



**PINE MOUNTAIN CLUB
PROPERTY OWNERS ASSOCIATION**

BOARD OF DIRECTORS

LOUNGE/BISTRO

TASK FORCE

REPORT OF FINDINGS

21 OCTOBER 2017



BACKGROUND

The Pine Mountain Club Chairman of the Board of Directors established a Task Force to investigate the financial issues surrounding the cost centers of the Lounge and Bistro operations on 15 July 2017 during the scheduled monthly meeting of the Board.

The Members of the Task Force are all elected Directors of the Board, and consists of the following:

| | |
|----------------------|--------------------------------------|
| Michael Glenn | Director and Chair of the Task Force |
| Phyllis Throckmorton | Director |
| Garry Kemmer | Director |
| Bryan Skelly | Director |

The charter of this Task Force was to investigate the business operations of those financial cost centers and make recommendations to the full Board during an open meeting in October 2017.

PROCESS

During the initial meetings the Task Force (TF) completed comprehensive tours and investigations of all of the facilities and current operation of the two cost centers .

Items investigated were staffing, financial reporting and controls, processes of operations, facilities, and history of those cost centers.

Various industry documents were researched to help the TF establish what constitutes normal business operations of a similar entity, then developing industry standards and norms and applying them to the current operations.

The TF also drafted and completed a full Open Forum briefing presentation for the membership of the Association to ask for community input as to their desires and expectations of the food and beverage operations.

Two Open Forums were performed for the members using the same presentation for both. Members were encouraged to ask questions and give information as to how to proceed with the direction based upon input from the general membership. The stated



purpose of the Forum was how we want to go forward given the historical information presented.

Members were encouraged to fill out 3x5 cards to provide written information for the TF to evaluate and resolve.

The two Forums were well attended, and over 55 cards were handed in with suggestions and comments. Some, as expected, were negative and non-informational, but many offered valid suggestions as to how the members would like to see the operations proceed.

The TF then took the information on those cards, and, along with the comments made during the Open Forums by speakers, and compiled them into a matrix sorted by subject matter. These cards were not only kept in the original format, but were included in the discussion in the next Open Board meeting. See Appendix A for a synopsis of the membership feedback.

A major item that continued to exhibit itself was the concept of having a outside vendor take over the Bistro operations. Previous outside vendors were interviewed to envision the conceptual type of operation needed.

The TF generated a Request for Information (RFI) ad to be placed in various newspapers to solicit interested parties in possibly assuming contract operations of the Bistro. The GM had the RFI inserted into the Santa Clarita Signal, the Bakersfield Californian, and the Mountain Enterprise. The purpose was to evaluate the interest within the community and geographic area and to see if a qualified entity might be interested.

The TF is scheduled to present their findings and recommendations during the October Board Meeting to the complete Board.



Initial Findings

Financials

The TF gathered financial information from 2001 to the current year from the published Association Audits (Appendix B). (Note: 2017 is DRAFT format until completion of the annual audit).

The Lounge cost center profitability oscillated over the studied time period, however it was consistently unprofitable after 2012. The only thing coincidental with that time frame is the fact that within the financial accounting system of the POA the two cost centers were a single entity until the start of 2012 when they were separated into two distinct cost centers.

The Lounge profitability issue is considered to be easily solvable with price adjustments the implementation of controls to bring revenue back into line.

The budgeted amount planned for the Bistro cost center has been exceeded every year since 2003 when the POA returned to full control of the Bistro and eliminated the contract operations.

A notable and recurring item that drove these costs in the wrong direction was the cost of burdened labor; in 2010/2011 basic payroll was higher than previous years, and the benefits, payroll taxes and workers compensation insurance peaked.

Per information gleaned from the Baker Tilly Restaurant Benchmarks report from 2014, in an average restaurant, payroll is 33% of sales revenue.

With the start of fiscal year 2017/2018, the total Bistro payroll expenses are budgeted to exceed the revenue by \$71,631 or 125%, and when the operating expenses are included in the calculation the negative number of \$472,233 rises to 142% in excess of the anticipated revenue.

The Bistro deficit is unsustainable and must be curtailed.



Lounge Sales

The first evaluation of the Lounge was to investigate the use of and type of liquor license certification being used. Per the California Alcoholic Beverage Control (ABC) website, there are over 40 On-Sales liquor license codes available for use

The PMCPOA Liquor license is a Type 47, which ABC issues for use with an establishment that has liquor sales and a bona fide eating place. To maintain this license, the POA makes an annual payment to ABC.

This authorizes the sale of beer, wine, and distilled spirits for consumption on the license premises. Authorization the sale of beer and wine for consumption off the license premises is available, but this requires a notice to the ABC controller and a paid separate permit. To maintain a Type 47 license, the holder **MUST** operate and maintain the licensed premises as a bona fide eating-place. Licensee must maintain suitable kitchen facilities, and make actual and substantial sales of meals for consumption on the premises. Minors are allowed within the premises on this type of license.

In the past there was usually a Lounge server who worked within the Lounge taking drink orders and serving. This was curtailed several years ago in the interest of cost savings. It was very popular with the members.

It was noted that the mixed drink pours and the wine pours are very large and most likely are contributing to the reduction in revenue realized from the liquor sales.

The bar area gets very congested and sometime has three bartenders which contributes to the confusion in service.

Prices within the lounge bar area are not updated often, and are not comparable with the local competition or industry standards.



Bistro Menu

The menu of the Bistro was reviewed by the TF. Normally there are two separate menus being used, a breakfast and lunch menu, and a dinner menu.

Breakfast and lunch menus appeared to have been driven by experience, and were felt to be supportable with the current operation. They have not changed significantly in the last two years and are readily accepted by the membership.

On the dinner menu however, at the start of the TF review, there were 11 entrée items plus appetizers and salads. The size of the facility, the layout of the cooking area, and the level of capability within the Bistro made the efforts of preparing, cooking, and serving to this large menu very difficult. Large menus also contribute to high food costs and increased spoilage.

Food ordering was being done by the lead cook to fill a previously printed menu, and the order verified by the Manager. It is not uncommon to run out of a specific item and replacement orders are difficult due to the vendor delivery schedules on the mountain. The orders and deliveries were compounded by storage capability on site.

An effort had been started by the previous Bistro Manager to define a cost per plate meal, but it had only progressed to breakfast and had not calculated dinner service cost, the highest and more labor-intensive service.

The Northstar Point of Sale System has a capability to develop and track this effort, however the development of the database and input takes almost a full-time effort. Sidetracking the cook staff for this function is not good business, and the contents of each serving item must be entered to account for purchased items.

Additionally, if there is a person with the computer skills necessary to load the elements, they will have to work closely with the cook staff. While the goal is a potential money saver, the effort to get the input into Northstar is tedious and labor-intensive time consuming.

With the change in staffing that occurred coincidentally with the TF formation, the new staff almost immediately pared the large dinner menu down to six entrée items, plus salads and fewer appetizers. There was a positive effort made to utilize items on the different servings, like common vegetables or potatoes.



Individual entrée pricing was adjusted downward with the highest item on the new menu at \$18, down from a previous \$23.

The new menu was immediately utilized by the membership and appears to be acceptable.

There was a short period of adjustment, and operating expenses should and immediate reduction.

While the cost per individual serving has not yet been established, when it is done it should help drive costs in the proper direction by allowing profitable pricing of dispensed items.

A disciplined process (See Appendix C) for menu pricing needs to be put in place with the help of an accounting and IT person. Also, once the needed input is available for input into the NorthStar system, an enhancement could be made to automate much of the menu pricing process.

The staff continues to refine the menu with plans to offer different items each week and specials each dinner service.



Marketing

Although the current policy is to seat both members and non-members in both the Bistro and Lounge, active marketing of the Bistro and Lounge has been limited to the Email Blast and Condor.

In order to grow the revenue, the Total Available Market must be expanded. In addition to the current advertising methods, advertising should be placed in the Mountain Enterprise and contain promotions to help stimulate both local members and non-members from the mountain community to visit our facility and to help drive revenue.

Further, co-marketing promotions in conjunction with the local hotels and B&B's would also help to drive additional revenue.

The website should enable takeout ordering for breakfast and lunch menu as well as credit card payment for web-based orders.

The taskforce also recommends that we hold a contest to rename the Bistro & Lounge. We believe that a rebranding is necessary, along with a remodel of the interior decoration of the Bistro to better reflect our mountain environment enhancing the ambiance & overall customer experience.

Once a new name is selected, a sign should be added to the signage posts underneath the existing electric sign advertising the presence of the restaurant and lounge to community visitors.

A note* on Non-Member revenue:

If a 501(c)(7) club's money comes entirely from membership dues, it is generally okay with the Internal Revenue Service. However, many clubs are corporations, created under state laws, and corporations can own land, buildings, stock, bank accounts and other assets. In those types of cases, club income from rents, dividends and interest may be subject to federal taxation. In order for a 501(c)(7) tax-exempt club to abide by IRS requirements, a "substantial" amount of the club's activities must further the club's exempt purposes. *Generally, no more than 35 percent of the club's revenues can come from non-member sources.* Additionally, a 501(c)(7) club could be subject to taxation or lose its tax-exempt status if it engages in business outside of its exempt purpose or if it receives too much income from non-members.

* <http://info.legalzoom.com/benefits-501c7-taxexempt-club-21731.html>



Facilities

The Pine Mountain Club Property Owners Association facilities are aging and in need of update. However, for the sake of this report and the goal of this Task Force the kitchen, lounge, and restaurant (Bistro) will be the focus of the facilities section.

The Bistro on the Greens Café (located on the lower level) serves breakfast and lunch seven days a week. The Condor Lounge (located on the upper level) serves a full dinner service on Fridays and Saturdays. The lounge also provides live entertainment on Saturday evenings. Located next to the Condor Lounge is the Condor Room, with a posted occupancy load of 84 for dinner and 181 for assembly, that serves both as a private meeting room and as an overflow area when the restaurant, or lounge area is unable to accommodate the existing seating capacity of their respective areas.

The present kitchen is located on the lower level. This has caused a major problem with time and staffing to carry food up and down the stairs during dinner service; and avoiding customers who are also using the stairs. This is costly, time consuming, and dangerous.

The breakfast and lunch during the week is not problematic. The lower level kitchen and restaurant (Bistro) with the staff can accommodate the meals with very little problem and with little or nothing done to the kitchen. Outdoor events are also easily serviced with support from the lower level kitchen and BBQ area. It is the upper level dinners on Friday and Saturday night that cause the space and traffic problems, interfering with the proper functioning of the kitchen, resulting in slow service, and causing associated food service problems.

The prime problem of the current kitchen is that there is not enough room to conveniently contain all operations required in the processing of meals and thereby coming just short of bedlam at times.

- The dishwashing equipment, the water heater and the freezer are currently in the food preparation area.
- Another bottleneck occurs at the warming table after the dishes are plated. It holds a small number of plates to be kept warm. When this happens, the cook sees a backup coming because plates are not being picked up for delivery, and stops or slows his motions, or moves to another order because there is no room



to continue that order unless they want it to get cold. That creates more confusion.

All functions are occurring in the kitchen which means wait staff, cooking staff, bus staff, and dishwashing staff are all in the kitchen at the same time. The bus people badly interrupt the cooks and the preparers, thus slowing down production and delivery.

The cooking line currently contains the following equipment: a two-basket fryer, broiler, 6 open burner range with oven below and a griddle also with an oven below. The hood covering the cooking line is approximately 11 feet in length. Two five-foot plating & prep tables are across from the cooking line. Few alternative options exist to enhance the cooking configuration.

The Department of Health requires that all cooking equipment must fit under a hood to evacuate the cooking greases, smoke, provide a fire suppression system and, the hood must overhang the equipment by a minimum of 6 inches. Redoing the kitchen hood (HVAC) system could be very expensive.

The equipment appears to have been in place for some length of time and new equipment with larger capacities to increase cooking speed would not be a good investment.

Note: *The information provided in this section is taken from the Avalier Report 2012, the Facilities Task Force and the analysis and facilities walk through by this Task Force.*



Staffing

Bistro Staffing

Staffing is by far the biggest expense in the operation of the Bistro. Staffing Expenditures for 2017-2018 are budgeted at \$359,731.

The PMCPOA's current staffing model nowhere near reflects industry norms. When the 2017-2018 budget was adopted, it was planned that the expenses for Bistro staffing would be a 125% of the total projected Bistro revenue. The industry norm for staffing as a percentage of revenue is 33%.

The 2012 Avalier Report also highlighted this finding and gave the below Table for a sit-down style restaurant as a staffing guideline.

Table 1

| Job Position | Staffing Required vs # of Customers/Hr | | | | |
|--------------|-------------------------------------------|----|----|----|-----|
| | 10 | 25 | 50 | 75 | 100 |
| Bistro - FOH | | | | | |
| Server | 1 | 2 | 4 | 5 | 7 |
| Busser | 0 | 1 | 1 | 2 | 2 |
| Hostess | 0 | 0 | 1 | 2 | 2 |
| Bistro - BOH | | | | | |
| Line Cook | 1 | 2 | 3 | 3 | 4 |
| Dishwasher | 0 | 1 | 2 | 3 | 4 |

While the Bistro capacity for Breakfast and Lunch seating, closely matches the Kitchen's production capabilities, the current model of serving a full menu upstairs on Friday and Saturday nights is not fiscally or physically feasible.

Currently during Friday and Saturday Dinner Hours, there are too many customers that want to be seated at once with no reservation system in place to match the number customers seated for dinner to the kitchen's abilities. Further the logistics of serving food to order upstairs while the Kitchen is located downstairs creates a required staffing model that is financially unsustainable as well as physically overtaxing our Kitchen's ability to provide quality food with a reasonable wait time and in a safe working environment for Cooks, Servers/Bussers and Customers.



Therefore, if the Board of Directors does not adopt an Outsourcing business model for the Bistro, and the Board adopts a business model that includes the below assumptions, the recommended staffing model for the Bistro and associated costs would be as reflected in Table 2: (Note: the below staffing model would also apply if dinner service was moved permanently downstairs)

The staffing model in Table 2 is based upon the below assumptions.

Operating Hours: Summer (May-October)

Breakfast/Lunch (served Downstairs): 7 days/week 8:00-2:00 + 1 hour for prep and 1 hour

Dinner Buffet (served Upstairs): Friday & Saturday Night 5:00-7:00 + 2 hour for prep and 1 hour closing

No Sunday Dinner

Operating Hours: Winter (November-April)

Breakfast/Lunch (served Downstairs): 5 days/week 8:00-2:00 + 1 hour for prep and 1 hour closing

Dinner Buffet (served Upstairs): Friday & Saturday Night 5:00-7:00 + 2 hour for prep and 1 hour closing

No Sunday Dinner

Note: As Labor costs go up due to merit increases or mandatory minimum wage increases, pricing will need to scale accordingly.



Table 2

| Summer Hours and Labor Costs (26 weeks) | | | | | | | | | | | | |
|------------------------------------------------|-------|-------|-------|-------|-------|------|-------|-----|-------|-------------------------------------|------------------|------------------|
| | M | T | W | Th | F | F(D) | Sat | Sat | Sun | Total | | Total |
| Shifts/ Hours | (B/L) | (B/L) | (B/L) | (B/L) | (B/L) | | (B/L) | (D) | (B/L) | Hours/w | Burdened \$/Hour | \$/week |
| Lead/Cook(FT) | 8 | 8 | 8 | | | | 8 | | 8 | 40 | | |
| Cook1(FT) | | | 8 | | 8 | | 8 | | 8 | 40 | | |
| Server/Busser(FT) | 8 | 8 | 8 | | | | 8 | | 8 | 40 | | |
| Cook/Server | | | 8 | | 8 | | 8 | | 8 | 40 | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | Total \$/week | | 3161.60 |
| | | | | | | | | | | Total \$ (Summer) | | 82201.60 |
| Winter Hours and Labor Costs (26 weeks) | | | | | | | | | | | | |
| | Mon | Tues | Wed | Thurs | Fri | Fri | Sat | Sat | Sun | Total | | Total |
| Shifts/ Hours | (B/L) | (B/L) | (B/L) | (B/L) | (B/L) | (D) | (B/L) | (D) | (B/L) | Hours/w | Burdened \$/Hour | \$/week |
| Lead/Cook(FT) | 8 | 8 | | | | | 8 | | 8 | 32 | | |
| Cook1(FT) | | | | | 8 | | 8 | | 8 | 32 | | |
| Server/Busser(FT) | 8 | 8 | | | 8 | | 8 | | 8 | 40 | | |
| Cook/Server | | | | | 8 | | 8 | | 8 | 24 | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | Total \$/week | | 2458.64 |
| | | | | | | | | | | Total \$ (Winter) | | 63924.64 |
| | | | | | | | | | | Total Yearly Labor Cost (\$) | | 146126.24 |

Note: *Includes hours for Inventory, Deep Cleaning, Ordering & Menu Creation

Adopting this Bistro staffing model would save over **\$216,000 (59.4%)** in yearly staffing expenditure's (vs the adopted 2017-2018 budget) and would more closely align to industry standards.

One other benefit of adopting this staffing model is that it relieves the congestion of personnel in the Kitchen area, mitigating the need for a Kitchen remodel.

To assure that personnel maintain full-time equivalence during winter hours, they will be assigned other duties within the association and those hours will be billed to the appropriate cost center.



Supplemental Bistro Staffing

During special events or in the event of prolonged employee absences, it may be necessary to obtain some additional staffing. It is the recommendation of this task force that PMCPOA management explore developing a relationship with a Temporary Staffing Agency in Bakersfield to supply temporary cooks or service staff to fill *short-term* staffing voids. (This staffing is expected to be more expensive than normal staffing on a cost per hour basis.) Supplemental staffing for special events should be included in the Events Budget,

Lounge Staffing

As the Lounge is near break-even as an operation the Task Force is not currently recommending changes to the staffing for the Lounge. The budget for Lounge staffing in the approved 2017-2018 budget is \$64,651 and future headcount should not exceed current levels.

The Task Force expects that modest increases of drink prices, implementation of controls for inventory management, measured alcohol pours, and adoption of less expensive entertainment options should correct the deficit spending issues with the Lounge.



Controls

The lack of reports giving accurate financial data of daily events in both the Bistro and Lounge cost centers makes management adjustments difficult and causes management to rely on judgement instead of data based information.

The training of the staff must be done continuously in order to help control the costs, and currently efforts to that end are in work.

In the Bistro, the need for simplification of menus is apparent, and must be addressed.

The restaurant distributors here on Pine Mountain have a captive clientele, as only two are predominately delivering this far from the other commercial centers. Competitive bidding is not always useful with the services available, as the two providers do not always carry the same products. One supplier has minimum delivery requirements in order to get a scheduled delivery.

The receiving of ordered items has few controls, there is no scale available to weigh meats and produce to match the amount ordered. Matching the order with the delivery continues to be a challenge.

Different personnel than those who ordered the items should do the receipt.

Cards with standard recipes are needed to allow continuity of the quality of food being put out.

Portion control is non-existent; many plates with the same order are totally different in appearance.

Wireless cameras focused on all cash register areas should be added and recording should be continuous.

In the Lounge, there are few purchasing controls. The operation relies heavily on the experienced Lead Bartender.

Ordering, receiving, and inventory are taken by mostly the same individual.

Drinks are being "free poured" without measuring devices. A recent training exercise using glasses so the level could be seen showed different levels poured for a standard



1.5 oz. drink. This can result in a significant revenue difference in the number of drinks sold from a standard bottle.

Wine pours tend to fill the glass, again resulting in fewer sales from a bottle.

The Northstar Point of Sale system should be able to track the price and sales of each item, however the input required by a bartender and server during peak operating times is excessive and results in errors and loss of revenue.

There does not appear to be any accounting for “Comp” drinks. Bartenders usually will replace a drink not to a member liking, but the accounting for the second drink does not seem to be in evidence. This can result in loss of revenue, but it is still a desired practice for member satisfaction.

The pricing for all beverages is badly in need of revision. Our prices are below the local area competition. The use of higher priced items during Happy Hour should not be allowed. The Lounge should adopt specific items, “house” items, to be used for Happy Hour and not deviate. If a member wants a higher-level item, then the Happy Hour price should not be offered for that item.

And again, Northstar needs to be programmed to reflect that.

A daily (at least until we get this new model proven) & weekly report with Lounge and Bistro staffing and operating expenses and revenues should be prepared by accounting and delivered to the GM each morning so that real-time monitoring of department performance may be enabled and real-time corrections may be made if necessary.

The repair and maintenance line items in the Bistro and Lounge budget should be moved to the PMCPOA Maintenance Operations budget so that these items do not unjustly skew department operating costs. Further, the clubhouse and associated facilities are required to be maintained by our governing docs and maintenance items should go into the same budget.



Outsourcing

As part of the investigation into adopting an effective and efficient operating model for the Bistro, the task force has explored outsourcing the Bistro operations to a third party. The task force created a proposed outsourcing model (shown below) to solicit interest from third parties located on the mountain as well as the Santa Clarita areas. An RFI Advertisement containing the below outline was placed in the Mountain Enterprise, the Bakersfield Californian and the Santa Clarita Signal,

Proposed Outsourcing Model

| PMCPOA Responsibility | Outsource Vendor Responsibility |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Replace Repair any Equipment that has failed | Maintain and Clean Equipment and facilities per industry standards |
| 2. Provide Utilities to Bistro | Vendor will Monthly Pay PMCPOA an amount to be negotiated of each month's taxable Gross sales to offset the cost of Utilities and Insurance. |
| 3. | Vendor may advertise to & serve both members and non-members (except during private parties) |
| 4. | Vendor will support private member only parties for Halloween, Christmas, New Year's Eve & Valentine's Day. Vendor will be able to sell members tickets for these parties. |
| 5. Association will pay for Community Appreciation Day, Concerts by the Greens, and other scheduled events which will be budgeted via a line item in the Events budget | Vendor will support PMCPOA's Community Appreciation Day, Concert by the Greens, and other PMCPOA scheduled & special events by providing manpower and by purchasing the necessary food items |
| 6. | Vendor will be open for Breakfast & Lunch no less than 7 days/week between May and November and 5 days/week between December and April - Operating Hours are under the |



| | Vendor's control |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. | Vendor will be open for Dinner Service no less than 1 days/week (Friday Night is mandatory) |
| 8. | During the transition, Vendor will give hiring preference to former PMCPOA Bistro employees |
| 9. | Vendor has total control over menu, but must offer at least 1 vegetarian dish |
| 10. PMCPOA and Vendor will review / renew Contract every 2 years | Vendor must maintain an "A" rating - failure to do so will instigate an immediate contract review. |
| 11. PMCPOA will need a General Liability Policy which includes a Tenant Liability of at least \$300,000. | Vendor will must provide Worker's Comp Insurance for all employees and must purchase a \$1,000,000 Umbrella Policy. Also, PMCPOA must be added as Additional Insured on that policy. |
| 12. | In the event of emergencies where the PMCPOA clubhouse is being used as a community shelter, Vendor will remain open (similar to Friday hours) providing a limited menu. |
| 13. | Vendor must agree to undergo a financial and background check |

Results: While we did have some initial interest, we received no official responses to our RFI. This lack of result does not preclude us from revisiting this model if the in-house staffing model recommendation does not achieve this task forces goals.



Entertainment

Many activities occur in the Condor Lounge and Condor Room, i.e., entertainment, town hall meetings, open forums. It is a safe haven in case of emergencies, and generally bringing the community together for information distribution, socialization, and safety.

Weekend entertainment, including Saturday night live bands, even though popular, can be expensive. It has been suggested that other events should be held that would be less expensive. Perhaps bring back karaoke night, utilize a DJ, the Juke Box, and comedy night thus reducing the live bands to one night a month. Other events such as Concert on the Greens (summer season) and Community Appreciation Day are popular and enjoyed by all but should be budgeted in the Events Budget, not the Lounge or Bistro Budgets.

There are also many events sponsored by the Club and organized by the Recreation Committee throughout the year, centered around Holiday periods, i.e., Halloween, Thanksgiving and the Tree lighting, Christmas, New Year's Eve Party. These occur at the Club House and some are additional charges to the members to cover the costs of the event. Again, additional expenses for these events should be included the Events Budget.



Task Force Considerations

The Task Force has evaluated the service, pricing, financial controls, operations, and facilities and has arrived at several conclusions presented here as individual options to return the operations to profitability.

All of these options are pertaining to the Bistro food operations.

Option #1

While retaining the existing breakfast and lunch service in the downstairs dining room, eliminate menu driven food service for dinner upstairs.

The upstairs labor-intensive dinner service should be converted into a buffet service on Friday and Saturday nights only.

A buffet can be pre-prepared during the kitchen down time between the closing of the downstairs lunch service at 2:00 PM and the opening of the buffet dinner service upstairs at 5:00 PM.

Dinner hours using the buffet service should be changed to 5:00 Pm to 7:00 PM to allow cleanup of the buffet area without overtime being required of the staff.

Drinks available with the buffet should be only water, iced tea, or coffee. The Lounge staff must serve all other drinks.

The buffet should offer at least two entrees, but never more than three to keep costs down. The same menu should be used on each weekend, allowing food item ordering to be sufficient to cover each night. Rotating the offerings each week can keep the membership from getting bored with the same food.

Pricing for the buffet should be constant during normal operations. If a special night event or offering uses for instance, a carving station, then pricing should be revised to include the added labor expense.

Labor necessary to support a buffet is minimal compared to the existing operation. The cook can be supportive throughout the entire dinner service as necessary, keeping hot food items on the table, and one busser or server must be on staff to keep tables



cleaned. Once the buffet broken down, these can function as cleanup and dishwasher personnel until the end of their shift. (see Staffing for details)

As the buffet program matures, economies of scale can be realized by stocking items that can be common for each weekend service, thereby allowing the staff to obtain competitive bids for standard items.

To implement this option, industry standard buffet tables on wheels, sneeze guards and other possible items must be purchased initially to outfit the fare.

Estimated cost < \$2000.

Option #2

The implementation of Option #1 can be dramatically improved by utilization of an upstairs kitchen near the buffet service.

Currently, the kitchen in the rear of the Condor Room is not being utilized. Its location makes an usable space, particularly when events are occurring within the Condor Room. It also has some health department issues and would need to be brought up to codes to be used.

The Task Force recommends that the equipment within this kitchen be re-tasked as possible and moved into a remodeled room currently being used as a Clubhouse Maintenance space. The space may need to be somewhat expanded, but that revision can be done using non-load bearing walls that would approximately replace the current black drape area.

Electrical and plumbing issues must be resolved, but the area is located immediately over the existing kitchen where these utilities exist, so it may not be relatively too difficult. This Task Force has coordinated with the Facilities Task Force to evaluate the feasibility of this rework.

This expanded area could provide full support for the buffet efforts, storing dishes, silverware, and serving items for upstairs dinner service. It would also provide a neat and orderly space for removal of dirty dishes during the dinner service, and a space for warming of replacement buffet items. A sanitizing capability dishwasher would have to be installed.



Some additional equipment may need to be obtained to support this operation, still to be determined.

Option #3

Rework the upstairs kitchen per Option #2 and provide serving windows into the Condor Room and onto the patio deck.

Adding minimal items of equipment such as a hot dog machine, an air fryer, coupled with the refrigerators and warming ovens needed to support the dinner buffet service could provide a source for bar food service when the dinner service is not needed.

Bar type appetizers and small servings of popcorn, hot dogs, cold non-alcoholic drinks, possibly small frozen pizzas could augment the Bistro service and would be useful in times of sanctuary during shelter in place issues.

Staffing could be minimal during operations, and it could be a stand-alone service area for summer pool service onto the deck, and bar service during operating hours.

Option #4

Remodel the downstairs kitchen to expand the preparation room and remove dishwasher from the immediate food preparation area. This option is needed if the Board decides Option #1 is not acceptable.

The existing kitchen is badly in need of a remodel and update. The location of the current dishwasher causes the bussers to walk behind the cooks during food preparation, stopping operations and disrupting the food service.

The food preparation area and dishwashing area is too support a full menu dinner operation effectively. If staff is working in this area, the cooks have to move people out to access the refrigerated food storage areas, totally disrupting any ongoing efforts.

The cooks have to prepare the food on the stoves and grills, then turn around and walk to the plating area located behind them. Once plated, then the cook has to walk to the server's area and put the hot plates under the warning lights, a very limited space. This backup is a big part of the delay in kitchen output.



During high tempo operations, this area is congested and disorganized as everyone tries to get their tasks done.

The Facilities Task Force, in conjunction with the Lounge/Bistro Task Force, has taken the task of preparing some rework efforts and is soliciting bids from various contractors to surface the cost of implementation of the proposed rework and expansion.

The expansion would require some additional preparation room equipment, relocating some reefers, and of course, relocating the dishwashing equipment.

At this time, no costs are known; Facilities Task Force is working on this issue and trying to develop cost and equipment factors.

This rework would entail the shutdown of the food service for some unknown time resulting in a complete loss of revenue during the remodel.

Option #5

Full service in the downstairs dining room only.

To reduce the cost of the existing operations, the labor **MUST** be reduced. Full Service Friday and Saturday night dinner service upstairs uses an excessive amount of labor, some nights as many as 11 workers are used to implement this service. This is due to the remote kitchen, the distance traveled (with stairs), the lack of communication between the kitchen and serving staff, and the facility issues.

During the review performed by the Avalier & Associates Company in 2012, several industry benchmarks were introduced to the PMCPOA. One of them was the number of staff required in a normal business operation. The below table is similar to the table in the Staffing section.



| STAFFING GUIDELINES CHART | | | | | | |
|---------------------------|---------------------|-------------------------------|----|----|----|-----|
| JOB POSITION | # OF STAFF REQUIRED | NUMBER OF CUSTOMERS PER HOURS | | | | |
| | | 10 | 25 | 50 | 75 | 100 |
| BISTRO CAFÉ - FOH | | | | | | |
| SERVER | | 1 | 2 | 4 | 5 | 7 |
| BUSSER | | 0 | 1 | 1 | 2 | 2 |
| HOSTESS | | 0 | 0 | 1 | 2 | 2 |
| BISTRO CAFÉ - BOH | | | | | | |
| LINE COOK | | 1 | 2 | 3 | 3 | 4 |
| DISHWASHER | | 0 | 0 | 1 | 1 | 2 |
| BAR/LOUNGE/CONDOR | | | | | | |
| BARTENDER | | 1 | 1 | 1 | 1 | 2 |
| SERVER | | 0 | 1 | 2 | 3 | 4 |

By utilizing the existing capability of the downstairs dining room area, approximately 42 diners can be served.

A reservation system would have to be implemented to service that number, so changes to the current operations methodology is required. The use of the upcoming website for reservations and a pager system could be utilized to control the flow of patrons during the meal service.

By consolidating the dinner service downstairs, the need for additional staffing is lessened, but still much higher than the Option #1.

Avalier also surfaced the idea of separate menus for the upstairs operations and the downstairs operations using items that are “fast on the plate” with an items being able to be served in less than one minute.



But in order to implement that concept, the Options of both upstairs and downstairs kitchen improvements must be accomplished.

And staffing for the service is still relatively large losing any benefit gained by a different service.

Option #6

Outsource Bistro Operations to a Third-Party

Although we didn't receive any formal proposals for outsourcing during the very short investigative window (3 weeks), This option remains a viable path if the corrective actions previously described are not totally successful.



Task Force Recommendations

The Task Force, after multiple meetings and discussions, recommends the following:

Lounge Controls

The lounge area needs controls implemented to restore profitability.

1. Institute a new price list that is consistent with industry and competitive within the mountain market area.
2. Develop a happy hour listing of available drinks and price accordingly. Any item ordered not on the list is not eligible for Happy Hour pricing.
3. Train bartenders on pour and service requirement to gain commonality in all operations and to maximize the revenue earned on sales.
4. All bottles should have a pour control device installed so the pour is consistent.

Lounge Sales

The following represent recommendations to improve our lounge sales and operations:

1. Develop accurate portion control by utilizing etched wine glasses with plimsoll lines to prevent over pouring. In addition, bartenders should be utilizing jiggers to control alcohol accuracy for each mixed drink. □
2. Train staff in the art of “upselling” to each customer, which can increase revenue substantially. □For example: recommend the “drink of the day”, larger drink sizes, “doubles”, etc. □
3. While an experienced bartender is important, an upbeat, fun personality is equally important. □Rude, aloof, or inattentive bartenders or waitresses should never be tolerated. □



4. A fun, upbeat cocktail waitress should be utilized on Friday and Saturday nights to keep the □ drinks flowing. Many lost drink sales are due to lack of “suggestive selling”. □

Bistro

- Implement Option #1, Option 2, and Option #3 to enable the Bistro to better get into a staffing and cost saving position.
- Provide funds as needed to facilitate the equipment and facility remodels needed to implement these options.
- Adopt the staffing model discussed in the staffing section and train the staff to operate more cost effectively by providing information and support including purchase and facility support.
- The taskforce also recommends that we hold a contest to rename the Bistro & Lounge. We believe that a rebranding is necessary, along with a remodel of the interior decoration of the Bistro to better reflect our mountain environment enhancing the ambiance & overall customer experience.
- Adopt the marketing plan as documented in the marketing section.
- Since the go forward plan is to have different buffet menu items each week we recommend that the buffet menu & pricing is advertised in the email blast.
- Direct the staff to immediately implement these recommendations.



This report has been submitted to meet the directions given to the Lounge & Bistro Task Force to develop a new business plan to improve operations with the Association.

Submitted to the Board by;

Michael Glenn, Director, Task Force Chair

Phyllis Throckmorton, Director

Garry Kemmer, Director

Bryan Skelly, Director



Appendix A - Open Forum Input

The Task Force held two forums to discuss the future of the PMC Bistro and Lounge. Discussion centered around:

- Efficient operations of both the Bistro and Lounge have been contentious over the last several years.
- Cost escalation, food service issues, and slow service have caused membership to become unhappy and disgruntled with both operations.
- Board of Directors appointed Task Force to focus on finding new options for business approach's' to salvage operations.
- Input from membership as to what the members desire and prefer will have a large factor in the recommendations made to the Board by the Task Force

| | |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>FISCAL OPERATIONS *indicates another like response</p> | <ul style="list-style-type: none"> • Looking at the historical data chart, what caused the deficit spending after 2004 – analyze to eliminate duplication of the problem. • Stop Community Appreciation Day* • Complete a thorough examination of expenses cutting areas of loss. • No more capital expenditures for remodel. • Outside Contractor** • Computer system and the closing out tickets are on two separate systems which slows down service. • No subsidies. • Raise prices to cover costs. • Allow non-homeowners to use Bistro/Lounge • Limit hours of operation during the week at the bar (5-10 pm). Reduce employees to a bartender, bar back/sandwich/ salad maker plus on person to clear tables for bar and outside area. Weekends add to employee pool when needed. • No live music, satellite radio, iPod, or internet jukebox for dancing; create them nights without hiring a DJ. Have live entertainment once a month, i.e., comedy club, mystery dinner, etc. • Reservations – pre-sale tickets for entertainment night. • Rent kitchen and restaurant out for parties during the week. |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



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| | <ul style="list-style-type: none"> • Payroll reduction ideas: customers order their food and pick it up when called – the cashier takes the order and payment; then a server delivers the food = payroll reduction. • Increase awareness to renters of what is available and what they should be asking their owners for as part of their rent. 40% renters = increase revenue. * • More special nights should be advertised weekly via email, etc.* • Do more advertising/promotional by email for upcoming weekend specials or meals. • Implement the recommendations of the Avalier Report dated July 2012 and do it NOW. • Stop the theft and graft in the lounge and bistro now. • Why did the bistro revenue drop in the middle of an economic boom - need to find out? Put on a graph and show where the contractor was running the Bistro. |
| <p>FOOD/MENU *indicates another like response</p> | <ul style="list-style-type: none"> • Just serve a minimum menu until the kitchen can be remodeled to keep up with the volume. • Go back to just serving hamburgers and hotdogs. * • Too much food at events = loss: simplify. * • Simple food – limited hours**** • Homemade soups and bread. • Lunch and dinner menus contain far too many items for the current kitchen configuration, employee experience and volume of business to support it. Menus are far too large for the volume of business on Friday and Saturday evenings. • Generally accepted industry standard would be one bartender for each 125 guests • Smaller menu and simple meals that are adaptable. • No free drinks for employees. • Beer and wine that uses a credit card system of self service • Pot Luck buffets • Lunch box services • Limit the menu for the Bistro and lower out costs. • Create theme dinners, i.e., Italian, Tex-Mex, etc. |



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| | <ul style="list-style-type: none"> • Have a children menu for \$1.00 meals. • Go back to basics; bar food in lounge only |
| <p>STAFFING (Service) *indicates another like response</p> | <ul style="list-style-type: none"> • Fewer employees on off days • Empower employees • More detailed information on staffing patterns; full time vs part time; needs to be completed. • Lower hiring age for bus boy, dishwasher and pay minimum wage • Reduce staffing* • Train staff on a regular basis. |



Appendix B – Lounge/Bistro Financials 2001-2017

Lounge/Bistro Financials
2001 to 2017

| Year | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------------------------------------------------------------|------------|------------|------------|-----------|------------|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| GM | Ryan | O'Neill | O'Neill | O'Neill | Kohl | Kohl | Rainey | Fossler | Fossler | Worster | Worster | Worster | Worster | Worster | Worster | Worster | Worster |
| Chair | Mackenzie | Cantley | Cantley | Hansen | Martin | Nelson | Throckmorton | Quintana | Benavidez | Benavidez | Robinson | Robinson | Robinson | Gurtner | DeAngelis | Dillbert | Gurtner |
| Bistro | | | | | | | | | | | | | | | | | |
| Revenue | \$84,693 | \$131,922 | \$150,724 | \$186,817 | \$246,655 | \$316,422 | \$228,245 | \$192,347 | \$226,299 | \$277,750 | \$341,172 | \$313,122 | \$343,140 | \$337,614 | \$315,588 | \$249,021 | \$283,067 |
| Expenses | \$111,626 | \$129,185 | \$152,891 | \$195,904 | \$286,087 | \$401,172 | \$309,320 | \$302,177 | \$374,422 | \$541,821 | \$548,060 | \$467,035 | \$487,506 | \$508,506 | \$508,714 | \$480,316 | \$462,995 |
| Net | (\$26,933) | \$2,737 | (\$2,167) | (\$9,087) | (\$39,432) | (\$84,750) | (\$81,075) | (\$109,830) | (\$148,123) | (\$264,071) | (\$206,888) | (\$153,913) | (\$144,366) | (\$170,892) | (\$193,126) | (\$131,295) | (\$199,928) |
| Lounge | | | | | | | | | | | | | | | | | |
| Revenue | \$46,572 | \$52,532 | \$64,066 | \$72,239 | \$96,597 | \$119,183 | \$98,828 | \$117,266 | \$145,009 | \$154,594 | \$157,677 | \$168,846 | \$175,502 | \$167,998 | \$154,217 | \$118,697 | \$124,714 |
| Expenses | \$59,149 | \$64,073 | \$78,110 | \$81,877 | \$103,204 | \$99,988 | \$101,205 | \$119,988 | \$135,205 | \$127,719 | \$139,051 | \$167,457 | \$179,785 | \$185,792 | \$168,382 | \$145,052 | \$139,970 |
| Net | (\$12,577) | (\$11,541) | (\$14,044) | (\$9,638) | (\$6,607) | \$19,195 | (\$2,377) | (\$2,722) | \$9,804 | \$26,875 | \$18,626 | \$1,389 | (\$4,283) | (\$17,794) | (\$14,165) | (\$24,355) | (\$15,256) |
| Notes: | | | | | | | | | | | | | | | | | |
| Numbers from Annual Audit Reports sent to members each year. | | | | | | | | | | | | | | | | | |
| Years prior to 2001, do not delineate Cafe/Bistro/Food sales financial numbers | | | | | | | | | | | | | | | | | |



Appendix C – Menu Pricing

Menu Pricing Process.

1. Gather the recipes for each menu item. The recipes should list specific ingredient quantities, brands and the number of servings the recipe makes.
2. Determine the price for every ingredient in all recipes specific to the quantity required. Include condiment costs such as salad dressings, Parmesan cheese or other toppings commonly added by the customer into the cost structure. If multiple dish options are provided, base the prices off the highest cost ingredients.
3. Create a pricing sheet for each menu item. Summarize the cost of ingredients for each recipe, then divide by the number of servings each recipe offers. If entrees come with sides, bread or other add-ons, include the unit serving price with the cost of the entree for a total menu item cost.
4. Add all of your standard monthly expenses. Include labor, rent, cleaning costs, supplies, insurance and all other routine expenses. If costs fluctuate, use the highest average cost.
5. Determine the average number of customers that come to your restaurant. If you don't have an accurate count, substitute the number of entrees ordered for customers.
6. Divide the total monthly expense by the average number of customers to determine the amount of your expenses that each customer order must cover.
7. Add the per customer expense to each menu item on your pricing sheet. A total cost per menu item should be listed at the bottom of each pricing sheet for reference.
8. Determine the percentage of profit you want to make on each item. Consider testing profit price points by multiplying 1.1 (10 percent), 1.2 (20 percent) or 1.3 (30 percent) by the total expense to illustrate the cost of each menu item. Compare prices with similar restaurants in your area. Select a profit level that meets your needs, but is priced competitively. You can opt for different profit percentages for each menu category, such as appetizers, drinks, chef specials and entrees.
9. Set menu prices by multiplying your profit percent markup to the total cost of each menu item listed on the pricing sheets.



10. Update pricing sheets on a regular basis to ensure your profit margins are maintained. Update menu prices as needed.



| | |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>TRAINING</p> | <ul style="list-style-type: none"> • Go on line and watch In-n-Out video to see how happy the employees are and why. • See movie <i>Founder</i> – it shows how McDonalds produces meals. |
| <p>FACILITIES *indicates another like response</p> | <ul style="list-style-type: none"> • Turn the upstairs into a bar/lounge like atmosphere, i.e., dance floor with music, shuffleboard, foosball, dartboard machine, pool table, etc. all games can pay for themselves by purchasing coin operated games. • Update the upstairs kitchen and keep the meals downstairs. * • Update the downstairs kitchen. • Study the spaces downstairs to expand the kitchen. • Create outside seating and food pick-up window; allowing members the opportunity to bring their meals upstairs or the pool area. * • Kitchen cannot support food service upstairs and downstairs. Keep for downstairs. • Relocate these two storage closets away from prim view that offer a view of outside – increase ambiance. • Move kitchen upstairs • Restaurant and kitchen should be on the same level. • Restaurant and bar should be on the same level taking dual advantage of golf course and mountain views. • We need a quiet place to bring friends and have social time |



Appendix D

Lounge drink price adjustments

| Beverages | | Current price | Suggested price | Price change * |
|----------------------------------|--------|----------------------|------------------------|-----------------------|
| Bar Juice | | \$2.50 | \$3.00 | * |
| Bar Soda | | | | |
| Sparkling water: Bottle | NA | \$2.50 | \$2.50 | |
| Red Bull | \$1.50 | \$2.50 | \$4.25 | * |
| | \$1.57 | \$3.50 | \$3.50 | |
| Shirly Temple | NA | \$2.50 | \$3.00 | * |
| Wine | \$2.05 | \$4.25 | \$4.50 | * |
| Champagne: bottle | | | | |
| Sandman Port: Glass | NA | \$5.50 | \$6.00 | * |
| Sherry: glass | NA | \$6.75 | \$6.75 | |
| Mimosa | NA | \$4.50 | \$4.50 | |
| Ampelos Pinot Noir: Bottle | NA | \$36.00 | \$36.00 | |
| Ampelos Pinot Noir: Glass | \$4.00 | \$8.00 | \$12.00 | * |
| Beringer Chardonnay: Bottle | NA | \$23.00 | \$25.00 | * |
| Beringer Chardonnay: Glass | \$2.96 | \$7.25 | \$8.00 | * |
| Beringer White Merlot: Bottle | NA | \$15.00 | \$15.00 | |
| Beringer White Merlot: Glass | NA | \$4.25 | \$4.50 | * |
| Beringer White Zinfandel: Bottle | \$4.30 | \$15.00 | \$15.00 | |
| Beringer White Zinfandel: Glass | \$1.04 | \$4.25 | \$4.50 | * |
| Bogle Cabernet: Bottle | \$7.37 | \$18.00 | \$18.00 | |
| Bogle Cabernet: Glass | \$1.60 | \$5.25 | \$6.25 | * |
| Bogle Chardoney: Bottle | \$7.00 | \$18.00 | \$18.00 | |
| Bogle Cabernet: Glass | \$1.60 | \$5.25 | \$6.25 | * |
| Bogel Merlot: Bottle | \$7.00 | \$18.00 | \$18.00 | |
| Bogel Merlot: Glass | \$1.66 | \$5.25 | \$6.25 | * |
| Cooks Champagne: Bottle | \$6.25 | \$12.00 | \$12.50 | * |
| Dbl Decker Pinot Gngro: Bottle | \$8.00 | \$18.00 | \$18.00 | |
| Dbl decker Pinot Gngro: Glass | \$1.89 | \$5.25 | \$6.00 | * |
| House Cabernet: Bottle | \$4.00 | \$16.00 | \$16.00 | |



| | | | | |
|----------------------------------|--------|---------|---------|---|
| House Cabernet: Glass | \$1.07 | \$4.50 | \$4.50 | |
| House Chardonnay: Bottle | \$4.00 | \$16.00 | \$16.00 | |
| House Chardonnay: Glass | \$1.07 | \$4.50 | \$4.50 | |
| House Merlot: Bottle | \$4.00 | \$16.00 | \$16.00 | |
| J Lohr Cabernet: Bottle | NA | \$23.00 | \$24.00 | * |
| J Lohr Cabernet: Glass | \$2.00 | \$7.25 | \$7.50 | * |
| J Lohr Cabernet .375 split | \$5.25 | \$12.00 | \$12.00 | * |
| J Lohr Chardonnay: Bottle | NA | \$23.00 | \$24.00 | * |
| J Lohr Chardonnay: Glass | NA | \$7.25 | \$7.50 | * |
| | | | | |
| J Lohr Pinot Noir: Bottle | NA | \$23.00 | \$24.00 | * |
| J Lohr Noir: Glass | NA | \$7.25 | \$7.50 | * |
| Pepperwood Pinot Noir: Bottle | \$9.50 | \$16.00 | \$16.00 | |
| Pepperwood Pinot Noir: Glass | \$1.06 | \$4.75 | \$4.75 | |
| Seghesio Sangiovese: Bottle | \$7.00 | \$28.00 | \$28.00 | |
| Seghesio Sangiovese: Glass | \$1.75 | \$9.50 | \$9.50 | |
| St. Michelle Sauv. Blanc: Bottle | \$8.00 | \$21.00 | \$21.00 | |
| St. Michelle Sauv. Blanc: Glass | \$2.00 | \$5.25 | \$5.50 | * |
| St. Michelle Reisling: Bottle | NA | \$16.00 | \$16.00 | |
| St. Michelle Reisling: Glass | NA | \$4.25 | \$4.50 | * |
| Trinitas Chardonnay: Bottle | \$4.00 | \$20.00 | \$20.00 | |
| Trinitas Chardonnay: Glass | \$1.00 | \$7.00 | \$7.00 | |
| Trinitas OV Zinfandel: Bottle | \$4.00 | \$20.00 | \$20.00 | |
| Trinitas OV Zinfandel: Glass | \$1.00 | \$7.00 | \$7.00 | |
| Trinitas Sauv. Blanc | \$4.00 | \$20.00 | \$20.00 | |
| Trinitas Sauv. Blanc: Glass | \$1.00 | \$7.00 | \$7.00 | |
| Beer: Tap | \$0.84 | \$3.00 | \$3.00 | |
| Amber Boc 12oz | | | | |
| Amber Boc 16oz | \$1.12 | \$4.00 | \$4.00 | |
| Amber Boc 22oz | \$1.54 | \$5.50 | \$5.50 | |
| Amber Boc Pitcher | \$3.22 | \$12.00 | \$12.00 | |
| Blue Moon 12 oz | \$1.20 | \$4.00 | \$4.75 | * |
| Blue Moon 16 oz | \$1.60 | \$4.75 | \$5.75 | * |
| Blue Moon 22oz | \$2.20 | \$7.50 | \$7.50 | |
| Blue Moon Pitcher | NA | \$17.00 | \$18.00 | * |
| Domestic Draft 12oz | \$0.72 | \$3.00 | \$3.00 | |
| Sierra Nevada 12oz | \$1.32 | \$4.00 | \$4.75 | * |
| Sierra Nevada 16oz | \$1.76 | \$5.75 | \$5.75 | |
| Sierra Nevada 22oz | \$2.42 | \$7.50 | \$7.50 | |



| | | | | |
|-----------------------|--------|---------|---------|---|
| Sierra Nevada Pitcher | NA | \$17.00 | \$20.00 | * |
| Stella 12oz | \$1.32 | \$4.75 | \$4.75 | |
| Stella 16oz | \$1.76 | \$5.75 | \$5.75 | |
| Stella 22oz | \$2.42 | \$7.50 | \$7.50 | |
| Stella Pitcher | NA | \$17.00 | \$20.00 | * |
| Bom 12oz | NA | \$4.00 | \$4.50 | * |
| Bom 16oz | NA | \$4.75 | \$5.50 | * |
| Bom 22oz | NA | \$7.00 | \$7.25 | * |
| Bom Pitcher | NA | \$20.00 | \$20.00 | |

| Beer: Domestic | Cost | Current price | Suggested price | Price change * |
|-----------------------|-------------|----------------------|------------------------|-----------------------|
| 805 | \$1.18 | \$4.25 | \$4.25 | |
| Angry Orchard | \$1.10 | \$4.00 | \$4.00 | |
| Bud Light | \$0.86 | \$3.50 | \$3.50 | |
| Budweiser | \$0.86 | \$3.50 | \$3.50 | |
| Coors Lt | \$0.86 | \$3.50 | \$3.50 | |
| Coors Original | \$0.86 | \$3.50 | \$3.50 | |
| Michelob Ultra | \$0.89 | \$3.50 | \$3.50 | |
| Miller Lite | \$0.86 | \$3.50 | \$3.50 | |
| O'Douls Amber | \$0.87 | \$3.50 | \$3.50 | |

| Beer: Import | Cost | Current price | Suggested price | Price change * |
|---------------------|-------------|----------------------|------------------------|-----------------------|
| Buckler | \$0.85 | \$3.50 | \$3.50 | |
| Corona | \$1.15 | \$4.00 | \$4.25 | * |
| Corona light | \$1.15 | \$4.00 | \$4.25 | * |
| Heineken | \$1.16 | \$4.25 | \$4.25 | |
| Negro Medelo | \$1.10 | \$4.00 | \$4.25 | * |
| New Castle | \$1.14 | \$4.25 | \$4.25 | |
| Shock Top | \$1.01 | \$4.00 | \$4.25 | * |
| Sierra Nev. Torpedo | NA | \$4.25 | \$4.25 | |

| Whiskey | Cost | Current price | Suggested price | Price change * |
|------------------|-------------|----------------------|------------------------|-----------------------|
| Bushmills | NA | \$5.50 | \$5.50 | |
| Canadian Club | \$1.43 | \$5.25 | \$5.50 | * |
| Crown Royal | \$2.05 | \$6.75 | \$7.50 | * |
| Fireball | \$1.00 | \$5.25 | \$5.25 | |
| Jameson Irish | \$1.80 | \$5.25 | \$6.00 | * |
| Pendleton | NA | \$5.25 | \$5.25 | |
| Seagrams 7 | \$1.17 | \$5.25 | \$5.50 | * |
| Seagrams VO | \$1.38 | \$5.25 | \$5.75 | * |
| Southern Comfort | NA | \$5.25 | \$5.50 | |
| Tullamore Dew | NA | \$5.25 | \$5.50 | * |



| | | | | |
|------------------|--------|--------|--------|---|
| Vodka | \$1.67 | \$5.75 | \$6.00 | * |
| Absolute | | | | |
| Absolute Mandria | \$1.67 | \$5.75 | \$6.00 | * |
| Absolute Citrus | \$1.67 | \$5.75 | \$6.00 | * |
| Absolute Pepper | \$1.67 | \$5.75 | \$6.00 | * |
| Deep Eddy | \$1.18 | \$5.25 | \$5.50 | * |
| Gray Goose | \$2.35 | \$7.50 | \$8.00 | * |
| Ketel One | \$1.88 | \$6.00 | \$6.50 | * |
| Pinnacle | NA | \$5.25 | \$5.50 | * |
| Skyy Vodka | \$1.30 | \$5.50 | \$6.00 | * |

| Vodka – cont. | Cost | Current price | Suggested price | Price change * |
|----------------------|-------------|----------------------|------------------------|-----------------------|
| Smirnoff | \$1.07 | \$5.25 | \$5.50 | * |
| Smirnoff Green Apple | \$1.07 | \$5.25 | \$5.50 | * |
| Stolichnaya | \$1.65 | \$5.75 | \$6.50 | * |
| Tito's | \$1.57 | \$5.75 | \$6.25 | * |

Tequila

| | | | | |
|------------------|--------|--------|--------|---|
| Casa Misgos | NA | \$7.50 | \$7.50 | |
| Don Julio | \$3.36 | \$8.00 | \$8.50 | * |
| El Agave | \$2.61 | \$6.00 | \$6.00 | |
| Jose-Cuervo | \$1.16 | \$5.25 | \$5.25 | |
| Patron Silver | \$3.26 | \$7.50 | \$8.50 | * |
| Tres Generations | | \$7.50 | \$7.75 | * |

Scotch

| | | | | |
|----------------------|--------|--------|---------|---|
| Cutty Sark | NA | \$5.75 | \$5.75 | |
| Dewers | NA | \$6.00 | \$6.00 | |
| Famous Grouse | NA | \$5.75 | \$5.75 | |
| Glenfiddich | \$2.62 | \$7.75 | \$8.00 | * |
| Glenlivet | \$2.45 | \$7.75 | \$8.00 | * |
| J&B | \$1.70 | \$5.75 | \$5.75 | |
| Johnnie Walker Black | \$2.68 | \$7.75 | \$7.75 | |
| Johnnie Walker Red | NA | \$5.75 | \$5.75 | |
| Laphronig | \$3.60 | \$6.75 | \$9.00 | * |
| Mac Callan | \$4.34 | \$8.50 | \$11.00 | * |

Rum

| | | | | |
|----------------|--------|--------|--------|--|
| Bacardi-Banana | \$1.18 | \$5.50 | \$5.50 | |
| Barcardi-Dark | \$1.18 | \$5.50 | \$5.50 | |
| Bacardi-Light | \$1.18 | \$5.50 | \$5.50 | |
| Captain Morgan | \$1.40 | \$5.75 | \$5.75 | |



| | | | | |
|---------------|--------|--------|--------|---|
| Kracken | \$1.44 | \$5.25 | \$5.50 | * |
| Malibu | \$1.25 | \$5.50 | \$5.50 | |
| Myers | \$1.57 | \$5.57 | \$6.00 | * |
| Pyrat Reserve | NA | \$6.25 | \$6.25 | |

Gin

| | | | | |
|-----------------|--------|--------|--------|---|
| Beefeaters | \$1.48 | \$5.50 | \$6.00 | * |
| Bombay Sapphire | \$1.89 | \$6.00 | \$6.50 | * |
| Bombay White | NA | \$5.75 | \$6.25 | * |
| Tanqueray | \$1.74 | \$6.50 | \$6.50 | |
| Oxlay | \$1.93 | \$6.50 | \$6.50 | |

| Cognac | Cost | Current price | Suggested price | Price change * |
|---------------|-------------|----------------------|------------------------|-----------------------|
|---------------|-------------|----------------------|------------------------|-----------------------|

| | | | | |
|-------------|--------|--------|--------|--|
| Courvoisier | \$2.25 | \$7.75 | \$7.75 | |
| Hennessy | NA | \$7.50 | \$7.50 | |

Well

| | | | | |
|---------------------------|-------|--------|--------|--|
| Antique Rum | \$.77 | \$4.50 | \$4.50 | |
| Gibley Gin | \$.70 | \$4.50 | \$4.50 | |
| Gordon's Vodka | \$.60 | \$4.50 | \$4.50 | |
| Lauders Scotch | \$.92 | \$4.50 | \$4.50 | |
| Sauza Gris Tequilla | \$.68 | \$4.50 | \$4.50 | |
| Christian Brothers Brandy | NA | \$4.50 | \$4.50 | |
| JB 8 Star Bourbon | \$.79 | \$4.50 | | |

Modifiers

| | | | | |
|-------------------|----|--------|--------|---|
| Rocks | NA | \$0.50 | \$0.50 | |
| Martini/Manhattan | NA | \$1.00 | \$1.00 | |
| Cosmo | NA | \$1.00 | \$1.00 | |
| Bloody Mary | NA | \$0.75 | \$1.00 | * |
| Margarita | NA | \$0.50 | \$1.00 | * |
| Pina Colada | NA | \$1.00 | \$1.00 | |
| Daquiri | NA | \$1.00 | \$1.00 | |
| Str. Marguarita | NA | \$1.00 | \$1.00 | |
| Old Fashion | NA | \$1.00 | \$1.00 | |
| Red Bull | NA | \$2.50 | \$3.50 | * |
| UP/Next | NA | \$0.50 | \$0.50 | |
| DbI Well | NA | \$4.50 | \$4.50 | |
| DbI Prem Cell | NA | \$6.00 | \$6.00 | |
| DbI Top Shelf | NA | \$7.50 | \$7.50 | |



| Liqueur | Cost | Current price | Suggested price | Price change |
|------------------------|-------------|----------------------|------------------------|---------------------|
| Amaretto Desaronno | NA | \$7.50 | \$7.50 | |
| B&B | NA | \$7.25 | \$8.00 | * |
| Bailey's Irish Cream | \$1.69 | \$7.75 | \$6.00 | * |
| Campari | NA | \$5.50 | \$5.50 | |
| Chambord | NA | \$5.50 | \$5.50 | |
| Cointreau | NA | \$7.50 | \$7.50 | |
| DeKuyper's Cordials | \$0.88 | \$5.00 | \$5.00 | |
| Drambuic | \$2.26 | \$7.25 | \$7.25 | |
| Dubonnet | NA | \$5.25 | \$5.25 | |
| Frangelico | NA | \$5.75 | \$5.75 | |
| Galliano | NA | \$5.75 | \$5.75 | |
| Godiva Chocolate | NA | \$5.50 | \$5.50 | |
| Grand Marnier | \$2.31 | \$7.25 | \$7.50 | * |
| Harvey's Bristol Cream | NA | \$5.50 | \$5.50 | |
| Jagermeister | \$1.26 | \$5.50 | \$5.50 | |
| Kahlua | \$1.61 | \$5.50 | \$5.50 | |
| Midori | \$1.48 | \$5.25 | \$5.25 | |
| Rumplemintz | NA | \$5.25 | \$5.25 | |
| Sambuca | NA | \$5.25 | \$5.25 | |
| Tuaca | NA | \$5.75 | \$5.75 | |
| Zem | NA | \$6.00 | \$6.00 | |
| X-Rated | NA | \$6.75 | \$6.75 | |
| Bourbon | | | | |
| Bullet | \$1.82 | \$6.00 | \$6.50 | |
| Gentleman Jack | \$2.40 | \$8.00 | \$8.00 | |
| Jack Daniels | \$1.83 | \$5.75 | \$6.25 | |
| Jack Daniels Honey | \$1.83 | \$6.25 | \$6.25 | |
| Jack Daniels Barrel | NA | \$8.50 | \$8.50 | |
| JB Fire | \$1.35 | \$5.25 | \$5.50 | * |
| JB Red Stag | NA | \$5.50 | \$5.50 | |
| Knob Creek | \$2.60 | \$6.25 | \$8.00 | * |
| Makers Mark | \$1.97 | \$6.25 | \$7.00 | * |
| Reel Yell | \$1.24 | \$4.50 | \$4.50 | |
| Cocktails | | | | |
| Mimosa | NA | \$4.50 | \$4.50 | |
| Black Russian | \$1.65 | \$6.75 | \$7.50 | * |
| Cadillac Margarita | \$2.47 | \$9.25 | \$9.25 | |
| Drink of the Month | | | | |
| Drink Special | | | | |
| Drink up Chg | | | | |
| Hurricane | \$2.70 | \$7.25 | \$9.00 | * |



| | | | | |
|----------------------|--------|--------|--------|---|
| Irish Coffee | NA | \$7.50 | \$7.50 | |
| Keoke Coffee | NA | \$7.50 | \$7.50 | |
| Long Island Iced Tea | \$2.70 | \$8.25 | \$9.00 | * |
| Mai Tai | \$3.25 | \$7.25 | \$9.00 | * |
| Mudslide | \$4.90 | \$7.50 | \$9.00 | * |
| Virgin | NA | \$3.00 | \$4.50 | * |
| White Russian | \$2.00 | \$6.50 | \$7.50 | * |
| Lemon Drop Martini | \$2.00 | \$7.50 | \$7.50 | |

Modifiers – New Add

| | | | |
|------------------|----|--------|--------|
| Well | NA | NA | NA |
| Premium | NA | \$1.50 | \$1.50 |
| Top Shelf Fadder | NA | \$3.50 | \$3.50 |

| Happy Hour | Cost | Current price | Suggested price | Price change * |
|----------------------|-------------|----------------------|------------------------|-----------------------|
| 12 oz. Amberloc | \$0.84 | \$2.00 | \$2.00 | |
| 16 oz. Amberloc | \$1.12 | \$3.00 | \$3.00 | |
| 22 oz. Amberloc | \$1.54 | \$4.50 | \$4.50 | |
| Pitcher | NA | \$12.00 | \$12.00 | |
| 12 oz. Domestic Tap | \$0.72 | \$2.00 | \$2.00 | |
| 16 oz. Domestic Tap | \$0.96 | \$3.00 | \$3.00 | |
| 2 2 oz. Domestic Tap | \$1.32 | \$4.50 | \$4.50 | |
| Pitcher | NA | \$12.00 | \$12.00 | |
| HH Bourbon | NA | \$3.50 | \$3.50 | |
| HH Brandy | NA | \$3.50 | \$3.50 | |
| HH Bud Light | \$0.86 | \$2.50 | \$2.50 | |
| HH Bud | \$0.86 | \$2.50 | \$2.50 | |
| HH Coors Light | \$0.86 | \$2.50 | \$2.50 | |
| HH Coors Original | \$0.86 | \$2.50 | \$2.50 | |
| HH Gin | \$0.70 | \$3.50 | \$3.50 | |
| HH House Cabernet | \$0.89 | \$3.50 | \$3.50 | |
| HH House Chardonnay | \$1.07 | \$3.50 | \$3.50 | |
| HH House Merlot | \$1.07 | \$3.50 | \$3.50 | |
| HH Miller Lite | \$0.86 | \$2.50 | \$2.50 | |
| HH Pitcher Amber Boc | NA | \$12.00 | \$12.00 | |
| HH Domestic | NA | \$12.00 | \$12.00 | |
| HH Rum | NA | \$3.50 | \$3.50 | |
| HH Scotch | \$0.92 | \$3.50 | \$3.50 | |
| HH Tequilla | \$0.68 | \$3.50 | \$3.50 | |
| HH Ultra | \$0.89 | \$2.50 | \$2.50 | |
| HH Vodka | \$0.60 | \$3.50 | \$3.50 | |
| HH White Zin | \$1.04 | \$2.75 | \$3.50 | * |