SANCTUARY SOCIAL

EXECUTIVE MANAGEMENT MEETING

Date: Tuesday, August 11, 2026
Time: 11:00 AM
Attendees: Amanda Gilbert, General Manager • Andy Hagelman, Owner • Randie Hagelman, Consultant

---

MEETING PURPOSE

This meeting will address several significant operational and management matters requiring immediate attention, clearly defined processes, and ongoing accountability.

The expectation is that we leave this meeting with:

- Clear decisions
- Defined responsibilities
- Specific owners for action items
- Deadlines where appropriate
- Verification and follow-up procedures
- A shared understanding of Sanctuary Social's management and operational standards

Management's responsibility is not simply to complete work when something is missed. Management must establish the standard, teach it, assign responsibility, observe execution, correct deficiencies, verify completion, and hold the team accountable.

---

1. SUMMER FEST — FINAL OPERATING PLAN

Event Date: Saturday, August 15, 2026

Summer Fest is only days away. We need to conduct a complete review of the event and leave this meeting with a finalized operating plan and clear assignments for the entire day.

Event Schedule & Operations

Review and finalize:

- Complete event timeline
- Setup schedule
- Employee arrival times

• Vendor arrival, check-in and placement
• Vendor support/contact person
• Entertainment schedule and transitions
• Family activities and game stations
• Restaurant operations
• Patio operations
• Lawn operations
• Bar operations
• Food service and kitchen execution
• Guest flow
• Reservations and table management
• Employee break coverage
• Trash and property maintenance
• Restroom checks
• Manager-on-duty coverage
• Weather/contingency plan
• Closing procedures
• Vendor departure
• Breakdown and cleanup

Day-of Assignments

Every significant responsibility must have a designated person.

For each responsibility determine:

TASK → ASSIGNED PERSON → TIME → PERSON VERIFYING

Employees need to know exactly where they are expected to be, what they are responsible for, and who is managing their area.

Required Outcome

A complete Summer Fest operating plan with individual assignments and management oversight for each area.

---

2. INVENTORY — IMMEDIATE PROCESS & CONTROL CHANGES

Inventory has become a significant operational concern requiring immediate correction.

June COGS was approximately 30%.

Multiple issues have been identified involving:

- Inventory counts
- Inventory setup
- Waste tracking
- Kitchen prep counts
- Changes to inventory/count sheets
- Inventory timing
- Inventory verification

Specific examples will be reviewed during the meeting.

A. Authorized Inventory Responsibility

Effective immediately:

Amanda and Andy are the only individuals authorized to enter inventory counts or use the inventory system for inventory purposes.

Kitchen employees and other staff may assist with physical counting when requested; however:

- The kitchen may NOT independently be assigned responsibility for counting an inventory area.
- Employees may assist Amanda or Andy with physical counting.
- Employees may not independently enter inventory counts into the system.
- Employees may not independently manage an inventory area.
- Amanda and Andy remain responsible for verifying the accuracy and completeness of all counts.

Delegating assistance does not delegate management responsibility.

B. Adding or Removing Inventory Items

Amanda and Andy are **not authorized to independently add or remove items from inventory count sheets or the inventory system.**

This has caused significant problems and will no longer be permitted.

Going forward:

- Items may not simply be added during inventory.
- Items may not be removed because they appear obsolete, unused, or incorrect.
- Inventory/count sheets may not be independently modified.
- Any requested addition, removal, or correction must follow the established documented approval process.

Unauthorized additions or removals from inventory count sheets or the inventory system are prohibited and will be considered a violation of the inventory-control procedure.

---

3. NEW INVENTORY CONTROL & COUNT PACKET

A standardized Inventory Control & Count Packet will be implemented.

The packet will include:

- Inventory date
- Cover sheet
- Names of all individuals participating in the count
- Authorized counter/manager verification
- Specific instructions for counting each inventory area
- Kitchen prep counting instructions
- Count procedures
- Verification requirements
- Area-by-area accountability
- Inventory discrepancy documentation

Inventory Item Addition Request

When an item is identified that potentially needs to be added, the packet will document:

- Item requiring addition
- Area/category where the item should appear
- Quantity physically counted that day
- Reason the item needs to be added
- Verification checkbox
- Required approval before the item is formally added

A similar documented process will be required before an inventory item may be removed.

Required Outcome

One controlled inventory process with clear ownership, documented verification, and no unauthorized modifications.

---

4. WASTE TRACKING — REQUIRED PROCESS

Waste tracking is part of inventory control and must be maintained continuously.

Waste is NEVER to be accumulated and entered monthly or semi-monthly.

Required Weekly Waste Entry

All waste counts must be **fully completed and entered into the system BEFORE OPEN every Tuesday.**

This is a standing weekly requirement.

ZERO EXCEPTIONS.

Waste Prior to Inventory

In addition to the weekly Tuesday requirement:

ALL outstanding waste must be completely entered into the system BEFORE an inventory count begins.

If inventory is due on the 15th, all outstanding waste must already be entered before anyone begins physically counting inventory.

The required sequence is:

1. WASTE DOCUMENTED

2. WASTE COMPLETELY ENTERED

3. WASTE ENTRY VERIFIED

4. INVENTORY COUNTING BEGINS

Waste may NOT be entered after inventory counting begins in an attempt to catch the system up.

ZERO EXCEPTIONS.

---

5. MANDATORY INVENTORY SCHEDULE

Full inventory is required **TWICE EACH MONTH.**

The schedule is established and does not require reminders.

15th of Every Month

Inventory must be completed:

- After close of business on the 15th; **OR**
- Before opening on the next business day.

Last Day of Every Month

Inventory must be completed:

- After close of business on the final calendar day of the month; **OR**
- Before opening on the next business day.

ZERO EXCEPTIONS.

Kitchen Prep Inventory

ALL kitchen prep counting must be completed as part of every inventory.

Prep inventory may not be:

- Skipped
- Estimated
- Carried forward from the previous inventory
- Excluded because another employee failed to complete it
- Completed after inventory has already been finalized

Inventory is not considered complete until **every required area, including all kitchen prep inventory, has been physically counted and the required information has been entered and verified.**

---

6. MANAGEMENT OWNERSHIP OF INVENTORY

The inventory schedule is a standing management responsibility.

It is not Randie's responsibility to manage when Andy and Amanda complete inventory.

Going forward, Randie will no longer:

- Notify management that inventory is approaching
- Remind management that inventory is due
- Determine when management should complete the count
- Follow up simply to ensure the required inventory was performed

The schedule is established:

15TH + LAST DAY OF EVERY MONTH

Andy and Amanda are responsible for:

- Knowing when inventory is due
- Planning their schedules accordingly
- Coordinating any counting assistance
- Ensuring all waste has been entered first
- Ensuring all inventory areas are physically counted
- Ensuring all kitchen prep is counted
- Entering inventory within the required timeframe
- Verifying the accuracy and completeness of inventory

Failure to complete inventory because a reminder was not provided is **not an acceptable explanation.**

---

7. OPENING & CLOSING CHECKLISTS

Required opening and closing checklists are not consistently being used, and required operational tasks are therefore not consistently being completed.

This must change immediately.

Review

- FOH opening checklist
- FOH closing checklist
- BOH opening checklist
- BOH closing checklist
- Who completes each checklist
- When each checklist is completed
- Who verifies completion
- When verification occurs
- How incomplete items are documented
- How deficiencies are corrected
- How repeated failures are addressed

Management Responsibility

Going forward, Andy and Amanda will be evaluated on the successful execution of this process.

Management's job is to:

TEACH • MANAGE • OBSERVE • VERIFY

Management's job is **not simply to do the work themselves when an employee fails to do it.**

Management must:

1. Teach the employee the standard.
2. Clearly assign responsibility.
3. Observe the employee performing the responsibility.
4. Correct deficiencies.
5. Verify the work was completed.
6. Hold the employee accountable when expectations are not met.
7. Document recurring performance issues when necessary.

If management repeatedly completes an employee's responsibilities instead of managing the employee's performance, the underlying problem is never corrected.

---

8. UNIFORM STANDARDS & MANAGEMENT ENFORCEMENT

Several recent observations indicate that Sanctuary Social's established uniform standards are not being consistently followed.

This is an **existing policy**, not a new uniform policy.

Employees will receive a separate reminder and should reference the complete Uniform Policy contained in the **Employee Handbook**.

A. FOH Shoes — ALL BLACK

All FOH employees are required to wear **ALL-BLACK shoes.**

This applies to:

- FOH employees
- Management

Shoes with visible white or any other color do **not** meet the uniform standard.

ALL BLACK MEANS ALL BLACK.

Management is expected to follow the same standard required of employees.

B. Approved Uniform Clothing

Only approved Sanctuary Social uniform attire is to be worn while working:

- Approved uniform shirts
- Approved uniform dresses
- Approved polos

Other shirts or clothing are not permitted unless a **specific exception is granted for a particular event**, along with guidelines regarding what may be worn.

An event-specific exception does not change the normal uniform policy.

C. Shirts & Belts

Uniform shirts/polos that are required to be tucked in must remain **tucked in throughout the shift.**

When the uniform requires a belt:

BLACK BELT REQUIRED.

ZERO EXCEPTIONS.

Employees should arrive for their shift in proper uniform and remain in proper uniform throughout the shift.

D. Hair

FOH employees must keep hair neat and out of the face.

Anyone who comes into contact with food or serves food must have their hair appropriately **pulled back and secured.**

This includes employees performing:

- Serving
- Food running
- Expo
- Food handling
- Other food-contact responsibilities

E. Management Enforcement

Management is responsible for ensuring employees arrive and remain in proper uniform.

The expectation is:

OBSERVE → CORRECT → ENFORCE

Uniform violations should be addressed when they are observed rather than allowing an employee to work an entire shift outside of established standards.

Management and ownership are also expected to **model the uniform and appearance standards themselves.**

We cannot consistently enforce a standard with employees if management does not demonstrate the same standard.

Required Follow-Up

A uniform-policy reminder will be distributed to all employees following the meeting.

Employees will also be reminded to reference the complete uniform policy contained in the Employee Handbook.

---

9. MANAGEMENT ORGANIZATION, WORKFLOW & TASK MANAGEMENT — FOLLOW-UP

At the previous Executive Management Meeting, we discussed the need for Amanda and Andy to become better organized in managing their daily, weekly, and recurring responsibilities.

The goal was to establish a reliable system that allows management to stay ahead of responsibilities rather than relying on memory, reminders from others, or reacting to tasks after they become urgent.

As part of that discussion, **Outlook Tasks was introduced as a tool to help organize, prioritize, schedule, and track responsibilities.**

This meeting will include a progress review.

A. Self-Assessment

Amanda and Andy should each discuss:

- How do you think you are doing with organization and task management since our last meeting?
- What specific changes have you made?
- What steps have you taken to improve your daily workflow?
- Are you using Outlook Tasks?
- If so, how are you using it?
- What other systems or tools are you using?

- What is working well?
- What is not working?
- Where are tasks still falling through the cracks?
- What continues to make it difficult to stay ahead of responsibilities?

This discussion should evaluate whether the changes made since the previous meeting are producing results.

B. Recurring Responsibilities

A significant part of effective management is recognizing that many responsibilities should **not require someone else to provide a reminder.**

Recurring responsibilities should be placed into a reliable management system so they automatically remain visible.

Examples include:

- Inventory — 15th and last day of every month
- Weekly Tuesday waste entry
- Schedule preparation and publication
- Payroll-related deadlines
- Opening/closing checklist review
- Employee coaching and follow-up
- Staffing and recruiting follow-up
- Training follow-up
- Ordering/purchasing responsibilities
- Event preparation deadlines
- Maintenance follow-up
- Management meetings
- Other recurring operational requirements

If a task happens every week, every month, or on another predictable schedule, management should have a system that ensures the responsibility is tracked without someone else having to remind them.

C. Daily Management Workflow

Discuss:

- How are priorities established at the beginning of the day?
- How are outstanding tasks reviewed?
- How are new tasks captured when they arise?
- How are responsibilities assigned between Andy and Amanda?
- How do they know who owns a task?
- How are deadlines recorded?
- How are incomplete tasks carried forward?
- How are delegated tasks followed up on?

- How is completion verified?
- How are important tasks prevented from being lost in texts, emails, conversations, or handwritten notes?

The objective is to create a **repeatable management process**, not simply work harder when things become busy.

D. From Reactive Management to Proactive Management

The expectation is:

PLAN → PRIORITIZE → ASSIGN → TRACK → FOLLOW UP → COMPLETE → VERIFY

The goal is to reduce situations where:

- Deadlines are missed
- Tasks are forgotten
- Someone has to provide repeated reminders
- Responsibilities are unclear
- Important items remain incomplete
- Operational problems are discovered only after something has gone wrong
- Management personally completes work because there was insufficient follow-up with the employee originally assigned

Effective management requires a system for knowing:

WHAT NEEDS TO HAPPEN → WHO OWNS IT → WHEN IT IS DUE → WHETHER IT WAS COMPLETED

E. Individual Assessment

What is working and should continue?

What is not working?

What specific change will be made?

What recurring tasks still need to be entered into the management system?

What support or resources are needed?

Required Outcome

Andy and Amanda should each have a defined system for:

- Daily task management
- Recurring responsibilities
- Deadlines
- Delegated responsibilities
- Follow-up
- Verification
- Prioritization

The objective is **not to prescribe one specific organizational method simply for the sake of using a particular tool.**

The objective is to ensure each manager has a system that **works, is consistently used, and produces reliable results.**

---

10. WEEKLY MANAGEMENT PERFORMANCE REVIEWS

Effective going forward, **Andy and Amanda will each receive a weekly review of their management performance.**

The purpose is to establish consistent management accountability and identify operational problems before they become recurring issues.

Areas Reviewed

- Opening checklist compliance
- Closing checklist compliance
- Employee accountability
- Uniform-policy enforcement
- Inventory compliance
- Waste tracking compliance
- Inventory accuracy
- Inventory timeliness
- Kitchen prep inventory compliance
- Cleanliness

- Facility standards
- Employee training
- Employee coaching
- Organization and task management
- Completion of recurring responsibilities
- Observation and correction
- Schedule management
- Staffing
- Follow-through on assigned responsibilities
- Brand-standard compliance

Management performance will be evaluated not simply on whether something was eventually completed, but whether the **correct management process was followed.**

---

11. FRIDAY, AUGUST 7 — OPERATIONAL OBSERVATION REVIEW

Randie will review observations from the Friday, August 7 shift while visiting Sanctuary Social as a patron.

There were several things that went well and should be recognized.

There were also several significant issues where Sanctuary Social's established operating and brand standards were not followed.

What Went Well

Review:

- Positive employee observations
- Positive management observations
- Service standards executed correctly
- Operational processes that worked
- Employees who should be recognized

Notes:

Standards Not Met

For each issue identified:

OBSERVATION → REQUIRED STANDARD → WHAT OCCURRED → MANAGEMENT RESPONSIBILITY → CORRECTIVE ACTION

Notes:

Management & Ownership Standard

Sanctuary Social has established operating and brand standards.

Management and ownership are required to uphold those standards at all times.

We cannot reasonably expect employees to consistently follow standards that are not being demonstrated, managed, and enforced from the top.

These observations cannot simply be viewed as isolated employee mistakes.

For each significant issue, determine:

- Why was the standard not followed?
- Was the employee properly trained?
- Was responsibility clearly assigned?
- Did management observe the issue?
- Should management have observed the issue?
- Was the issue corrected?
- Should an opening/closing checklist have caught the issue?
- Does additional employee training need to occur?
- Is employee coaching/documentation required?
- Who is responsible for corrective action?
- When will the correction be completed?

These are serious operational concerns and require documented follow-through.

12. SCHEDULE, STAFFING & OPEN POSITIONS

Review the current schedule and determine where staffing deficiencies remain.

Review

- Current staffing by position
- Current schedule
- Open positions
- Immediate schedule gaps
- Areas relying excessively on management coverage
- Employee availability limitations
- Employees currently cross-training
- Training still required
- Upcoming staffing needs
- Current recruiting efforts
- Positions that need to be posted
- Interviews needed
- Hiring decisions pending

Hiring Plan

Every open position must have a defined plan.

Position	# Needed	Recruiting/Posting Plan	Hiring Manager	Target Hire Date	Training Owner

Required Outcome

A defined recruiting, hiring, and training plan for every open position.

---

13. MANAGEMENT EXPECTATIONS GOING FORWARD

The expectation for Sanctuary Social management is clear:

TEACH THE STANDARD.

ASSIGN RESPONSIBILITY.

OBSERVE EXECUTION.

CORRECT DEFICIENCIES.

VERIFY COMPLETION.

HOLD PEOPLE ACCOUNTABLE.

Management should not repeatedly compensate for operational failures by simply doing employees' work themselves.

Employees should:

- Know what is expected
- Be properly trained
- Receive clear assignments
- Be observed
- Receive correction when needed
- Be held accountable for meeting established standards

At the same time:

MANAGEMENT AND OWNERSHIP MUST MODEL THE SAME STANDARDS WE REQUIRE FROM EVERY SANCTUARY SOCIAL EMPLOYEE.

Accountability begins at the top.

---

14. ACTION ITEMS, OWNERS & DEADLINES

No significant issue discussed during this meeting should leave the room without an owner and, where applicable, a deadline.

Action Item	Owner	Deadline	Verification / Follow-Up
Finalize Summer Fest operating plan			

Action Item	Owner	Deadline	Verification / Follow-Up
Complete Summer Fest staff assignments			
Implement Inventory Control & Count Packet			
Establish inventory counting assignments			
Confirm waste tracking process			
Confirm inventory schedule/process			
Verify kitchen prep counting process			
Implement opening/closing verification			
Send employee uniform reminder			
Implement uniform enforcement process			
Establish individual task-management systems			
Enter recurring management responsibilities			
Begin weekly management reviews			
Address August 7 observations			
Complete staffing/hiring plan			
Complete training assignments			

NEXT MANAGEMENT REVIEW

Date: __________

Time: __________

ADDITIONAL MEETING NOTES