

November 20, 2014 - Minutes

Clubs Advisory Committee (CAC)

Attendees: Les Purcell, Jack Ferry, Steve Lind, Audrey Wahl, Gary Miller, Donna Hickey, George Bowers

Absent: Wayne Littleton, Mary Anne Whitcomb

Yacht Club Management: Lynda Heuttner (Interim F&B Manager), Nadine Horsey (Assistant Manager)
Tim Ulrich (Chef)

Board liaison: Bill Cordwell

Actions:

- 1) Bill C. will e-mail CAC members:
 - a) A list of proposed **Areas of Concern** as proposed by OPA Board President Dave Stevens to be included in a **“Lessons Learned Report”** to be developed by the CAC
 - b) Previous minutes as a reference for past discussions regarding areas of concern from list.
- 2) The CAC committee will meet as needed on a voluntary basis during the month(s) of December/January to develop:
 - a) The **“Lessons Learned Report”**.
 - b) A **list of top critical characteristics** to consider when hiring the new F& B manager (as requested by General Manager Bob Thompson)

Discussion:

1. MEETING OPENED @ 4:00 PM

Chair Les Purcell opened the meeting at 4:00 PM. He introduced new member George Bowers and all staff in attendance.

2. THE OCTOBER CAC MINUTES ACCEPTED

The October Minutes were accepted by acclamation since there were no corrections or objections proposed by the members.

3. PLANNED AGENDA TABLED

Les announced that the planned agenda would not be followed because of the current issues relating to Dave McLaughlin leaving employment as F&B manager as well as other topics introduced at the October 18, 2014 Special Board meeting and the General Manager’s Town Hall Meeting on November 13, 2014.

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4. GM BOB THOMPSON RESPONSE TO QUESTIONS FROM COMMITTEE MEMBERS.

a. Change in Food & Beverage(F&B) Management

The change in F&B management was totally Bob's decision Dave McLaughlin was originally hired to bring new eyes and a fresh approach to Yacht Club Management. It became apparent that Dave's management style was not compatible with some members of the Ocean Pines community. It was problematic that planning for the future by Dave McLaughlin was not in evidence.

Bob delayed the final decision to let Dave go until he secured a transition management team. The transition team consists of Beach Club Manager Lynda Heuttner, Nadine Horsey as Assistant Manager and Tim Ulrich current Chef of the Yacht Club.

Dave McLaughlin officially left his position as of November 26, 2014.

Bob emphasized that the transitional team is working well together. He believes that their strong Leadership Skills will enhance Yacht Club (YC) management. The team has already made valuable suggestions that will benefit the YC. He plans on providing appropriate technological (computers, programming etc) and other types of support to aid in their efforts.

b. Hiring the "right" person to manage the Yacht Club

It was agreed that many complex issues impact the appropriate management of the Yacht Club. They include:

- **The YC is owned by the Ocean Pines Community** not one single individual which is the case with many local restaurants such as De Novo's, Fagers, Taylors and Whiskers where decisions are made by the Owner/Manager etc. Decisions that impact Ocean Pines "Amenities" are made by a combination of the General Manager, the Board of Directors and the Community (through elections and referendums).
- A feeling of **ownership and/or entitlement** exists for many consumers/customers who live in the Pines. This may be due to the fact that the community supports the amenities through their assessments and user fees.
- Rudeness and inappropriate language is often used by consumers when expressing complaints.

Bob suggested that the CAC develop a **list of top critical areas** to consider when hiring the new F&B manager. He knows that the person must have strong leadership skills and have the competence to make an immediate and customer friendly response to consumer complaints and concerns.

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The CAC agreed to meet as needed on a voluntary basis during the month(s) of December/January to accomplish this task.

c. Room Dividers

The YC building was built with the infrastructure necessary to support dividers if it became apparent that room divisions would be functional when smaller /or more than one event were scheduled in the existing upstairs catering space. Bob hopes to accrue evidence to support the need.

5. LESSONS LEARNED REPORT

Gary Miller reported that during the special Meeting of the Board of Directors on October 18th a discussion to appoint a working group to develop a **Lessons Learned Report** was voted down at the encouragement of Bill Caldwell.

Bill stated that the existing Clubs Advisory Committee (CAC) discusses the very topics that Dave Stevens was interested in knowing about. It was decided that the CAC would be tasked with developing a report to address the list of issues developed by Mr. Stevens.

The CAC committee agreed to meet as needed on a voluntary basis during the month(s) of December/January to develop the Lessons Learned Report. Bill Caldwell will supply Dave Stevens' List of concerns along with past minutes for the Committee Volunteers to use as reference materials.

6. CONTRACT REVISION FOR COMMUNITY GROUP EVENTS

Assistant Manger Nadine Horsey responded to the reports that many community organizations have chosen to schedule events at other venues after finding the existing YC event contract and pricing choices were outside of their budgets.

The problem was discussed by the CAC at previous meetings. Nadine explained that she had begun to revise the original contract to be user friendly for the Ocean Pines Community. It is a work in progress. She graciously provided the old contract and the one under revision for the Committee's review. They are included as an attachment to these minutes.

Pricing changes had also previously been requested by the CAC. Chef Tim and Dave McLaughlin agreed to plan menus that might attract more community events and other consumers to the YC.

It was noted that the Mystery Dinner Theater event was very successful. The moderate price attracted a good number of attendees. Donna Hickey did an informal survey of the attendees. Their remarks were very positive.

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Chef Tim remarked that he carefully priced the event to include the cost of the entertainment and food while still providing a profit. His careful planning and attention to detail resulted in a moderately priced, well attended event.

Lesson learned: Careful planning and attention to detail can result in an affordable enjoyable event that the community can be proud of hosting at the YC.

7. PUNCH LIST

Bob remarked that he is expecting his punch list to be completed within 30-90 days. Items on the List include:

- a. Cupolas on roof
- b. Flag pole placement
- c. Heat lamps
- d. Correcting the kitchen design
- e. AC & heating deficiencies
- f. Upstairs Deck flooring to be repaired or replaced by Dec. 5th

8. OTHER FOCAL POINTS

- a. Bob was emphatic when expressing his position that card players and other social groups are not welcome to use the YC Restaurant for their games. **The question remains.....What other sites are available to be used by these groups?**
- b. Expansion of menu items, e.g.,....Comfort foods at lower prices
- c. Happy Hour pricing of food and beverages. **Management Team to consider across the board discounts on all menu items during Happy Hour.**
- d. Enhancing YC décor. **Bob has renderings of suggested options**
- e. Prioritizing up-coming events: Thanksgiving, a scheduled December Wedding, New Year's Eve
- f. **High –top tables** have not yet been ordered due to the lack of availability of the type of furniture that can be used indoors and/or outdoors. Tim has been researching suppliers to complete this task.
- g. Lynda expressed the need for **Christmas Decorations** throughout the YC.
- h. It was suggested that as **a gentle deterrent to unacceptable comments made by dissatisfied customers**, a *History* of the YC be developed in a humorous style and printed on the back of the YC menu. It would be modeled after what is used at the Harbourside Restaurant. Harbourside's story explains Management Policies in regard to the

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consequences to customers who use inappropriate language, are disrespectful to staff or express other complaints inappropriately.

- i. Utilization of "Comment Cards" to assess quality of food & service
- j. Bob expressed the need to change ways of doing business to stay open while stimulating attendance during the "off" season.
- k. Challenges/Benefits to staying opened all year include maintaining experienced staff throughout the year.
- l. Develop "transition strips" for YC doorways to reduce the risk of tripping at entrances & exits.
- m. Purchasing hangers for Winter Coats & paraphernalia
- n. Service Bar to be developed for Summer
- o. Keeping expenditures within currently budgeted items.
- p. Develop list of items to be budgeted for the next budget cycle
- q. Consistent excellent food & service
- r. Ongoing Staff Training
- s. Train staff to smile & take care of grievances

9. GOOD NEWS

- a. Chef Tim U. is developing a Data Base of Recipes to develop consistently high quality food production and presentation. Pictures will show how the plated product should look. It will be a valuable training tool for line staff to develop their skills. Rob has is being currently trained as a Sous-Chef.
 - Special events continue to be planned to attract customers during the off season. They include Wine Club, Cooking Classes, and Trivia Night.
- b. Computer Towers are functioning well
- c. Banquet business is exceeding expectations

Respectfully submitted

Audrey V. Wahl

For

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Mary Anne Whitcomb