

# LAKE HOLIDAY COUNTRY CLUB

## Minutes of Board of Directors Regular Meeting

**Date/Time/Place:** 22 Feb, 2022; 6:30 pm, Club House Great Room

Directors in Attendance: Robert Adams, Elizabeth Hair, Mary Lewia, Pat Majewski, Cathy Melcher, Darrell Melcher, Ed Noble, and Bill Quirk.

Directors participating through technology: Jon Reedy

Directors absent: Betka Hardgrave, and Stephanie Ryan

Invited Attendance: Mike Goodwin, General Manager

Note: Zoom conferencing was used; John Stover / Judy Schumer provided technical support.

TOPIC:	DISCUSSION:
<b>Agenda Approval</b>	<p><b>Motion:</b> Change the agenda to include the following:</p> <ul style="list-style-type: none"> <li>• Director Noble requested discussion of a contract during Executive Session.</li> <li>• Cathy Melcher requested the addition of the Restaurant Subcommittee’s restaurant survey results during Tab 10.</li> </ul> <p><b>Action:</b> Vote 8 - 0 (unanimous) (Directors Adams was not present for vote) <b>Motion carried.</b></p>
<b>Open Forum</b>	<ul style="list-style-type: none"> <li>• Mr. Carlos Fiol does not believe a restaurant would be successful at the Clubhouse, maybe at Redland Rd. He suggested a resolution to not support a restaurant and not allow outsiders onto Lake Holiday property.</li> <li>• Mr. Roger Headenburg is opposed to a bar and grill. He likes the dog park; his dog gets tired and goes home to bed.</li> <li>• Ms. Ilsa Jorgensen is opposed to the bar and grill; is not only concerned about drinking, speeding and crashing within Lake Holiday, but also about strangers within our community.</li> </ul>
<b>Tab 1 – Approval of previous BOD meeting minutes (Director Hair)</b>	<p><b>Motion:</b> Approve previous Board minutes.</p> <p><b>Action:</b> 8 - 0 (unanimous) (Directors Adams was not present for vote) <b>Motion carried.</b></p>
<b>Tab 2 – President’s Report (Director Majewski)</b>	<p>Director Majewski mentioned items in her report but specifically discussed items highlighted in yellow.</p> <ul style="list-style-type: none"> <li>• February has been cold and snowy and led to beautiful winter photographs and sightings of bald eagles and other birds / waterfowl.</li> <li>• The maintenance crew, even with one less fulltime worker, did a great job clearing snow and keeping streets clear. (300-man hours so far) They used 12 tons of Magnesium and calcium chloride to treat the roads and 45 tons of gravel.</li> <li>• The General Manager hired an additional part-time administrative assistant, Judy Schumer.</li> </ul>

	<ul style="list-style-type: none"> <li>• Munchie Duck, the clubhouse snack shop/café, is permanently closed. The General Manager sent out several requests for proposals which are due back February 28.</li> <li>• Food trucks are scheduled Fridays through Sundays when the weather improves.</li> <li>• Eagle Scout project: dog waste stations by Lily Langston on walking trails; she will submit a proposal.</li> <li>• There will be an orientation meeting for committee chairs in March.</li> <li>• Community Stream walk volunteers needed to take photos of high erosion areas in early spring. If interested, send your name to Chris Anderson, Chair of Lake Committee at chairlc@lakeholidaycc.org. There will be a meeting in early March for the volunteers.</li> <li>• MPC needs CIP projects from committees. Once prioritized, will be sent to the board for approval. Liaisons need to ensure their committees are working on this.</li> <li>• Treasurer needs general budget requests. 2023 budget work will begin in May.</li> <li>• Different microphones have been ordered for the Clubhouse meetings as the existing one cannot handle a large room.</li> </ul> <p>Director Majewski also discussed fiduciary responsibility of Board and Committee members. (See attached)</p>
<p><b>Tab 3 – General Manager’s Report (Mike Goodwin)</b></p>	<p>General Manager Mike Goodwin mentioned items in his report but specifically spoke about items highlighted in yellow.</p> <ul style="list-style-type: none"> <li>• <b>Radar Speed Camera Acquisition Funds Release Request</b> There are sufficient funds for the second TrafficLogix brand radar speed cameras (planned as a Capital Fund expenditure). TrafficLogix quoted \$10,421.58. The Board must approve release of funds in accordance with Resolution 2019-01, the Budget and Expenditures Policy.</li> </ul> <p><b>Motion:</b> Director Hair moved to approve purchase. <b>Action:</b> In Favor: 8 (Hair, Lewia, Majewski, C Melcher, D Melcher, Noble, Reedy and Quirk); Abstained: 1 (Adams) <b>Motion carried.</b></p> <ul style="list-style-type: none"> <li>• <b>Front Gate Barrier Controllers</b> The BK Solutions front entry gate barrier has been ordered. Installation will be completed as soon as all the necessary parts have arrived at BK’s facility. Must be done prior to sealing and restriping of the front gate entry lanes later this year.</li> <li>• <b>Clubhouse Tables and Carts Purchase</b> The Clubhouse Tables and Carts have been received and are in use.</li> <li>• <b>Office Operations</b> The Association Management Office will reopen for all walk-in transactions from 8:00 am through 5:00 pm (normal business hours) on February 21, 2022.</li> <li>• <b>Document Digitization Plans</b> Staff members have only to create an itemized list of contents for each box of Association</li> </ul>

	<p>documents; and the GM request quotes from qualified firms for this batch to be digitized.</p> <ul style="list-style-type: none"> <li>• <b>Marina Paths and Paving Plans</b> Remaining work at the Marina will begin as soon as the weather and soil conditions allow. Quotes for the concrete work is currently being obtained; paving quotes to follow.</li> <li>• <b>Dog Park Pavilion</b> As soon as grounds conditions permit, the installation of the pavilion roof will be installed.</li> </ul>
<p><b>Tab 4 – Treasurer’s Report (Director Noble)</b></p>	<p>There are some delinquencies, but Director Noble believes that will resolve itself when members start registering their boats. LH financial health is in good shape.</p>
<p><b>Tab 5 – Committee Reports</b></p>	<p>Director Majewski noted there were only 2 committee minutes submitted. Liaison Board members need to remind committees to submit meeting minutes. No discussion on Committee minutes.</p>
<p><b>Tab 6 – Enhanced Cabling Solutions for Clubhouse RFP (Director Lewia invited John Stover (Com Chair) to present information)</b></p>	<p><b>Issue:</b> In an effort to update the connectivity of the network in the clubhouse, new cabling needs to be installed in the LHCC.</p> <p><b>Recommendation:</b> Acquire proposals for network cabling for the Clubhouse. T568B is the wiring pattern unless otherwise directed.</p> <ul style="list-style-type: none"> <li>• Great Room: 4 locations (4 wall locations, 2 cable per) = 8 total cables <ul style="list-style-type: none"> <li>o Contractor provides and installs mounting boxes, dual port CAT6</li> <li>o RJ45 Wall Plate. Wall Plate color must be white</li> <li>o Contractor provides and installs CAT6 data jacks for wall plates</li> <li>o Cables are to be terminated and punched down in data jacks</li> <li>o Wall plates and cables are to be labeled</li> <li>o Installation height should be the same as existing outlets</li> </ul> </li> <li>• Cables are to be run to first floor Heating Ventilation and Air Conditioning Room (HVAC) <ul style="list-style-type: none"> <li>o Cables should extend to the floor +1 foot (12 inches)</li> <li>o Cables should be terminated to a clear RJ-45 connector wired to</li> <li>o CAT6 T568 standards</li> </ul> </li> <li>• Any excess verified-defunct previously installed cables encountered during the process of this RFP must be removed; even if the contractor did not install</li> <li>• Any penetrations created between floors must be properly drilled and annotated</li> <li>• All cables should be suspended in enclosed areas and secured with Velcro straps when exposed</li> <li>• Any alterations and repair to the existing drywall should be coordinated with the Committee. Repair of drywall is the responsibility of the contractor unless otherwise stated</li> </ul> <p>Notes: 1. Floor plan dimensions to be provided by GM.  2. Provide Certificate of Insurance  3. Provide Contractor License Number</p>

	<p>4. Target installation date March 14 through March 20, 2022</p> <p><b>Motion submitted:</b> Move forward with this RFP, so the GM can begin RFP process, select a vendor, and have the work completed for a cost not to exceed \$4000.</p> <p><b>No motion required</b> Already in budget and approved. If it goes over budget, GM must come to Board for approval.</p>
<p><b>Tab 7 – Installation of Stop Signs – Lakeview Dr &amp; Sunset Cir. (Director D. Melcher)</b></p>	<p><b>Issue:</b> The intersection of Lakeview Drive and Sunset Circle is right below the crest of a hill and is a hazard to those on Sunset Circle attempting to cross or turn onto Lakeview Drive.</p> <p><b>Recommendation:</b> The Buildings, Grounds, and Safety Advisory (BG&amp;SA) Committee voted unanimously in favor of adding two stop signs to Lakeview Dr. making it a 4-way intersection of Lakeview Dr. and Sunset Circle.</p> <p><b>Budget:</b> Approximately \$200 signage budget is available.</p> <p><b>Motion:</b> Approve the installation of stop signs on Lakeview Dr. to create a 4-way intersection at Lakeview Dr. and Sunset Cir.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p>
<p><b>Tab 8 – INFO TAB ONLY Refreshing the Clubhouse Great Room During 2022 – the 50th Anniversary of LHCC February 22, 2022 (Director C Melcher; Director D Melcher presented)</b></p>	<p><b>Topic:</b> In celebration of the 50th anniversary, the Building, Grounds &amp; Safety Advisory (BG&amp;SA) Committee would like to refresh the clubhouse great room and adjacent areas (foyer, hallway, stairwell, etc.) in 2022. (Samples provided)</p> <p><b>Information:</b> The BG&amp;SA Committee recommends the clubhouse great room refresh be completed in 2022. This includes repairing and patching the walls; new paint; new carpeting; and exploring options for acoustic, sound and light controls to ensure that the space can meet the demands and uses of the community’s great room. Additionally, the committee would like to explore the addition of photos enlargements that feature our lake and natural environment and hanging of historical artifacts for display on certain walls. Some acoustic panels also allow for the screen printing of images onto the fabric vs. the use of a plain fabric.</p> <p><b>Planned actions:</b> The BG&amp;SA Committee will explore options and pricing for modernizing and refreshing the clubhouse great room and adjacent areas, and bring recommendations back to the Board for approval.</p> <p><b>Budget Information:</b> Replacement Reserve (\$2M+) and possibly the Technology-related budget approved in 2021. The BG&amp;SA Committee will seek the advice of the Finance Committee for budget line items. Comprehensive pricing information will be provided to the Board for approval upon the receipt of responses to RFPs issued by LHCC for painting, carpeting, photographers, and acoustic engineering firms. If necessary, based on cost estimates, some activities, such as an acoustic study and possible new/enhanced acoustic system, may need to be phased in over time.</p>
<p><b>Tab 9 – INFO TAB ONLY Food Services Expert Presentation (Director Majewski invited Mr.</b></p>	<p><b>Topic:</b> The Board is in need of education about food services and what is required to successfully have a bar and grill owned and managed by a vendor and not supported by association funds. Mr. Chris Willey, who lives in Lake Holiday, has 40 years of experience</p>

<p><b>Chris Willey, Food Services Expert)</b></p>	<p>in food services, is a licensed Northern VA food service manager, has been fully certified in HACCP &amp; service safe manager, and has been TIPS certified. He offered his services to assist. In summary, it is the Board's fiduciary responsibility to do what is in the Association's best interests. This involves more responsibility than just what the community wants or needs. It involves financial viability of any endeavor. Thus, the Board needs to gather as much information as possible from experts in the field of food services to help the directors make an informed decision going forward. To that end, Chris Willey is here to talk about what he knows and answer questions.</p> <p><b>Information:</b> See Mr. Chris Willey's statement attached. In closing, he stated his opinion as a professional, a restaurant at Lake Holiday it is very unlikely to succeed without HOA financial support.</p>
<p><b>Tab 10 –INFO TAB ONLY Comments to Restaurant Survey (Director Majewski with Director Hair providing feedback on review of survey)</b></p>	<p><b>Topic:</b> Comments / questions from the Restaurant Survey.  <b>Information:</b> Director Hair reviewed the survey results and provided questions/comments from the survey (see attached)  <b>Motion:</b> Director Hair moved to not have a restaurant in the Clubhouse.  <b>Action:</b> In Favor: 4 (Hair, D Melcher, C Melcher, Majewski, Opposed: 5 (Adams, Lewia, Nobel, Quirk, Reedy) <b>Motion denied</b></p>
<p><b>Tab 11 – Stand down the Restaurant Subcommittee Under the Master Planning Committee (Director Majewski with Director C. Melcher presenting)</b></p>	<p><b>Issue:</b> The Restaurant Subcommittee, under the Master Planning Committee (MPC), formed at the request of the LHCC Board of Directors in April 2021, was given the action to prepare and implement a community wide restaurant survey. With the close of the survey on Dec. 31, 2021, further action and next steps should be overseen directly by the Board. Per PRP 12, Committees, the Board has the authority to establish as a working group, defined as follows:  Working Groups: Periodically the board may deem it appropriate to appoint a number of Board Members to accomplish a specific task, further research a topic, prepare a document or strategy, etc. This "working group" will normally include only Board Members, be in existence for a relatively short period of time, and operate directly as an extension of the Board of Directors. Community members with specialized or unique qualifications directly relevant to that working group's particular task or objective may be invited by the Board to join the working group.  <b>Recommendation:.</b> The MPC has the primary charter to serve as the committee responsible for creating strategic plans based on receiving all committee requests for capital improvement projects. As presented by the Restaurant Subcommittee, no CIP funding, nor investment of any kind from the community is to be required, and therefore, next steps do not need to be overseen by the MPC.  <b>Motion:.</b> Stand-down the Restaurant Subcommittee, formed under the MPC in 2021, and establish a board-directed Working Group for 2022. All further actions and next steps will be overseen by the board and the LHCC General Manager  <b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p>

	<p><b>Additional Motion:</b> Director Adams moved that a working group be created with members being Directors Bill Quirk and Mary Lewia; former Restaurant Subcommittee members Derrick Charles and Zack Goetz and Restaurant Expert Mr. Chris Willey, to explore feasibility of a restaurant on Lake Holiday property.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p>
<b>Executive Session</b>	<p><b>Motion:</b> Director Noble moved to go into Executive Session to discuss performance review and contract.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p> <p><b>Motion:</b> Director Noble moved to exit Executive Session.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p> <p><b>Motion:</b> Director Adams moved to approve cost of living and performance bonus for General Manager, Mike Goodwin.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p> <p><b>Motion:</b> Director Noble moved to award contract for Replacement Reserve Study to Reserve Advisors.</p> <p><b>Action:</b> In Favor: 9-0 (unanimous). <b>Motion carried.</b></p>
<b>Adjournment / Announcements</b>	<p>Meeting adjourned at 9:10 pm.</p> <p>The next Regular Board Meeting will be 22 Mar 2022, at 6:30 p.m. in the Clubhouse Great Room.</p>

Respectfully Submitted,  
Elizabeth Hair, Board Secretary

## Fiduciary Responsibility

Taken from CAI published articles

- In a property owners' association, only the BOD, individually and collectively, has fiduciary responsibility. The property owners elect representatives to carry out policy-making and administrative oversight.
- FR is often erroneously equated to financial responsibility but it includes much more than that.
- Fiduciary responsibility has legal stature. Anyone who has accepted it and fails to exercise it properly is legally vulnerable.
- You have fiduciary responsibility when legally entrusted with the care, protection, and use of the association's property and the operation of the association on behalf of the owners. You are in a position of trust and held to a higher standard of conduct.
- Our association is a 2.5 million dollar a year business and must be operated as one.
- You have a duty of loyalty to the association meaning you no longer have any right to a purely personal opinion or personal preference.
- You have a duty to make decisions based solely in the best interests and benefits of the association and in good faith meaning with diligence, care and skill.
- You are required to observe the business judgment rule, arriving at decisions only upon a reasonable basis, including adequate research and examination of costs, risks, etc.
- You are not permitted to speculate, experiment, initiate any bold new ideas or take risks with association property.
- You must have a sound, valid, objective, factually supportable or professionally advised basis for your decisions.
- If you do not know enough about something, you must obtain competent advice from somebody who does.

- Hello, my name is Chris Willey, I have spent my career of more than 35 years in food service.
- I have worked in every facet from executive chef to regional manager.
- The last 25 years I have managed contract food service operations for some of the largest Food Service companies in the world, mostly as a director or General Manager.
- Something that everyone needs to understand about the restaurant business is that it is a “business” not a hobby.
- It is often referred to as a business of pennies, meaning the profit margins are very small.
- Statistically a vast majority of restaurants that open each year close within the first-year due to many factors but mostly because of financial failure.
- The situation is complicated by rapidly rising food, labor, utility and insurance costs and significant qualified staffing shortages.
- Also the health and safety of patrons (a person can become very ill and or die of food and or alcohol poisoning) to the environmental, physical and liability issues.
- I want to discuss some questions that need to be answered prior to implementation of a “restaurant plan” as a list of major concerns
- **Facilities -**
  - Topic of an existing or new buildout impact and more-
    - What impact does a permanent food service operation have on LH looking forward?



- The existing clubhouse would need extensive renovations – even if we were to attach a “mobile” kitchen – this would be very costly - who pays, how and when
  - Making the facility aesthetically and functionally appealing for a Restaurant/Bar plus the relocation of the LH office while meeting all the required OSHA, Health department and ABC control board concerns would be costly.
  - Egress walkways plus Lighting, both exterior and interior and parking with increased traffic, and noise all need to be addressed.
  - Picture a restaurant operating on a Saturday on a late July evening a 5PM - also an event going on at the clubhouse, swimmers at the beach, Picnickers at the tables outside and snack bar operating and boaters coming in or out
    - Very, very crowded etc....noisy and lots of traffic
  - Has a Frederick County Health walk-through been conducted, and concerns addressed?
  - Plans would need to be submitted, approved, and worked through with the county via a professional architect and MEP firm.
  - Rodent, garbage, trash, recycling systems and the need for implementation of a solid waste grease trap (and its effects on LH wastewater system) fry oil grease holding and removal.
  - heavy insect and rodent pesticide use close to the lake and the beach.
  - If LH were to build a building specifically for a restaurant with parking etc. the costs would be more than 750 thousand to 1.5M – again who pays that doesn't include outfitting of the facility
- **Financial viability part 1**
- addressing what it is that we might want – that impact COSTS
  - What is the seating capacity?

- Do we have a detailed menu, bar menu with price structuring?
- How many days/nights per week does it operate, does it serve breakfast, lunch dinner, catering, does it close if it serving a catered event?
- Opening and closing times, holiday, inclement weather impacts.
- Delivery/pick up service and how does that work?
- How Bar-centric is that facility... full bar or Beer & Wine (the trends today show increasing sales in hard alcohol...)
- general service levels (server vs. self-serve), glass' and silverware vs. paper/plasticware operation?
- Big TV's or country music stage band or canned music or nothing ...
- The issuance of a liquor license (belongs to vendor not LH) and (which goes to a public hearing) – will the community push back at that time? What if the vendor leaves or quits, they take it with them - a reapplication would need to be made – that takes time – a bar w/o booze
- My personal concerns regarding the ethics of a “BAR on our property” issues regarding selling it at LH (which has all our names on it)
- Who pays for utility costs (electric, gas water/sewage) maintenance and repair of the facility interiors, exteriors, and the surrounding grounds, trash, and oil removal?

- **Financials part two**

- Do we have the active population to support a restaurant? I have run the numbers-

- The committee - survey said we had 400 interested (200p Bi-weekly) or about 57p/daily in a 7day operation

- Using industry averages of 30-38% product costs, 40-45% labor costs, 18-20% Other costs (controllable and non-controllable costs) I worked out that a minimum number of customers would be 150p/daily at minimum of \$20 PP (not including tax and tip add 19%) to make it a workable (profitable) operation.

- This also limits the initial investment that a vendor would make to 350 to 400 hundred thousand dollars paid back to themselves. Would not account for a loan from a bank with interest.

- at 150p/daily and remember that in a 7-day operation that is like 30p on Monday-Wednesday & 300 + on Friday and Saturday – think about that July evening....

- The numbers simply do-not work w/out large subsidies

- **SO- MOST Importantly- Does this now or in the future ever impact LH homeowners' dues at any time now or in the future? What if the vender/restaurant fails-?**

- **Vetting potential operators**

- Financial, historical ability to handle a project of this nature and commercial and criminal background checks and the ability to finance ongoing operations even in periods of very slow sales. i.e. January, February etc. The willingness to commit to a long-term contract and all that implies.

- **Proper RFP establishment for the execution of a Food Service operation**

- All the above requirements and more

- Business forecasting with daily weekly, monthly, quarterly, and annualized Budgets for 1 year plus a 5-year annualized “snapshot”. (Including menus, prices staffing etc.)
- **Ongoing contract management**
  - need a paid POC contract manager for both internal and external issues associated with the operation. Who pays?

### **My opinion.**

- My experience tells me that the viability of such an operation without significant financial and managerial support from LH Homeowners and BOD would be very unlikely to succeed.
- The expectation that a vendor would come to LH with the long-term investment funds to establish a workable, professional, and pleasing restaurant and bar is unlikely without LH financial support.
- My former employer(s), i.e. Compass Group/Restaurant Associates or it’s subsidiaries or others who have the resources, would not venture into such a relationship without long term investment by LH.
- A guaranteed sales level would be established and if those sales estimates were not met a subsidization of the services by LH homeowners’ association would be mandated.
- They would also need a long-term contract with guarantees that any investments made on their part would be refunded if the contract is discontinued for any reason by either party.

Thank you – questions please

Director Hair's Survey comments and questions presentation. (Attachment 2)

### **Questions / thoughts for Restaurant Tab**

Survey: (note: paper or vocal surveys not included in comments)

- There are two sections to survey spreadsheet: one shows all participants (including duplicates) and the second shows how many you removed. Why not show the balance?

- 964 homes, 633 membership lots and 223 utility lots (1820) but only 380 want the restaurant.

Not majority of membership.

- 964 homes are not all inhabited during winter. Restaurant use would go down in winter.

- if answered no, had to continue answering other questions. (Some didn't finish the survey because they had to answer all questions when they said no, ergo, not a true representation of "no"s.)

- "No" answers included in rest of questions.

- Questions have pigeon hole answers, "Asking if we would prefer a particular location, but not having outside the community as a choice is slanted. If we answer one of your choices it is scored as if we are selecting a preferred location, when we are stating that we do not wish to have a restaurant located within the community. If we have answered no we don't want a bar and grill, why must we answer who we would want to use the bar and grill for our survey to be accepted. Two other questions we answered no, and then had to give preferences as if we had said yes to the bar and grill."

- Will comments be addressed?

- Question 2 has 304 saying yes to clubhouse use; however, question 6 has 323 accepting using the office space for restaurant.

- Question 7 asks how many would attend the restaurant. With 380 saying yes, if you add up all the responses of each answer (meaning 52 once or twice a year, 128 once a month, 158 once a week, and 83 two or more times a week) gives a total of 421 responses minus the 34 repeat answers = 387 vs 380. Numbers skewed.

- Requiring responders to have to answer ALL questions (vice stopping at "no"), invalidates the remaining questions or at least skews the numbers. Ergo, the survey is invalidated. If you include the fact that the survey was not consistently presented to all participants increases opportunity for invalidation.

Where is the market analysis – vendors interested in participating in venture [Any (LH) investors?]

What about comments that survey was not consistently presented? Questions in the comments section indicate such as there are questions such as where would the office be moved to. Leads one to believe the survey wasn't consistently presented.

How do you keep restaurant patrons from crashing functions in the clubhouse?

How does restaurant control errant patrons? Use of LH security?

How does restaurant prevent membership from moving to picnic areas (with alcohol)...then to beach?

What about supply trucks using the narrow roads in LH.

Competition for parking

Competition for snack bar and food trucks - which isn't viable in the winter time.

CAN sue – costs for defense

Increase in insurance liability?

Increase of wear and tear on facilities and LH roads (supply trucks).

Increase in restroom facilities (supplies, water, utilities, cleaning, trash)

What happens if venture goes under?

- What happens if equipment is removed?

- Rebuild of configuration?

- New vendor?

## **SUGGESTION FROM COMMENTS**

Food truck provide variety

Why not BYOB

Why not bring your own meal

Why not add (heavy) tables and chairs on deck for members to bring their own meals and drinks.

Picnic tables available for dining on the lake.

Lots of suggestions for Redland Rd.

Reduces employee oversight for GM.