dining – Chair Mars stated that the survey of residents and committee members on the renovation was presented to the Board and the Board has passed the results on to the architect to incorporate in the design.

## **V NEW BUSINESS –**

A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.

Robert Stewart stated that he has noticed that people were in the spa in the evening with glasses and asked who is responsible to enforce the rules of no glass on the pool deck and if there are cameras at the pool deck. It was also brought up that non-resident golfers are bringing their families to use the pool while they golf. GM Belknap stated that if there are any issues with the pool, they need to contact the Administration office and it will be handled.

B. Resident concerns/requests regarding recreational activities.

Andy Edmunds stated that she thinks there is a miscommunication with what was promised at the Townhall meeting regarding lights on the pickleball courts. Supervisor Polvinen stated that all pickleball issues should be addressed by Howard Young. GM

Belknap informed the committee that he is in constant contact with Tim Kerns who is the chair of the Pickleball Association and that the plans are that this spring/summer that two new courts will be built, and they will be lit. Electric will be run to all courts to be used in the future.

C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS

Discussion on whether to close the golf course all day on Monday's as it has been done during the summer for maintenance. GM Belknap stated that Tim is ecstatic to have Monday afternoon to do maintenance on the course when it is warm and there is no need to have the course closed all day on Mondays. Committee members all stated that the golf course looks great.

Discussion on the CLIS system and the run times. GM Belknap stated that the major issue is replacing the 30-year-old field wires going from the super decoders to the valve boxes, particularly on the front half of the community. Ryker has developed a scope of work plan and specification so that we can request vendors to bid on the work. If there are any questions on run times, you need to contact the Irrigation Department and they can let you know your run times. Barry Hopper and Chair Mars stated that the CLIS department is doing a great job.

Discussion on Memorial Trees and Benches and on the HOA Memorial Garden.

**VI NEXT MEETING DATE** – Monday, February 14, 2022 – 2:00 p.m. – CR-C/Zoom

**VII ADJOURNMENT** – Meeting adjourned at 3:44 p.m.

DRAFT APPROVED:

Approved  
Karen Mars, Chair

January 13, 2022  
Date

## **HGRD FACILITIES & AMENITIES ADVISORY COMMITTEE**

	<b>Present</b>		<b>Present</b>
<b>Sandra Dresch</b>			
<b>Andrea Edmunds</b>		<b>William Kulkoski, Board Liaison</b>	
<b>Barry Hopper-Ex-Officio</b>			
<b>Tiff Lauzau, Vice Chair</b>			
<b>Karen Mars, Chair</b>		<b>Wendy Shea, Office Manager</b>	
<b>Elaine Sawyer</b>		<b>J.B. Belknap, General Manager</b>	
<b>Bernadette Schirra</b>			
<b>Mary Ann Simpson</b>		<b>Residents:</b>	
<b>Robert Stewart-Ex-Officio</b>			

### **FACILITIES & AMENITIES AGENDA**

Monday, January 10, 2022

2:00 p.m. (CR-C/Zoom)

- |      |  |                  |
|------|--|------------------|
| I.   | CALL TO ORDER  | Karen Mars       |
| II.  | WELCOME  | Karen Mars       |
| III. | APPROVAL OF MEETING MINUTES (October 13, 2021)   | Karen Mars       |
| IV.  | OLD BUSINESS   | Karen Mars       |
|      | A. Report on prior concerns referred to Management   | J.B. Belknap     |
|      | 1) Pizza available from Restaurant more days a week  |                  |
|      | B. Report on prior issues referred to the Board  |                  |
|      | 1) Request from the Board for Mission Statement  | William Kulkoski |
|      | C. Report on prior issues that required further study  | Karen Mars       |
|      | 1) Feedback from residents on Restaurant/Outside Dining  |                  |
| V.   | NEW BUSINESS   | Karen Mars       |
|      | A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds. |                  |
|      | B. Resident concerns/requests regarding recreational activities  |                  |
|      | C. Resident concerns regarding <u>recurring</u> problems in the general operation of Golf, F&B, and CLIS         |                  |
| VI.  | NEXT MEETING DATE – Monday, February 14, 2022 – 2:00 PM – CR-C/Zoom  |                  |
| VII. | ADJOURNMENT  |                  |

Committee Email: [facilities.amenities@hgrdnfm.com](mailto:facilities.amenities@hgrdnfm.com)

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Wednesday, October 13, 2021  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	X		
Andrea Edmunds	-	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	X	Wendy Shea	X
Karen Mars, Chair	X		
Elaine Sawyer	X		
Bernadette Schirra	-		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	-	Residents:	22

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance. Chair Mars welcomed the guests in attendance and through Zoom and gave a brief description of the duties of the Facilities & Amenities Advisory Committee.
- III. **APPROVAL OF MEETING MINUTES – (September 15, 2021)**  
Chair Mars asked the committee if there were any corrections to the September 15, 2021, minutes, and hearing none, the minutes for September 15, 2021, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) GM Belknap reported that Dan Parker investigated the cost of putting a heat resistant sealant on the pool pavers at the present time and it would cost approximately \$6,500 to pressure wash the pavers and then apply the heat resistant sealant. GM Belknap has made the decision to hold off on the project until Herons Glen receives our LDO from the county and we will know the final plan for the extension of the pool deck.
    - 2) GM reported that the HOA has a Drone Policy in place, and it should be on their website. Tif Lauzau felt that the Drone Policy should be posted on the HOA newsletter and bulletin boards.

GM Belknap asked if anyone had any questions on his GM Report to the F&A Committee. (See Attached Report). There were no questions, but the report included the following information: Golf Course Renovation Update, Golf Memberships, CLIS information, Projects Update, Starter Shack Improvements, Pro Shop Merchandise, F&B Service- New Dining Room Manager Nicole Louis and Kim Rimmele will now be Floor Supervisor and Lead Server, Physical Therapy Group “Edge PT” and Clubhouse Roof & Parking Lot Cleaning.

- 3) Report on prior issues referred to the Board  
Supervisor Kulkoski informed the committee that the Board approved has the Ex-Officio members of the Facilities & Amenities Advisory Committee all the voting rights as the other members for this year. The Board will address the issue of Ex-Officio members next year going forward.

The Board of Supervisors at their last meeting updated the Covid mandates to follow CDC guidelines of recommending fully vaccinated residents wear face coverings indoors on District Policy. Unvaccinated should continue to follow CDC guidelines for masking. Employees of Herons Glen will continue to wear masks.

The Board has changed their schedule and will be having 2 (two) board meetings a month through the end of the year.

Supervisor Kulkoski stated that the Board is very frustrated that Herons Glen does not have the LDO that they applied for eight months ago from Lee County. Discussion ensued on how the Glen obtained our Engineers and Architects. All the engineers and architects that are currently working for the Glen have been fully vetted, qualified, and approved by the Board of Supervisors.

- 4) Report on prior issues that required further study
  - 1) Lobby options/opinions – The lobby renovation has been put on hold until the dining room/outside dining renovations have been completed. The Board wants to have the lobby in the same design element as the restaurant.
  - 2) Chair Mars explained that currently the Bond renovation monies for the restaurant and outside dining is approximately \$600,000. She explained that this amount of \$600,000 could fluctuate based on the costs of other projects. Renovation of the restaurant will not occur until next spring. Chair Mars has asked the F&A Committee get feedback from resident on items that the F&A Restaurant subcommittee has been working on for two years, so that the items can be prioritized and then sent to the Board. Items discussed included: 1) Need for 8 – 12 TV's in the restaurant, 2) a moveable wall – 360 degree rotation that will be used for expansion of the PDR for dinners, 3) Improving interior traffic flow, removing current wait bar service area, one set of banquettes and relocate the hostess stand to the front entrance, 4) Open the wall between the lounge and hall w/o removing it entirely, by glassing the top half to provide the hostess a sight line, 5) Refresh the color schemes, flooring , drapery & furniture, 6) Move the hall wall a few feet into the current hall to improve visibility, eliminate the closed-in-feeling for patrons and improve traffic flow for servers, 7) a larger dance floor placed at the east end to accommodate more people, 8) change doors to the PDR to completely open, 9) new permanent salad bar that will be serviced from the kitchen, 10) possible bench seating for those waiting to be seated, 11) 3 podium-sized mobile POS stations, 12) expand the bar to seat around 36 patrons, 13) create an outdoor dining area, 14) create a pass through window to the pool for ordering, and 15) improve the aesthetics and acoustics of the restaurant ceiling. (See Attached report) Tom Stephens did not think the enlarged dance floor in the restaurant should be in front of the lake view – it did not make sense to him.

Discussion ensued on other issues/problems that residents have about restaurant operations. Karen Popp stated that she will not go to the restaurant because of the

terrible quality of food and service. She stated that these issues should be fixed before any renovation of the restaurant begins. She also felt that the restaurant should not kick residents out on Sunday from the lounge at 6:00 p.m. during football season when the second game is not over. She also informed the committee that the pool is disgusting and dirty especially at the jet areas. Other issues stated by residents in attendance or by zoom included: a survey should go out via email and by direct mail to access the issues that the residents have with the operations of the restaurant, better training for wait staff, more consistency on food and service, lack of food and drink service at the pool, possible leasing the restaurant out to a management company, pros and cons of a management company, dated food/menu choices, labor costs too high for the restaurant, during the summer when the restaurant is closed to bring in food trucks, restaurant is losing too much money, employees are paid too much in benefits, enlarge the menu and switch out items more frequently, menus for golfers on their carts, find ways to drive new residents into the restaurant by improving the price, quality and service, and email specials at the beginning of the week to residents.

**V NEW BUSINESS –**

A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.  
No issues were received.

B. Resident concerns/requests regarding recreational activities.  
No issues were received.

B. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS  
The committee requested that pizza be made available on more days on a 30-day trial to see if it is cost effective.

**VI NEXT MEETING DATE – Wednesday, 17, 2021 – 2:00 p.m. – CR-C/Zoom**

**VII ADJOURNMENT – Meeting adjourned at 3:55 p.m.**

DRAFT APPROVED:

Approved  
Karen Mars, Chair

October 15, 2021  
Date

**From:** William Kulkoski <wbkpak@aol.com>  
**Sent:** Tuesday, December 28, 2021 3:47 PM  
**To:** alaswim@yahoo.com; hopperbarry@gmail.com; sandraobx@aol.com; karen.mars01@gmail.com; ftiff03@aol.com; Wendy Shea; bnschirra77@gmail.com; e.sawyer@yahoo.com; HGRD General Manager; masimpson1980@outlook.com; stewyscustoms@hotmail.com; Board Secretary; Dining Room Manager; Heron Chef; HGRD General Manager  
**Subject:** F&B Mission Statement

Greetings. I hope this email finds everyone healthy and in good Holiday spirits. I have been thinking of the best way to develop a "mission statement" for the F&B amenity we have in the Glen. My thought at this point is to start by describing in simple words the scope of the operation and the positive rationale for its existence. I have come up with some words which I will list, and I would ask each of you to chip in your thoughts prior to the meeting on the 10th.

- close
- convenient
- safe (no highway driving)
- friends gathering place
- casual single meals or cocktail to occasional fine dining
- group celebrations-banquets, weddings, remembrances, Holidays, etc.
- entertainment-sports-live music-dancing
- affordable

I think we should try to keep it short but also try to cover the essentials of why this is an important amenity to a large number of residents. It is either the first or second most used amenity we have. Again, any thoughts you have please share before meeting. Bill Kulkoski

*In response to the request from the Board that the committee put together a Mission Statement for the F&B operation, I did some online research to help us understand what a Mission Statement should entail and have also included some Mission and Vision Statements from some well-known restaurants to help us out.*

*Karen*

Mission statements are often paired with a vision and/or values. For this reason, the three terms often get mixed up and are sometimes used interchangeably. Nevertheless, mission, vision, and values are three distinct components and should be treated as such.

A mission statement describes the why of your business. For example:

*“We exist to connect local Bostonians to each other through great tasting pizza while also supporting local farmers and utilizing the freshest ingredients.”*

On the other hand, a restaurant vision is what you want the future to look like when you accomplish your mission. For example:

*“We imagine a world where there are no barriers between residents, sloppily produced pizza doesn’t exist, and local farmers are able to live prosperously.”*

Finally, a restaurant’s values outline what you believe in and what your restaurant will stand for. For example:

*“We value teamwork, honesty, community involvement, dedication to the culinary arts, and transparency.”*

## Components of a Strong Mission Statement

While there is no one correct way to write a mission statement, there are characteristics that every strong mission statement embodies. As you work to write your mission statement, you should reflect on the following six characteristics.

- **Accurate:** Your mission statement should be an honest reflection of what your restaurant will do. If your mission statement doesn’t accurately reflect your restaurant, it may be time to either revise your statement or revise some of your operations policies.
- **Achievable:** It’s good to set lofty goals, but your goals should be measurable and achievable. Many restaurants seek to provide the world’s most delicious food or the best service, but those goals aren’t easy to measure and not every restaurant can be “the best”.

- **Actionable:** The strongest mission statements both define goals and articulate how those goals will be achieved.
- **Concise:** Your mission statement shouldn't be three pages long. You want a concise statement that is easily digestible and understood. As a general guide, you should try to keep your mission statement under five sentences.
- **Transparent:** The best mission statements avoid business jargon and clichés that sound impersonal. Your mission statement should be an accurate, honest reflection of what you want the restaurant to be.
- **Unique:** Your mission statement should help differentiate you from your competition. If your mission sounds like that of your competitors, then the statement doesn't effectively accomplish that goal.

## Questions to Consider

During the brainstorming stage of mission statement development, it can help to frame your mission within the context of questions. Answering key business questions can help you extract the root reason for your restaurant's existence. Below are some important questions you should ask yourself while developing your mission:

- Why are you in business?
- What is the image you want your restaurant to convey?
- Who is your target market?
- What are the needs of your target market and how will you fill those needs?
- What does/will your restaurant do for employees?
- How is your restaurant differentiated from your competitors?
- What underlying philosophies or values contributed to the founding of your restaurant?



## Mission Statement

**MISSION** To contribute to the growth, joy and enrichment of all the lives we touch. **VISION** Applebee's is an integral part of the social, psychological and economic development of every neighborhood. **PURPOSE** To become the winning team in casual dining through service, customer and employee relationship and profitability by empowering people.

## **Carrabba's Italian Grill Mission Statement**

We take pride in our appearance and performance and are committed to providing excellent service while maintaining a positive “can-do” attitude.

### **Outback Steakhouse Mission Statement**

We're **the leader of the pack** by emphasizing consistently high quality delicious food delivering a warm, welcoming environment. Our generous portions are moderately priced. Our casual atmosphere couldn't be more transporting - it's like you're right there in the Australian Outback.

## **Culver's**

“That every guest who chooses Culver's leaves happy.”

## **T.G.I. Friday's Mission Statement**

Bringing people together to socialize and celebrate the freeing and liberating spirit of “Friday” is the concept's founding premise, from which the brand promise “In Here, It's Always Friday®” was born.

## **Texas Roadhouse Mission Statement**

Texas Roadhouse was founded in 1993 with the mission of providing Legendary Food and Legendary Service.

**Chick- Fil-A Vision:** “To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.” **Chick- Fil -A Mission:** “To be America's best quick-service restaurant at winning and keeping customers.”

**Chipotle's** mission is to provide “**Food With Integrity.**”

**Panera Bread's** mission statement is “A loaf of bread in every arm.”

## **P.F. Chang's Mission Statement**

We treat our team members like family and bring our true selves to work every day. We love to learn and grow. We challenge the same way we want to be challenged. We aim at doing our best, no matter what we are doing. We enjoy serving others well and strive to make our guests' lives better through iconic, authentic food and joyful hospitality.

## **Olive Garden Mission Statement**

At Olive Garden, we want the experience of warmth and caring to extend beyond our restaurant walls and into every community where we live and serve. Our restaurants throughout the US and Canada are committed to giving back to their communities through a variety of local efforts, such as delivering meals in times of need and supporting local non-profits and organizations. Restaurants also participate in various company-wide community relations programs.

### **How to Write Restaurant Mission and Vision Statements in 2021**

<https://appinstitute.com/restaurant-mission-statement/>

### **16 Outstanding Restaurant Mission Statements and How to Write Them**

<https://www.dotit.com/blog/16-outstanding-restaurant-mission-statements-and-how-to-write-them.html>

### **Writing a Restaurant Mission Statement? Get Inspired With 10 Examples**

<https://upserve.com/restaurant-insider/10-examples-restaurant-mission-statements/>

### **Creating Your Restaurant Mission Statement**

<https://www.restohub.org/operations/promotion/creating-your-restaurant-mission-statement>

## Project Food and Beverage Operations at Herons Glen

1. Develop a Mission Statement encompassing the Lounge, Dining Room, and Ballroom
2. Explore the Management and staffing of similar clubs with job descriptions, training responsibilities, outside revenue opportunities, etc.
3. Explore the pros and cons of leasing out the operation to a private vendor
  - a. Are there communities similar to ours that have done it successfully?
  - b. What is the rate of failure?
4. Menu selection. What do other Clubs do?
5. Consistency of food and service quality-how do we improve.
6. Staff training
7. Tips versus higher wages for servers?
8. How does our subsidy per house hold level compare to similar Clubs in Florida
9. Identify how many residents use the Lounge, Restaurant, and Ballroom Banquette and Food facility.
10. Goal of this work is not to be critical but to find ways to improve.
- 11.

The committee recognizes that there are limited funds dedicated to the renovation of the restaurant and some choices may have to be made. With that in mind, seven members of the committee returned rating sheets ranking their view of the importance of the numerous improvements being considered. The improvements listed were taken from the "Goals Sheet" that the sub-committee put together over the past two years.

A graph was provided and rankings were given point values as follows:

Definitely need to do this -- 4 points

Would really like to do this -- 3 points

Nice, if we have the money -- 2 points

Not necessary -- 1 point

The results are below:

Improvement	Total Points	Rankin
Change the lipstick. Refresh color schemes, flooring, drapery & furniture	28	#1
Expand the bar to seat around 36 patrons at the appropriate height and provide good dining room server access.	26	#2
To improve circulation for interior traffic flow, remove current wait bar service area, one set of banquettes, and hostess station from current location. Relocate hostess near the entrance to the entire area.	25	#3
Place 8-12 TV's around entire area -- possibly above bar or as drop downs from ceiling.	25	#3
Change doors to PDR to doors that open completely to improve traffic flow.	25	#3
Create a pass through window to the Pool for ordering poolside	25	#3
Lighter window coverings to increase views of the lake for a more open & lighter feel.	24	#4

Larger dance floor placed at east end to accommodate more people.	23	#5
New permanent salad bar per drawing. This will help eliminate bottleneck, allow staff to service from back side and be more sanitary.	23	#5
Install a movable wall that is easy to move, has 360 degree rotation and lockable casters to allow expansion of the fine dining area when needed.	21	#6
3 podium-sized mobile POS stations -- 1 on east end, 1 on west end and 1 near PDR -- set up for wireless if possible	21	#6
Improve ceiling. Purpose is to improve aesthetics & acoustics.	19	#7
Open wall between lounge and hall w/o removing it entirely by glassing the top half of the remaining wall to provide the hostess a sight line to the area.	18	#8
Seating for people waiting. Possible bench seating for 8-12 along wall.	16	#9
Move hall wall a few feet into current hall. Purpose is to improve visibility, traffic flow for servers and eliminate the closed-in feeling for patrons.	14	#10
Create an outdoor dining area with dining room service	13	#11

**Individual write-in comments included the following:**

Absolutely need to change the lipstick  
 Seating for people waiting could be outdoors  
 TV's could be reduced to 10 or less--Other than game day all are not used  
 Rather than outdoor dining, could money be spent somewhere else that better serves the restaurant (training, food service employees)?  
 No more dark colors for furnishings -- Tropical -- Ocean colors-- neutrals, light and colorful  
 Possibly no window coverings -- more contemporary & open  
 Old Hickory pre-prepares salads on salad dishes & members pick up the dish and take to table.  
 Seating for people waiting may be confusing as to who is "up" next  
 1 or 2 POS stations -- don't need 3  
 We need service to pool & pool tables (If we don't want swim suits in lounge)  
 Bar: More bartenders (and not dependent on the H2B help) Higher/More \$ margins w/ beverages vr food! \*No club his size has only 1 bartender year round\*  
 Add a large aquarium which can be seen from 2 sides if we went w/ ocean colors -- Hallway 1/2 wall while people are waiting..?

Su

# HERONS GLEN

## GM F&A Report for January 10, 2022

J.B. Belknap

### Project Updates:

- **Golf Course-** A Certificate of Completion & Lake Management Plan will be forthcoming. Reviewing updated invoicing and payment percentages tomorrow with Clarke Construction.
- **CLIS:** In December, Turcor's Mark Grenert completed his CLIS audit which covered information on the Controllers, Valve Boxes, Scheduled Run Times, Wire summary, inventory recommendations, budgets, and a short-term & long-term plan. In my conversations with Mark, the major issue is replacing the 30-year-old field wires going from the Super Decoders to the valve boxes, particularly on the front half of the community. He has developed scope of work plan and specifications so that we can request vendors to bid on the work. We spoke with one vendor, Mainscape on Thursday to discuss Turcor's CLIS audit, scope of work plan, and specifications. In order to receive accurate budget numbers for the wire path and valve repairs, Ryker will be providing them information starting on the front half of the community first and then turning our attention to the back half.
- **Stultz Managed Projects:** I'm in contact with either Stultz or our engineer on a daily basis concerning information on the LDO. I've reached out to our District 4 commissioner, Brian Hamman's office along with Shawn McNulty, the Lee County Building Official & Floodplain Administrator at the Department of Community Development. We certainly don't want to make any enemies in the County permitting office but this LDO has dragged out long enough. Rich Small told me last week he's never seen anything like it. As a reminder, Lee County is allowing us to have two separate Limited Development Orders issued for our projects. The Golf Course runs on its own timeline and the other projects will have one issue date with multiple completion dates for each of the projects and can be placed in service separately when complete.
  - **Restaurant/Pool Deck:** The PSTF committee and Management will meet tomorrow at 1:30 with Stultz, RG Architecture and Wegman Design. The design team will present and discuss concepts for the restaurant and pool deck renovation.
  - **Bridge:** Hans Wilson Marine Engineers will provide Stultz with a proposal to evaluate our underwater bridge pilings for structural integrity. Hans Wilson was also the firm we hired for the #5 lake bathymetric study in December.
  - **Multi-Use Path:** Bill Kulkoski, Dan Parker and I had a meet and greet with Collier Paving Friday to view and discuss the Multi-Use path from Mystic to Wheelock. We talked about a variety of issues including width of the path, tree removal, root barriers, etc. Collier has enough information to give us a rough order of magnitude estimate which, from our initial discussions, will fit within our budget. Other bids would have to be procured if the District plans on doing this outside of Stultz's scope. Once a budget number is established, the District will meet with the HOA to discuss a game plan moving forward.
  - **Tennis lights:** Wisconsin Lighting Lab will ship the new LED tennis lights early next week to our local electric company, Kirkwood. Dan Parker is in contact with them to set installation dates/times.
  - **Sports Complex/Pickleball:** Scope of work in the LDO includes such things as flipping the location of the bocce and shuffleboard courts, new shade structures for Sports Complex, lighting for the two new pickleball courts, etc.

DATE: 1/10/22



### SIGN-IN SHEET

Please sign in for the meeting and indicate whether you are here as a committee member, supervisor, resident, etc. Thank you!

Please Print Name	Committee Member/Supervisor/Resident
Bob Stewart	
Elaine Sawyer	member/Resident
Cindy Edmunds	member
Bernadette Schirra	Member
Mary Ann Polunin	supervisor
BARRY HOPPER	Member
Mary Ann Simpson	Mary Ann Simpson member
William Kulkosky	SUPERVISOR
Karen Mars	member

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, February 14, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	X		
Andrea Edmunds	X	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	-	Wendy Shea	-
Karen Mars, Chair	X	Peter Overs, Supervisor	X
Elaine Sawyer	X	Howard Young, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	2

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance.
- III. **APPROVAL OF MEETING MINUTES – (January 10, 2022)**  
Chair Mars asked the committee if there were any corrections to the January 10, 2022, minutes, and hearing none, the minutes for January 10, 2022, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) There were no prior concerns referred to Management from the January 10<sup>th</sup> meeting.
    - 2) GM Belknap informed the committee that due to a computer issue he was unable to send his GM Report before the meeting.
    - 3) GM Belknap stated that on Friday, Herons Glen finally received the LDO from the county for the additional 5 Bond Projects: the Sports Complex, the Pickleball courts, the golf course restroom, the Storage building, and the Pool Deck. Management has been in communication with Stultz Construction on obtaining updated cost estimates for all the projects. There is a possibility of beginning work on the Storage building, Pickleball courts and golf course restroom as soon as the costs are determined. The Bocce courts and the pool deck will be offseason projects.
    - 4) As reported two weeks ago the new LED tennis lights were installed and the unveiling ceremony was held. Andy Edmunds asked if the lighted tennis courts have been used since the grand opening. GM Belknap stated that they were being used.
    - 5) The Board of Supervisors has hired a forensic engineer to evaluate the bridge near the pro shop. They feel that it is in good shape, but they are erring on the side of safety by having a forensic engineer report on its condition.

- 6) The HGRD is currently obtaining cost proposals on repair and maintenance of the multi-use path.
  - 7) The HVAC replacement for the dining room, kitchen and lounge that was to begin on Monday, February 14<sup>th</sup> has been delayed due to supply chain issues. The replacement will most likely be done in March.
- B. Report on prior issues referred to the Board – Supervisor Kulkoski stated that the Problem-Solving Committee looking into the improvement of the restaurant is moving ahead with this project. They are working with the architects and designers on enlarging the bar area without taking too many dining room seats out but this project will be accomplished in the summer.

The Board has asked that the Facilities and Amenities Advisory Committee take on the issue that has been brought up by many residents for several years and that is the privatization of the Nest Restaurant. Chair Mars will discuss this request from the Board later in the agenda.

- C. Report on prior issues that required further study
- 1) A Narrative report on the pros/cons of privatization of F&B – Chair Mars stated that the request from the board for a narrative report on the pros and cons of privatization of the Food & Beverage operation including experiences of other clubs and/or institutions who have tried privatization. In addition to the privatization question is a comparison of other food and beverage operation to our own. It should include comparing the subsidy paid for services rendered. This subject of privatization comes up every couple of years, so the Board would like to have a narrative report from this committee on file. Chair Mars opened the discussion on stating that the Herons Glen Food & Beverage operation includes the fine dining room, the casual lounge, the private dining room, the ballroom, and the pool area. The residents of Herons Glen underwrite this amenity at a cost of approximately \$250 per unit per year. Chair Mars asked for pros and cons from the committee on privatization so she could put together a report for the Board of Supervisors. Discussion from the committee included the following negative issues resulting from privatization: our current model for the F&B is a resident satisfaction and it would change to a profit driven model, residents ability to have dialog with management to express either their satisfaction or dissatisfaction with the operations would be removed, residents would see an increase in prices in addition to losing their 10% discount, no control over food quality, personnel quality, prices or hours of operation, increased traffic and security issues, Thursday night live entertainment would likely not occur, retaining our liquor license would be dependent on the lessee, loss of the rights to the ballroom for activities such as Bingo, exercise classes, dance classes, concert series, spring play, social parties, dances, card socials, etc., residents would have to spend more on their events due to having to pay “rent” for use of the ballroom, possible loss of long-time dedicated employees would be let go by the new management, if the lessees leave there might be equipment missing or damaged and replacement/repair costs would be the responsibility of the residents, and if the lessee leaves it would take an unknown amount of time to either resume Herons Glen management of the operation or locate a suitable tenant.

Some advantages of privatization brought up included: increased hours of operation, a fresh menu, increase in prices might be partially balanced by an

increase in food and service quality, personnel issues would not be a problem for HG management but would be the responsibility of the lessee, and it might reduce the assessment fees for the residents. Chair Mars will put together a report on all that was discussed and send it out to the committee for review before sending to the Board. She stated that if the committee had any additional ideas or thoughts to email her.

2) A review for the dress code, hours, and other rules on F&B – Chair Mars stated that the Board would like the F&A committee to review the dress code, hours and other rules concerning Food & Beverage in anticipation of the renovation of the restaurant. The renovation is currently expected to create one large casual dining area with a central bar and fine dining available in the current private dining room for special occasions and events. The committee was given a copy of the current Dress Code for the Nest. Discussion on the issue included: what some other clubs in the area do as far as dress codes, whether to allow ball caps/visors in the dining room areas, setting a certain time that caps could be worn in the dining room areas or lounge, whether ball caps can be worn backwards, bathing attire in the lounge, whether jeans are allowed, whether cargo shorts, jean shorts, t-shirts, flip flops are allowed in the restaurant, whether collared shirt be tucked in and who at the restaurant will enforce the dress code. After discussion, the committee will review the dress code later when the renovations begin.

## **V NEW BUSINESS –**

A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.

Robert Stewart stated his concern that all doors at the clubhouse be ADA compliant. After discussion on the issue, management will consult with Stultz Construction on ADA compliancy for the clubhouse and report his findings at the next meeting.

A committee member asked if the dance floor in the ballroom be cleaned more often for the classes that use the dance such as yoga, etc. GM Belknap will check with Dan Parker.

GM Belknap will get with Dan Parker on the problem in the main dining room/pdr as far as the transition from carpet to dance floor and with the smell in the bathrooms near the ballroom.

B. Resident concerns/requests regarding recreational activities. – No resident concerns/requests regarding recreational activities were given.

C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS

There was a question why they stopped taking reservations in the lounge. Reservations were taken in the lounge only during Covid. Reservations are only accepted in the dining room. Other issues discussed included: why the kitchen closed at 8:00 p.m. on Super Bowl, why the hours of operation are not posted at the restaurant, not all servers are using the tablets, restaurant staff needs to have more training, doors at the lounge/restaurant should not be locked when there are people in the restaurant, conflict between wait staff and management in front of residents, and happy that there is a new wine menu but unhappy with the quality of the house wine. GM Belknap will investigate conflicts with the wait staff and the house wines.

A committee member questioned whether the pool was pressure washed. GM Belknap stated that the pool was closed for a day and a half and acid washed and pressure cleaned. He also said that Dan Parker has an afternoon worker that cleans the high volume filters every day.

Supervisor Young asked if the fresh popped popcorn could return to the lounge. GM Belknap stated he would speak to Jason.

**VI NEXT MEETING DATE** – Monday, March 14, 2022 – 2:00 p.m. – CR-C/Zoom

**VII ADJOURNMENT** – Meeting adjourned at 3:45 p.m.

DRAFT APPROVED:

Approved  
Karen Mars, Chair

February 17, 2022  
Date

## HGRD FACILITIES & AMENITIES ADVISORY COMMITTEE

	Present		Present
Sandra Dresch			
Andrea Edmunds		William Kulkoski, Board Liaison	
Barry Hopper-Ex-Officio			
Tiff Lauzau, Vice Chair			
Karen Mars, Chair		Wendy Shea, Office Manager	
Elaine Sawyer		J.B. Belknap, General Manager	
Bernadette Schirra			
Mary Ann Simpson		Residents:	
Robert Stewart-Ex-Officio			

### FACILITIES & AMENITIES AGENDA

Monday, February 14, 2022

2:00 p.m. (CR-C/Zoom)

- |      |  |                  |
|------|--|------------------|
| I.   | CALL TO ORDER  | Karen Mars       |
| II.  | WELCOME  | Karen Mars       |
| III. | APPROVAL OF MEETING MINUTES (January 10, 2022)   | Karen Mars       |
| IV.  | OLD BUSINESS   | Karen Mars       |
|      | A. Report on prior concerns referred to Management   | J.B. Belknap     |
|      | B. Report on prior issues referred to the Board  | William Kulkoski |
|      | C. Report on prior issues that required further study  | Karen Mars       |
|      | 1) Request from the Board of Supervisors:  |                  |
|      | a) A narrative report on the pros/cons of privatization of F&B   |                  |
|      | b) A review of dress code, hours, and other rules on F&B   |                  |
| V.   | NEW BUSINESS   | Karen Mars       |
|      | A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds. |                  |
|      | B. Resident concerns/requests regarding recreational activities  |                  |
|      | C. Resident concerns regarding <u>recurring</u> problems in the general operation of Golf, F&B, and CLIS         |                  |
| VI.  | NEXT MEETING DATE – Monday, March 14, 2022 – 2:00 PM – CR-C/Zoom   |                  |
| VII. | ADJOURNMENT  |                  |

Committee Email: [facilities.amenities@hgrdnfm.com](mailto:facilities.amenities@hgrdnfm.com)

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, January 10, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	-		
Andrea Edmunds	X	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	Zoom	Wendy Shea/Karon Bennett	X
Karen Mars, Chair	X	Peter Overs, Supervisor	Zoom
Elaine Sawyer	X	Mary Ann Polvinen, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	0

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance.
- III. **APPROVAL OF MEETING MINUTES – (October 13, 2021)**  
Chair Mars asked the committee if there were any corrections to the October 13, 2021, minutes, and hearing none, the minutes for October 13, 2021, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) Pizza available from Restaurant more days a week – GM Belknap informed the committee that since October the restaurant has been offering pizza Wednesdays, Thursdays, Fridays, and Saturdays and serving flatbread pizzas on Sundays. He reported that from October to the end of December there were 345 (Medium/Large) Pizzas ordered and 82 Personal Pizzas. Chair Mars asked if the cost to turn on the ovens has been an issue or not. GM Belknap stated that the cost is negligible. Some committee members thought that pizza should also be served on Sundays. GM Belknap stated that flatbread pizzas are currently being served on Sundays. Supervisor Polvinen asked if pizza was not served on Wednesday when the special dinners are served like Mongolian, etc. and instead serve pizza on Sundays.

GM Belknap asked if anyone had any questions on his GM Report to the F&A Committee. (See Attached Report). There were no questions, but the report included the following information: Golf Course Update, CLIS System, Stultz Managed Projects: (Restaurant/Pool Deck, Bridge, Multi-Use Path, Tennis Lights, Sports Complex/Pickleball, F&B Operations: (H2B's, Covers-Averaged 140-160 last week, Petra-training session on January 17<sup>th</sup>, H2B Program for 2022-2023), and the Connie Weyer Memorial Street Sign.

- 2) Report on prior issues referred to the Board  
Supervisor Kulkoski stated the Board of Supervisors have tasked the Facilities & Amenities Advisory Committee to develop a comprehensive Mission Statement for the Food and Beverage department. The Board would like the committee to do an analysis of a comparison to other similar clubs to Herons Glen, an analysis of possible privatization of the restaurant, and a management and employee analysis. As we are in mid-season, we must encourage the staff to work efficiently and put out as good a product as they can. This analysis will take some time and should be completed by the end of the season and therefore see what went right and areas need improvement.

Chair Mars made a presentation on the types of restaurant operations in our area and what their main goal and mission is.

**Commercial restaurants** like Applebee's, etc. main goal is to serve good food and service and turn a profit.

**Institutional restaurants** like schools or hospitals, etc. is to serve good food at a reasonable price and serve a lot of people on a short time frame. This type of restaurant is not concerned on turning a profit.

**Herons Glen Food and Beverage** does not have a goal to make a profit and does not have a time schedule. This is where the Mission Statement can help in determining our goals for the Food & Beverage Department. She stated that we need to stop comparing Herons Glen to commercial or institutional establishments but instead compare us to similar country clubs in the area.

Chair Mars said that the committee first needs to come up with a short Mission Statement and then an action plan to carry the mission statement out. She put up a flip chart and wrote down ideas (words) that should be part of the Mission Statement. Some of the words or phrases included: describing the type of restaurant and food served, describing the staff, describing the atmosphere (Fine Dining or Casual Dining) and the type of food being served.

Robert Stewart felt that the committee needs direction and that there is a need for a Mission Statement, and he read his motorcycle club's mission statement as an example. Bernadette Schirra said the statement should include words like inviting atmosphere with quality food and service. Andy Edmunds felt a Mission Statement is not needed.

Through committee brainstorming of terms and ideas, the following statement was constructed and will be used as a beginning basis for creating the Mission Statement: **The Food and Beverage operations mission is to consistently provide our residents affordable flavorful food served by friendly and efficient staff in an inviting atmosphere.**

The committee then went on about issues with the restaurant such as: sandwiches and salads are inconsistent, a la carte dinner entrees are the main issue as far as consistency, no wine or beer menu, servers not using the iPad's, expeditors are not doing a good job, more training is needed, need to change up the menu every quarter, too much infighting by servers to management, and the need for more technology to improve the service. Tiff Lauzau stated that he has been a member of the committee for three years and nothing has changed – the staff needs more training. He also stated that Jason is a great chef, and he is not the issue. Barry

Hopper wanted the Secret Shopper to be revisited and the committee needs to take a hard look at whether the restaurant management is doing a good job.

GM Belknap stated that Petra was hired as the dining room manager and has a lot of experience as a manager at the Veranda for 8 years and at Pine Lakes. She has only been on the job for a month and will be having a dedicated training session with all the servers and bartenders on Monday, January 17<sup>th</sup>. Petra will be addressing weakness of the staff and finding solutions. Besides the FOH duties she is also helping to expedite and run food so Jason can concentrate on quality control coming out of the kitchen. She is also staggering reservations for large events to improve the flow of tickets coming into the kitchen. GM Belknap stated that the demand for nonimmigrant workers is skyrocketing in SW Florida. Planning is key to ensure that we will be properly staffed next year. The winter-season cap is likely to be reached even earlier next year and we will have to hit the ground running in April. Supervisor Polvinen stated that there are other avenues for training such as Northstar and outside companies if needed. GM Belknap stated that Jason rolled out his new a la carte lunch and dinner menus and has had numerous compliments on the new menu. Karon Bennett helped with the roll out and the promotion and she is using a new platform, Constant Contact, to enhance our F&B marketing to the residents.

Chair Mars again explained that the Board would like data on the comparisons to other clubs and would like the F&A Committee to come up with a report to give to the Board by the end of the season. Chair Mars said that she can split up committee assignments on obtaining information on other clubs. Some other information that is needed from other clubs included: Privatization of the F&B department, staffing (such as what other clubs have as far as Head Chef, Food & Beverage Manager, Dining Room Managers, and Sous Chefs). Chair Mars said she will take the ideas for club comparisons presented and create an action plan for the committee to use to move forward on the Board's request for more data.

- 3) Report on prior issues that required further study
  - 1) Feedback from residents and committee members on Restaurant renovation including outside Dining – Chair Mars stated that the survey of residents and committee members on the renovation was presented to the Board and the Board has passed the results on to the architect to incorporate in the design.

## **V NEW BUSINESS –**

A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.

Robert Stewart stated that he has noticed that people were in the spa in the evening with glasses and asked who is responsible to enforce the rules of no glass on the pool deck and if there are cameras at the pool deck. It was also brought up that non-resident golfers are bringing their families to use the pool while they golf. GM Belknap stated that if there are any issues with the pool, they need to contact the Administration office and it will be handled.

B. Resident concerns/requests regarding recreational activities.

Andy Edmunds stated that she thinks there is a miscommunication with what was promised at the Townhall meeting regarding lights on the pickleball courts. Supervisor Polvinen stated that all pickleball issues should be addressed by Howard Young. GM

Belknap informed the committee that he is in constant contact with Tim Kerns who is the chair of the Pickleball Association and that the plans are that this spring/summer that two new courts will be built, and they will be lit. Electric will be run to all courts to be used in the future.

C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS

Discussion on whether to close the golf course all day on Monday's as it has been done during the summer for maintenance. GM Belknap stated that Tim is ecstatic to have Monday afternoon to do maintenance on the course when it is warm and there is no need to have the course closed all day on Mondays. Committee members all stated that the golf course looks great.

Discussion on the CLIS system and the run times. GM Belknap stated that the major issue is replacing the 30-year-old field wires going from the super decoders to the valve boxes, particularly on the front half of the community. Ryker has developed a scope of work plan and specification so that we can request vendors to bid on the work. If there are any questions on run times, you need to contact the Irrigation Department and they can let you know your run times. Barry Hopper and Chair Mars stated that the CLIS department is doing a great job.

Discussion on Memorial Trees and Benches and on the HOA Memorial Garden.

**VI NEXT MEETING DATE** – Monday, February 14, 2022 – 2:00 p.m. – CR-C/Zoom

**VII ADJOURNMENT** – Meeting adjourned at 3:44 p.m.

DRAFT APPROVED:

Approved  
Karen Mars, Chair

January 13, 2022  
Date

**From:** Karen Mars <karen.mars01@gmail.com>  
**Sent:** Monday, January 31, 2022 6:51 AM  
**To:** Dresch; Andi Edmunds; Barry Hopper; Tiff Lauzaj; masimpson1980@outlook.com; Sawyer; Bernadette Schirra; Stewyscustoms@hotmail.com  
**Cc:** William Kulkoski; Wendy Shea  
**Subject:** Items for committee  
**Attachments:** Extract Pages From HGRD Rules.pdf

Hi All,

I attended the HGRD Board meeting last Monday and gave a progress report on the committee's work. The Board was surprised that we were working on a Mission Statement for Food & Beverage and at that time indicated that it did NOT want us to continue working on this Mission Statement.

The Board did vote to send to committee two things:

1. 1. A request for a narrative report on the pros and cons of privatization of the Food & Beverage operation including experiences of other clubs and/or institutions who have tried privatization. In addition to the privatization question is a comparison of the other food and beverage operations to our own. It should include comparing the subsidy payed for services rendered. The data the board currently has says we have the lowest subsidy of the 20 or so clubs it has data on. The question is "What do they get that we don't for what they pay?" It may show us "benefits and or services" we should be considering.
2. 2. A review of dress code, hours and other rules concerning Food & Beverage in anticipation of the renovation of the area. The renovation is currently expected to create one large casual dining area with a central bar and fine dining available in the current private dining room for special occasions and events. This will also require contact with other clubs to find how clubs who have gone casual previously have handled these questions. If a divider is in play what and how should the dress codes be handled. Same as today? Regulated by the time of the day? Type of gathering (ie MGA, HGLGA, member guest) etc. ?

Attached are the current rules we will be reviewing at our next meeting on Feb. 14<sup>th</sup>. I am confident that this is what the board is looking for and apologize for spending your time working on something that was not what was wanted.

Hope to see everyone on the 14th.

Karen

### III. FACILITIES & EVENTS

1. The Facilities provide a variety of social, cultural and recreational events in which all Residents and Permitted Non-Residents may participate.
2. The Executive Assistant to the General Manager or the Food & Beverage Manager shall be responsible for scheduling the use of the facilities, including the Ballroom, in accordance with the Herons Glen Recreation District Policies & Procedures Manual and as amended from time to time by the Board of Supervisors.
3. Reservations for use of the Facilities, with the exception of the Ballroom, will be held for only fifteen (15) minutes after the reserved time. Cancellation of a reservation after the deadline for cancellation, or failure to cancel a reservation, may result in the Resident or Permitted Non-Resident being charged a cancellation fee as determined by the Board of Supervisors.
4. All food and beverages consumed within Clubhouse Facilities must be furnished by the Herons Glen Food & Beverage Operation or in accordance with the HGRD Policies & Procedures Manual. At Resident functions where food is provided by Herons Glen or residents, alcoholic beverages must be purchased through the restaurant.
5. Outside catering may be permitted by written permission from Management in accordance with the HGRD Policies & Procedures Manual.
6. No Resident or Permitted Non-Resident is allowed in service or posted restricted areas.
7. Children under the legal drinking age are not permitted in any area where liquor is being sold, unless accompanied by an adult.
8. Residents and Permitted Non-Residents will dress in a fashion befitting the surroundings and atmosphere provided at the Facilities. Guests will be advised by Residents and Permitted Non-Residents of the dress requirements. Neither muscle shirts nor uncovered bathing suits are permitted inside the Facilities. Shirts and shoes must be worn at all times when in the Facilities. The dress code is mandatory. Failure to comply may cause the person to be asked to change; failure to comply may result in refusal of admission. Dress requirements may be published from time to time by the Board of Supervisors.
9. **Dining Room Dress Code**  
Residents and Permitted Non-Residents will dress in a fashion befitting the surroundings and atmosphere provided at the Facilities. Guests will be advised by Residents and Permitted Non-Residents of dress requirements. Men and women are required to wear appropriate "resort casual" attire. Men are required to wear shirts with sleeves. Pool attire, bare feet and tee shirts are not allowed. Slacks or shorts with a minimum outside finished seam of 18 inches are considered to be proper attire. The wearing of baseball caps or visors will not be allowed in the Dining Room. In all cases of questionable attire, Management shall have the final responsibility and authority for determining what attire may be deemed as inappropriate. Failure to comply may cause the person to be asked to change attire, or result in refusal of admission or service. Children's attire (13 years

and under) may be informal at the Dining Room Manager's discretion.

**10. Eagles Nest (Casual Lounge) Dress Code**

Apparel shall be appropriate for the surroundings and atmosphere of a casual lounge in a resort setting. Baseball caps, hats and visors are acceptable in the Eagles Nest. Tee shirts are acceptable as long as no offensive language or printing is on them. Men are required to wear shirts with sleeves. Footwear must be worn at all times. Bathing suits must be covered on those who enter from the pool area to place an order. Management shall have the final responsibility and authority for determining what attire may be deemed as inappropriate. Failure to comply may cause the person to be asked to change attire or result in refusal of admission or service.

11. No conversation conducted through any electronic device is permitted at any time in the Herons Nest Restaurant or when attending ballroom events. Cellular phones or other electronic devices must be placed on silent or vibrate when in the Herons Nest Restaurant or when attending ballroom events.

12. Permission of Management must be obtained prior to the use of any office equipment in the Facilities.

## **Re: A critical evaluation of the privatization of the Herons Glen Food & Beverage operation**

The Herons Glen Food & Beverage operation includes the fine dining room, the casual lounge, the private dining room, the ballroom and the pool area. The residents of Herons Glen underwrite this amenity at a cost of approximately \$250 per unit per year. There has been recent community discussion on the advantages of leasing this amenity to a private business. This committee was asked to evaluate this option.

The amenity-model we now follow is driven by a desire to provide residents with a club experience. Leasing to a private enterprise would change this from a **resident satisfaction driven model** to a **profit driven model**. Residents' ability to have dialog with management to express either their satisfaction or dissatisfaction with the operation of the facility would be removed. As the facility transforms to a profit-driven model, residents would see an increase in prices in addition to losing their 10% discount and would have no control over such things as food quality, personnel quality, prices, or hours of operation. Live entertainment in the dining area performs at a fiscal loss and would likely be terminated. Retaining our liquor license would be dependent on the lessee.

In search of profits, there would be an effort to bring more of the general public into the community. This would result in increased traffic on our resident maintained streets, increased vehicles in our clubhouse parking lots and a loss of control over where people travel once they are inside the gate. Increased traffic could also endanger our residents who traverse the community by bicycle and/or golf cart and escalate the need for front gate and roving security thereby increasing those costs.

The loss of resident control of the ballroom effects activities such as Bingo, exercise classes, dance classes, self-improvement classes, concert series programs, and the spring play. Renting back our facility for these activities would mean the cost would necessarily increase to cover the rental charges and some may become fiscally untenable. We would also need to rent our own facility for such things as our Resident Event parties and our sports and social groups' dinner dances, thereby increasing prices for those events as well.

Lessees are often short term for various reasons. A nearby community lost two lessees in 2 years. At the end of a lease, equipment is often missing or damaged and replacement/repair costs would be the responsibility of residents. In the event of the loss of a lessee it would take an unknown amount of time to either resume Herons Glen management of the operation or to locate a suitable new tenant. During this transition time there would be no Food & Beverage service for our residents or any of our resident groups.

Some advantages of privatization for our residents are increased hours of operation and a fresh menu, at least initially. The increase in prices might be partially balanced by an increase in food and service quality. Reliable personnel has been a continuing problem for the Glen and that problem would be transferred to the lessee, however that could also mean that long-time dedicated employees would be let go.

*After due consideration, this committee does not feel that it is in the best interests of our residents to pursue the privatization of our Food & Beverage operation. The \$250 per year per unit cost is more than offset by the advantages residents derive from having the Food & Beverage operation in house and under resident-controlled management.*

# ATTENDANCE RECORD

Meeting Type: Facilities & Amenities

Date: 2/14/28 Time: 2pm

PLEASE PRINT YOUR NAME BELOW

1	Peter OVERS
2	Marta Shee
3	Clara Seeryn
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**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, March 14, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	X		
Andrea Edmunds	-	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	Zoom	Wendy Shea	X
Karen Mars, Chair	X	Peter Overs, Supervisor	X
Elaine Sawyer	-	MaryAnn Polvinen, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	0

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance.
- III. **APPROVAL OF MEETING MINUTES – (February 14, 2022)**  
Chair Mars asked the committee if there were any corrections to the February 14, 2022, minutes, and hearing none, the minutes for February 14, 2022, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) ADA Compliant – All doors in the Clubhouse – GM Belknap thanked Bob Stewart for bringing this ADA compliancy issue to his attention at last month’s meeting and for sending him the handicap accessibility & ADA codes. GM Belknap met with Dan Parker, Facilities Maintenance Manager who has contacted our door company who will be coming out to access the issue and determine a cost for making the doors compliant. In the meantime, Dan Parker is lubricating the hinges and closers and accessing which doors take more than 5 pounds of pressure to open. We will audit the number of doors that need to be addressed and make the needed corrections. Barry Hopper informed GM Belknap that the restaurant door on the cart path side would not open – GM Belknap will notify Dan Parker.
    - 2) Cleaning of the Dance Floor in the Ballroom – GM Belknap contacted Dan Parker and was informed that the dance floor in the ballroom is cleaned 2 to 3 times a week. If more cleaning days are needed, Dan will instruct the cleaning company to clean more often.
    - 3) Conflicts with restaurant management and staff in front of residents – GM Belknap met with Jason and Petra to discuss the issue. GM Belknap stated that all criticism should be addressed in private and praise in public. He feels that going forward this will not be an issue. Barry Hopper stated that at the last Concert Series show, Petra was more positive in her attitude. Mary Ann Simpson stated that Petra uses

the term "It is my pleasure" and hopes that other employees in the restaurant use it instead of saying "no problem".

- 4) **Returning Popcorn to the Lounge** – GM Belknap spoke with Jason on the possibility of returning popcorn in the lounge. Popcorn making in the lounge takes away a server or bartender from their regular work to make the popcorn. There is also the smell associated with the popcorn that permeates the whole restaurant along with the oil. Jason is considering purchasing pretzels or bar snacks instead of the popcorn.
- 5) **GM F&A Report** – GM Belknap discussed the following in his GM report: 1) The five Stultz managed projects: Restaurant/Pool Deck, the Bridge, the multi-use path and the Sports Complex/Pickleball. 2) Operations issues such as the storm drain cleanout, the HVAC installation for the kitchen and the ADA accessibility. (See attached report). The committee did not have any questions on the report.

**B. Report on prior issues referred to the Board** – There were no prior issues referred to the Board from last month's meeting.

**C. Report on prior issues that required further study**

- 1) **A Narrative report on the pros/cons of privatization of F&B** – Chair Mars stated that she put together a first draft of a privatization report for the F&B department after last month's discussion by the committee. She wanted to finalize the report and get any additional thoughts or corrections to the report. (See draft Privatization report) The committee discussed additional wording in the report and additional activities that should be listed in the report. Sandra Dresch moved to recommend that the amended Privatization report be presented to the Board of Supervisors for consideration. Bernadette Schirra seconded the motion. A vote was taken, and the motion passed unanimously. Chair Mars stated that she would make the corrections and additions to the report and present it to the Board at its meeting this evening. (See attached final Privatization Report)
- 2) **A review for the dress code, hours, and other rules on F&B** – Chair Mars stated that the committee discussed the review of the current dress code, hours and other rules on F&B at last month's meeting and decided to put it on hold until renovations begin for the restaurant. She has been receiving possible dress code changes from committee members since the last meeting and feels that before any changes are made that the committee needs to determine first on "what is the goal of the Dress Code? Only then can the committee make up the new rules to accomplish that goal. Discussion included what renovation will be occurring in the restaurant, discussion on whether the style of the new restaurant – casual, open concept, formal, etc., needing to keep the patrons of the restaurant happy by not having so many restrictive rules, and health department rules. Supervisor Polvinen stated that she would bring up at the Board meeting tonight that she thinks that the F&A committee need to look at the entire dress code for not just the restaurant but also for the golf, pool, sports complex, and clubhouse.

## **V NEW BUSINESS –**

**A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.**

Chair Mars asked if Dan Parker can have the cleaning company vacuum the carpet in the loft area. GM Belknap will ask Dan. Mary Ann Simpson asked if there are any rules concerning smoking cigars on the golf course driving range.

The ladies would like to see trash cans and ball washers at all the #5 tees. Chair

Mars said one of the committee members wanted to know if Monday mornings can go back to shot gun starts instead of tee times. GM Belknap said that this is an issue that the Green Committee determines and that having tee times allows Tim to get more work done on the golf course. Some other issues brought up included: management having inconsistent scheduling of events like having Valentines Day on the Saturday before Valentine's Day because it fell on a Monday yet having Ladies and Men's Night out on Monday's, no "pink" wines on the list, more special events in the summertime such as pool parties, 9 and dine, special bocce, tennis or pickleball tournaments, outdoor music, Trivia Nights, and Cooking seminars by Chef Jason. GM Belknap will speak with Jason and Petra on planning summer events. Mary Ann Simpson asked if management could get new paddles and balls for the table tennis players in card room c. Discussion on pool issues of people bringing liquor on the pool deck, splashing, jumping, and screaming. GM Belknap stated that people can always call or come to the Administration office or the restaurant to report any problems. Most of the regulars at the pool seem to regulate the activities that are going on. GM Belknap also stated that the HGRD can investigate possibility of having a lifeguard on duty during the day. Chair Mars asked when the pool renovations occur will the pool deck get lighting for nighttime swimming. GM Belknap said that lighting of the deck and lighting in the pool are planned. Chair Mars said that she heard the lighting around the breezeway is dark. GM Belknap will check into that.

B. Resident concerns/requests regarding recreational activities. – No resident concerns/requests regarding recreational activities were given.

C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS – Bob Stewart had a couple of safety issues at the pool. One is that the handrail to the pool needs another step, and the first aid kit needs to be closer to the pool deck than it is presently outside of the pool restrooms. He also stated that the curtains on the windows at the pool entrance to the lounge should not have curtains on them – it is a safety issue.

VI NEXT MEETING DATE – Monday, April 11, 2022 – 2:00 p.m. – CR-C/Zoom

VII ADJOURNMENT – Meeting adjourned at 3:30 p.m.

DRAFT APPROVED:

Approved  
Karen Mars, Chair

March 16, 2022  
Date

## HGRD FACILITIES & AMENITIES ADVISORY COMMITTEE

	Present		Present
Sandra Dresch			
Andrea Edmunds		William Kulkoski, Board Liaison	
Barry Hopper-Ex-Officio			
Tiff Lauzau, Vice Chair			
Karen Mars, Chair		Wendy Shea, Office Manager	
Elaïne Sawyer		J.B. Belknap, General Manager	
Bernadette Schirra			
Mary Ann Simpson		Residents:	
Robert Stewart-Ex-Officio			

### FACILITIES & AMENITIES AGENDA

Monday, March 14, 2022

2:00 p.m. (CR-C/Zoom)

- I. CALL TO ORDER Karen Mars
  
- II. WELCOME Karen Mars
  
- III. APPROVAL OF MEETING MINUTES (February 14, 2022) Karen Mars
  
- IV. OLD BUSINESS Karen Mars
  - A. Report on prior concerns referred to Management J.B. Belknap
    - 1) ADA compliant – All doors in Clubhouse
    - 2) Cleaning of the Dance Floor in the Ballroom
    - 3) Conflicts with management and staff at restaurant
    - 4) Returning Popcorn to the Lounge
  
  - B. Report on prior issues referred to the Board William Kulkoski
  
  - C. Report on prior issues that required further study Karen Mars
    - 1. Narrative report on the pros/cons of privatization of F&B
    - 2. Items to consider when updating dress code for F&B
  
- V. NEW BUSINESS Karen Mars
  - A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.
  
  - B. Resident concerns/requests regarding recreational activities
  
  - C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS
  
- VI. NEXT MEETING DATE – Monday, April 11, 2022 – 2:00 PM – CR-C/Zoom
  
- VII. ADJOURNMENT

Committee Email: [facilities.amenities@hgrdnfm.com](mailto:facilities.amenities@hgrdnfm.com)

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, February 14, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	X		
Andrea Edmunds	X	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	-	Wendy Shea	-
Karen Mars, Chair	X	Peter Overs, Supervisor	X
Elaine Sawyer	X	Howard Young, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	2

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance.
- III. **APPROVAL OF MEETING MINUTES – (January 10, 2022)**  
Chair Mars asked the committee if there were any corrections to the January 10, 2022, minutes, and hearing none, the minutes for January 10, 2022, were approved as presented.
- IV. **OLD BUSINESS –**
  - A. Report on prior concerns referred to Management –
    - 1) There were no prior concerns referred to Management from the January 10<sup>th</sup> meeting.
    - 2) GM Belknap informed the committee that due to a computer issue he was unable to send his GM Report before the meeting.
    - 3) GM Belknap stated that on Friday, Herons Glen finally received the LDO from the county for the additional 5 Bond Projects: the Sports Complex, the Pickleball courts, the golf course restroom, the Storage building, and the Pool Deck. Management has been in communication with Stultz Construction on obtaining updated cost estimates for all the projects. There is a possibility of beginning work on the Storage building, Pickleball courts and golf course restroom as soon as the costs are determined. The Bocce courts and the pool deck will be offseason projects.
    - 4) As reported two weeks ago the new LED tennis lights were installed and the unveiling ceremony was held. Andy Edmunds asked if the lighted tennis courts have been used since the grand opening. GM Belknap stated that they were being used.
    - 5) The Board of Supervisors has hired a forensic engineer to evaluate the bridge near the pro shop. They feel that it is in good shape, but they are erring on the side of safety by having a forensic engineer report on its condition.

- 6) The HGRD is currently obtaining cost proposals on repair and maintenance of the multi-use path.
- 7) The HVAC replacement for the dining room, kitchen and lounge that was to begin on Monday, February 14<sup>th</sup> has been delayed due to supply chain issues. The replacement will most likely be done in March.

- B. Report on prior issues referred to the Board – Supervisor Kulkoski stated that the Problem-Solving Committee looking into the improvement of the restaurant is moving ahead with this project. They are working with the architects and designers on enlarging the bar area without taking too many dining room seats out but this project will be accomplished in the summer.

The Board has asked that the Facilities and Amenities Advisory Committee take on the issue that has been brought up by many residents for several years and that is the privatization of the Nest Restaurant. Chair Mars will discuss this request from the Board later in the agenda.

- C. Report on prior issues that required further study

- 1) A Narrative report on the pros/cons of privatization of F&B – Chair Mars stated that the request from the board for a narrative report on the pros and cons of privatization of the Food & Beverage operation including experiences of other clubs and/or institutions who have tried privatization. In addition to the privatization question is a comparison of other food and beverage operation to our own. It should include comparing the subsidy paid for services rendered. This subject of privatization comes up every couple of years, so the Board would like to have a narrative report from this committee on file. Chair Mars opened the discussion on stating that the Herons Glen Food & Beverage operation includes the fine dining room, the casual lounge, the private dining room, the ballroom, and the pool area. The residents of Herons Glen underwrite this amenity at a cost of approximately \$250 per unit per year. Chair Mars asked for pros and cons from the committee on privatization so she could put together a report for the Board of Supervisors. Discussion from the committee included the following negative issues resulting from privatization: our current model for the F&B is a resident satisfaction and it would change to a profit driven model, residents ability to have dialog with management to express either their satisfaction or dissatisfaction with the operations would be removed, residents would see an increase in prices in addition to losing their 10% discount, no control over food quality, personnel quality, prices or hours of operation, increased traffic and security issues, Thursday night live entertainment would likely not occur, retaining our liquor license would be dependent on the lessee, loss of the rights to the ballroom for activities such as Bingo, exercise classes, dance classes, concert series, spring play, social parties, dances, card socials, etc., residents would have to spend more on their events due to having to pay "rent" for use of the ballroom, possible loss of long-time dedicated employees would be let go by the new management, if the lessees leave there might be equipment missing or damaged and replacement/repair costs would be the responsibility of the residents, and if the lessee leaves it would take an unknown amount of time to either resume Herons Glen management of the operation or locate a suitable tenant.

Some advantages of privatization brought up included: increased hours of operation, a fresh menu, increase in prices might be partially balanced by an

increase in food and service quality, personnel issues would not be a problem for HG management but would be the responsibility of the lessee, and it might reduce the assessment fees for the residents. Chair Mars will put together a report on all that was discussed and send it out to the committee for review before sending to the Board. She stated that if the committee had any additional ideas or thoughts to email her.

2) A review for the dress code, hours, and other rules on F&B – Chair Mars stated that the Board would like the F&A committee to review the dress code, hours and other rules concerning Food & Beverage in anticipation of the renovation of the restaurant. The renovation is currently expected to create one large casual dining area with a central bar and fine dining available in the current private dining room for special occasions and events. The committee was given a copy of the current Dress Code for the Nest. Discussion on the issue included: what some other clubs in the area do as far as dress codes, whether to allow ball caps/visors in the dining room areas, setting a certain time that caps could be worn in the dining room areas or lounge, whether ball caps can be worn backwards, bathing attire in the lounge, whether jeans are allowed, whether cargo shorts, jean shorts, t-shirts, flip flops are allowed in the restaurant, whether collared shirt be tucked in and who at the restaurant will enforce the dress code. After discussion, the committee will review the dress code later when the renovations begin.

## **V NEW BUSINESS –**

**A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.**

Robert Stewart stated his concern that all doors at the clubhouse be ADA compliant. After discussion on the issue, management will consult with Stultz Construction on ADA compliancy for the clubhouse and report his findings at the next meeting.

A committee member asked if the dance floor in the ballroom be cleaned more often for the classes that use the dance such as yoga, etc. GM Belknap will check with Dan Parker.

GM Belknap will get with Dan Parker on the problem in the main dining room/pdr as far as the transition from carpet to dance floor and with the smell in the bathrooms near the ballroom.

**B. Resident concerns/requests regarding recreational activities. – No resident concerns/requests regarding recreational activities were given.**

**C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS**

There was a question why they stopped taking reservations in the lounge. Reservations were taken in the lounge only during Covid. Reservations are only accepted in the dining room. Other issues discussed included: why the kitchen closed at 8:00 p.m. on Super Bowl, why the hours of operation are not posted at the restaurant, not all servers are using the tablets, restaurant staff needs to have more training, doors at the lounge/restaurant should not be locked when there are people in the restaurant, conflict between wait staff and management in front of residents, and happy that there is a new wine menu but unhappy with the quality of the house wine. GM Belknap will investigate conflicts with the wait staff and the house wines.

A committee member questioned whether the pool was pressure washed. GM Belknap stated that the pool was closed for a day and a half and acid washed and pressure cleaned. He also said that Dan Parker has an afternoon worker that cleans the high volume filters every day.

Supervisor Young asked if the fresh popped popcorn could return to the lounge. GM Belknap stated he would speak to Jason.

**VI NEXT MEETING DATE – Monday, March 14, 2022 – 2:00 p.m. – CR-C/Zoom**

**VII ADJOURNMENT – Meeting adjourned at 3:45 p.m.**

**DRAFT APPROVED:**

Approved  
Karen Mars, Chair

February 17, 2022  
Date

**From:** Andrea Edmunds <alawim@yahoo.com>  
**Sent:** Monday, March 14, 2022 8:24 AM  
**To:** Elaine Sawyer; Barry & Lee Hopper (hopperbarry@gmail.com); Bernadette Schirra (bnschirra77@gmail.com); Board Secretary; Bob & Brenda Stewart (stewyscustoms@hotmail.com); Francis & Carol Lauzau (ftiff03@aol.com); HGRD General Manager; James L. & Karen A. Mars (karen.mars01@gmail.com); masimpson1980@outlook.com; sandraobx@aol.com; Thomas B. Hart; wbkpak@aol.com; Wendy Shea hmyoung@charter.net; Jayne Schwarz (j.schwarz.hg@gmail.com); Lynn Brew; Peter & Mary Ann Polvinen (evenpar321@gmail.com); Peter & Terry Overs (pwovers@gmail.com)  
**Cc:**  
**Subject:** Re: Agenda for the Monday, March 14th Facilities & Amenities Advisory Committee at 2:00 p.m. in CR-C/Zoom

Good morning,  
Unfortunately, I won't be able to attend today's meeting as I'm taking our daughter to the airport.

As far as Dress codes, I think it's too early to make decisions about requirements. Until the "blue print" for renovations to the Nest, Dining room, and possible outside dining is addressed, I think dress code should be tabled.

Residents have asked to me to bring up the following concerns/requests;

-NO cigar smoking on driving range

-Additional trash cans by 5 tees

-Make Monday mornings a "shot gun" start to allow more players

-Personnel issues with Petra

-Inconsistent scheduling by management:

ie... Valentines Day dinner on Saturday not Monday yet Ladies and Mens Night are on Mondays!??

-No "Pink" wine on list, please.

Salad Bar and selling \$15 wines are good ideas.

Summer months: Could more special events take place for full time members? Pool party's once a month? Nine and Dine? Special Bocci, Tennis and Pickleball games/events?

Outdoor music? Trivia Night?

Cook with Chef?

Respectfully,  
Andy Edmunds

[Sent from Yahoo Mail for iPhone](#)

On Sunday, March 13, 2022, 9:27 PM, Elaine Sawyer <e.sawyer@yahoo.com> wrote:

I am unable to attend meeting but worked on a beginning draft on dress code as follows

No flip flops or golf shoes with cleats

Dress shorts, golf shorts, skirts, skorts and dresses need to be mid thigh length

Tennis and pickelball wear is OK prior to 5pm

**From:** Elaine Sawyer <e.sawyer@yahoo.com>  
**Sent:** Sunday, March 13, 2022 9:27 PM  
**To:** Andrea Edmunds (alawim@yahoo.com); Barry & Lee Hopper (hopperbarry@gmail.com); Bernadette Schirra (bnschirra77@gmail.com); Board Secretary; Bob & Brenda Stewart (stewyscustoms@hotmail.com); Francis & Carol Lauzau (ftiff03@aol.com); HGRD General Manager; James L. & Karen A. Mars (karen.mars01@gmail.com); masimpson1980@outlook.com; sandraobx@aol.com; Thomas B. Hart; wbkpak@aol.com; Wendy Shea  
**Cc:** hmyoung@charter.net; Jayne Schwarz (j.schwarz.hg@gmail.com); Lynn Brew; Peter & Mary Ann Polvinen (evenpar321@gmail.com); Peter & Terry Overs (pwovers@gmail.com)  
**Subject:** Re: Agenda for the Monday, March 14th Facilities & Amenities Advisory Committee at 2:00 p.m. in CR-C/Zoom

I am unable to attend meeting but worked on a beginning draft on dress code as follows

No flip flops or golf shoes with cleats

Dress shorts, golf shorts, skirts, skorts and dresses need to be mid thigh length

Tennis and pickelball wear is OK prior to 5pm

Dress jeans are ok, no ripped, torn or multicolored jeans

No muscle shirts or work out wear

No hats after 5 pm

Children will conform to the same dress code. Some leniency will be applied to children under 6

Special events may have a different dress code

It is my suggestion that a 13 year old child is to old and big not to have any dress regulations.

It seems going forward in 2022, our dress code should be gender neutral. I have spoken to some in HR, and they agree

. Tennis

***Elaine Sawyer***

T: 239-940-1386

E: E.Sawyer@yahoo.com



## GM F&A Report for March 14, 2022

J.B. Belknap

### Project Updates:

- **Stultz Managed Projects:** After 11 months, Lee County finally approved the LDO permitting plans for the five Bond projects. Stultz is still receiving updated pricing for bocce, pickleball, pavers, shade structures, etc. Once that is completed, they will come to the Board with their recommendations for plans, specs, and permitting.
  - **Restaurant/Pool Deck:** An Edward Don bar expert furnished Stultz a layout for the bar equipment with pricing. According to Rich, Wegman would also like to plan a meeting, hopefully sometime next week to discuss furniture, fixtures and accessories, (FF&A). Once Stultz confirms available dates and times, I'll contact Mary Ann to coordinate.
  - **Bridge:** Hans Wilson Marine Engineers is scheduled in March to evaluate our underwater bridge pilings for structural integrity. This will determine the bridge's priority on the project list.
  - **Multi-Use Path:** We are discussing repairing the Multi-Use path from Mystic to Wheelock including widening of the path, tree removal, root barriers, etc. Collier Paving has provided a proposal but we are working with our engineer regarding what type of approvals will be required.
  - **Sports Complex/Pickleball:** Scope of work in the LDO includes such things as flipping the location of the bocce and shuffleboard courts, new shade structures for Sports Complex, lighting for the two new pickleball courts, etc.

### Operations:

- **Storm Drain Cleanout:** As you know, Clarke Construction transported a lot of dirt and material this past summer during the golf course renovation. Some of the dirt escaped the trucks and was spread out on the roads, particularly at the sharper turns. Tim has been in contact with Sewer Viewer who will be out Wednesday to inspect and scope any storm sewer pipes for blockages.
- **HVAC Installation:** This past week, B&I installed two 7.5-ton AC units above the Lounge along with two exhaust fans and make up air fans in the kitchen. The two 10-ton kitchen AC units remain on backorder but are expected to arrive in April. Dan Parker is overseeing the installation and is pleased with B&I's performance so far.
- **ADA:** Per comments related to our doors, Bob Stewart sent me the handicap accessibility & ADA codes and we have some work to do. The maximum opening force for pulling or pushing a door is 5 lbs. Most of our doors require more than 5 lbs. to open. Dan is currently checking all the doors and has called our door company for them to make a site visit. He is also checking the closers and hinges. We will audit the number of doors that need to be addressed and make the needed corrections.

Thank you,  
J.B.

**Re: A critical evaluation of the privatization of the Herons Glen Food & Beverage operation**

The Herons Glen Food & Beverage operation includes the fine dining room, the casual lounge, the private dining room, the ballroom and the pool area. The residents of Herons Glen underwrite this amenity at a cost of approximately \$250 per unit per year. There has been recent community discussion on the advantages of leasing this amenity to a private business. This committee was asked to evaluate this option.

The amenity-model we now follow is driven by a desire to provide residents with a club experience. Leasing to a private enterprise would change this from a resident satisfaction driven model to a profit driven model. Residents' ability to have dialog with management to express either their satisfaction or dissatisfaction with the operation of the facility would be removed. As the facility transforms to a profit-driven model, residents would see an increase in prices in addition to losing their 10% discount and would have no control over such things as food quality, personnel quality, prices, or hours of operation. Live entertainment in the dining area performs at a fiscal loss and would likely be terminated. Retaining our liquor license would be dependent on the lessee.

In search of profits, there would be an effort to bring more of the general public into the community. This would result in increased traffic on our resident maintained streets, increased vehicles in our clubhouse parking lots and a loss of control over where people travel once they are inside the gate. Increased traffic could also endanger our residents who traverse the community by bicycle and/or golf cart and escalate the need for front gate and roving security thereby increasing those costs.

The loss of resident control of the ballroom effects activities such as Bingo, exercise classes, dance classes, self-improvement classes, concert series programs, and the spring play. Renting back our facility for these activities would mean the cost would necessarily increase to cover the rental charges and some may become fiscally untenable. We would also need to rent our own facility for such things as our Resident Event parties and our sports and social groups' dinner dances, thereby increasing prices for those events as well.

Lessees are often short term for various reasons. A nearby community lost two lessees in 2 years. At the end of a lease, equipment is often missing or damaged and replacement/repair costs would be the responsibility of residents. In the event of the loss of a lessee it would take an unknown amount of time to either resume Herons Glen management of the operation or to locate a suitable new tenant. During this transition time there would be no Food & Beverage service for our residents or any of our resident groups.

Some advantages of privatization for our residents are increased hours of operation and a fresh menu, at least initially. The increase in prices might be partially balanced by an increase in food and service quality. Reliable personnel has been a continuing problem for the Glen and that problem would be transferred to the lessee, however that could also mean that long-time dedicated employees would be let go.

*After due consideration, this committee does not feel that it is in the best interests of our residents to pursue the privatization of our Food & Beverage operation. The \$250 per year per unit cost is more than offset by the advantages residents derive from having the Food & Beverage operation in house and under resident-controlled management.*

**As resident turnover occurs, the question of privatization of the Herons Glen Food & Beverage operation periodically arises. This is an attempt to present a critical evaluation of this issue:**

The Herons Glen Food & Beverage operation includes the fine dining room, the casual lounge, the private dining room, the ballroom and the pool area. The residents of Herons Glen underwrite this amenity at a cost of approximately \$250 per unit per year. There has been recent community discussion on the advantages of leasing this amenity to a private business. This committee was asked to evaluate this option and that is what follows:

The amenity-model we now follow is driven by a desire to provide residents with a club experience. Leasing to a private enterprise would change this from a resident satisfaction driven model to a profit driven model. Residents' ability to have dialog with management to express either their satisfaction or dissatisfaction with the operation of the facility would be removed. With the facility transformed to a profit-driven model, residents would see an increase in prices in addition to losing their 10% discount and would have no control over such things as food quality, personnel quality, prices, or hours of operation. Live entertainment in the dining area performs at a fiscal loss and would likely be terminated. The ability to retain our liquor license would be dependent on the lessee.

In search of profits, there would be an effort to bring more of the general public into the community. This would result in increased traffic on our resident maintained streets, increased vehicles in our clubhouse parking lots and a loss of control over where people travel once they are inside the gate. Increased traffic could also endanger our residents who traverse the community by bicycle and/or golf cart and escalate the need for front gate and roving security thereby increasing those costs.

The loss of resident control of the ballroom affects events such as Bingo, exercise classes, dance classes, concert series programs, the spring play and many other resident activities. Renting back our facility for these activities would mean the cost would necessarily increase to cover the rental charges and some may become fiscally untenable. We would also need to rent our own facility for such things as our Resident Event parties and our sports and social groups' dinner dances, thereby increasing prices for those events as well.

Lessees are often short term for various reasons. A nearby community lost two lessees in 2 years. At the end of a lease, equipment is often missing or damaged and replacement/repair costs would be the responsibility of residents. In the event of losing a lessee it would take an unknown amount of time to either resume Herons Glen management of the operation or to locate a suitable new tenant. During this transition time there would be no Food & Beverage service for our residents or any of our resident groups.

Some advantages of privatization for our residents are increased hours of operation and a fresh menu, at least initially. The increase in prices might be partially balanced by an increase in food and service quality. Reliable personnel has been a continuing problem for the Glen and that problem would be transferred to the lessee, however that could also mean that long-time dedicated employees would be let go.

*After due consideration, this committee does not feel that it is in the best interests of our residents to pursue the privatization of our Food & Beverage operation. The \$250 per year per unit cost is more than offset by the advantages residents derive from having the Food & Beverage operation in house and under resident-controlled management.*

DATE: \_\_\_\_\_



### SIGN-IN SHEET

**Please sign in for the meeting and indicate whether you are here as a committee member, supervisor, resident, etc. Thank you!**

**Please Print Name**

**Committee  
Member/Supervisor/Resident**

<b>Please Print Name</b>	<b>Committee Member/Supervisor/Resident</b>
Robert Stewart	
Bill Koski	
M A POLVINEN	SUPERVISOR
Peter Overas	"

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, April 11, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Sandra Dresch	-		
Andrea Edmunds	X	William Kulkoski, Board Liaison	X
Barry Hopper, Ex Officio	X	J.B. Belknap, General Manager	X
Tiff Lauzau, Vice Chair	X	Wendy Shea	-
Karen Mars, Chair	X		
Elaine Sawyer	X	Peter Overs, Supervisor	X
Bernadette Schirra	X		
Mary Ann Simpson	X		
Robert Stewart-Ex Officio	X	Residents:	1

- I. **CALL TO ORDER** – Chair Mars called the meeting to order at 2:00 p.m.
  
- II. **WELCOME**– Chair Mars welcomed all those committee members in attendance and thanked them for their service to the community for this past year. Chair Mars also reminded all the committee members that they need to make sure that they have reserved their reservation to the Volunteer Appreciation Reception on Thursday, April 21<sup>st</sup>.
  
- III. **APPROVAL OF MEETING MINUTES – (February 14, 2022)**  
Chair Mars asked the committee if there were any corrections to the March 14, 2022, minutes, and hearing none, the minutes for March 14, 2022, were approved as presented.
  
- IV **OLD BUSINES –**
  - A. Report on prior concerns referred to Management –
    - 1) GM Belknap introduced Dan Parker our Facilities Maintenance Manager to the committee for those that might not have been introduced in the past. GM Belknap explained that Dan Parker and his team of 4 employees oversees the maintenance and upkeep of all the HGRD amenities such as the clubhouse, restaurant, ballroom, security cameras, pool, tennis courts, bocce courts, shuffleboard courts, Pickleball courts, the Fitness Center, and its equipment, set up of events and rooms, the housekeeping crew and much more. Dan Parker is the glue that holds everything together in and around the clubhouse. Per a discussion at the last F&A meeting, the first aid kit that was at the entrance of the pool bathroom was moved to the wall next to the entrance of the lounge from the pool. Past management had moved it to the pool bathroom entrance because the kits were always raided of contents daily. GM Belknap stated that there is 1.8 million from the Bond Project that will be used for issues such as a new roof, new windows, and possible new doors but would not happen until the end of the bond project timeframe. Dan Parker stated that Bob Stewart is correct that the doors around the clubhouse should be ADA compatible. He feels that this is an issue that should be addressed as part of the bond project in that all windows and doors should be updated to current standards because most of the doors, the latches, and hinges are more than 25 years old.
    - 2) GM Report for Facilities & Amenities –

**Restaurant & Other Projects** – Rich Small, our Project Manager from Stultz construction, resigned last week. Vice President Jeff Stultz will be taking the lead on our projects. The bar equipment layout was approved by the design team last Friday to give RG Architecture the information to lay out the floor plan for Wegman Designs so they can now plot the furniture. GM Belknap has been in contact with Wegman who is working on coordinating furniture options, ceiling design, floor finish and key elevations. Their intent is to review internally as a design team and then prepare a “look and feel” presentation, hopefully by this coming week. Targets: April: Completed construction drawings; May: Submit to Lee Co.; June: Permit issued; October: Completion.

**Sports Complex and Pickleball Courts Projects** – Proposals for the construction of the bocce, shuffleboard and pickleball courts have been submitted to Stultz who will compare them to the other proposals. We will review this with him to provide clarity and visibility of project cost implications to make sure our budget is sufficient to move forward with the current scope plans or if we must reduce the scope based on cost increases, insufficient budgeting, etc.

**Multi-Use Path** – We are working with the HOA to mill and overlay the multi-use path from Mystic to Kayla.

**CLIS** – Based on the extremely dry weather conditions, Ryker and his team have been busy addressing a high volume of resident irrigation requests. Most of the requests have been due to malfunctioning heads or requests for additional water.

**Food & Beverage** – The F&B operation will be analyzed at the end of the month to determine what changes and enhancements need to be made to improve the operation. Topics will be addressed in the next several months and in the June budget meetings.

- B. Report on prior issues referred to the Board – Supervisor Kulkoski stated that the Board approved of the submission of Facilities & Amenities Advisory Committee’s “Narrative report on the pros/cons of privatization of the Food & Beverage Department. He also noted that the dress code would be tabled for a while. Supervisor Kulkoski stated that the F&B service has gotten better due in part to the addition of the H2B’s, and that the food quality has been difficult to maintain due to the increased price of food. GM Belknap stated that he will work on ways to have better service of food and alcohol at the pool without having to add a year-round server such as the possibility of a Kiosk. He stated that he and the Board are looking at all options to attract employees that are a good fit for Herons Glen and will look for options for the management positions within the F&B department.

Chair Mars stated she was at the Board meeting earlier in the day and heard John Cowgill ask if one or two members from the Problem-Solving Committee could be included as part of the Design sub-committee for the restaurant. She asked if Supervisor Kulkoski would encourage the inclusion of one or two members of the F&A as part of the sub-committee also. GM Belknap stated that this issue will be fast moving and will probably occur this week.

- C. Report on prior issues that required further study
- 1) A Narrative report on the pros/cons of privatization of F&B – Chair Mars stated that this was presented to the Board, and it was approved and will be kept on file in case of any need for explanation later. (See finalized Privatization report)

**V NEW BUSINESS –**

A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.

1) Review and discussion on the Memorial & Donation policies – Chair Mars said that the Green Committee has asked Mary Koenig to speak to the F&A committee on Memorial & Donation policies of the HGRD. The F&A Committee has two proposals from the Green subcommittee on a new Memorial and Donation Policy for the HGRD in regard to the golf course. (See attached proposals and the current Memorial policy) Mary Koenig stated that the Green Committee was asked to investigate the Memorial Policy regarding the golf course, and they determined that these policies are largely an F&A committee responsibility. Mary Koenig stated that the HOA will be starting their own memorial pavers in the next few weeks. The Green Committee was split on whether to include pavers as part of the proposal. The Green Committee would like to limit the number of trees to one per memorial, pick from a list of available trees and designate where the tree will be placed to some extent, have benches available and any additional monies be able to contribute to a targeted capital improvement fund. Discussion ensued on the following issues: keeping the Tree of Life Program, moving the plaque from the main lobby closer to the Pro Shop, development of a possible Memorial web page on the website, development of an Improvement fund for monies collected over and above tree or bench expense, having no benches on the golf course grounds, rules that must be instituted for all memorials or donations and limiting the number of options for memorials going forward. Chair Mars stated that at the Board meeting earlier in the day, the HGRD Board created a new ad hoc committee to go through the Policies and Procedures and Karen is on that committee. She asked the F&A Committee for their ideas on how to add or change the Memorial and Donation policies and she will go forth and express the ideas to the new ad hoc committee when it has their first meeting. It was the consensus of the committee that memorials should be limited to either one bench or one tree and excess funds could be donated to a Recreation District Improvement fund. By unanimous consent it was agreed that this portion of the change should be recommended to the Board immediately so that it could go into effect as soon as possible and that the other questions be left to the ad hoc Policies Committee to work out.

B. Resident concerns/requests regarding recreational activities. – No resident concerns/requests regarding recreational activities were given.

C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS –

Mary Ann Simpson stated that parking in at the fitness center has become problematic in that some residents with limited mobility are parking golf carts in the automobile spots. GM Belknap stated that he is aware of the problem and that the engineer will have to come out to the fitness center to access the current situation and find some answers to the problems.

Tiff Lauzau led a discussion concerning reduction of assessments supporting the restaurant and the need for the restaurant to reduce their losses each year. He feels that they can reduce the loss by half if they have better training and food quality.

Chair Mars informed the committee that she will not be coming back as a member of the Facility and Amenities next year but will look for new ways she can contribute to the HGRD. The F&A Committee thanked her for her direction of the F&A committee for so many years and gave her a round of applause.

**VI NEXT MEETING DATE – New Committee Orientation - Monday, May 9, 2022 – 2:00 p.m. – CR-C/Zoom**

**VII ADJOURNMENT** – Meeting adjourned at 3:23 p.m.

DRAFT APPROVED:

Approved  
Karen Mars, Chair

April 12, 2022  
Date

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, May 9, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
<b>Karen Coburn</b>	<b>X</b>		
<b>Sherry Long</b>	<b>X</b>	<b>William Kulkoski, Board Liaison</b>	<b>X</b>
<b>Elaine Sawyer, Vice Chair</b>	<b>X</b>		
<b>Bernadette Schirra</b>	<b>Zoom</b>		
<b>Mary Ann Simpson, Chair</b>	<b>X</b>		
<b>Carlton Smith</b>	<b>X</b>	<b>J.B. Belknap, General Manager</b>	<b>X</b>
<b>Craig Woolley</b>	<b>X</b>	<b>Wendy Shea, Activities &amp; Events Coordin.</b>	<b>X</b>
		<b>Residents:</b>	<b>2</b>

- I. **CALL TO ORDER** – Supervisor Kulkoski called the meeting to order at 2:00 p.m.
- II. **WELCOME**– Supervisor Kulkoski welcomed all the members of the 2022-23 Facilities & Amenities Advisory Committee and asked for self-introductions of the new 2022-2023 Committee.
- III. **ELECTION OF CHAIR AND VICE-CHAIR** – Supervisor Kulkoski asked for nominations for Chair and Elaine Sawyer nominated Mary Ann Simpson. Karen Coburn seconded the nomination. A vote was taken, and Mary Ann Simpson was unanimously voted chair of the 2022-2023 Facilities & Amenities Advisory Committee. Supervisor Kulkoski asked if there were any nominations for Vice-Chair and after discussion, Elaine Sawyer said she would accept the nomination. Mary Ann Simpson seconded the nomination. A vote was taken, and Elaine Sawyer was unanimously voted vice-chair of the 2022-2023 Facilities & Amenities Advisory Committee.

Discussion on Board Recommendations and the summer schedule for renovation/improvement of the Bocce/Shuffleboard area, Pickleball courts, golf course path, the multiuse path, restaurant renovation, the Cliss system, and the bridge near the Pro Shop.

1) **Sports Complex & Pickleball**- Supervisor Kulkoski informed the committee that our construction team, Stultz, Inc. was finally able to give us “order of Magnitude” costs for the planned new bocce and shuffleboard courts as well as the two new pickleball courts. At its meeting this morning, the Board voted to give Stultz the authority to begin the projects. Stultz will now coordinate with the site work people, the engineer, the shade structure company, pavers, and Mor Sports, the company who will be constructing the courts. A construction timeline will be developed. The price of the sports complex and pickleball courts have come in much higher than what was budgeted two and a half years ago. There will be two berms constructed to reduce the noise of the paddles to nearby residents.

2) **Golf Course Path** - Supervisor Kulkowki stated that the Board decided to keep the gravel golf course path (#10) to Herons Glen Boulevard rather than pave it.

3) **Multi-Use Path** - The Board agreed to engage Hole Montes Engineering to prepare construction plans for improvements to the multi-use path between Mystic and Kayla. This project does require a Limited Development Order which is projected to take between 4 to 6 months. The permitting must be approved before construction begins. The district will be working closely with the HOA coordinating the project.

4) **Restaurant & Lounge Renovation** - Supervisor Kulkoski stated that we have around \$100,000 in deferred maintenance to contribute to the restaurant renovation. The Board is considering postponing the renovation until next year, but Supervisor Kulkoski does not want to put it off for another year. Supervisor Kulkoski stated the if it is not delayed then the ballroom will act as a dining room and lounge during the renovation. Stultz Construction stated that if all the take approximately 90 days to renovate the lounge and dining room to a more casual atmosphere. A meeting is scheduled for May 18<sup>th</sup> to determine cost ranges. The costs could potentially double from the \$600K budget established 2 years ago. Elaine Sawyer does not want to delay the restaurant renovation. Carlton Smith asked about the blue column in the middle of the bar area that was on the plans. GM Belknap stated that the engineer and the construction company were aware of the blue column. Chair Simpson asked that if wood is not affordable in the new restaurant/lounge area and they put tile in that will not be good for dancing on. GM Belknap stated that they will not be putting tile down as a dance floor. Martie Shea questioned whether there will be sufficient electrical outlets around the restaurant, sufficient lighting, and sufficient cooling for those that are dancing in the restaurant. She was assured that all those issues will be addressed. Craig Woolley asked if the new A/C units placed on the roof of the restaurant were sufficient for the new renovation. GM Belknap stated that the construction company approved of the A/C units.

5) **CLIS Irrigation System** – Supervisor Kulkoski stated that most of the problems with the CLIS system is that the wiring around the Glen is insufficient and over 30 years old. GM Belknap said the wiring problem will be addressed.

6) **Bridge stability near the Pro Shop** – Supervisor Kulkoski informed the committee that the marine engineer will be out this week to access the stability of the pilings under the water. If it is determined that they are stable than some of the budgeted monies can go to other projects.

7) **HGRD Strategic Plan** – Supervisor Kulkoski stated that the Board and the Strategic Planning sub committee have been working to update the HGRD's Strategic Plan. The Herons Glen Recreation District Strategic Plan Draft April 25, 2022, and the May 2022 Summary Presentation of HGRD Strategic Plan v3 was handed out to all the F&A committee members. (See Attachments) Supervisor Kulkoski stated that the Board will be asking committees and ad hoc committees to help with the action plan of different projects for the Strategic Plan. The Facilities & Amenities Committee will be asked to participate in developing a Restaurant Services Development Plan, conduct an operational review of all food and beverage operations and a Services Utilization Study. Supervisor Kulkoski would like the committee to review the strategic plan and when the committee meets in September they can discuss and set timelines.

**IV REVIEW OF COMMITTEE CHARTER** – The 2022-2023 reviewed the Committee Charter.

**V MEETING DATES FOR THE FACILITIES & AMENITIES COMMITTEE** – Supervisor Kulkoski asked the committee members if they wanted to meet during the summer and after discussion, the committee decided to cancel the June 13<sup>th</sup> meeting. If something comes up during the summer, the committee can schedule a meeting in person or do a Zoom meeting.

Chair Simpson asked the committee members to ask residents during the summer for their feedback on any problems or issues with HGRD amenities such as the restaurant, pool, bocce, golf, etc. and report any issues back to the committee. Be the eyes for management.

- VI APPROVAL OF THE APRIL 11, 2022, F&A MINUTES** – Chair Simpson asked the committee if there were any corrections to the April 11<sup>th</sup>, 2022, minutes, and hearing none, the minutes for April 11, 2022, were approved as presented.
- VII NEXT MEETING DATE – Monday, September 12<sup>th</sup>, 2022 – 2:00 PM – CR-C**
- VIII ADJOURNMENT** – Meeting adjourned at 2:38 p.m.

DRAFT APPROVED:

          Approved            
Mary Ann Simpson, Chair

May 10, 2022  
Date

## HGRD FACILITIES & AMENITIES ADVISORY COMMITTEE

	Present		Present
<b>Karen Coburn</b>			
<b>Sherry Long</b>		<b>William Kulkoski, Board Liaison</b>	
<b>Elaine Sawyer</b>			
<b>Bernadette Schirra</b>		<b>J.B. Belknap, General Manager</b>	
<b>Mary Ann Simpson</b>		<b>Wendy Shea, Activities &amp; Events Coordin.</b>	
<b>Carlton Smith</b>			
		<b>Residents:</b>	

### Facilities & Amenities Advisory

#### AGENDA

November 14, 2022

2:00 p.m.

- |       |  |                  |
|-------|--|------------------|
| I.    | CALL TO ORDER  | William Kulkoski |
| II.   | WELCOME  | William Kulkoski |
| III.  | APPROVAL OF MEETING MINUTES (May 9, 2022)  | William Kulkoski |
| IV.   | ELECTION OF A CHAIR & VICE CHAIR FOR<br>FACILITIES & AMENITIES   | William Kulkoski |
| V.    | OLD BUSINESS   |                  |
|       | A. Report on prior concerns referred to Management   | J.B. Belknap     |
|       | B. Report on prior issues referred to the Board  | William Kulkoski |
|       | C. Report on prior issues that required further study  | Chair            |
|       | 1) Action Items for the F&A Committee  | William Kulkoski |
| VI.   | NEW BUSINESS   |                  |
|       | A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds. |                  |
|       | B. Resident concerns/requests regarding recreational activities  |                  |
|       | C. Resident concerns regarding <u>recurring</u> problems in the general operation of Golf, F&B, and CLIS         |                  |
| VII.  | NEXT MEETING DATE – Monday, December 12, 2022 – 2:00 PM – CR-C   |                  |
| VIII. | ADJOURNMENT  |                  |

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, May 9, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
<b>Karen Coburn</b>	<b>X</b>		
<b>Sherry Long</b>	<b>X</b>	<b>William Kulkoski, Board Liaison</b>	<b>X</b>
<b>Elaine Sawyer, Vice Chair</b>	<b>X</b>		
<b>Bernadette Schirra</b>	<b>Zoom</b>		
<b>Mary Ann Simpson, Chair</b>	<b>X</b>		
<b>Carlton Smith</b>	<b>X</b>	<b>J.B. Belknap, General Manager</b>	<b>X</b>
<b>Craig Woolley</b>	<b>X</b>	<b>Wendy Shea, Activities &amp; Events Coordin.</b>	<b>X</b>
		<b>Residents:</b>	<b>2</b>

- I. **CALL TO ORDER** – Supervisor Kulkoski called the meeting to order at 2:00 p.m.
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- III. **ELECTION OF CHAIR AND VICE-CHAIR** – Supervisor Kulkoski asked for nominations for Chair and Elaine Sawyer nominated Mary Ann Simpson. Karen Coburn seconded the nomination. A vote was taken, and Mary Ann Simpson was unanimously voted chair of the 2022-2023 Facilities & Amenities Advisory Committee. Supervisor Kulkoski asked if there were any nominations for Vice-Chair and after discussion, Elaine Sawyer said she would accept the nomination. Mary Ann Simpson seconded the nomination. A vote was taken, and Elaine Sawyer was unanimously voted vice-chair of the 2022-2023 Facilities & Amenities Advisory Committee.

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DRAFT APPROVED:

          Approved            
Mary Ann Simpson, Chair

May 10, 2022  
Date



# Facilities & Amenities Update

J.B. Belknap General Manager

## 1. Hurricane Ian Update

- Property Policy-Clubhouse & Fitness Center-Roof Discussion
- Ancillary Property Policy-Pumphouses, fencing, restrooms, tennis courts, etc.
- FEMA-Debris Pickup on Golf Course; Deductibles

## 2. Bond Project Updates

- Pool Deck/Restaurant
- Sports Complex-Bocce, Shuffleboard, Tennis
- Pickleball Courts-2 additional
- Multi-Use Path
- CLIS
- Other Non-Bond projects: Carpet, Vinyl tile, Separate irrigation for tennis

## 3. Opportunities for FY '23

- New F&B Manager-Janine Stepanich
- New Head Golf Pro & GC Superintendent
- Headwinds
  - Tight Labor Mkt./Increase in Wages
  - Inflationary Pressures
  - Recession/Market Worries-pinch on discretionary income
  - Balancing Golf Membership with generating daily fee play revenue

## Board Secretary

---

**From:** William Kulkoski <wbkpak@aol.com>  
**Sent:** Saturday, October 1, 2022 3:38 PM  
**To:** Board Secretary  
**Cc:** HGRD General Manager  
**Subject:** F&A Oct. Meeting

Karon, I hope you are safe and sound. I have decided to have you send an addendum to the Committee and that is as follows:

"Greetings. I hope this email and the attachments find you safe and your homes undamaged. I had planned to have you elect a new Chairperson and start talking about the Strategic Plan development work that is assigned to F&A. Given the scope of the tremendous destruction I've caused in the Glen and SW Florida, I think we are going to have to wait awhile to get into the meat of it. The only thing we could do is start listing all of the amenities and all of the activities the Glen has provided, together with a list of the facilities where those activities take place. When you think of all the things that happen in the Glen, from Cards, sailing club, butterflies, food, bocce, etc., it is a very long list. Give it some thought and maybe we can start combining those lists at the meeting on the 10th if it is feasible to go ahead with it. Thank you. Bill Kulkoski"



**Heron's Glen Recreation District  
Strategic Plan  
DRAFT  
April 25, 2022**

**Action Items for Facilities & Amenities committee**



## Strategies

### Facilities & Land Use

#### Key Strategic Issues to be addressed:

- Maintain (and expand) quality facilities, amenities, activities that meet the needs and desires of the residents

#### Strategies to be employed to address Strategic Issues:

1. Develop an overall Community Master Plan. This Master Plan should include:
  - a. Facilities utilization review
  - b. Land Acquisition and Development
  - c. Environmental Safety
  - d. Prioritization of competing Capital Projects
  - e. HGRD facilities safety and security
  - f. Energy conservation opportunities; such as exploring the use of solar
2. Review and adjust Long Range Plans annually (including an annual review of all large capital projects and the Master Plan)

### Services

#### Key Strategic Issues to be addressed:

- Optimized utilization of Herons Glen facilities and amenities
- Operational efficiencies and improvements
- Matching residents' desires with resources

#### Strategies to be employed to address Strategic Issues:

1. Develop a services utilization study to better understand the use of the services provided by HGRD to residents
2. Develop a Restaurant Services Plan to resolve how the HG restaurant should better fulfill resident desires. Plan should address the following:
  - a. Vision for the HG Restaurant, including examples of the type of Restaurant desired by residents
  - b. Restaurant Communications Plan, including:
    - i. Objectives and goals of restaurant communications
    - ii. Audience segmentation (what types of people make up the resident audience, how to they receive information, what motivates them to respond....)



- iii. Media channels to be used, frequency, content (Explore other means of advertising to match segmentation; Facebook advertising)
    - c. Restaurant Management Model; resolve the lingering question of how HGRD should best manage a restaurant (such as the current approach; or hire a restaurant management firm to operate the restaurant; or lease out the facility to a restaurant operator)
    - d. How/if to improve utilization and revenues from the restaurant:
      - i. Increase revenues from residents
      - ii. Increase revenues from outside sources (Potential of marketing of the restaurant, events, and facilities to the public)
      - iii. How to address potential competition from local restaurants
      - iv. Evaluation of the impacts and potential of “theme nights”
      - v. Potential for increased activities/parties during summer months
      - vi. Potential for increased visibility of the Executive Chef
      - vii. Potential for increased use of web-based surveys that allow for suggestions and top concerns
      - viii. Potential for continued/expanded involvement with North Fort Myers and/or Cape Coral Chamber of Commerce
- 3. Conduct an operational review of all food and beverage operations, comparing to similar operations and identifying areas for improvement. This review should include the following:
  - a. Opportunities for improving technology and utilization to assist with membership satisfaction
  - b. Possible co-op opportunities with other clubs for purchasing of major items, goods and services
  - c. How to address potential increases in costs not within the HGRD control, such as insurance, etc.
- 4. Determine and address community-wide wants in a timely fashion
  - a. Develop a plan for how to effectively understand the “community-wide wants”. This plan should include the following:
    - i. How to regularly and reliably identify the key “wants” (use individual amenity groups, resident surveys, focus groups, “coffee with the GM”, “suggestion” tools, Web site surveys, etc.)
    - ii. How to measure the strength of these wants across the broad resident community so as to determine their relative priority
    - iii. How to prioritize and balance these wants against the desired investment from other, competing interests.



- iv. Development of a defined, repeatable, understandable methodology for prioritizing competing projects

## Appendix 1 (Actions Plans)

### Facilities and Land Use

Action	Success Metric	Responsible Party	Timing
<b>Develop Facilities Master Plan</b>	<ul style="list-style-type: none"> <li>• Plan developed</li> <li>• Plan approved</li> </ul>	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 <sup>st</sup> quarter of 2023.
<b>Review and adjust Facilities Master Plan</b>	<ul style="list-style-type: none"> <li>• Plan reviewed</li> <li>• New Plan approved (if revised)</li> </ul>	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 <sup>st</sup> quarter of each year so as to provide useful inputs to budgeting process.
<b>Review and adjust Long Range Plans</b>	<ul style="list-style-type: none"> <li>• Plan developed</li> <li>• Plan approved</li> </ul>	HGRD Long Range Planning Committee + HGRD Facilities & Amenities Committee	By the end of the 1 <sup>st</sup> quarter of each year so as to provide useful inputs to budgeting process.

### Services

Action	Success Metric	Responsible Party	Timing
<b>Develop a services utilization study</b>	<ul style="list-style-type: none"> <li>• Study completed</li> <li>• Study approved</li> </ul>	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.
<b>Develop Restaurant Services Development Plan</b>	<ul style="list-style-type: none"> <li>• Improvement in the results of annual resident satisfaction survey</li> <li>• Increase in annual sales revenue from Restaurant Services</li> </ul>	HGRD Facilities and Amenities Committee	By the end of the fiscal year 2022.



Action	Success Metric	Responsible Party	Timing
<b>Conduct an operational review of all food and beverage operations</b>	<ul style="list-style-type: none"> <li>• Review completed</li> <li>• Review approved</li> </ul>	<b>HGRD Facilities and Amenities Committee</b>	By the end of the fiscal year 2022.
<b>Develop a plan for how to effectively understand the “community-wide wants”</b>	<ul style="list-style-type: none"> <li>• Results of annual resident satisfaction survey</li> <li>• Avg. home sale price per sq. ft. versus other communities nearby</li> </ul>	HGRD Long Range Planning Ad Hoc Committee	By the end of the fiscal year 2022.

# Analysis of Restaurant Survey

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AUGUST 2022



# Executive Summary Take-aways

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- Overwhelming focus should be on fixing the quality, consistency, and variety of the food offerings in the dining room and lounge (slides 5 & 6)
  - Residents who are infrequent users of the Dining Room or Lounge are more likely to mention quality, consistency, and variety as the most needed areas of improvement
  - Residents who are frequent users of the Dining Room or Lounge are more likely to also mention design and décor issues as needing attention (in addition to food quality, consistency, and variety)
- Casual dining is clearly the preference for both the dining room and the lounge (slides 9 & 10) with a preference for additional sports bar capabilities in the lounge (slide 10)

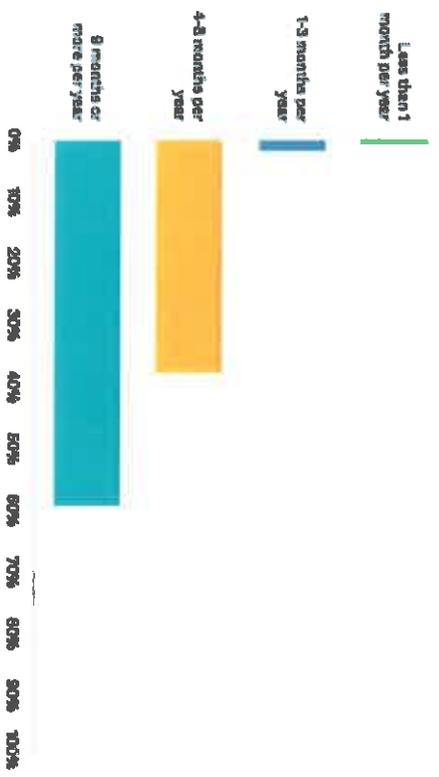


# Demographics Summary

- 641 total responses
- 26 residents offered multiple responses (25 provided two responses, 1 provided three responses; 4% - all are included in analysis)

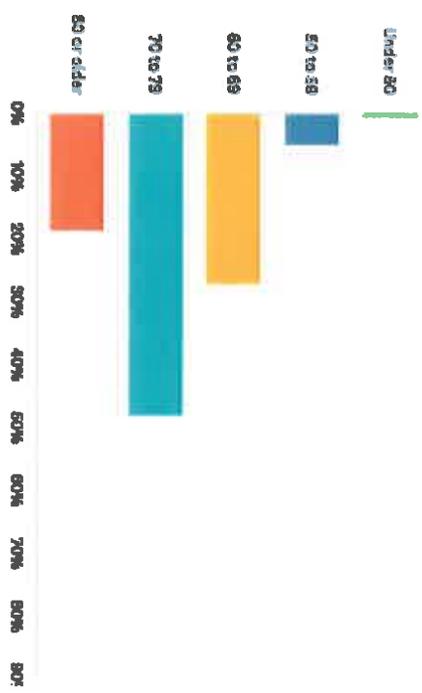
On average, how many months out of the year do you live at Herons Glen?

Answered: 642 Skipped: 0



What is your age?

Answered: 637 Skipped: 6

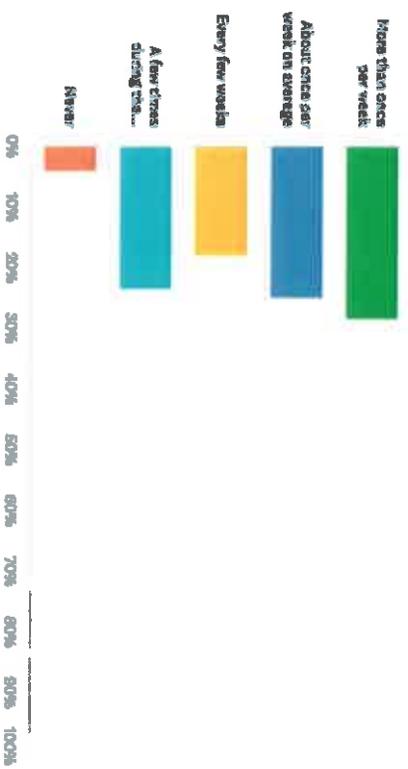


# High Users vs. Low Users

- Responses from All Users are directionally similar to both High Users (Once per week or more in season) and Low Users (Every few weeks or less)
- High Users represent 54% of respondents; Low Users represent 46% of respondents
- Analysis is based on High Users preferences

How often do you use the HG Dining Room or Lounge during the season (November - May)?

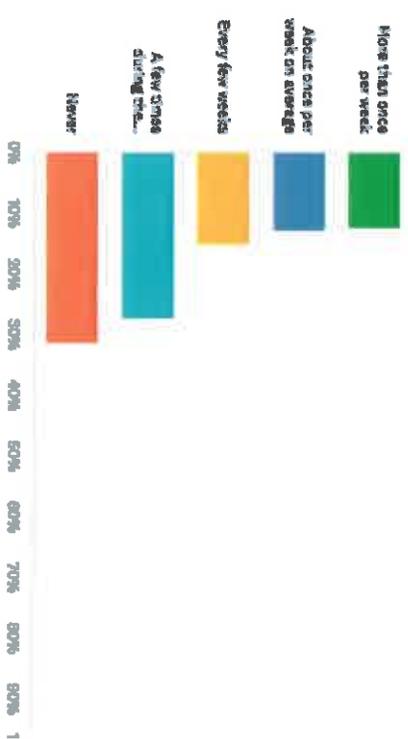
Answered: 642 Skipped: 0



ANSWER CHOICES	RESPONSES
More than once per week	183
About once per week on average	162
Every few weeks	117
A few times during the season	152
Never	28
<b>TOTAL</b>	<b>642</b>

How often do you use the HG Dining Room or Lounge during the off-season (June - October)?

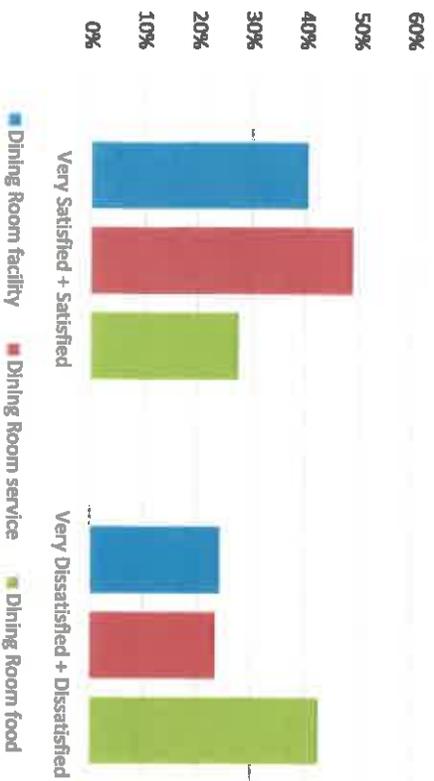
Answered: 642 Skipped: 0



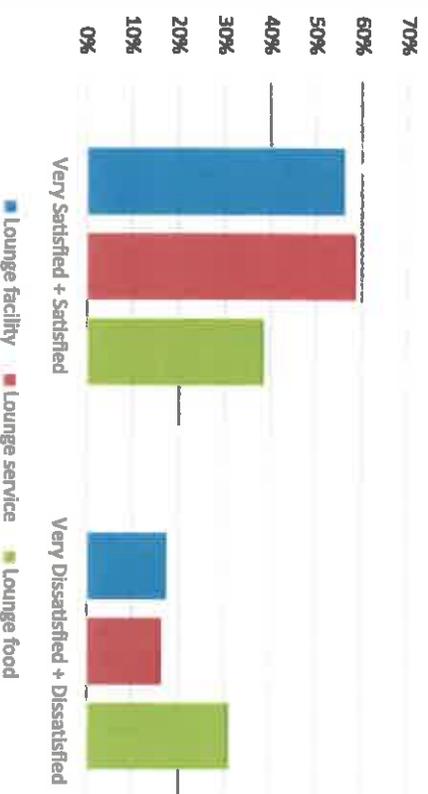
ANSWER CHOICES	RESPONSES
More than once per week	83
About once per week on average	84
Every few weeks	117
A few times during the season	177
Never	201
<b>TOTAL</b>	<b>642</b>

# Satisfaction Levels with the Dining Room and Lounge

Satisfaction with Dining Room (High Users)



Satisfaction with Lounge (High Users)



	Dining Room facility	Dining Room service	Dining Room food	Lounge facility	Lounge service	Lounge food
Very Satisfied + Satisfied	40%	40%	28%	56%	59%	39%
Very Dissatisfied + Dissatisfied	24%	22%	48%	17%	16%	31%

- Satisfaction with the Dining Room facility is ~67% higher than dissatisfaction
- Satisfaction with Service in the Dining Room is ~2X dissatisfied
- Dissatisfaction with Food in the Dining Room is ~35% higher than satisfied
- Satisfaction with the Lounge facility and service are both >3X higher than dissatisfaction
- Satisfaction with Food in the Lounge is the more neutral (25% higher than dissatisfaction)

## Key Take-away:

- Primary issue is dissatisfaction with the food in the dining room

# Comments on Dining Room and Lounge Improvements

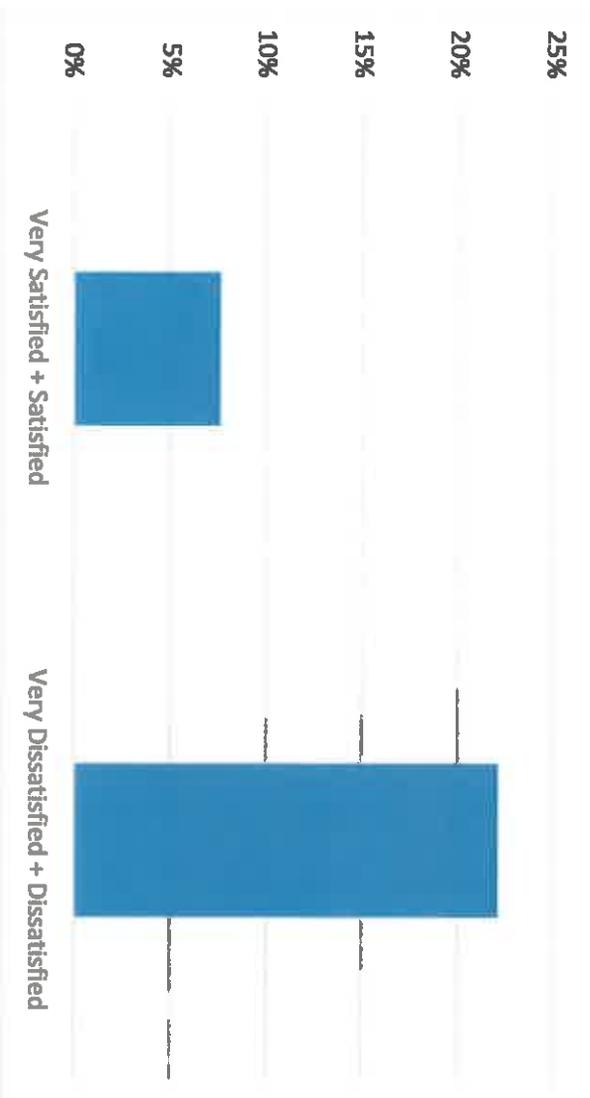
Comments on Dining Room					Comments on Lounge					
	High Users	Low Users	Combined		High Users	Low Users	Combined			
Food Variety	21%	89	20%	80	21%	169		Design		
Food Quality/Consistency	15%	63	23%	96	19%	159		Food Variety		
Décor	19%	80	12%	48	16%	128		Food Quality/Consistency		
Design	15%	61	5%	21	10%	82		Décor		
Service	9%	36	9%	36	9%	72		Service		
Price	3%	12	8%	34	6%	46		Do nothing		
Operations Management	3%	12	7%	28	5%	40		Operations Management		
Specials	4%	17	3%	12	4%	29		Hours of operation		
Hours of operation	3%	14	3%	12	3%	26		Outside Dining		
Outside Dining	3%	14	2%	9	3%	23		Staffing		
Staffing	2%	8	3%	13	3%	21		Price		
Do nothing	0%	0	2%	9	1%	9		Drinks		
Drinks	1%	5	0%	2	0%	7		Specials		
Mandatory Tip	1%	3	1%	3	1%	6		Entertainment		
Close	0%	0	1%	4	0%	4		Close		
Entertainment	0%	1	0%	2	0%	3		Mandatory Tip		
	100%	415	100%	409	100%	824				
					100%	424	100%	345	100%	769

## Key Take-aways:

- Write in comments reinforces focus on Food Quality, Consistency, and Variety as the primary issue to address in both the Dining Room and the Lounge.
- Specifically, Low Users mention Food Variety and Food Quality/Consistency more than any other improvement/enhancement needed for both the Dining Room and the Lounge
- High Users are more likely to mention Design and Décor as the most desired improvements

# Satisfaction Levels with the Pool Deck Service

Pool Deck service (High Users)



## Key Take-away:

- Dissatisfaction with the Pool Service is ~3X higher than satisfaction

# Renovation Expectations

## Renovation Expectations (High Users)

Take down wall, enlarge bar, make space into Lounge dining, room divider. Update furniture, wall treatments.



Take down wall, enlarge bar, make all space into Lounge dining. Update furniture, wall treatments.



Keep current division, retain current bar size in Lounge, update furniture and wall treatments



■ Most closely reflects my preference

■ Acceptable but not preferred

■ Does not reflect my preference

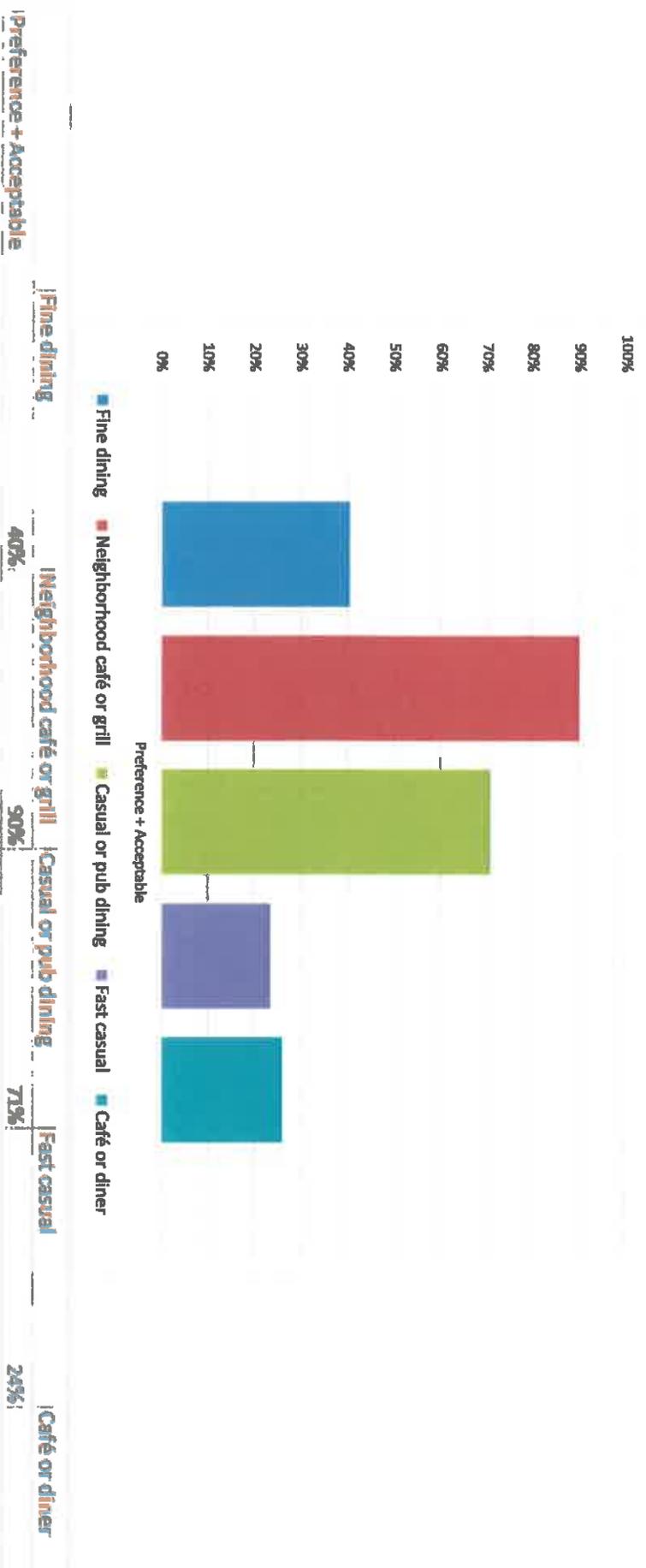
Option	Most closely reflects my preference	Acceptable but not preferred	Does not reflect my preference
Take down wall, enlarge bar, make space into Lounge dining, room divider. Update furniture, wall treatments.	31%	20%	49%
Take down wall, enlarge bar, make all space into Lounge dining. Update furniture, wall treatments.	24%	33%	43%
Keep current division, retain current bar size in Lounge, update furniture and wall treatments	53%	17%	30%

### Key Take-away:

- Slight preference that, if Restaurant complex is to be redesigned, the renovation should include a divider between the spaces

# Vision for the Dining Room

Dining Room Expectations (High Users)

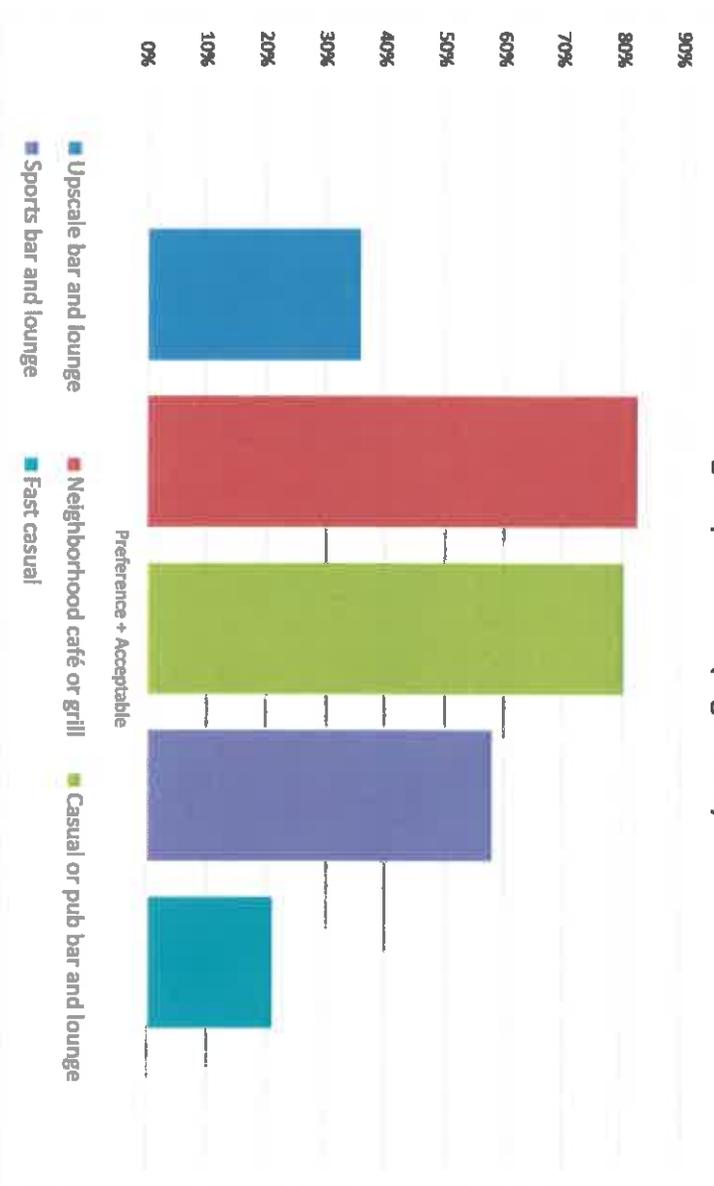


- Key Take-away:**
- Preferred/Acceptable style for Dining Room is Neighborhood Café or Grill
  - Casual or pub dining is second most preferred



# Vision for the Lounge

Lounge Expectations (High Users)



**Key Take-away:**

- Preferred/Acceptable style for the Lounge is “Neighborhood Café or Grill” OR “Casual or pub bar and lounge”



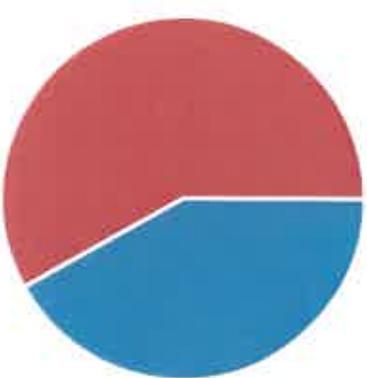
# Dining Room seating preference

Seating Style for Restaurant (High Users)



- Large, open single dining room
- Segmented, semi-private sections/areas
- Private dining rooms

Seating Style for Restaurant (High Users)



- Dining Room that is open to Lounge
- Dining Room that is separated from Lounge

Large, open single dining room : Segmented, semi-private sections/areas : Private dining rooms

33%

53%

14%

Dining Room that is open to Lounge Dining Room that is separated from

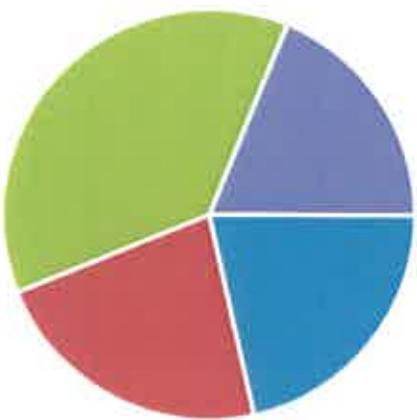
42%

## Key Take-away:

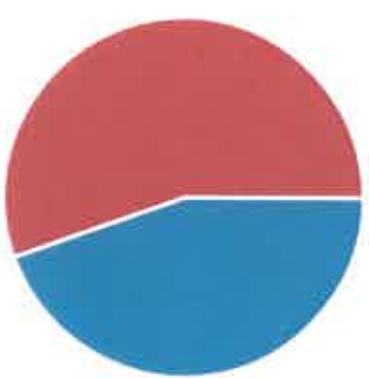
- Preference is for segmented, semi-private seating in the Dining Room
- Slight preference for Dining Room that is separated from the lounge

# Lounge seating preferences

Seating Style for Lounge (High Users)



Seating for Pool Deck (High Users)



- Bar Stools
- Booths
- Lounge Tables
- Lounge High-top Tables

- Designated area for food service only
- Anywhere within the new pool deck area

Bar Stools	Booths	Lounge Tables	Lounge High-top Tables	Designated area for food service only	Anywhere within the new pool deck area
21%	19%	22%	37%	45%	55%

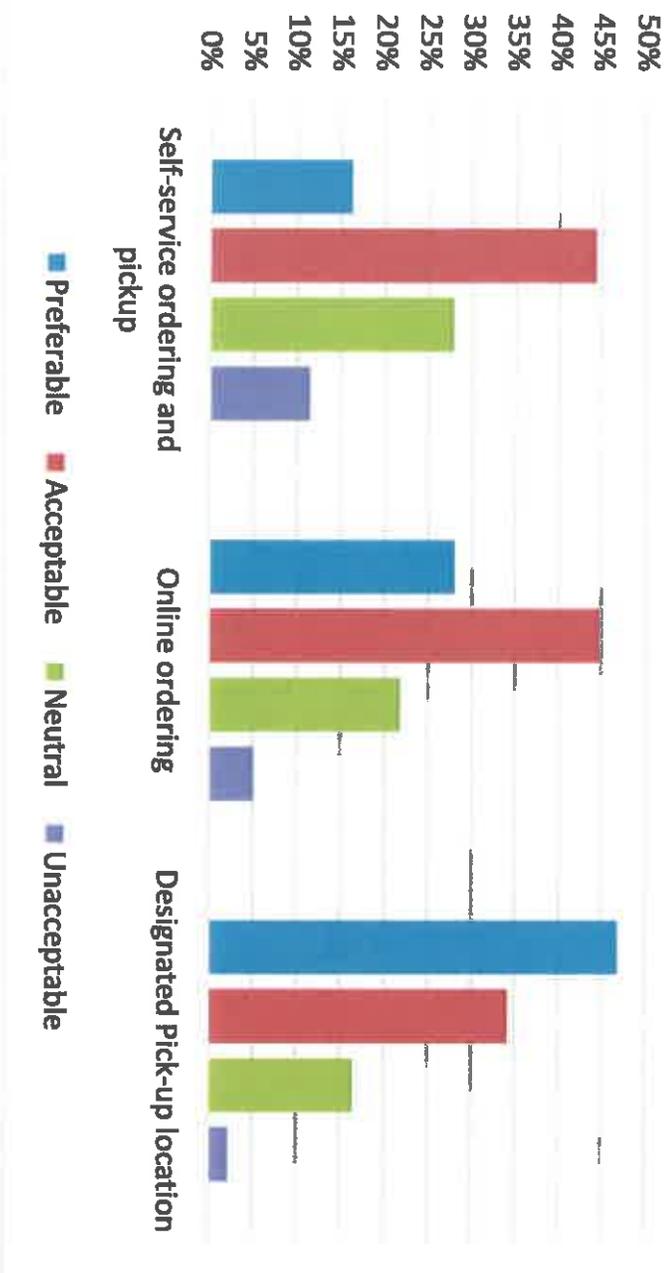
**Key Take-away:**

- No clear preference for specific seating. All are expected in the Lounge.
- No clear preference for Pool Deck seating approach



# Take-Out Preferences

## Take-Out Alternatives (High Users)



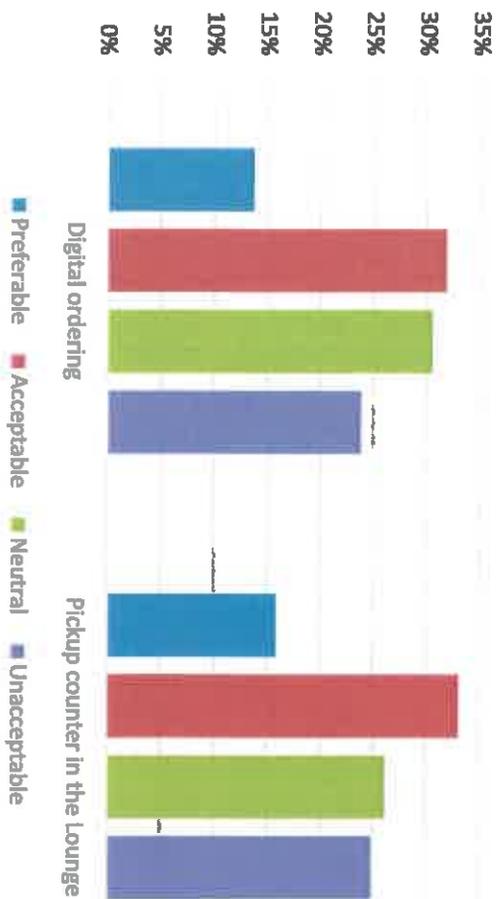
	Self-service ordering and pickup	Online ordering	Designated Pick-up location
Preferable	16%	28%	45%
Acceptable	44%	45%	28%
Neutral	28%	22%	22%
Unacceptable	11%	5%	5%

### Key Take-away:

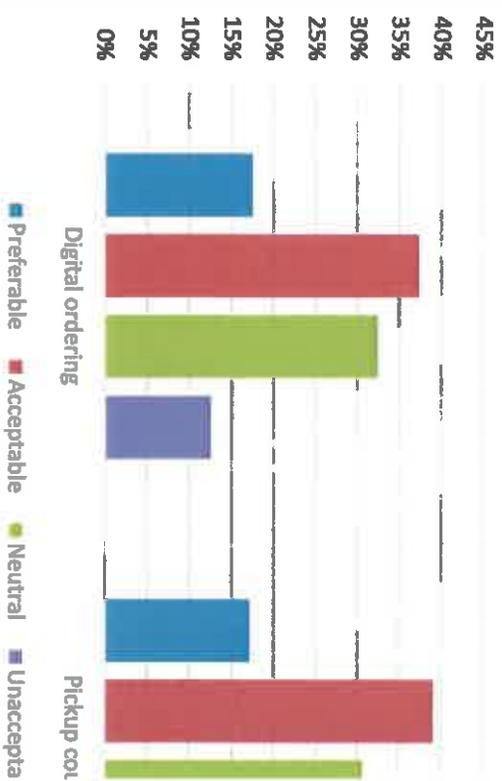
- Designated Pick-up location for take-out orders appears highly preferred and acceptable
- Online ordering appears to be acceptable but not preferred

# Food Service Alternatives

Food Service Alternatives in Lounge (High Users)



Food Service Alternatives for Pool Deck (High Users)



Food service alternatives in lounge	Digital ordering in lounge	Pickup counter in lounge
Preferable	14%	16%
Acceptable	32%	33%
Neutral	31%	26%
Unacceptable	24%	25%

Food service alternatives for Pool Deck	Digital ordering	Pickup counter
Preferable	18%	17%
Acceptable	37%	39%
Neutral	27%	11%
Unacceptable	18%	13%

## Key Take-away:

- No clear preference for digital ordering vs. pickup counter
- Both Digital Ordering and Pickup counter alternatives are more acceptable for Pool Deck Service than in the Lounge

DATE: Nov. 14, 2022



### SIGN-IN SHEET

**Please sign in for the meeting and indicate whether you are here as a committee member, supervisor, resident, etc. Thank you!**

**Please Print Name**

**Committee  
Member/Supervisor/Resident**

<b>Please Print Name</b>	<b>Committee Member/Supervisor/Resident</b>
Elaine Sawyer	member
PETTOR OVERS	SUPERVISOR

**HERONS GLEN RECREATION DISTRICT  
FACILITIES & AMENITIES ADVISORY COMMITTEE  
Monday, December 12, 2022  
MINUTES  
Card Room C/ Zoom**

<b>MEMBERS</b>	<b>Present</b>	<b>OTHERS</b>	<b>Present</b>
Karen Coburn	X		
Sherry Long	X	William Kulkoski, Board Liaison	X
Elaine Sawyer, Chair	X		
Bernadette Schirra, Vice Chair	X	J.B. Belknap, General Manager	X
Mary Ann Simpson	X	Wendy Shea, Activities & Events Coordinator	X
Carlton Smith	-		
		<b>Residents:</b>	<b>5</b>

- I. **CALL TO ORDER** – Chair Sawyer called the meeting to order at 2:00 p.m.
  
- II. **WELCOME**– Chair Sawyer welcomed all the members of the 2022-23 Facilities & Amenities Advisory Committee and residents in person and on Zoom.
  
- III. **APPROVAL OF MEETING MINUTES (November 14, 2022)** – Chair Sawyer asked for approval of the Facilities & Amenities Advisory Committee for November 14, 2022. Bernadette Schirra moved to approve the minutes as presented. Mary Ann Simpson seconded the motion. A vote was taken, and the minutes were approved as written unanimously.
  
- IV. **OLD BUSINESS** –
  - A. **Report on prior concerns referred to Management** – There were no prior concerns that were referred to Management.
 

**GM Report** – J.B. Belknap (See attached Report)

**Bocce & Shuffleboard Courts:** The sunshade structure company, Dragon will start pouring the footings this week so Mor Sports can mobilize and start on the 19<sup>th</sup>. Dan Parker rented a lift and is tightening the tennis lights to prevent any more debris dropping. He said the bolts/nuts were extremely loose.

**Pickleball:** A separate Mor Sports crew will also start the pickleball courts the week of the 19<sup>th</sup>. They commented to Stultz that they were happy with the grading in the pad areas.

**Pool Deck:** Lighting options have still not been submitted to Stultz although they should have them by next Thursday. According to Dan, color samples for the pool deck furniture will be available on Tuesday. The landscape architect is scheduled to visit for ideas regarding vegetation around the pool deck. The water feature has been selected.

**Multi-Use Path:** I received an email from Hole Montes on Tuesday saying that a couple of small errors in the bid schedules were recently brought to their attention about the HOA road work. Therefore, a one-week extension was granted. Bids are now due next Friday. Once they are compiled, I'll set up a review meeting with Hole Montes and the Finance/Bid Oversight committee. In addition, Ryker is meeting with an irrigation contractor to determine costs on moving CLIS so we can come up with a total project cost.

**Insurance:** Catalytic (CH property carrier) sent us a \$100K check as an advance payment on the loss reserves while we await a full cost estimate on the specific damages.

**Restaurant:** The current concept layout will be discussed on Monday along with FF&E. As Stultz mentioned, they and RG would have to submit permit plans by February to start in late April. If approved, Jeff will begin to get pricing to confirm the range of magnitude budget he submitted.

**FEMA Meeting:** Our next FEMA RSM (Recovery Scope Meeting) is set for Wednesday at 9am. The goal is to make sure we know exactly we need to qualify for reimbursement. Cost proposals for hurricane repairs and replacement are ongoing.

**Golf Membership:** Currently, there are 574 golfers compared to a budget of 557. This is a surplus of roughly \$25k over '23 EOY budgeted revenue. A waiting list for NR members has been established.

**Fitness Center HVAC Issue:** I received the following response back from Mike Sheeley at MK Architecture regarding the moisture issue we are having in the fitness center: *"Thanks JB- yes, we will ask Brian to meet Dan out there. It might not be soon, but we will get to it."* With Tom's concurrence, I will reach back out to them at the end of the month for an update.

**CLA-Business Opportunity Assessment:** Wendy will now be setting up and taking minutes for the Long-Range Planning Committee in addition to her involvement with F&A and the Finance committee. This will allow Karon to concentrate more on her AGM responsibilities.

**Sound System:** Janine, Jason, Karon, and I met with Harmons Sound on Wednesday. They looked at our existing system, including the receiver and speakers, and will send us their recommendations/options along with the estimates of probable costs. Harmon will give us a quote on a sound system that can handle up to five separate areas. The current sound system is not operational right now, so Dan Parker is looking into options of getting Bluestream to allow us to use Channel 99 which is the music station.

**F&B Director:** Janine started Thanksgiving week and is settling into the job. We've discussed a variety of topics including training, events, technology, staffing, etc. and feel she will be very successful here.

## **B. Report on prior issues referred to the Board -**

There were no prior issues referred to the Board.

Supervisor Kulkoski informed the committee that the Board has approved a Strategic Planning survey to go out to all residents to assess their wants and needs regarding HGRD amenities. Jeff Buxton stated that the survey will go out by the end of the month and results should be in by the end of January. The questions have already been formulated with the Facilities & Amenities members contributing questions on the pool area and the restaurant. Sherry Long expressed her concern that the survey results have not been effectively communicated to the residents as to whether their ideas and opinions have been heard and/or implemented by the Board of Supervisors. Jeff Buxton stated that the HGRD did have a Restaurant survey this past summer and some of the opinions and ideas were implemented such as the separation of duties of the Executive Chef and Food & Beverage

Director. The HGRD has just hired Janine Stepanich as the Food & Beverage Director who will now work with the Executive Chef to improve the restaurant service, food, and outside revenue such as business meetings, banquets, and weddings. It was suggested that communication vehicles such as the GM Report can communicate how and why the HGRD have made changes and improvements based on information received from the survey. Supervisor Kulkoski would like to see Janine Stepanich attend the February 2023 Facilities & Amenities Advisory meeting. Her normal day off is Monday so the F&A meeting might be moved to a Tuesday in February.

**C. Report on prior issues that required further study –**

1) Facilities utilization review of all rooms in the Clubhouse – Bernadette Schirra volunteered at the last meeting to begin a Facilities utilization review of all the rooms in the clubhouse along with their current uses. She presented her report to the committee. (See attached) After discussion with Jeff Buxton, Bernadette will go back and include the time that is used in each room along with the availability of use for each room for the future. Wendy Shea will help Bernadette with using some of the reports available with EventPro which is our database for scheduling rooms.

2) Update on the survey on wants/needs of pool area and possible dog park – HGRD Survey – Already discussed and the wants/needs of pool area and possible dog park will be on the Strategic Planning Survey.

3) Review of Action Items for the F&A Committee – Jeff Buxton stated that the Board of Supervisors passed at today's meeting the Herons Glen Recreation District Strategic Plan update. The Strategic Plan is expected to be refreshed and revised yearly to address progress made, and adjustments that need to be made to reflect the needs of the HG residents. The Plan determines the community-wide wants of the Herons Glen residents. The strategy to be employed to address Strategic Issues includes:

1) Develop an overall Community Master Plan. This Master Plan should leverage the expected annual Resident Survey and include:

- a. Facilities Utilization Review
- b. Land Acquisition and Development
- c. Environmental Safety
- d. Prioritization of competing Capital Projects
- e. HGRD facilities safety and security
- f. Energy conservation opportunities, such as exploring the use of solar

Jeff Buxton reviewed a Master Plan from the City of Coral Gables Recreation Department from 2021. This Master Plan was over 236 pages long and had four consulting companies compiling the information. The HGRD Board would like the help from the Facilities and Amenities committee on some of the action plans as described above. Jeff Buxton suggested that in the next month to work on the Facilities Utilization Review by adding the times to the list of occupied rooms and work on the demographics of the current residents and how it is changing. Chair Sawyer asked for volunteers from the committee to work on the following: Facilities Utilization – Bernadette Schirra; Demographics – Karen Coburn, Analyzing the community wide survey results (end of January 2023) – Mary Ann Simpson and Environmental changes for the near and long term – no volunteer to date.

Discussion ensued on the renovation of the lobby area. Beth Brucker along with Supervisor Schwarz, Supervisor Mary Ann Polvinen and Janine Stepanich are working on a plan to renovate the lobby. They plan on changing the flooring and making the space more flexible. It is still in the planning stage currently and determining the needs of the area.

**VI NEW BUSINESS –**

**A. Resident concerns/requests regarding maintenance, improvement, logistics and safety of buildings and grounds.**

Mary Ann Simpson described a trip hazard on the walkway near the ballroom. GM Belknap will go look at the area after the meeting. Mary Ann Simpson asked if the ballroom area where they do Yoga could be cleaned more often than it currently is. GM Belknap will speak to Dan Parker.

Joyce Forman asked if the F&A Committee decided to make a recommendation to the Board on whether residents can be hired by the HGRD. Chair Sawyer stated that at the November meeting, the committee decided to hold off on recommending a policy change of hiring residents but instead try to attract non-residents from other clubs in the area for employment. GM Belknap stated that we can readdress the issue once we speak to our attorney and insurance representatives regarding our exposure.

Sherry Long asked why steaks are not offered on the menu on Saturday in the restaurant. She also stated that there have been complaints that Bud Light and Michelob Ultra have run out and are not available for long periods of time. Chair Sawyer asked if canned beer can be served at poolside.

Chair Sawyer felt that the restaurant should consider becoming more environmentally aware and consider using less Styrofoam.

Mary Ann Simpson asked why Pizza is only available on Saturdays. Discussion was held on bringing back the popcorn machine and serving popcorn in the lounge. GM Belknap stated he would check on all these issues with Chef Jason and F&B Director Janine Stepanich and report his findings back to the committee.

**B. Resident concerns/requests regarding recreational activities**

There were no additional resident concerns/requests regarding recreational activities

**C. Resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS**

There were no additional resident concerns regarding recurring problems in the general operation of Golf, F&B, and CLIS.

**VII NEXT MEETING DATE** – Monday, January 9, 2023 – 2:00 p.m. – CR-C/Zoom

**VIII ADJOURNMENT** – Meeting adjourned at 3:52 p.m.

APPROVED:

          Approved            
Elaine Sawyer, Chair

          January 9, 2023            
Date