

MINUTES OF MEETING
VIERA EAST
COMMUNITY DEVELOPMENT DISTRICT

The recessed meeting of August 26, 2021 of the Board of Supervisors of the Viera East Community Development District was reconvened on Thursday, September 9, 2021 at 7:00 p.m. at Faith Lutheran Church in the Multi-Purpose Room, 5550 Faith Drive, Viera, Florida

Present and constituting a quorum were:

Rob Dale	Chairman
Pete Carnesale	Vice Chairman
Steve Colasinski	Treasurer
Paul McCarthy	Assistant Secretary
David Bedwell	Assistant Secretary

Also present were:

Jason Showe	District Manager
Tim Melloh	General Manager
Jeff Spencer	Restaurant Vendor
Residents	

FIRST ORDER OF BUSINESS

Roll Call

Mr. Showe called the meeting to order at 7:00 p.m. All Supervisors were present.

SECOND ORDER OF BUSINESS

Pledge of Allegiance

The Pledge of Allegiance was recited.

THIRD ORDER OF BUSINESS

Public Comment Period – Items on Agenda

Mr. Showe: I don't have any request to speak forums, but we can open it up for any members of the audience who would like to provide comments on the continued Board of Supervisors meeting today. We ask that you please state your name and address and keep your comments to three minutes, please. Hearing none,

Mr. Dale: We're going to close that.

FOURTH ORDER OF BUSINESS**Presentation from Jeff Spencer**

Mr. Dale: All of the Board members received a resume from a highly-qualified gentleman who is here with us this evening. We are going to give him a chance to share some of his thoughts and ideas. His name is Mr. Jeff Spencer and he will share his ideas for 10 minutes or so and then we're going to give the Board Members a chance to throw a million questions at him.

Mr. Spencer: Good afternoon, evening. Thank you guys very much for letting me speak today. I'm really excited to be up here.

Mr. Spencer: So, last week we've been since last week talking about Divots Grill over at the Clubhouse. About what's going on over there and what the opportunities were. I was contacted by someone else who thought that I would be a really good fit for this. I wanted to give you a little bit of insight and a little bit of my background. I don't know if you guys have read my resume, it's long. It's a 20-year career, but I kind of want to give you a little bit of information about me. I went to culinary school at the Walt Disney World Center for Hospitality and Culinary Arts many, many years ago. Over the last 20 years, I have had the opportunity to work with and work for a lot of great places. I really started my career in hotels. I worked at the Radisson in Port Canaveral. When you work at a hotel, these days you're one of The Last of the Mohicans. The young guys now, they don't seem to know as much as the older guys and I was fortunate to be able to do that. I spent four years at La Cita Golf & Country Club (La Cita) in Titusville, which was a privately-owned private course when it was full service. We had full banquets, restaurant, special events. I was able to gain a wealth of information and I got to learn a lot about the golf business, because all of us are in that golf lifestyle, there are certain things that's a little different than someone that just works in a restaurant. It's the golf life, it's cool. I also had the opportunity to be a corporate chef for a company called US Foods, where I got to travel the country and work all over with amazing chefs, celebrity chefs. One week we were in Los Angeles, the next week we were in Atlantic City and we got to do all kinds of stuff. It was really a great experience. Then most recently, I was the Food and Beverage Director/Corporate Chef for Long Doggers, which gave me great experience in local, what really works local. Because the one thing about Brevard, is we have an amazing sense of community that other places in Florida don't have. So, that was really one of my biggest takeaways from that

experience. When we started talking about what's currently Divots, I wanted to tour the facility and we did this on Tuesday.

Mr. Dale: Tuesday or Wednesday.

Mr. Spencer: Yeah. So, we've only been talking about this for a couple of days.

Mr. Dale: Just so the Board knows, there was a joint meeting with Tim, the Golf Course Manager, myself and the perspective builder that we've been discussing.

Mr. Spencer: Yeah. My wife Lillian and I went in and checked it out. We had breakfast. I had been in there a time or two and really thought about; what would be great for this space, what would be great for the community and what would be great for everyone that's involved on the Board, the golfers and the residents. So, I really started to think about what type of concepts would work and work well and be able to do things like drive revenue, not just get the golf community, not have a diner or a snack bar, but something that everyone can really enjoy and be a destination for the people who live in Viera. When we met with Tim, we talked about the idea of synergy, things that the golf club and the food and beverage (F&B) side of things need to work hand in hand. One drives the other. So, when you have a great F&B program, it promotes the course and promotes the revenue for the course. If you have a great course, then it promotes the F&B program. So, one works in conjunction with the other. When I started to come up with a business plan, I started to look at things like hours, like what hours are currently available, the hours of operation and what hours were needed. We talked for about three hours and then we left. Tim had the best thing to say on the whole day, *"I wish there was place around here that I could get a beer"*, in a joking manner, but it was so on the money. Because there were tons of people there and they were people that would hang out. We left at six o'clock at night and the parking lot was full of cars. In working with the other facets of the golf club in the community, everyone works together as a team. That way you can drive sales. You can work with the marketing side of things and really drive that revenue for all aspects of what goes on in Viera East. So, I want to do with the Board what I call, *"Market research,"* which is kind of fun. I want to ask a couple of people here and think about, *"What's your favorite local restaurant that you'd like to go to and why?"* Rob, we'll start with you.

Mr. Dale: I just went to Texas Roadhouse for dinner.

Mr. Spencer: Why do you like to go there?

Mr. Dale: They can get you in quick and out. The food's good. They have nice steaks. I'm a meat-and-potatoes guy.

Mr. Spencer: Nice steaks, right? Steve, how about you?

Mr. Colasinski: I go to Chick-fil-A, actually.

Mr. Spencer: Why?

Mr. Colasinski: Because the food is reasonably priced. It is of high quality and it is fast service. The people there are very friendly.

Mr. Spencer: Friendly, right? Paul, how about you?

Mr. McCarthy: Long Doggers.

Mr. Spencer: I know it well. Why?

Mr. McCarthy: There's good food and it's economical. You get in and out there.

Mr. Spencer: Right. These are the reasons. So, I'll you give one more.

Resident (Not Identified): 2 Angry Wives.

Mr. Spencer: 2 Angry Wives. I know them well. That's Mark's place. Why?

Resident (Not Identified): Because they're very friendly. They know our names and they give us great service.

Mr. Spencer: Yeah. So, these are all the reasons. What no one talked about was, *"I like to go to this diner over here that's dirt cheap, but the food is lousy and the atmosphere is not so good. It's kind of dirty, so that's my favorite place to go."* No. You like to go where you are welcome. You like to go where there's a good value and that's not super expensive. You want to go out with a good experience. Every place that you guys mentioned are places that we go. Our favorite place in town is Coasters. Why? Because I like the menu because they always have something great on it. The service is not always the best, but it is the feel and the atmosphere when you go into it. These are the things that we started to think about with a concept, an idea, a direction. So, this is my concept. This is the *"Hook and eagle tavern concept."* Right? I love this. So, *"Hook and eagle"* is an analogy from someone who came from the golf business of the thrill of victory and the agony of defeat. I hooked it into the trees but then I got a birdie on the next hole, so it's okay. So, I wanted to come up with something that has great universal appeal. As I started to write a proposed menu, which we'll go through in a little bit, this idea of this in-town tavern came about, still family-friendly, but something that really can promote what I think is a good representation of what Viera East is. Hook and Eagle tavern is a golf and sports tavern

servicing the highest quality southern inspired pub fair in a casual atmosphere for all ages. Do you know why I was looking at southern fair? Because I'm from Detroit. So, we have to have southern stuff. No, the reason why is because the one thing that universally is, we are all here and we all live in the south, even if it's just part of the year. We talked about the menu. This is exciting because coming from a place of I love to get a Long Doggers. Long Doggers is like the quintessential Florida sports bar. They've got a little something for everybody. It's friendly, but they've got some stuff there; some of it I'm responsible for, I'm not going to lie. So, I like when people say it. There's going to be switchover to the other one. We even got to the point about three hours ago when we started looking at even a little bit of what in my mind, would be the interior type of inspirations of what we can do in the space after we toured the facility. I have a picture, but it is really hard to see. It doesn't give a very good idea .

Mr. Showe: I will save it and we'll put it on the website.

Mr. Spencer: What the picture does show is this is bright and inviting and really would take to the space that's there. The space that's there is fantastic. It's full of windows. It's bright. It's open. It just needs a little shine. So, part of what I'm really thinking with this is all about revenues. What I really try to like to do is to set goals for things. Some of these things would be my goals or the goals of the restaurant. There are 780 homes in Viera East?

Mr. Dale: In the golf course community.

Mr. Spencer: Give or take 5,000 in the neighboring couple of miles.

Mr. Dale: Right.

Mr. Spencer: This is a lot of folks. So, we want to be able to expand this dining experience and have something that's right in someone's backyard. That's truly that hidden gem because it's not right on the side of the road, but the people in our community, know where it is and they can enjoy it all the time. So, with that amount of homes in the area, I would look at drastically increasing the annualized revenue. I feel that the annualized revenue that it's producing now can be tripled, if not quadrupled in 18 months, which would be something that would be able to feed money back into the golf course and back into the community. Right? With that being said, in case everyone hadn't heard this, there's a little bit of an unemployment issue in the State and the whole country and all that stuff, so maintaining service levels and being able to be agile in the way that you run that business is paramount. What you've seen chain restaurants do now is they have cut their menus back. They have done things with their hours of

operation in order to maximize their business on a lesser amount of employees. It is pretty simple. It's almost like corporate America, do more with less. So, by designing your menu and your overall concept to be easily executable, high-quality, and be able to be adjusted as your staffing levels increase and decrease is really paramount in this entire focus. I want to talk about hours of operation because right now, I believe Divots is open for breakfast and lunch and then it closes down. You don't make very much money on \$5 breakfasts. Maybe you make 75 cents per seat. It's not much when you can really expand your revenues by offering lunch, dinner, events, and drastically expanding the beverage service. The most of the money that you make in a bar and grill to grow profit comes from the beverage service and being able to offer that. We like that. At the end of day, something that I learned from Long Doggers and Meg O'Malleys, is it's about delivering an experience. When you go to your favorite restaurant, you don't go there just because you get a good steak, but you go there because you get that experience and you leave with that same great experience every single time. This sounds all great and it sounds like a lot, but really the food is pretty basic stuff. I looked at what currently was on the menu. Most of us have breakfast most days of the week. When you go out to eat for breakfast, there's three things that you'd never get, ever. You never order an appetizer, you never order a dessert and you never order anything from the bar. So, that's three things of lost revenue in every person that comes in. Currently, on the menu, there is not a single shareable appetizer. None. Now, stuff can be shared, however, when that guest is there, I want to be able to get as many dollars out of them as I can. So, I would like them to purchase an appetizer, get that extra round of drinks and some great southern-inspired desserts. What I did with this is, I took the most popular items in almost every single casual bar and grill type of restaurant. Then we threw in a couple of things that are signature; pimento cheese dip because it's southern, egg rolls because I need something else to do with the corned beef that we're going to make, some nice basic salads, but one signature item that is very familiar to people. Does anyone know what the number 1, 2, and 3 soups that are consumed the most popular? New England Clam Chowder, broccoli cheddar soup and chicken noodle. Those make up 85 percent of the soups that are eaten in America. So, why not take one of the three and just kick it up and do like an awesome French Onion type of thing. What do I like about French Onion soup? I like the cheese on it. I don't care about the rest of it. Tim and I talked about the most popular sandwiches. You got to have a Cuban. Something that I learned in the golf business is you have to have items that are great on the cart

that travel while you take it out. I want to be able to put it in a box that fits right in the cart, in that spot that's in there. I told Rob that if I can figure out a way to put a Cuban sandwich in a cup holder, we'll do that because I know it's easy. Then the basic stuff. We're going to make awesome homemade corned beef. This is the cornerstone. I'm a little bit passionate about burgers because for every restaurant that you ever go to, a burger is the barometer of the entire business. If I go to a place and they have a \$16 burger on the menu, I'm going to say, *"That restaurant is expensive. I better hold on."* If I go to a restaurant that's got a \$7 burger on the menu, I'd say, *"This restaurant's probably not very good."* It's all about fitting in the right price point for the right quality. So, this is a big push because most people in America eat a burger once a week, or more. Guilty. It's a golf course. We have to have hot dogs. It's like a rule. When I first went to La Cita, we were like chefs. We were like, *"Why are we cooking hot dogs? We don't want to sell hot dogs."* You have to sell hot dogs." So, we're going to do something really cool. We're going to do a couple of things that are really, really cool. We are going to have kids menus, gluten-free items, vegetarian offerings. These are all important. People who are like that, are called the food tribe. You have to appeal to that tribe. We will also have a full line of desserts and things like that. With all this being said, this menu can be executed with a kitchen redesign and expansion. The existing space is pretty much already there. Move into an outdoor eating venue so where we can have a beautiful bar on the inside. We can have seating on the inside that's probably a little bit more adult. Has anybody been to Timeout Sports Bar in Cocoa Village?

Mr. Dale: Yeah.

Mr. Spencer: It's got a great outdoor eating area. It's very, very inviting. It's one of those places where you can go there and spend like six or seven hours. Many people do. So, that idea of having that really inviting where you go there, it's important that the service staff knows people's names. It's important they have that experience and be able to offer those things all the time. Be able to offer things like the beverage cart all the time, if not extremely often. We were watching the guys come in the other day and they're going to the range. Tim said, *"We're getting all these guys at night. They are not really golfing. They are coming to hit balls on the range. So, why don't we have a beverage service out there?"* Cater to the people who are coming in, so their money stays here instead of going to another club. They call it the service industry. It's what it's about, just like Chick-fil-A. That's what I have on this. This is obviously

in the very rough stages. In the three days of work, you can get something decent out of it. I really want to open up the floor especially to the Board.

Mr. Dale: Let me take it here real quick, Jeff. For the audience, I want to remind all of you that we're still in the business portion of the meeting. This is for questions from the Board. Anybody that has specific questions for Jeff, at the end of this part of the meeting, you get another public commentary. So, this isn't going to become a free for all. We want to give the Board a chance to conduct business here and ask questions. With that said, Dave, you're the first hand up.

Mr. Bedwell: Are you looking at this being a lease or being a manager?

Mr. Spencer: We haven't ironed out the details. I think that there are pros and cons to both, but I think we really have to figure out the details of what works best financially for the club and financially for me. Like I told somebody the other day, Lillian and I are grownups and we have a big fat mortgage with three kids. It's important to me that we don't go out of business before this idea is totally brought up. So, that's something that we'll have to figure out. I don't have a problem with leasing, but I'm also not opposed to being on the employee side.

Mr. Bedwell: What's the hours of operation?

Mr. Spencer: From what staff sent to me, you want to open is early as 10:30 a.m., possibly breakfast or brunch on the weekends and definitely through dinner. Dinner is the part that drives the most revenue.

Mr. Bedwell: 7:00 p.m., 8:00 p.m. or 9:00 p.m., what do you think?

Mr. Dale: The Request for Proposal (RFP) hours were minimum 10:00 a.m. to 8:00 p.m., and then anything beyond that was at the discretion of the restaurant.

Mr. Bedwell: You understand if you expand the kitchen, which you're obviously going to, you shrink the diner. Do you have enough seats left?

Mr. Spencer: Absolutely. Has anyone ever seen the inside of the kitchen over there?

Mr. Bedwell: Yeah.

Mr. Spencer: It's tight. It's real, real tight. The other day when we met and we started to look at the amount of seats, the inside right now is 104 seats. Outside, easily just with the area that's there now, if it's serviced is probably 75 seats. Then if an additional deck that goes in, you're pushing over 200 seats.

Mr. Dale: What area are you referring to when you're saying outside?

Mr. Spencer: Outside in front of the Pro Shop where the tables and chairs are now.

Mr. Dale: Okay.

Mr. Spencer: I know what the guys had talked about was building a deck out in front of that. So, we would have seating in that with an awning.

Mr. Bedwell: That's a long walk for the waiters from the kitchen to where you're talking about.

Mr. Dale: It will keep them in good shape.

Mr. Spencer: If you look at the walk that Grills does, Grills have about three times the walk.

Mr. Bedwell: I know.

Mr. Spencer: With that being said, you have to have the kitchen space in order to service anywhere near that amount of tables. Presently, I think probably the opposition to even wanting to serve is that if the restaurant is full, that's all that you're going to get out of that kitchen because you just can't fit any more than two people back there. Two people are only going to service so well. So, what we had talked about is what we think that we'd be able to do is close off the kitchen where the bar is, flip the hood around the other way and then run a full functioning hotline that goes side-to-side, very much like Long Doggers line. Now, I can tell you in the Atlantic Long Doggers, they do \$25,000 a day of that little hotline. Right now, they're currently doing \$700 a day. I'd like to move a little closer to that \$20,000. So, it can be done. It will shrink a little bit and then the idea would be to put a bar somewhere inside the restaurant. It would shrink seating inside the restaurant, but we would double and triple the amount of seating that's outside.

Mr. Bedwell: Well, my concern is when I go to a restaurant, I can't sit on the patio 365 days out of the year.

Mr. Spencer: Sure.

Mr. Bedwell: You got cold, you got heat, you got rain. Typically, I go, "*Hmm, I think I'll sit it inside*" and you're shrinking significant numbers of seats.

Mr. Spencer: I would say we'd probably go down by about 25%, but you would gain at least seven or eight parcels.

Mr. Colasinski: Long Doggers has significant outdoor seating. How has that worked with them?

Mr. Spencer: No one ever wants to sit inside.

Mr. Bedwell: They got to drop cloths. My next question maybe for you, Jason. Are we allowed to put a roof over this patio versus the lawsuit with Jack?

Mr. Showe: My understanding is we can as long as we don't expand the footprint of the clubhouse.

Mr. Dale: The permanent footprint? That'll be part of the process.

Mr. Bedwell: I don't want to get into a violation. A patio is one thing.

Mr. Showe: If we get to that point, we are definitely just going to have to reach out.

Mr. Bedwell: Have the lawyers check on it.

Mr. Showe: Correct.

Mr. Colasinski: Maybe it's where the roof is anchored, potentially.

Mr. Showe: The agreement says the footprint of the building. So, that's the technical terms of the agreement. I know that we asked previously if we could even close in the walkways.

Mr. Colasinski: Right.

Mr. Showe: To make the whole building closed in and there was not a problem with that.

Mr. Bedwell: His objection was expanding the restaurant.

Mr. Dale: His primary objection was spending a lot of bond money on expanding the restaurant, which was the concern. The business owner did not want her taxes going up as a result of that. I have full confidence that if we're talking about putting a wood awning out to cover a patio deck, Jack is not going to have a problem with that at all.

Mr. Bedwell: I just thought I'd bring it up.

Mr. Dale: It's a good question, but I've heard it a lot. That's why I wanted to address it full on. Of course, we're going to have the attorneys ask and everything, but I've talked to Jack in the past. I don't think there's going to be any issue there with that.

Mr. Showe: The agreement just says we can't expand the flip print of the Clubhouse

Mr. Dale: Right.

Mr. Showe: So, I think if we keep it in within the existing, I think you can reconfigure it all you want.

Mr. Dale: Right. You brought up a couple of really good points, Dave. All of this stuff is obviously going to be part of the ongoing discussion of the Board. A couple of the things that

have been discussed preliminary, we've got the interior wall that separates the restaurant from where the old patio used to be, that's now enclosed. Our builder said that it would be no problem taking that out. It's low-bearing, but he's able to do whatever he does with a low-bearing beam. He said if he's able to clear that out, that would free up extra seating in there so that's part of that restaurant. Then the other thing he talked about, which makes a lot of sense to me, is at the start of the breezeway, pretty much near where the existing bathrooms are towards the Clubhouse, he could wall that with glass and everything, a restaurant front. You then can have that as a hostess stand. Then in the back area, basically continuing that wall and then somehow doing some kind of design that incorporates the back of the building to the pro shop. So, what that adds is probably about another 500 square feet, potentially an area that a bar could go in, potentially an area where we would have seating. There's just a lot of options that are on the table. The builder was going to be here tonight, but then he wasn't able to make it at the last minute, but one of the proposals that I'm going to be asking of the Board tonight is that we, I don't know if we actually already did this one to be honest with you, did we already empower Tim and Steve to get with the builder and spend up to a certain dollar amount for design purposes?

Mr. Showe: I believe we did.

Mr. Dale: If we did that already, then we won't have to take a vote on that.

Mr. Showe: I'll double-check.

Mr. Dale: I thought we did that up to \$10,000. Obviously, I don't think it's going to cost anywhere near that.

Mr. Showe: \$20,000. That was at the July 8th continued meeting.

Mr. Dale: Okay. So, we've already done that.

Mr. Showe: Yes.

Mr. Dale: Good. Then we're already there. So, what we'd be able to do is talk to the builder to come up with some conceptual designs, pass them around to the Board via email or whatever and everybody provide their input.

Mr. Bedwell: Can we legally enclose the breezeway?

Mr. Showe: We did ask that specifically when we were negotiating and he indicated that would not be a violation of the agreement.

Mr. Bedwell: There's a lot of square footage there.

Mr. Dale: Yeah, that's it. But are you talking beyond?

Mr. Bedwell: No. I'm just saying the breezeway now under the roof when you're walking between the pro shop and the restaurant and all that.

Mr. Dale: No, I understand. I guess what I'm saying, is are you asking that outside of just the lawsuit issue, in other words like fire marshal and all that stuff?

Mr. Bedwell: Yes. The other thing for you, Tim, is you worked at La Cita. There are a lot of golfers who tee off early and like to get a cup of coffee or something to drink to take out onto the golf course. We don't allow coolers. So, what are you going to do with the golfers that tee off from 7:00 a.m. to 10:30 a.m.?

Mr. Spencer: What my plan with that would be, was to focus on grab-and-go offerings and be able to have beverage sandwiches, things like muffins and breakfast sandwiches. Just not run full service.

Mr. Bedwell: So, you might be open before 10:30 a.m. just to be a snack bar.

Mr. Spencer: Yeah. Exactly.

Mr. Melloh: Just because it says 10:30 a.m. in the RRP, that's just what our minimum requirement is. If you wanted to open up at 7:00 a.m., you could because people will want to grab maybe a bagel or a cup of coffee or a Danish.

Mr. Bedwell: They want something to drink.

Mr. Spencer: That would be something that after the restaurant is open, would be based on demand. If there's a great demand, it would be something that would be great to invest the labor in doing that.

Mr. Bedwell: But you could run this portion with just one person.

Mr. Spencer: Yeah.

Mr. Melloh: You got the snack bar part of it or let's say lunch service.

Mr. Bedwell: I just want to make sure we take care of golfers who want to go out.

Mr. Melloh: Absolutely.

Mr. Dale: I'm going to bounce around, I'm going to go to Pete next. What do you got, buddy?

Mr. Carnasale: Basically, for the early morning piece, when you're talking about profitability, the whole breakfast thing is a no-go. However, there is nothing wrong with having sandwiches, muffins, that kind of thing and having somebody there that's keeping a pot of coffee

on at all times and be able to give coffee, tea or whatever as a drink. Yes, you would have a very limited menu in the morning, but at least you'd be there.

Mr. Bedwell: Okay. I didn't catch that in the original conversation.

Mr. Dale: Do you also have questions of Jeff, I mean, in operation?

Mr. Carnasale: Basically, my question, which I'm not going to get an answer to, is basically reading through his resume, he looks overqualified for what we're looking at. My question would be what he would expect to get out of this in terms of when we're coming to an agreement in terms of dollars and cents. That's why I said I don't expect to get an answer right now on this.

Mr. Spencer: I think we can talk about all of that one-on-one somewhere.

Mr. Carnasale: But that's a big question mark.

Mr. Spencer: Yeah. I think that I'm overqualified for what's being done currently. However, I'm a person that if you can dream it, you can do it there. I see the potential of having a business that generates a \$1 million or more a year. So, if you had a restaurant that was currently doing \$750,000 of a \$1 million or more now, I would be overqualified.

Mr. Carnasale: Jeff, what kind of volume do you see, would it take daily to get the \$750,000 to \$1 million a year?

Mr. Spencer: You'd have to do, give or take, around \$15,000 in sales a week.

Mr. Carnasale: A week, but how many people per day would that be?

Mr. Spencer: I have to do the math a little bit backwards. Right now, basically for the dollar amount that they're generating, they're saying that they only serve about 40 people a day. We went for breakfast and there were 25 people in there. To me, the numbers didn't really add up a whole bunch. Also, the biggest difference in concept is with what I'm looking to do is much, much heavier on the beverage side. So, you would look at quadrupling the beverage sale side.

Mr. Carnasale: Are you saying 100 people a day or 50 people a day?

Mr. Spencer: No, you'd have to do probably about 150. If you take 150 people through, that's something that's open for 11 hours a day, it's 10 people an hour. So you start to see where the dollar signs really potentially add up. Because once people go and see this, they're going to come back and they're going to bring their friends. So, I would expect that this would jump in

three phases from that \$250,000 to \$500,000 and then \$750,000. To get to over \$750,000 will take time.

Mr. Melloh: That's a realistic number and I'll tell you why. When I was at Florida State University, we did \$600,000 a year in our grill. That was the snack bar, breakfast and just lunch. We didn't do anything in the evening times other than be open for bar service, but the university own the golf course and the restaurant, they would never let us do happy hours or promote drinking if you will. So, I think that doing a \$1 million worth of business is achievable.

Mr. Carnasale: I was trying to get into a general understanding.

Mr. Melloh: That's a great question.

Mr. Carnasale: Thanks for the confirmation.

Mr. Dale: I want to draw attention to one of the restaurant tours that we had interest in, since the Board didn't have the opportunity to catch up with, that person didn't work out. That was the person I was speaking of two weeks ago that was very interested. We did a tour and thought it might work out. The point that I want to make on this is that person, Jeff and then the second RFP that we had received last week, said all the same thing, that \$500,000 in sales would be absolutely no problem for this restaurant. Jeff has even taken it a step further. So, I feel confident, after hearing from three restaurantours with great credentials, that the probability we're going to hit over a doubling of what we're currently doing is a very strong possibility.

Mr. McCarthy: I've got a couple of questions.

Mr. Dale: Please, Paul.

Mr. McCarthy: Jeff, first of all, thank you for the presentation. I thought it was excellent. The fact that you had four years at La Cida is a good thing. That tells me, you know how to handle a golf course situation. We're in a very early stage and I realize that. I know we're going to have to have the engineering department involved, the legal department involved. In terms of the builder, I don't know what the cost is. Are we under the bidding process? Does that have to go out to bid?

Mr. Showe: It depends on what we're proposing, but we hope that the consultant will give us some scope of what the costs are going to be and then that will determine if we have to go out to the formal bid or not.

Mr. McCarthy: At this point, we have no idea as far as what it's going to cost, correct?

Mr. Colasinski: Right. There's no design on paper right now for that.

Mr. McCarthy: That's what I'm looking for.

Mr. Colasinski: Absolutely. That's the next step.

Mr. Dale: Right. Let's talk about that a little bit because we've got a multitude of things here that we're going to need to be addressing. We've got a roof and actually now that I bring up the roof, have we heard anything yet?

Mr. Showe: We're still waiting. I'll check again. I'm checking every two weeks.

Mr. Dale: Alright. We've got our insurance claim in, and we haven't heard anything on the insurance claim yet. There is a strong probability that we're going to have to replace our roof. We definitely need a paint job on the place. There is corrosion of the wood all throughout the building, that's going to need to be fixed.

Mr. Colasinski: That's outside?

Mr. Dale: Outside. The exterior wood. We've got softening that is coming apart in places. I noticed wasps getting up in there. So, I think we've got some fixes along those lines. I mean, if we're talking about a roof and just those things which have nothing to do with the restaurant, we're going to need to probably be dropped and close to about \$150,000 into just fixing things up to maintain the current state of the Clubhouse.

Mr. Colasinski: So you are saying \$150,000?

Mr. Dale: \$150,000. I may be a little on the low end. Roofs are pricey and that's a big, big roof. But we would have insurance money at that point to help cover some of those things. Some of the things that Jeff is talking about, moving hoods inside of the kitchen, in talking to the builder he said, *"Now is the perfect time to do this. If you're going to be doing your roof, I would have to punch through the roof with the hood. So now's the perfect time to be doing all of that all at once."* So, I think we'd be killing a couple of birds with one stone. In my heart, if you're talking about buying three extra flyers and a pool table, putting up a wall for the kitchen, and then moving a hood, I think you're probably talking about \$100,000 or somewhere in that ballpark to move that and improve the kitchen. Then if we're talking about putting an outside deck up and then also putting an enclosure where we have our existing freezers and coolers and everything exposed to the elements, those two things, I think you're probably talking another probably \$40,000 to \$50,000 to build those things. You are probably talking potentially another \$50,000 if we are going to close the two ends of the breezeway to give ourselves more space there. Then if we're talking about flooring, such as an epoxy flooring that's non-stick, that lasts

forever and is very very presentable and everything, you're probably looking at another \$20,000 to \$ 25,000 for something like that. So, it starts adding up and I think we're potentially in the neighborhood of \$300,000 to \$400,000 in improvements, but we are also looking at whether we do nothing with the restaurant. We are looking at having to spend about \$150,000 of that anyways, because of the roof and the exterior damage and the need for a paint job.

Mr. McCarthy: Would the repairs to the roof be paid with bond money or would that be capital reserve money?

Mr. Dale: I'm hoping that it's insurance money.

Mr. McCarthy: That's even better.

Mr. Dale: We have to wait and see, but if that's insurance money, then that might even get us a little further than where we need to be. I've done some of the math on the bond money we have because I know we have a lot of projects floating around and our number 1 priority right now is the irrigation system. We wanted Tim to get the RFP quotes on that now. If we don't go over that \$2 million and if we're under it, then the money we have for the other things that we've been talking about, the bunkers, the irrigation, the roof, the restaurant and a professional punting course. I think the money is there for all of those things. If you add in a little bit of insurance money, the fact that we're knocking it out of the park with profitability this year, because we're going to have a chunk they're and then the fact that we have some of the bond money. So, we're going to have three different pies that we're going to.

Mr. Colasinski: Well I think we're going to need a list and some estimates.

Mr. Dale: Exactly.

Mr. Colasinski: So, we can all visually look at and say, *"This is what we're thinking, this is what we got and this is what we think we might spend."*

Mr. McCarthy: Exactly.

Mr. Bedwell: Get an estimate on how long we have to shut the restaurant down to do this remodeling.

Mr. Dale: That's a big part of it. I get it. I know that I'm doing a lot of talking here, but I want to emphasize again that the remodel. the initial design and all of that, that's what we empowered Tim and Steve to do. So, I will put my two cents in there every now and then, but I'm going to try to stay out of that mix.

Mr. Carnasale: From my perspective, the number 1 priority regardless of all these other jobs that we've got going and I'm not saying any of them are not important, is going to be the irrigation system. If you don't have an irrigation system, you don't have a Golf Course. It's cut and dry.

Mr. Bedwell: That estimate was done two years ago at \$2 million.

Mr. Dale: Right.

Mr. Bedwell: The cost of living has gone up.

Mr. Carnasale: That's number one. So where that fits in and what money it takes from us...

Mr. Bedwell: We won't know until he does the RFP on it.

Mr. Carnasale: Right, but I'm just saying that's going to be the first item that we're looking at before we see what other money is available.

Mr. Dale: Regardless if that happens or not, there are things we can and should do in the restaurant. I mean, it may be that if the RFP comes in at \$3 million or \$4 million, then we're not going to be enclosing breezeways and stuff like that.

Mr. Carnasale: So, Jason and Tim, why don't we just ask, maybe have you guys have a list of these things and the proposed costs, just so we visually can all have a shared understanding where this is going. I think that's just kind of an anchor we need to have because right now we're just throwing numbers and things around.

Mr. Dale: Right, but the number aside, I think Dave hit the nail on the head though. This is something that's going to go in phases. We've got an immediate issue which is October 1st. This is kind of what I shared with Jeff. It's up to the Board, but the way I would see any kind of deal with Jeff would be there's going to be Phase 1, which is, "*This is what you're going to make or here's our deal before our build out,*" whatever the build-out winds up being. Then Phase 2 is, "*Here's what it looks like after the build-out.*" Then Phase 3, would be down the road but, if we're going to invest a chunk of money in the putting course, the District deserves to be able to get a bigger slice of the pie in the way of revenues, because that putting course is going to bring in all kinds of revenue, I think.

Mr. Colasinski: So, where are we going here tonight? Jeff is here, he's made a presentation. Where do you envision us being at the end of tonight? When do we know we're going to be done?

Mr. Dale: We are in Phase 1.

Mr. Colasinski: What would you call Phase 1, just so we have an understanding?

Mr. Dale: Prior to the build-out. We need to know Jeff is interested in pursuing things with us. I would actually make the motion that we empower you and Tim, since you are already part of the build-out, to be able to come up with a shell of an agreement with Jeff in terms of what kind of revenues we get out of the deal and what revenues he gets out of the deal.

Mr. Bedwell: Are you talking about on October 1?

Mr. Dale: October 1. That's our immediate issue.

Mr. Showe: I don't want to call it simple, but I think the easier way to do that if you wanted to do, is Phase 1 would be essentially the restaurant operation as it exists today. You already have a shell of an agreement that you have for the current vendor. Not that you want all those terms or all those conditions, but I think it's essentially a lease and the District gets 10% to 12% percent of gross revenues back. I think that would be a shell agreement if the vendor would be willing to enter into something like that to start with. Then once you get to Phase 2, you can negotiate a whole new contract.

Mr. Dale: Right. Which we would do. What I shared with Jeff was some sort of fixed, minimized guaranteed payment. This is just me talking. I'm not the king of the Board or anything here. so, it's up to the Board to figure out what they want. Let's say square footage rates if we're keeping it simple, because it's going more than this, are going for \$20 a square foot. Maybe we do \$10 a square foot for our guaranteed minimum. Then we have a percentage of revenue or something like that. That's where I see us going with Stage 2. I think Jason is onto something with Stage 1. Maybe we just do a continuation of what we have going on right now.

Mr. Bedwell: To do a lease, he has to have cash. He has got a pay initial payroll. He has to buy food, beverage, etc. That takes a lot of money unless we're willing to fund it and somehow he reimburses back more of the revenue until he pays us back and then we drop it.

Mr. Dale: You actually brought up a great idea at a previous meeting when you threw out your promissory note.

Mr. Bedwell: He can make more money if it's a lease if he's successful.

Mr. Dale: Right.

Mr. Bedwell: We said we'd make more money if we got it internally.

Mr. Dale: I think it's going to be somewhere of a balance in between. I don't know. That's what I think.

Mr. Carnasale: But again, you have to look at the money and also the work involved. We've already discussed that we don't want the Board running the restaurant.

Mr. Dale: No, no. We've discussed it. We haven't agreed on it.

Mr. Carnasale: That's what I said. We've already discussed that. I don't think the Board is into trying to run the restaurant. It's been tried years ago, we tried over and over again, but it's never worked.

Mr. Dale: I think you're putting words in people's mouths right now, Pete.

Mr. Bedwell: I have one other question for him. Are you going to quit your current job or are you going to keep it and do this as a side hustle?

Mr. Spencer: No. I would leave my current employment. I don't think that that job we can be done as a side hustle.

Mr. Bedwell: I just thought I would ask. I'm trying to think that maybe you'd keep it. Again, getting started and a lease takes money. It takes a lot of money.

Mr. Dale: I don't know if you caught what I said a few minutes ago, whether it was the last meeting or the meeting, you're a promissory note idea was brilliant, I thought.

Mr. Bedwell: I do too. To me, it's good for him and it's good for us.

Mr. Dale: Right.

Mr. Bedwell: We want him to be successful.

Mr. Dale: Right.

Mr. Bedwell: He can't be worried about money and all of this.

Mr. Dale: Exactly. So, what I propose is that Tim, Steve and Jeff get together and put together a shell of something and then they share with the Board.

Mr. Bedwell: Put together a lease agreement that he can live with.

Mr. Showe: Jeff, have you seen the current lease?

Mr. Spencer: No.

Mr. Showe: Let me email that to you. That way, you could at least to see what we have now. I think the Board probably would be looking at something similar to that. Again, I'm not saying all those terms are exactly right. Maybe there's something where David was saying where

the District fronts a set amount of money to get you started, as the offset of leases or rent in the future. There are 100 different ways to split it.

Mr. Dale: Everything is on the table.

Mr. Colasinski: But we also need other items too like furniture.

Mr. Bedwell: Yeah, I know. I figured we would buy it.

Mr. Colasinski: Right. Correct.

Mr. Bedwell: I am talking about him being able to pay his people and buy food and beverage before the money comes along and there's a gap there.

Mr. Dale: Right. Jeff, do you have any thoughts that you want to add to at least the Stage 1 concept that we're talking about?

Mr. Spencer: That was similar to what I had in mind too, because that's in the beginning. It's substantial before revenue starts to come in. I would want to have something to where it's laid out in somewhat of a timeline in stages.

Mr. Bedwell: Well, you've probably the best to figure out what startup cost you need to get you to the revenue.

Mr. Spencer: That revenue will be drastically skewed by where it's at with renovations. It's a lot of things.

Mr. Colasinski: I think we probably need something to get started. Then when we get a plan for renovation, then we can talk about that and the timeline for that as well. I think what Dave was just talking about is, *"Let's get something there, let's get something going as soon as we can on October 1."* Then we will talk about the renovations and then roll off from there. We don't know the cost yet for renovations under the plan. Joe is working on that now.

Mr. Spencer: That is something we had talked about. I know I had brought it up that on October 1, to essentially shut it down and put in a snack bar, I don't think is the best thing for the business and the club now.

Mr. Colasinski: We can talk and understand what may get us going.

Mr. Dale: Well, just so the Board knows, I really do want to publicly give Tim a pat on the back for what he's been doing here over the past couple of weeks with hustling. Because we had to prepare for a couple of different scenarios. Tim, at the same time of meeting with people with me, is also having to get all of these licenses and prepare to be able to run the place as a

snack bar, in the event that we can't get somebody in there by October 1. So, he's been hustling on that and I really appreciate that, Tim.

Mr. Melloh: Thank you.

Mr. Colasinski: Thanks, Tim.

Mr. Dale: You've been doing an exceptional job on that.

Mr. Melloh: I appreciate that.

Mr. Dale: We are doing all the talking and you're the guy that's there.

Mr. Melloh: I have to say, in meeting with Jeff the other day, we've only got to really know him in the last couple of days. If you shut your eyes for a minute and think of a hook and eagle tavern at the Viera East Golf Course, that is a brilliant idea. Now how we get to that level, there's a lot of different steps to get to that level and a lot of money to get to that level.

Mr. Dale: Right.

Mr. Melloh: Especially if you're combining it with a professional putting course and a newly located putting green and the large driving range tee. There are a lot of good things that come with that. There are a lot of people here that are looking at it. I got into the golf industry 40 years ago. Every golf course had three things when you're playing golf; the ladies tee, the men's tee, and the championship tee. That was it, but you have to grow and you have to do other things to get other people to play golf. Now we've got five or six sets of tees. Seven years ago, we put in the lime green tee. Now, so many people play from the lime green tee, whereas 40 years ago, that wasn't even an option. That's what has got a lot of people who come out and play golf there. Because it was either the men's tee or no tee, because men were not playing the ladies' tee and they weren't going to back up to the championship tee. So, that's when we started to grow. You have to continue to grow. I think this is a brilliant idea. It's just that what we have to do with Jeff is, if we're going to start something on October 1, you're going to have to put down a proposal that works for you and then let us, Steve and I say, "*Does this work for the Board.*" Because I can't tell you what your shop costs are going to be. I don't know what your menu's going to be based on the grill setup you have now, what kind of labor you think you're going to need and what have you. It's going to take some time to market, to get the people there. So, there are probably going to be some very lean months, but the good news is we're going into the higher season and what have you. I guess the first place to start off is Jeff putting together a

proposal that you think you can live with and then let Steve and I take a look at it and we can do some negotiation.

Mr. Showe: I've just sent you the current lease. I think if you look at that and even just put down some basic terms, like I think this much lease makes sense or I think this percentage of revenue makes sense or I might need this much to start with. Just put the basic terms out and then we can negotiate the contract document with our attorneys once we have the basic terms.

Mr. Bedwell: Tim, how long do you think he should consider he has to operate the way it is before we get to this amount? six months? A year?

Mr. Melloh: We can't even get somebody to come and steam clean the restrooms within six or seven weeks. So, to get a builder, I don't even know. I can't even answer that question. Because the first thing we have to do is we have to come up with a conceptual design of what we want Joe. Then Joe's got to take that back and give us an idea of what it is going to cost.

Mr. Showe: Then there may be formal bids required, which is 30-60 days.

Mr. Bedwell: I'm in no hurry.

Mr. Colasinski: We have to try to get an understanding of how we're going to operate.

Mr. Dale: To me, time is money, Dave. It's the seven habits of highly effective people. Once you've made that decision, it doesn't do you any good holding off.

Mr. Bedwell: You could implement some of these menu items even out there.

Mr. Showe: Absolutely.

Mr. Melloh: Well, that's where I was going with the [comment about the ladies team and the men's team. Do we just want a Grille that you go in and get a turkey sandwich and a bagel or something like that or do We want to grow and have other offerings? I can honestly say that the current lessee has not changed the menu in seven years that she's been there.

Mr. Bedwell: Even with the current setup, he can change and implement some of these menu items.

Mr. Melloh: Well, that's what I mean. There's a room for growth there and we can market and do some functions in the evening at times. We did a prime rib buffet. The current lessee did a prime rib about four years ago. She had over 100 people attend that, but we never did that ever again. So, there are things that I think you can do special events with. I think there are ways to grow even in the current environment. Then we just have to then put all of the pieces together. Like you said, Steve, you you want a little bit clearer idea of what all of this is

going to cost us, the roof and paint, the kitchen build-out and closing the breezeway deck outside of the pro shop. I don't know what all of that would cost.

Mr. Colasinski: If we write it down and work through to get the numbers, add it all up and then we'll determine sequence.

Mr. Melloh: Exactly. I can't tell you honestly how impressed I am with Jeff. I just really enjoyed the time getting to know him and getting to know his ideas. The one thing that always impresses me about anybody that I've ever done business with or hired or anything like that, is I always look at people's enthusiasm. I think that tonight in his presentation, you see a ton of enthusiasm from him. I just think that this could be a good deal. There are going to be a lot of steps to it. That's for sure.

Mr. Dale: Right? Yeah. A lot of steps to it, but I also want to bring things back into perspective here, real quick to close this out. Even if we don't knock it out of the park immediately, we were making less than a \$1,000 a month for the District off the current lessee, less than \$12,000 a year. So the gross number was much higher, but what the District was making was not impacting our profitability on this golf course. So, where we have to go from here basically is only up. That is what I'm trying to get across to the Board here.

Mr. Melloh: I guess, my question to everybody, is this? Like Robert said, I've just been focusing on when October 1 comes, we just got to be a snack bar. Do we have enough time to do all this, Jeff by October 1? Do we have enough time for you to put in a proposal? There's nothing wrong with operating it for a month as a snack bar in order for Jeff to get his proposal together and then do some negotiating and see what's going on.

Mr. Dale: I'm going to let you, Jeff and Steve hash that out.

Mr. Showe: Yeah. Even that would give Jeff a little more time to get everything set and get a plan together. It's up to the Board.

Mr. Melloh: That's fine, but I don't want him to feel pressured to be there by October 1.

Mr. Bedwell: If he has the scope and change a few menu items, it will be a snack bar plus very easily, but he's has to hire people. He can't do it all by himself.

Mr. Dale: So, Jeff, there are a lot of things on the table that we talked about tonight. We talked about there being some lending going to you that somehow gets kicked back to the District. As a result, we talked during the week. When I lease to my tenants, commercially, to attract them I'll often offer a month or two pre-rent. All of those things are on the table.

Mr. Spencer: I think that with figuring out what the deal is, financially and all that, there's going to be a lot of moving parts to it and that building process, of what that looks like. So, we have to be pretty agile with how that works.

Mr. Dale: Right.

Mr. Carnasale: Because of the way it is with the builders market and trying to find the people to do things and all that stuff, we were at least discussing a multi-stepped approach. Okay? Now, instead of throwing dates on that multi-step approach, I would be putting the reaching of particular goals as the multi-step approach. So, from here to here, based on a goal, would be one piece of the contract and from here to here, would be the next. Instead of trying to throw an arbitrary date on it, in the current environment, I would think that would work a lot smoother and a lot more accurately.

Mr. Spencer: Yes, like you said, everyone even in our own homes to try to get someone to come out to your house.

Mr. Carnasale: Exactly.

Mr. Spencer: Renovations is extremely, extremely difficult.

Mr. Bedwell: So, if We're doing a lease, We have to get a lease contract that we can approve at the Board meeting so he can be ready to start on October 1. Is that correct?

Mr. Dale: Fortunately, this is supposed to be our workshop, but we continued the last meeting. So, in two weeks we'll be able to vote. You are thinking like I am. I'm keeping the suspense file going.

Mr. Bedwell: The backup plan, the fallback if he doesn't have time to figure out all the financials, is we just hire him as working for Tim for a period of time until he figures it out.

Mr. Spencer: The only other option is if you're getting liquor licenses and things like that, there's nothing in that building that can't be operated. Everything's there. The challenge is if you don't have the beverage licenses, that really hurts because you can't really operate without the beverage license.

Mr. Colasanski: Well, We can talk about temporary, right?

Mr. Melloh: Well, yeah. That's where we're headed.

Mr. Showe: That's the normal process.

Mr. Dale: This is the stuff that Tim's been all over for the past couple of months.

Mr. Melloh: I think, that we should be able to get that. I'll know more the middle of next week where we stand, because I did talk to Jason about it.

Mr. Bedwell: I have a question, Tim. If he agrees to go with the lease, can the beverage name be in our name or does it have to be in his name? Who has to get the beverage license?

Mr. Dale: Everything is on the table.

Mr. Melloh: I guess what we are going to end up having to do is if it's a partnership type of thing, then he's going to have to be on our liquor license, but it would be in our name. There are a lot of different moving parts.

Mr. Spencer: Rob and I had talked about briefly another option, which would be to have me on as an operating partner to where I have a percentage of the business, but technically I'm a partial owner. We did this at Long Doggers with everyone. The General Managers (GMs) were a partial owner, but they were employees of the company. That way each one of them, didn't have separate workers comp insurance. It was still under the same umbrella. So, that could be an option that we look at, as well. In all honesty, it would comfortable for our home and our family and everything else like that. That would be something to consider.

Mr. Dale: Then the upside for the District is much higher.

Mr. Spencer: The safety side, for me, is higher. For the District, the upside is higher and all of those things.

Mr. Dale: Right.

Mr. Spencer: That would be more of a partnership.

Mr. Colasanski: For now, if you're asking us three to get together, then let us do that and let's move on.

Mr. Dale: That's where we're at.

Mr. Melloh: Okay.

Mr. Dale: Is there any further discussion from the Board? Jeff, thank you very much. We're more than happy to have you stick around. Actually, you'll probably have some questions from the audience once we conclude this part of the meeting.

Mr. Spencer: Sure.

Mr. Dale: So, if you are willing to stick around for the public commentary, that'd be great. *(Applause)*

FOURTH ORDER OF BUSINESS

Discussion of Firm to Provide Restaurant and Catering Services

This item was discussed.

FIFTH ORDER OF BUSINESS

Supervisor's Requests

Mr. Showe: We just have Supervisor's Reques, if there are any any. Obviously we're still having the workshop.

Mr. Dale: Actually, yes, but I might actually have an item to be voted on, I'm not sure. I've gotten an email from the Ladies League. This has to be a Board decision because I know we've said different things in the past. The bottom line is the Ladies League is doing a tournament. In the past years, the Board and the golf course supported them with whatever, a couple free rounds or a basket full of golf balls and assorted sundries.

Mr. Bedwell: Are you talking about prize money?

Mr. Dale: Not prize money. Just for a gift basket or something. I don't know if they're doing a silent auction or something like that. They're willing to take basically whatever we're willing to give them. So, I'm opening it up to the Board. Is our policy not to do that for groups or is it to do that only for our own groups? Because what I don't want to do is get a request from every non-profit in Brevard County looking for stuff. Not that I want to be tight. I actually pledged a personal sponsorship for the group, but they do want to have the golf course on as a sponsor.

Mr. McCarthy: You have a Ladies 18-Hole League, Ladies 9-Hole League and Men's League. I think its appropriate to provide something from the CDD for you, say \$100 a week. Will that be comperable?

Mr. Dale: Per league not week.

Mr. Melloh: Where this has come from, remember, we voted on at the same time when we did the employee privileges and stuff like that. We just didn't want any comp rounds. We're not doing comp rounds or Associate Members anymore and what have you. We get a lot of requests from charities every year from churches and different people that want to do silent auctions. You guys voted on the fact that we just want to do anymore comp rounds. So, now if you have an exception to make, can we vote on doing exceptions?

Mr. Showe: Yeah, it was a policy that they voted on, so they can.

Mr. Melloh: I think if you want to just say for the three leagues that are hosted at Viera East, we can put a dollar limit. Because again, I think that mostly what we've given them in the past have been some things like a round of golf or a foursome or maybe a dozen golf balls or something like that.

Mr. Dale: If we do it, I would say, just something that's valued at, whether it's merchandise.

Mr. Colasinski MOVED to provide a value of \$100 for the Ladies 18-Hole League, Ladies 9-Hole League and Men's League and Mr. McCarthy seconded the motion.

Ms. Dale: Thank you. We will limit it to that.

Mr. Melloh: We'll still have our rules to follow.

Mr. Carnasale: Correct. So, basically it wouldn't have to be free holes.

Mr. Dale: Right.

Mr. Carnasale: It could be a value that we're going to use as a prize or whatever it is. So that still matches and fits in with our program.

Mr. Melloh: Yes. We can arrange all of that.

Mr. Dale: Is there any further discussion? Hearing none,

On VOICE VOTE with all in favor providing a value of \$100 for the Ladies 18-Hole League, Ladies 9-Hole League and Men's League was approved.

Mr. Dale: We will send the Ladies League a follow-up email and tell them to contact you.

Mr. Melloh: Right. That would be fine.

Mr. Dale: Thank you.

Mr. Melloh: They should contact me because I haven't been able to tell Chris about it yet so we will arrange that. I'll arrange for whatever it is that they want.

Mr. Dale: I would also encourage any Board Members that also feel like making a personal contribution, not that it's expected or anything, but I'm sure the Ladies League would appreciate it.

SIXTH ORDER OF BUSINESS

Public Comment Period - All Items

Mr. Dale: I believe we are on to public commentary.

Mr. Showe: Just state your name and address and keep your comments to three minutes.

Resident (Bill Maher, Worthington): Mr. Bill Maher, 4931 Worthington Circle.

Mr. Dale: Are they comments for Jeff or are for the Board?

Resident (Bill Maher, Worthington): Yes, for Jeff. I know La Cita was mentioned and Long Doggers. I was just wondering what your prerequisite qualifications are and what position you held. Were you a GM or a chef?

Mr. Spencer: I was a Sous Chef and a Banquet Chef at the Radisson in Port Canaveral for three years. I was the Executive Chef at La Cita. I was the Corporate Chef for US Foods at Port Orange for many years. I did a lot like a consulting roles and we did a lot of things with clubs and hotels and independent restaurants too. So, my background is real varied, but it all has always found at the center focus or in the hospitality sectors.

Resident (Bill Maher, Worthington): Okay, so you were an Executive Chef. I saw menus, but I think Dave's concern was right. Come October 1st, we have to have a restaurant, whether it's just what it is now and maybe some different lunch items or stuff. Because we're going have snow birds coming down and they are going to want to spend money in the restaurant. So, I'm just hoping that you can come to this agreement with the Board, whether it be a lease or however it works, where you can get in there and get it started at a reasonable time with a lease or whatever. My concern, is that we have something going because I didn't know what was going to happen in the interim. We certainly can't not have that.

Mr. Spencer: What I would think, as we're talking through this a little bit, is to be able to do an introductory portion of this big plan that I laid out. Something as simple as a couple of days of a few changes, some paint and a small amount of new decor and roll out many of these items. I would focus heavily on burgers and salads and stuff like that because you can do that all day, every day. Hypothetically, if it was six months, by the time that the kitchen gets operating at a limited seating capacity, that would be okay. That was a thing that we really had when we met yesterday. That was where the light bulb went off that we can do this, we could expand the deck and have all these people out here. When we went in the kitchen, I said, "*You're never ever*

going to service this many seats out of this line.” So, there's much of this that we can still do at that lesser seating capacity we currently have.

Resident (Bill Maher, Worthington): Well, I agree with what you're saying with the menu as far as from lunch forward, but I think that breakfast portion is going to be a big thing too. Because a lot of guys get done playing golf at 9:30 a.m. or 10:00 a.m. and they want breakfast, not salads.

Mr. Showe: Sure.

Resident (Bill Maher, Worthington): Implementing new menu items is definitely good, but I think there has to be a timeline for those. I think what you said is good, if you can work it out with Tim and Steve and Dave. I look forward to seeing it. The other thing in this too, which I spoke to Rob about, we have maybe 1,000 residents living on the golf course and 6,000 residents everywhere else in this whole community. We've got to get everybody on the same page. Your menu and with what the Board is talking about with the renovations, should hopefully bring everybody together where it's not just golf. We need everybody in Viera East to get along. We can't have the division that we've had. It's detrimental. That's all I have to say.

Mr. Spencer: When we went in the other day and had breakfast, we picked up on this vibe just by being there. Something's a little tense, if that's a decent way to put it. It's a little tense. It's a little awkward. I know I've always done my whole career with, "*Someone needs to be the mayor*" and to bring those people in. I say that all the time. In a golf community, that's one of the most challenging things to be able to do. Because you have to change that perspective of all the people who haven't had the best experience there.

Resident (Bill Maher, Worthington): Well, I thank you.

Mr. Dale: Thanks for your comments, Bill. Next. Name and subdivision, please.

Resident (Sonya Koplner, Woodhall Circle): Thank you for your presentation. You had some great ideas. I'm just wondering why you didn't put in an RFP before the August 20th deadline. All of a sudden people are popping up after the deadline was in and the proposals were supposed to have been reviewed two weeks ago. How is it that you miraculously showed up at the 11th hour?

Mr. Spencer: I wasn't aware of it. I was called by someone else who owns another local business that was approached about it. They said it was not in their timeline of their lives that

they were going to do that, but they said, "*Jeff will be perfect for this,*" and that's the reason why. I wasn't aware that any of this was at all going on until Friday.

Resident (Sonya Koplner, Woodhall Circle): So it's another example of how word is not getting out to the community. This one is example. One of other examples, but we won't get into that. Another question is, you have "*Tavern*" in the name. That suggests to a lot of families that it's more of the tavern type of an atmosphere and not a kid-friendly type of an atmosphere or it's going to be more towards the bar and a tavern type of a situation. If you're trying to attract a kids menu and have families come in, this, that, and the other thing, which is okay, I'm just wondering if that's the right name for a family-friendly type of an atmosphere.

Mr. Spencer: There's a few different things. I know years ago, TGI Fridays opened in the '80s and it revolutionized the bar and grill industry. Because all of a sudden, you had a bar and grille that was very family-friendly. It was okay to take the kids there. Then there was other types of restaurants that maybe it wasn't so good to take your kids there. So, when I look at that, we have young kids ages 9, 11 and 14. I have no issue in the world with taking them to Hemingway's Tavern because it's just a restaurant.

Resident (Sonya Koplner, Woodhall Circle): Meg O'Malleys.

Mr. Spencer: Yeah, Meg O'Malleys. They are restaurants. We don't take the nine-year-old to the bar. Case in point, Tracy's Lounge in Suntree. My kids are not going in there to have dinner. It's a bar. So the name of "*Tavern,*" yeah, I understand exactly where you're coming from. Also, I look at this as dollars and cents. In order to drive revenue, you have to drive the beverage program. Like now, I would classify what's existing as a diner and there's dust on the liquor bottles. So, that to me is leaving hundreds of thousands of dollars a year on the table that never gets touched. In Plan 2 and in my mind, is you're going to have this fantastic outdoor seating area that's not currently serviced. So, table service is not offered outside, but you're still going to have low to ground tables inside. You're going to have the whole awesome outdoor eating venue, but yeah, it's going to be very socially acceptable to go in there and have a drink.

Resident (Sonya Koplner, Woodhall Circle): My last question or comment is for the Board. Are you considering taxpayer money, bond money for this startup, because that's our money, this bond money? If it doesn't work and there's no return on this investment and this promissory note, where's this tax loss going to be written off and is it something that we're all going to eat? How is that going to happen because there's no guarantees in life unless you're

going to make it him pay it off regardless of whether the restaurant fails or not. That's my question.

Mr. Colasinski: That's all in the contract.

Resident (Sonya Koplner, Woodhall Circle): So, we don't have an answer? The money is coming from the bond, coming from our taxpayers. If it doesn't succeed, then we're stuck.

Mr. Colasinski: We think it will succeed.

Resident (Sonya Koplner, Woodhall Circle): I'm just saying there's always the possibility that he might walk away after a while. How are we going to cover our money?

Mr. Showe: At this stage, until the Board negotiates a contract, I don't think there's an answer to that question.

Resident (Sonya Koplner, Woodhall Circle): Okay. Well, let's take that into consideration.

Mr. Showe: The Board has heard your comments.

Mr. Dale: The only thing I will add to that is anything that the Board does will be thoroughly legally vetted.

Resident (Paula Scholtens, Canterbury Circle): I have a question. Jeff brought up people bringing their dogs to eat out on the deck. Now, if we're going to make this big, huge deck, I hope we will not allow dogs out there. I have a dog, but I wouldn't bring my dog to any restaurant when you eat outside.

Mr. Dale: It's not up to me, it's up to the Board I'm sure everybody will take your comments into consideration. So, I appreciate it.

Resident (Paula Scholtens, Canterbury Circle): That's why I'm bringing it up now, because if we're going to spend all of this money, a lot of people don't like to see a dog lying next to them.

Mr. Dale: Thanks for your comment. Yes sir.

Resident (Tom Agans, Parkstone): It may be a silly question, but if you're going to bring all these people in, all of this business in and these people are going to be drinking beer and having beverages, you need a better restroom than what you got up there at the Clubhouse.

Mr. Colasinski: What does that mean?

Resident (Tom Agans, Parkstone): That has to be completely modified and probably doubled in size for the number of people that you're going to bring in. The second question I

have, if you're going to have a miniature golf course or a putting course or whatever and a restaurant that's going to bring all these people in, what are you going to do for parking for all those people? Because that parking lot wouldn't be big enough to handle all of those people.

Mr. Colasinski: How do you know the parking lot wouldn't be big enough?

Resident (Tom Agans, Parkstone): Worst-case scenario, you could have a full golf course, a full restaurant and a full putting green thing. People on the putting green are going to have kids. Your parking lot might not be big enough to handle all of that, so what do you do in that situation?

Mr. Colasinski: Well, we have no idea on the numbers yet.

Resident (Tom Agans, Parkstone): I'm just saying think about it. Be aware of it.

Mr. Bedwell: He brings up a good point. If it's successful, it could be a problem.

Mr. Dale: That's a good problem to have.

Resident (Tom Agans, Parkstone): You're right.

Mr. Melloh: Just to answer your question, between the end of the parking lot and the lake, there are areas where we can maybe make temporary parking and overflow parking. You make a good point. Absolutely. We're trying to do a little bit to renovate some of the restrooms. I think you're going to have to look into that too as far as what's required because these are all of the things you have to do with the building permits and stuff like that. Will we have enough restrooms to do a 200 person thing? He brings up a good point there, but that's why you have to go through the process.

Mr. Showe: I think if we're worrying about a packed parking lot, then we should have the revenues to do all of these things.

Mr. Melloh: Yeah, exactly. We should be able to expand the parking. We had some ideas on how to expand the restrooms. So, if we have to go to that one day, because we're so busy and so popular, I think we could probably look into that too.

Mr. Dale: It's also my understanding, didn't we find a shower somewhere that we're using as storage?

Mr. Melloh: Both restrooms have showers in them that nobody ever uses. We've taken them out. Like most commercial buildings, the first thing to get cut is when you value engineer is storage. When you have cups, toilet paper, napkins, hand towels and things like that, it's just we use that as a little bit of storage right there.

Mr. Dale: Right, but I guess one of my thoughts is if we've got that there, then that means we've got plumbing.

Mr. Melloh: We might be able to expand. That's absolutely something that Joe, our designer, would be able to tell us if we could do that or not.

Mr. Dale: Tom, that actually was a unique question that I had not heard yet on that one.

Resident (Tom Agans, Parkstone): Did you say you use the restrooms to store cups that people drink out of?

Mr. Melloh: Well, just probably more toilet paper. The cups are stored somewhere else.

Resident (Tom Agans, Parkstone): Okay.

Mr. Melloh: When, I said that, I was just go down the list of paper products. I understand what you're talking about. It's going to be toilet paper, hand towels, that type of thing. The cups are stored out in the cart barn in another storage area that we have out there.

Mr. Dale: But as long as we're on the restroom, I hope you notice that we are doing things to improve the condition of the existing ones right now, the size. I understand where you're coming from.

Resident (Janet Helms, Golf Vista Drive): I just have a question. What is happening with the parking area on the west side of the restaurant. Can that be utilized?

Mr. Melloh: Private cars?

Resident (Janet Helms, Golf Vista Drive): Yeah.

Mr. Melloh: That's our private cart parking space. Jason, could expand upon it more, but we can't build out into that area. It would be nice to be able to.

Resident (Janet Helms, Golf Vista Drive): So, the patio area can't encompass any of that?

Mr. Showe: We'd have to check on it, but right now we can't expand the footprint of the Clubhouse in anyway shape or form.

Resident (Janet Helms, Golf Vista Drive): Well, I was talking more about the wooden tiki.

Mr. Showe: There would be some question as to whether that qualifies as expanding the footprint or not, if we're utilizing space that we're not currently using.

Resident (Janet Helms, Golf Vista Drive): Now, it's just a procedural thing. We have a meeting tonight, we have a workshop tonight and we're going to have a meeting in two weeks.

Mr. Dale: The reason for this is we can't vote at a workshop.

Resident (Janet Helms, Golf Vista Drive): Right. You have a meeting tonight and then the workshop in a few minutes.

Mr. Dale: We're going to have a long night.

Resident (Janet Helms, Golf Vista Drive): You guys will have time as a group to talk about the proposal in two weeks.

Mr. Carnasale: Okay. First of all we're not allowed to talk.

Mr. Dale: Let's let Jason answer this one.

Mr. Showe: I can address that. I think in basic terms obviously, the Board will look to Steve and Tim to work with the vendor to come up with at least the basic terms of an agreement.

Resident (Janet Helms, Golf Vista Drive): Right.

Mr. Showe: Once we have those, if they have them in the next week, they get their agendas a week in advance, so they will at least individually as Board members, have a week to look at those, ask questions of me and be able to review that proposal. So, when they come to the meeting, they'll be prepared to discuss as a group what they think of that. If we need to continue that meeting even for five more days or another week for them to be able to really go through it if there's any other questions, we're just going to have to go through the process.

Resident (Janet Helms, Golf Vista Drive): Okay. Because I know you can't talk outside of it, this is the only opportunity.

Mr. Dale: We can't talk to each other, but we can all talk to Jason.

Resident (Janet Helms, Golf Vista Drive): So, you could have a conversation at the next meeting in two weeks and then vote right then?

Mr. Showe: Absolutely.

Mr. Dale: Exactly.

Mr. Showe: If all the puzzle pieces fall in place correctly, then that is absolutely possible.

Mr. Dale: Great minds think alike. That's where we're going.

Resident (Janet Helms, Golf Vista Drive): Okay.

Mr. Dale: Thank you Janet. Michelle?

Resident (Michelle Weld): I just want to give some perspective to some people in the audience. I don't know if anybody's ever been to Big Shots Golf in Vero Beach. There is a new

state of the art type of putting area as well as an inside the driving range. We've been down there and they are packed all the time, but their parking lot is smaller than ours. People know when the busy times are and when the non-busy times are. We know not to go up there on a Saturday night or Friday night because it's packed, and it would take us three hours to get in. I know that there are a lot of these things, but when there's those types of establishments, the community starts understanding when things are available and when it's not. Hopefully, we can have reservations to use the putting green and it won't be just walk in. There are things that can be done. Because we are starting to grow in our community, we are going to have a lot more opportunity to promote the restaurant, such as the Farmers Market in Woodside park this coming Saturday. So, we have a lot of things that are starting to happen, that is going to drive a lot to promote anything new at the golf course. Just know that I'm constantly getting emails from tons of people about everything. I'm just going to give you a perspective of that.

Mr. Dale: Thank you. Alright, if we have no further comments, then I'll entertain a motion to adjourn this portion of the meeting.

SEVENTH ORDER OF BUSINESS

Adjournment

On MOTION by Mr. Carnasale seconded by Mr. Bedwell with all in favor the meeting was adjourned.


Secretary/Assistant Secretary


Chairman/Vice Chairman