

River Strand Food & Beverage Committee Meeting
Special Meeting to obtain responses from questions presented to Icon
Thursday, June 15, 2017
2:00 PM

MINUTES

Attendees: Phil Lahm (Chair), Al Ambrosino, Linda Carifo, Eloise Eckler, Joan Greco, Joe Mekosh, Marlene Wolf. Board Liaison: Mike Fisher: Chef Radames, Wendy Wallis and interested RS residents

Teleconference: Matt DeFano, Kent MacCarl, Robbie Phaneuf and Anita Tierney

Regrets: John Caracciola and Joan Militscher

Agenda Item	Discussion	Action
1. Welcome -Phil Lahm	<ul style="list-style-type: none">• Meeting called to order at 2:00 pm	
2. Agenda Posting	<ul style="list-style-type: none">• Meeting was e-blasted to residents and posted on board	Al Ambrosino confirmed posting
3. Teleconferencing	<ul style="list-style-type: none">• Matt DeFano obtained permanent telecom number and posted it• Dial in # 641-552-9212: Access:186995	Matt De Fano

FOOD AND BEVERAGE COMMITTEE QUESTIONS
5-22-17

	QUESTIONS/CONCERNS	THOUGHTS/COMMENTS	ICON'S RESPONSE
MENU	Can we reinstate or add the following items to our menu:		
	<ul style="list-style-type: none"> • Half salad options? 	Woman's preference, less waste, > profit	Will try to add petite salads
	<ul style="list-style-type: none"> • Salmon salad? 		Will try to add. Based on speed
	<ul style="list-style-type: none"> • Chicken & steak tacos? 		Yes
	<ul style="list-style-type: none"> • Homemade potato chips? 		No, fryer issues
	<ul style="list-style-type: none"> • Charcuterie board? 		Previously offered. Didn't sell many
	<ul style="list-style-type: none"> • Flat breads, Pizza? 		Can do every couple of weeks. Looking at options for pizza oven or stone. Will do limited toppings.
	<ul style="list-style-type: none"> • More pasta options 		
	<ul style="list-style-type: none"> • A real chopped salad 	Current one is iceberg lettuce that is simply cut.	Can add mix of iceberg & romaine
	Any plans to add a pizza oven? A latte maker? Espresso?		Looking at options for pizza. Have obtained an espresso/latte machine
	Can we add some less expensive items to the bar menu?	Offer some true values at 5\$ or under.	Yes
	Can we refresh the bar menu on a regular basis?	Maybe quarterly?	Yes
	How can we insure consistency in our food		Each station now has recipe cards posted

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	preparation?		
	Can we offer breakfast and Sunday brunch?	Need to be competitive with other clubs	Can do Brunch every Sunday from 10am-3pm. Bar menu will be available from 3-5 pm
	Why was the regular dinner menu not available on May 5 th ?	F & B calendar did not mention it?	oversight
	Can daily specials be announced to the community?		Yes, will try to do as early as possible
	Are there recipe cards and photos for all items on the menu?	It was supposed to be last years "summer project"	No photos currently
	When the chef is not in the house are the recipes followed?		Recipes are posted at each station
	Are plates checked for quality prior to serving?		Depends on if Chef is on window. If not, Joe checks
BAR	Can we increase the quality of wines being served?		Yes. There are presently 19 offerings by the glass that are reasonably priced and are trending. With popular vineyards. The wine list contains 38 selections ranging in price from \$26 to \$150 per bottle. I'm unsure if the question was intended for the house wine or the list selection.
	Can the residents be involved in the wine selection?	Suggest having an annual wine tasting "event" to determine what items will be carried during the next year.	Yes. Possibly invite suppliers to come and present a tasting. Recommendations would need to be carried by our current distributors and standard markup procedure is applied.
	Which drinks are currently BOGO?	Certain beer, house wines, & well drinks	All well brand cocktails, house wines and domestic draft beers – Bud Light and Amberbock
	Why don't we include		Present to BOD

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	beverages and raise the annual minimum?		
	Is it possible to add more high top tables?		Yes, 4 high tops will be added. Rounds removed to accommodate.
	Can we add a full time bar tender/manager?		Bar managers typically manage 2 to 5 individual bars and are responsible for scheduling, inventory and the ordering of product for each. With just one, is the additional payroll expense justifiable?
	Why do we continue to run out of certain wines after an event?	Pinot Grigio seemed to be out for weeks?	On the weekend of April 8 th , the Club Championship, we ran out of house Pinot Grigio. March 27 th , Tuesday-5 cases delivered. April 4 th , Tuesday-5 cases delivered. April 10, Monday-19 additional bottles purchased (we went to the store). April 11, Tuesday-8 cases delivered, April 25 th , Tuesday-7 cases delivered. When we were out, it would have been for a day, maybe two. During the month of April, 102 cases of house wines were purchased – 612 1.5 ltr. Bottles, 5508 servings in one month.
	Why during busy times does it take so long to get a simple drink?	Implement drink only area?	During busy times, an order is filled when it comes in, and there is no prioritization of simple or complex drinks. There could be as many as 50 drink orders before yours, or there could be two orders before yours with frozen strawberry daiquiris, chocolate martinis and white Russians. The service bar (far right side of bar) has a bartender solely dedicated to the wait staff's orders.
	Are there plans in place to expand the bar and restaurant?	Need a LRP by the BOD to address undersized amenities	Need LRP to address undersized amenities.

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	Can we utilize a “step up” house vodka?	Maybe Svedka or Skyy? (\$4/liter difference)	Svedka/Skyy is \$10.50/12.85 respectively. If we were to step up, it should be done across the board regarding well brands and priced accordingly for the 2 for 1.
TIKI BAR	Can we shorten the time period it takes to order and obtain a drink?	Implement a specific area for drinks only.	There is room for three people to work in the Tiki and one POS. One person is a dedicated food preparer, two are bartenders.
	Can the Tiki bar menu be expanded?		Yes, but not with current space restraints. There is a pool runner to deliver Grille menu food.
	How can we shorten the golfers wait at the stop by window?		If ready-made products are ordered (and we do suggest them). Items such as hot dogs and pre-made chicken and tuna salad sandwiches are excellent choices. Club sandwiches on toast or anything that needs to be cooked will take longer.
	Can we keep the Tiki bar open until sunset?	Same hours as the pool	Yes, it would be a matter of hiring additional staff.
TAKE OUT ORDERS	Why is it so difficult to place a carry-out order?	Difficult to get someone to pick up the phone	Need a receptionist to answer phone and take orders. Bartenders and servers are too busy to answer the phone. Currently, if not answered, it goes to voicemail to leave a message. They will remove that option to avoid voicemail.
BEVERAGE CART	Can we tailor the drinks to the clientele on the golf course?	Mimosa's for women's golf, beer specials for men.	Yes. We have offered Mimosas and \$3 wine on Ladies Golf Day, but only sold 2 to 3 each time. We can continue to offer specials and monitor responses.
	Can we lower the price for beer?	Four for \$10	The Bev Cart offers 4-pack 12 oz. cans beer special for \$11.20++, or a 6-pack 12 oz. cans beer special for \$16.82

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			which equals \$2.80 per beer. Most residents bring their own beverages. With a decrease in public play, overall Bev Cart sales have decreased. Although the price of beer has increased, the prices charged at RS have not been raised in approximately 3 years.
EVENTS	The events we have are great. Can we have more?		Yes. We are always thinking of new and fun things we feel the residents would enjoy.
	How can we find a way during the season to accommodate more residents?	Consider a Chelsea like point system	The Clubhouse and Tiki Bar are open seven days a week. There are two days in season (Sundays and Mondays) that dinner service is not offered. Perhaps, extending the hours to include Sunday supper. Short of expanding the size of the clubhouse, January through March, the Club is at or over capacity with residents seeking to dine and use their food minimums.
	Do we have a policy on the number of tickets one resident can make?	Chelsea like system would take care of that	There is no formal policy for the number of event tickets one can purchase, but a "suggested" number was 8. There is also no formal policy regarding how many dinner reservations one can make and whether or not it can be guests of the resident. A lottery dining system would be great, would it also dictate how long a party can occupy the table?
	What is the policy for non-residents purchasing event tickets?		If an event doesn't sell out, the remaining seats are made available to the public 72 to 96 hours prior to the occasion.
	How can we get residents involved in soliciting profitable events for the club?	Communicate and develop incentive program	Educate residents on what a profitable event is. Weddings, anniversaries and corporate functions give the opportunity to charge for usage of the space, command a check average of \$18 for a luncheon and \$30 for a dinner and full price alcohol. An upcharge is also applied to any services we arrange- DJ's, rental items and floral pieces. A good margin is realized for these functions. A resident event may seem profitable because there's good

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			attendance, however, after entertainment, labor and reduced food and beverage costs (happy hour), the Club trends to make little actual profit.
	Why was “name that tune” cancelled two times?	Need confirmation process, 1st time, “no-show”, 2nd time, miss-communication	“Name that Tune” was hosted on Sept. 22, 2016 with an attendance of 108. The emcee and his wife were excellent & experienced. All had a good time, but a comment that the genre was too old.. “Name that Tune” was again scheduled for the second time on Tuesday, April 4 th with 98 reservations. The agency erroneously sent a trivia caller rather than the contracted music emcee. So we played Trivia...
	Is it possible to book popular events in two consecutive weeks?		Yes, possible however not always feasible/possible. For the first time, the music events were booked for two days instead of one. The Club can see reduce performance rates by booking on consecutive weekdays, and discounts on staging, lighting, rentals, etc. The challenge in the prime months is accommodating 100+ person golfing groups and regular Grille and Patio service at lunch, then turning the Club over in time for a sold out evening performance. Two consecutive weeks were considered, but were hampered by holidays, golf tournaments and other previously scheduled events such as the poker banquet, charity event and the many smaller member functions.
	Can we develop a way to order and pay for tickets on-line.	Will reduce staff and residents time/work load	That would be ideal for all. Currently, our system does not have that ability. Board Liaison says this is in progress.
	How can we improve our overall service level?	Members perceive this as a great opportunity:	We are currently seeking a Dining Room Supervisor whose duties would include manning the podium and service telephone and overseeing the dining areas. With the absence of a night receptionist, this is an important concern in offering a first impression of the Clubhouse,

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SERVICE	Why do we have and maintain an 18% gratuity?	Can be a disincentive	<p>If you are an excellent server, you won't be working at River Strand, The higher end or large volume establishments are where you would be assured of making a suitable living and there is a high cash factor in such restaurants. Most clubs guarantee a certain percentage or elevated hourly wage to attract and retain FOH labor. The attraction of working at a private club is a satisfactory level of expected income, some benefits (which some restaurants do not offer), reasonable hours (we do not serve until 1 am) and a more stable, enduring work environment in this transient industry, it is desirable to retain and "grow" the staff we have ensuring the members see familiar faces year after year and their preferences are remembered. Clubs tend to hire a bit more mature workers whose profession is serving. This results in better attendance, a higher level of dedication and experience than just-out-of-high school temporary job seekers or someone who's writing the great American novel. RS servers and bartenders make \$5/hour, demonstrate trustworthiness, punctuality and loyalty, are raising families and are grandparents. Their livelihood is dependent on making a living wage. Visitors from other countries who do not customarily tip and the extreme seasonality of the business can be devastating to a food and beverage worker. On the check presented to each member, it states "An 18% service charge has been added. It may be increased, decreased or eliminated at your discretion." It's disheartening to see a gratuity withheld because of something beyond a server's control. Retention is key. Hiring and training is costly and time consuming for any operation.</p>

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	Can we add a dedicated server for our “high tops” and patio?		The patio in season does have a dedicated server – it is often the busiest place in the Club. The high tops historically have been considered part of the bar responsibility, however, not being able to adequately visually monitor or efficiently service them due to the physical location has been recognized. Now on busy evenings such as Wednesdays or Fridays, they have been assigned to a server’s section.
	Do we have a formal method to identify, correct, and remove poor servers?		Yes, after a server completes a five day initial training with a supervisor, they are tested on the menu, general club knowledge and their performance is evaluated. It is easy to identify those that don’t catch on or fit in and they are removed from service within a week. Hiring and training are costly and time consuming and we strive to be thorough when considering potential staff members.
OPEN HOURS	Can we add days/hours to accommodate year round residents?	Keep grill room open until 9:00 pm on week days and 10:30 pm on weekends.	Yes, additional hours may be helpful in season when the demand is so high. During the summer season, it is a challenge to fill the hours the Club is open. Even on busy evenings, we find few reservations made after 7 pm.
COSTING	Can we find a way to obtain P&L by drink?	Could lead to more profitable drink specials	There can be up to six price variations of one liquor and RS carries 154 types of liquor. Drink specials do well on event nights, but the eight hour daily happy hour rules.
	Would it be beneficial to raise the minimum annual fee, include beverages, and require payment at the beginning of the year?	Did this at my old club and it established a house account for all residents and it improved service and saved server and resident time	Some clubs do use a similar system.

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	Are tax and tip included in the minimum?		No
	How do we charge, collect, and track employee meal usage?		Employees are offered a 50% discount on a meal. The order has to be entered in the POS for them to receive it. After it's entered, it must be tendered either by cash or credit card. There is a discount report that can be run for any given time period.
DECORUM	Are there specific plans to replace worn and damaged chairs and carpet?		The Club received a bid in 2016 addressing some of these items.
	Is a \$20 corkage fee reasonable? How often does it get used?		There is \$400 in corkage for the first three months of 2017. A corkage fee compensates for the revenue the Club would receive if wine was purchased from the selections offered. It also allows the member to enjoy their favorite vintages and specialty bottles without paying a restaurant/club's standard mark up.
	How can we entice residents to exceed minimal expenditure?	Develop tiered incentive program?	Not sure
	What happened to the fountain in the lobby? Can we put it back?		Maintenance and liability were issues with the fountain. Lobby seating is being explored as the need for a place to wait for dining accommodations is greatly needed in season.

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	Why should I have to pay a \$25 year-end fee for our staff bonus?	You don't, it's a choice.	The holiday bonus is a voluntary contribution distributed amongst less visible staff members. Groundkeepers, dishwashers, cook and others are the recipients of this customary private club tradition. Management is not included in the program.
	Can we use tablecloths in the dining room?		Yes, currently they are used for Friday evening dinner service. Linen is a large expense and the time to ready the Dining Room between lunch and dinner is a factor.
	Saturday, Sunday & Monday – Can we bring in food trucks?		No outside food can be brought into the Club. Food trucks would be permitted in the parking lot, but residents can't bring food in.

4. Open Discussion

Resident Comments

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| 1. Can we have a wine/liquor tasting from vendors? | Yes, will arrange with distributors. |
| 2. Can you get pricing to utilize tablecloths every day? | Yes |
| 3. Regarding staff salaries, wouldn't it make more sense to increase the hourly wage, lower mandatory 18% and attract better staff. | Yes |
| 4. Can we add guacamole on taco night? | Yes |
| 5. Poor communications using cybergolf system. Have to allow more time for e-mail blast. Currently, it takes 4-6 hours for an e-mail blast to go out. | |

