

Special FLCC Board of Directors Meeting Minutes

Monday, October 14, 2019, 6:30 pm

In Attendance: Heather Allen, Ron Ball, Brett DeGallery, Steve Gress, Deborah McManus, John Statler, Bob Stumpf, Fred Jenne, Bret Shifflett, Michael Woodcock

Special meeting purpose: To review and discuss the plans for the new expanded Harbor Club, including operations, marketing, and financials.

Meeting called to order at 6:35 pm

- A year ago we identified the need for an operational plan for all three venues: Harbor Club, Member Grille and Event Center.
- The new operational plan was developed by Bret Shifflett and Heather Allen with assistance and input from Deborah McManus, John Statler, and Amy Simpson. It represents the culmination of months of meetings, work sessions, research, and analysis.
- Each board member received a binder with an executive summary, detailed plans, and appendices.
- The operational plan will continue to be reviewed and refined, it is a work in progress, which will morph into an operational manual for the Harbor Club.
- Areas presented by Bret Shifflett and Heather Allen. Reviewed by board members for their input.
 - Expansion strategic plan
 - Country club mission statement
 - Vision of our Harbor Club
 - Executive summary
 - Harbor Club business overview
 - Professional sales and marketing strategy
 - Country club's financial plan
 - Expanded operations plan
 - Detailed Financials Forecast
 - Used 2018 actuals as baseline
 - Forecasts for 2020 and 2021
 - Worst case, best case and average case scenarios
 - Operations
 - 2019 and 2020 Harbor Club staffing structures
 - 2020 Country Club organization
 - Server training
 - Scheduling
 - Labor analysis
 - Opening and closing procedures
 - Housekeeping checklist
 - Catering services
 - Parking/traffic (section to be added)
 - Appendix
 - Examples of menus
 - Business hours
 - Vendor delivery schedule
 - Recipe examples
 - Kitchen waste sheet
- Bret and Heather, with input from John and Deborah, have hired a Private Events Manager. Jessica Hewlett is a Certified Wedding Planner with experience in private event sales and service at George Washington's Mount Vernon as well as The Club's at Quantico. She brings fresh new ideas about sales and marketing

Special FLCC Board of Directors Meeting Minutes
Monday, October 14, 2019, 6:30 pm

including an online application Venuebook (<https://venuebook.com>) that will allow us to streamline the sales process and more quickly close event sales. She has rave reviews on weddingwire and theknot and not surprisingly stepped right in seamlessly to help staff deliver exemplary service at our recent October weddings. Jessica also has restaurant operations experience and will be able to assist member events and dining as needed. We are excited she has decided to join our team.

- Steve Gress suggested that a paragraph about Asset Management be included in the Executive Summary section that will fully recognize the mortgage payment and real property taxes that Asset Mgt continues to make on behalf of the club.
- The operational plan presented was a lot to digest in a two-hour meeting. Board members are encouraged to review the plan in more detail and bring questions to the next board meeting on October 28th.
- Simpatico will be presenting their marketing strategies and deliveries for FLCC membership sales and The Cove private event sales to the board meeting October 28th.
- Meeting adjourned at 8:45 pm