

MEMORANDUM

TO: Golf Advisory Committee

THROUGH: General Manager Bandelin

FROM: Committee Member Swenson and Committee Member Simon

SUBJECT: Golf Food and Beverage Service Levels

DATE: 1/11/2024

- I. **RECOMMENDATION:** Discuss, review, and possibly approve recommendations for the board of trustees for golf course food and beverage
- II. **BACKGROUND:** The golf advisory committee feels that food and beverage is key to the operations and draws for people utilizing the golf course.
- III. **DISCUSSION:** Appendix D with Golf Advisory Members Swenson and Simon will lead the discussion on this item.

Draft Dec 13, 2023

Food & Beverage Golf Advisory Committee Recommendations Harry Swenson and Jay Simon

This document describes the Golf Advisory Committee's understanding of the challenges with current operations at the Chateau grille, snack-bar and drink/food cart. Along with the challenges, we will describe rational recommendations to be considered by the IVGID Trustees and IVGID management. We hope to help forge a path forward to reduce the unsustainable losses at the restaurant.

We believe three metrics should be considered by the Food and Beverage operation for continuous review and management: 1) Food Quality, 2) Positive Experience, and 3) Fair Pricing. These metrics can be determined through a combination of routinely reviewing social media posts (ex: trip advisor, yelp, open table, etc.) and customer surveys. It is our perception that this is not currently done.

The committee perceives the following challenges at food and beverage operations associated with the Championship Golf Course:

- 1) Inconsistent operations, primarily due to lack of staffing and lack of hands on strategic (weeks/months) and tactical (day to day) management. Examples include having to discontinue operations at unexpected times which leads to significant customer dissatisfaction and economic loss. Some residents have indicated that when they arrive for an early dinner, the grille is closed due to lack of chefs/cooks or wait staff. Also, with some frequency, golfers are turned away for lunch or drinks when the restaurant is only partially filled. If this happens too often (more than once/customer) you most likely lose that customer.
- 2) Overall size of the seating space is very limited and during high demand people are turned away, leaving customers disappointed. As an example, restaurant seating capacity is about as large as Rosewood or Sage Leaf in Incline. These restaurants have a similar limited menu to the grille yet make tactical and strategic changes based on what customers want and what is available as a value on a day to day, week to week and month to month basis. Also, the menu at the Grill gets a little dated and could use some specials and more variety.

- 3) The grille is currently primarily utilized (over 70% we are told) by residents or visitors of Incline not playing golf. We are aware some members of the golf community have the perception that IVGID doesn't appreciate their business and these golfers don't frequent the grille as much as they did in past years. Probably the largest target audience is the breakfast, lunch and dinner crowd playing golf and it is totally underutilized.
- 4) Though the views from the deck are quite spectacular, the inside area appears shabby and dated. Thus, if the outside deck is full, which it usually is during good weather, customers feel cheated that they can only sit inside and thus go elsewhere. At some point this entire area is going to need to be remodeled and updated.
- 5) The overall dining and drinking experience at the grille, especially inside, is not considered particularly enjoyable. Quite frankly a lot of that has to do with the obvious recurring chaos of an understaffed wait staff, lack of staffing at the host station at busy times, and employees who just seem to not be enjoying their jobs.
- 6) The operation of the drink/food cart is inconsistent and unpredictable. Many early golfers don't see the cart until they finish their round. We are aware that the cart operations start well after the early golfers start, but there is no reason that the cart can't meet up with the early golfers on the 13th or 14th hole. Most golfers will not buy from the cart after the 16th hole. We understand that due to staffing, service hours might be limited.
- 7) The Snack Bar operates well when staffed and the food is of good snack bar quality. No real challenges other than limited staffing thus limited operation.

These 7 challenges detract from a satisfying experience for golf associated food and beverage. The following are suggested potential solutions and recommendations to enhance customer satisfaction:

- 1) The Chateau needs to attract and hire an experienced restaurant/catering manager that can plan strategically and execute tactically. There is a Point-of-Sale system within the golf course food and beverage operations, but we don't think it is used to its full capacity to understand current trends and manage effectively. This data should be looked at daily by a good manager. We need to treat the staffing of both the grille and event services holistically.

It is the Committee's perception that other than the cooks the staff is too rigidly designated as catering/grill or otherwise. As an example, if the grille is experiencing staffing shortages, the catering/restaurant manager should be adjusting overall staffing to ensure adequate servers and a hostess are in place. Finally, consider hiring a senior management position to oversee all food venues at IVGID for overall consistency and quality. We also believe all food and beverage services at the Chateau should be managed by one person as one financial reporting profit center. Also, that position is looking at a big turnaround project and is best not overseen or filled by the Club's PGA golf professional, at least until operations are normalized. We believe active recruiting of potential staff from Incline High Graduating Seniors and UNR college students that are spending the summer in the UNR dorms.

- 2) Consider increasing the size of the service area during peak times to include more of the deck and the possibility of one of the banquet areas. We also recommend the potential of holding special events like a Sunday buffet brunch, an evening buffet dinner on a Monday (when many local restaurants are closed) which could include trivia or game night after dinner. Just doing the same things over and over and expecting different results is not going to happen.
- 3) One idea to increase golfer food and beverage utilization in a practical way is to possibly have a food component as part of the play pass (at most private clubs this is a given). This could be tested next season by having an All-You-Can-Play pass priced as a 40 play plus \$800 but has the requirement of spending \$200/month (June, July and August and September) at golf food and beverage venues. [Exact pricing TBD as well as evaluating system capacity to run/monitor]. Also, golfers generally will eat and/or drink after golf, but only in Incline have we seen the requirement for golfers to make an advanced reservation. As a suggestion, if reservations are necessary, a sign could be posted in the pro shop for players to advise staff when checking in if their group is eating and the list would be sent up to the restaurant each day. We can't say this strongly enough-if you tell golfers more than once they can't eat or drink in your restaurant because they did not make reservations, or the restaurant is too busy when visibly only partially filled, they are not coming back.
- 4) Beyond expanding to the deck footprint for increased usage, possibly upgrade the bar/grille inside area. This could be done by simply encouraging local artists, on a rotating basis, to display their art on the wall

for a two week or monthly period. Also increase the size and number of TVs for viewing sporting events and consider putting a few on the deck area.

- 5) It is our feeling that hiring the right food and beverage manager at the Chateau will relieve some of the stress on the system from the lack of adequate staffing and day to day management.
- 6) Analysis should be done early in the season as well as throughout the summer to plan, execute and modify food and beverage cart routes and timing for optimum profitability. Consider training/mentoring by experienced and profitable cart operators for new hires and getting the perspective of some regular golfers. Also, post of hours of operations of the cart thus providing golfers with a better expectation of service.
- 7) The Snack bar has good grab and go food and drinks. The only suggestion might be a phone, ordering number or website that can be accessed on the eighth or ninth hole like the Mountain Course. This might be helpful to increase the pace of play at the turn, especially on drink orders.
- 8) Something a bit out of the box: We understand that the formally Sierra Nevada College (now UNR) had a degree in Hospitality, thus consideration in making our associated golf related food venues and challenges a class project with winners getting a stipend for the best paper.

These are recommendations that the committee believes would increase customer satisfaction by residents and the golf community, hopefully increasing overall profitability and sustainability. Please let us know if/how we can be of further service.