



## **2018 Tahoe Donner Association Food & Beverage Financial Review**

Tahoe Donner operates the following year-round and seasonal food and beverage operations, each with varying operating hours, staffing, and logistics support. This review will focus on trends and provide planned modifications to existing programs planned for immediate implantation to improve the financial results of each food and beverage operation compared to the 2018 budget, while minimizing the impact on service levels to the membership.

### **Year-round F&B Operations:**

Lodge Restaurant & Pub

Pizza on the Hill

Alder Creek Café

### **Summer Seasonal:**

Beach Club Marina Grill

Summer Food & Beverage

T-9 Grill (Golf Course)

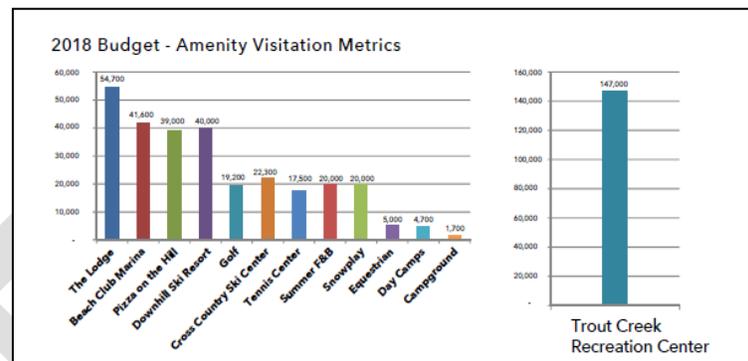
Golf Course Food / Bar Cart

Marco Polo Grill (TC Pool)

### **Winter Seasonal:**

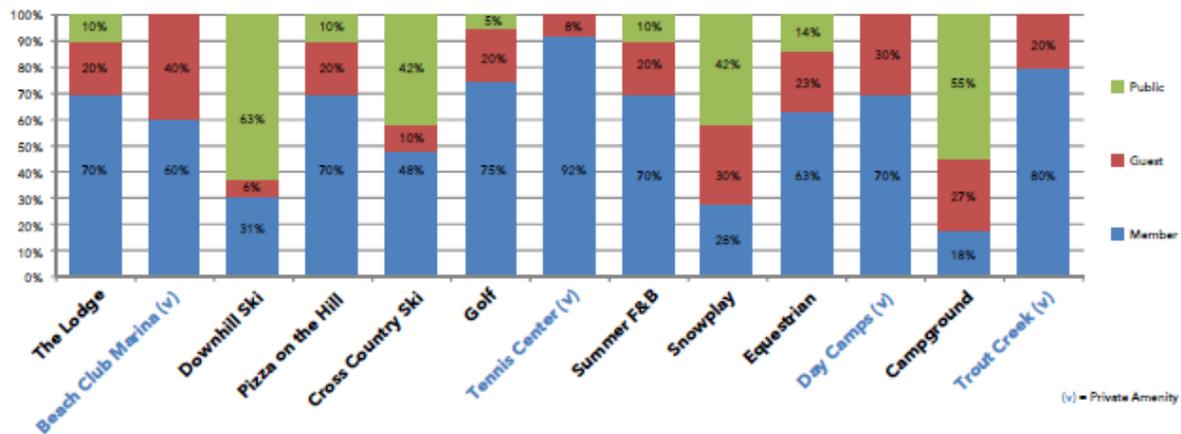
Winter Food & Beverage (Downhill Ski Area Food and Beverage)

TD Eats Food Trailer (Snowplay)

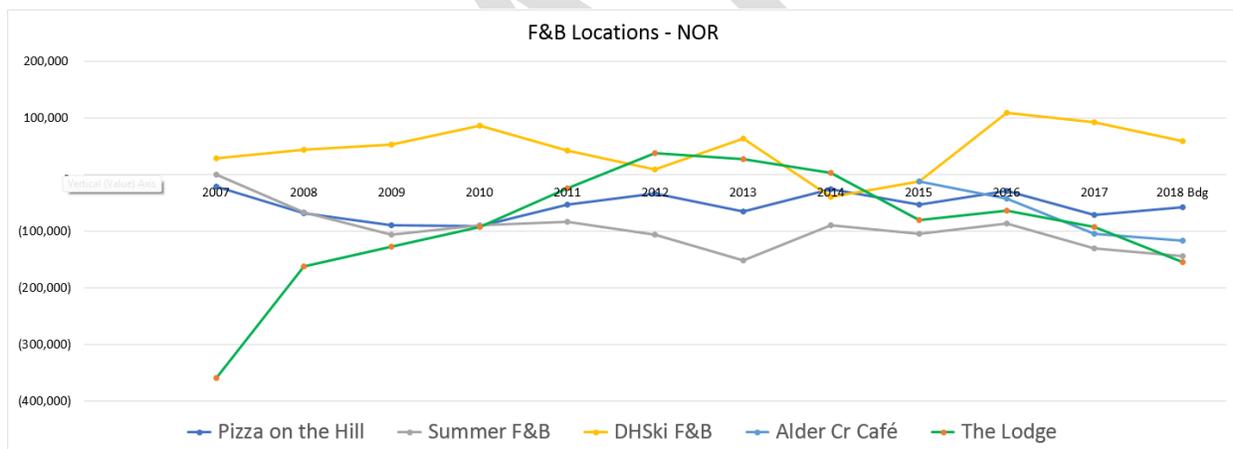


Tahoe Donner's Food and Beverage operations number one priority is to serve our members and guests with convenience, quality products and friendly service. All our food and beverage operations are in the Tahoe Donner subdivision in the Town of Truckee (with exception of the Beach Club Marina Grill on the East end of Donner Lake). This makes it very convenient for our members not to have to leave the hill for dining options, which is particularly significant during peak periods of large community traffic congestion. Our association is 84% second homeowners, who most frequently visit their homes during weekends and peak holiday periods. The visitation charts above reflect the volume expected in the 2018 budget based on multi-year averages of actual visitation, along with the estimated visitation mix (Member, Guest, Public) below. Weather is a significant factor which directly impacts all Tahoe Donner Operations with resulting visitation behavior of our members to their second homes and amenities.

### 2018 Budget - Visitation Mix (estimated)



To serve our members with a variety of options, three food and beverage operations have been structured to operate year-round. To maintain a consistent level of service, core functioning staffing levels are maintained with seasonal adjustments in staffing to address peak and slow periods. The 10-year actual net operating results are reflected here:



Key notes on the year-round food and beverage operations.

1. higher volume/traffic down town compared to TD HOA only traffic
2. generally higher menu prices in town
3. generally fewer discounts / happy hour specials in town
4. Tahoe Donner year-round operations offered shoulder season options, as opposed to “closing” and laying off core team members

Notable Differences overall between 2008 and 2017:

1. (\$50,000) Alder Creek Café - Summer months budget as a still newer operation. Winter Alder Creek Café business is stronger, but directly tied to the success of Nordic suitable winter weather.
2. (\$150,000) California Minimum Wage Increase impact - menu prices have generally trended to cover food costs increases, but not the minimum wage cost increases.



3. (\$50,000) Federal Affordable Care Act impact - menu prices have generally trended to cover food costs increases, but not the cost of having to offer affordable medical benefits to past year-round season back of the house kitchen staff, now treated as full-time year-round benefited employees.

Part of the perceived success of Truckee’s downtown restaurants comes from higher volume year-round, higher “resort style” pricing, smaller portions.

**Higher volume:** our downtown restaurants see higher volume business, year-round. Being in the center of town, they receive business from all local neighborhoods, tourists passing through (highway business), hotel/resort/VRBO guests. Their off-season months are impacted much less than in the Tahoe Donner subdivision.

**Higher “resort style” pricing:** below is a comparison to similar restaurants to the Lodge. Prices have been pulled from their websites and are current.

**Smaller portion sizes:** in addition to this higher pricing, portions sizes are usually smaller than ours (personal experience dining in these locations). This is discussed in the report as an option that is recommended. People are eating less and this would also reduce cost on to-go paper products if entrees are finished in restaurant.

Prices pulled from websites:

\*portion sizes are usually smaller. Lodge and Bar of America serve and list ½ lb burger, others do not denote size. More restaurants are using 1/3lb patty.

	<b>Burger with cheese and fries</b>	<b>Chicken entrée</b>	<b>Fish entrée</b>	<b>Steak Entrée</b>	<b>Pasta</b>
Lodge	\$14.95	\$24.95	\$36	\$31.95	\$24
Bar of America	\$18	\$29	\$39	\$42-\$45	\$31
Moody’s	\$16	\$29	\$37	\$30-\$44	\$26-\$30
Cottonwoods	\$18	\$28(pasta)	None	\$38	\$28-\$29

There is not an option to seasonally close F & B locations, especially The Lodge, Alder Creek Café and Pizza on The Hill and maintain staffing that would meet our standards. There may be an option to limit days of operation; for example, closed Mondays and Tuesdays in off season. This could cause confusion to our guests which happens already when Pizza on The Hill goes to a 5 day a week schedule. Given current increases in payroll burden and cost of goods we will need to adjust pricing to stay competitive with the current area trending. Included is detailed suggestions of operation changes that would minimalize loss and not materially reduce service levels to our members. The business plan developed for the F & B offerings at most amenity driven HOA’s, not to mention an HOA with a majority of second home ownership and seasonal visitation, is not a profitable one. It is based on providing convenience and high service standards for its membership.



## Planned Modifications for all year-round F & B locations:

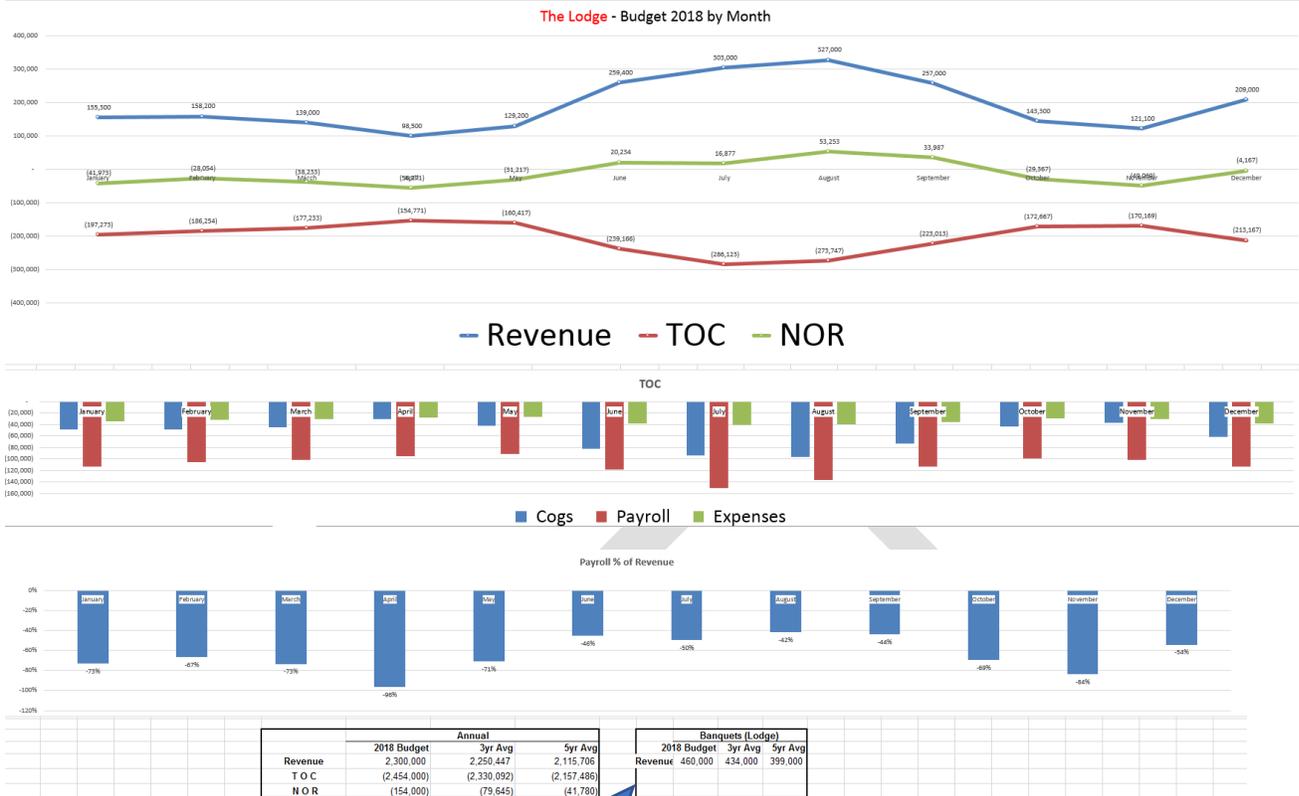
1. Alter dates on the 20% off discount coupons issued with the annual assessment mailing in November to members. They will be limited to non-peak periods such as October/November and April/ May/ June and making them specific to Pizza on The Hill, Lodge Restaurant & Pub, and Alder Creek Café. Annual Election mailing included 20% discount coupons for lunches at the principal year-round operations for non-peak periods, a change from past years more open 20% coupon offering to drive volume. In 2017, 20% coupons resulted in a discounted value of ~\$14,000 at the Lodge and ~\$800 at Pizza on the Hill.
2. Remove other discount promotions during peak periods as they were originally created to attract business during a down economy. Most other local restaurants offer minimal promotions during peak periods, if any.

## The Lodge – Dinner Service

This is the most popular and favored restaurant in the association with highest visitation. It wins awards and accolades yearly and runs a high scoring comment card program along with a high level of repeat business. We doubled restaurant seating, with the renovation several years ago, to accommodate demand. Labor is made up of 4 salaried managers and 1 salaried Banquet manager (that performs banquets at all F & B locations). Several FTYR kitchen employees, but mostly hourly seasonal staff. During peak winter and summer seasons they also recruit J1 employees for fill local workforce hiring shortfalls. Menu is a bistro style that is diverse in options and pricing. It stays trendy while maintaining a classic brand.

Hours of Op. – 7 days a week year-round. With lunch served in different formats late May- late October. Summer lunch service is captured in the Summer Food & Beverage Department.

2018 Budget	ANNUAL			2018 Budget Summary Annual											
	Annual	Winter	Summer	128 The Lodge				ANNUAL				ANNUAL			
	2016 Actual	2017 Budget	2017 Forecast(f)	2018 Budget	2018 Bdg vs 2017 Forecast	2018 Bdg vs 2017 Bdg	2018 Bdg vs 2016 Actual	2016 Actual	2017 Budget	2017 Forecast(f)	2018 Budget	2018 Bdg vs 2017 Forecast	2018 Bdg vs 2017 Bdg	2018 Bdg vs 2016 Actual	
Revenue	1,997,593	2,312,246	2,194,000	2,300,000	106,000 5%	(12,246) -1%	302,407 15%	1,997,593	2,312,246	2,194,000	2,300,000	106,000 5%	(12,246) -1%	302,407 15%	
Cogs	(636,962)	(716,951)	(667,000)	(706,000)	(39,000) -6%	10,951 2%	(69,038) -11%	(636,962)	(716,951)	(667,000)	(706,000)	(39,000) -6%	10,951 2%	(69,038) -11%	
Gross Margin	1,360,630	1,595,295	1,527,000	1,594,000	67,000 4%	(1,295) 0%	233,370 17%	1,360,630	1,595,295	1,527,000	1,594,000	67,000 4%	(1,295) 0%	233,370 17%	
Payroll Direct-Salary	(336,207)	(337,110)	(304,500)	(329,400)	(24,900) -8%	7,710 2%	6,807 2%	(336,207)	(337,110)	(304,500)	(329,400)	(24,900) -8%	7,710 2%	6,807 2%	
Payroll Direct-Hourly	(488,445)	(622,823)	(642,300)	(664,600)	(22,300) -3%	(41,777) -7%	(176,155) -36%	(488,445)	(622,823)	(642,300)	(664,600)	(22,300) -3%	(41,777) -7%	(176,155) -36%	
Payroll Direct-Total	(824,652)	(959,933)	(946,800)	(994,000)	(47,200) -5%	(34,067) -4%	(169,348) -21%	(824,652)	(959,933)	(946,800)	(994,000)	(47,200) -5%	(34,067) -4%	(169,348) -21%	
Payroll Burden	(249,746)	(269,787)	(393,800)	(347,000)	46,800 12%	(77,213) -29%	(97,254) -39%	(249,746)	(269,787)	(393,800)	(347,000)	46,800 12%	(77,213) -29%	(97,254) -39%	
Payroll	(1,074,398)	(1,229,720)	(1,340,600)	(1,341,000)	(400) 0%	(111,280) -9%	(266,602) -25%	(1,074,398)	(1,229,720)	(1,340,600)	(1,341,000)	(400) 0%	(111,280) -9%	(266,602) -25%	
Expenses	(366,022)	(429,480)	(384,400)	(407,000)	(22,600) -6%	22,480 5%	(40,978) -11%	(366,022)	(429,480)	(384,400)	(407,000)	(22,600) -6%	22,480 5%	(40,978) -11%	
NORBO	(79,790)	(63,905)	(198,000)	(154,000)	44,000 22%	(90,095) -141%	(74,210) -93%	(79,790)	(63,905)	(198,000)	(154,000)	44,000 22%	(90,095) -141%	(74,210) -93%	
Overhead Alloc (link)	-	-	-	-	- 0%	- 0%	- 0%	-	-	-	-	- 0%	- 0%	- 0%	
NOR	(79,790)	(63,905)	(198,000)	(154,000)	44,000 22%	(90,095) -141%	(74,210) -93%	(79,790)	(63,905)	(198,000)	(154,000)	44,000 22%	(90,095) -141%	(74,210) -93%	
COGS %	-32%	-31%	-30%	-31%	(0.0029) -1%	0.0031 1%	0.0119 4%	-32%	-31%	-30%	-31%	(0.0029) -1%	0.0031 1%	0.0119 4%	
Payroll Direct %	-41%	-42%	-43%	-43%	(0.0006) 0%	(0.0170) -4%	(0.0194) -5%	-41%	-42%	-43%	-43%	(0.0006) 0%	(0.0170) -4%	(0.0194) -5%	
Pay Burden % Pay	-30%	-28%	-42%	-35%	0.0668 16%	(0.0680) -24%	(0.0462) -15%	-30%	-28%	-42%	-35%	0.0668 16%	(0.0680) -24%	(0.0462) -15%	



**Lodge Restaurant & Pub Suggestion:**

1. Continue operation as a year-round dinner house.
2. Implementing lunch operation service modifications for 2018, captured in Summer F&B Department.
3. Consider reducing menu item portion size. This can go either way.
  - a. The Lodge has been known for its consistent and hearty portion sizes. Reduction could cause issue with regular dinners.
  - b. We do get comments about larger portions. We hand out a good number of to-go boxes, which are costly.
4. Promotions- see summary suggestions

**Lodge Banquets:**

Recommend changing the member discount 20% on food to 10% discount or remove entirely, still offer the 20% discount on site fees to our members. Food has a much lower profit margin to work with. This will require a board vote on changing club potluck policy document. More extensive review of Lodge Banquet Tent events already reviewed by the board of directors.



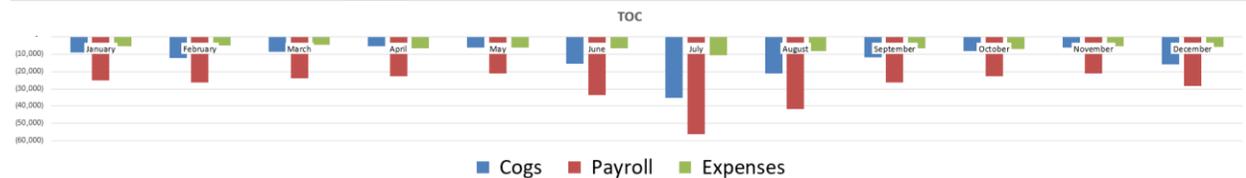
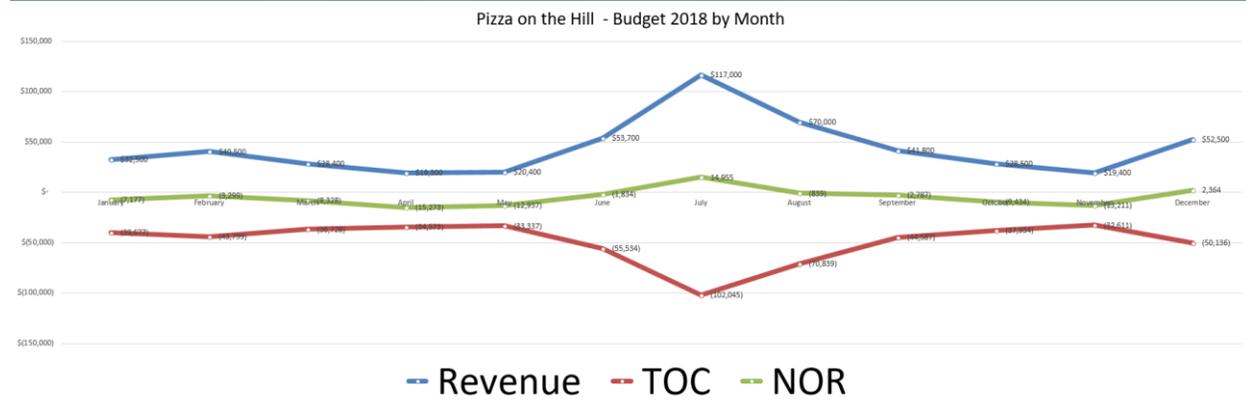
## Pizza on The Hill

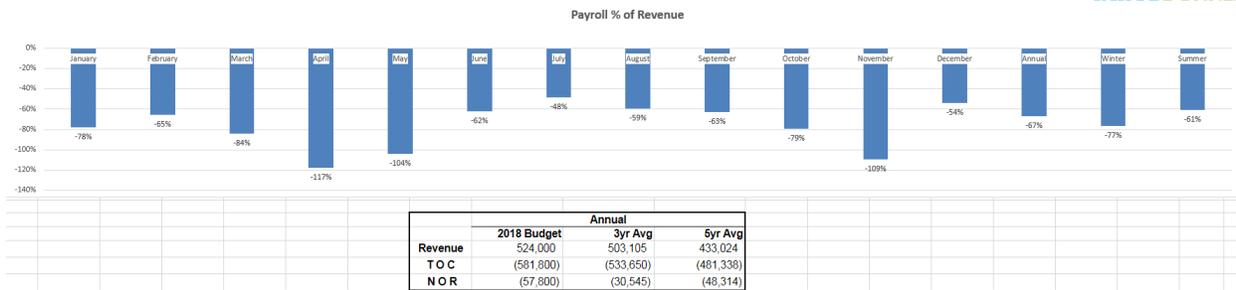
This department is based around the family demographic. Its success follows trends with weather and 2<sup>nd</sup> homeowner visitation. It is very busy on weekends during peak seasons. It depends, much like other amenities on good snow years and pleasant smoke/bee free summer months.

Labor- it is run by 2 salaried positions and 1 FTYR. The rest is hourly. It expands during the winter and summer season and employees J1's.

Hours of operations during most of the year it runs nights only Thursday – Monday. During winter holiday periods and summer peak period it runs 7 days a week and has lunch. There are certain periods when it is open for lunch, where it has a very high labor cost due to overtime.

Menu- with the addition of the new trained chef, the menu is the best it has ever been. Targeted mostly towards family, in a pub style format. The new chef is “peppering” the menu with higher quality adult choices to increase sales and higher cuisine preferences.





2018 Budget Spread																
150 Pizza on the	Winter	Winter	Winter	Winter	Summer	Summer	Summer	Summer	Summer	Summer	Summer	Winter	Winter	2018 Budget	Winter	Summer
January	February	March	April	May	June	July	August	September	October	November	December	Annual	Annual	Winter	Summer	
Revenue	\$ 32,500	\$ 40,500	\$ 28,400	\$ 19,300	\$ 20,400	\$ 53,700	\$ 117,000	\$ 70,000	\$ 41,800	\$ 28,500	\$ 19,400	\$ 52,500	\$ 524,000	\$ 192,600	\$ 331,400	
Cogs	(9,200)	(12,400)	(8,500)	(5,500)	(6,000)	(15,500)	(35,200)	(21,100)	(11,800)	(8,300)	(6,000)	(16,000)	(155,500)	(57,600)	(97,900)	
Gross Margin	23,300	28,100	19,900	13,800	14,400	38,200	81,800	48,900	30,000	20,200	13,400	36,500	368,500	135,000	233,500	
Payroll Direct-Salary	(9,813)	(9,813)	(9,813)	(9,813)	(9,813)	(9,810)	(9,813)	(9,813)	(9,813)	(9,813)	(9,813)	(9,860)	(117,800)	(58,925)	(58,875)	
Payroll Direct-Hourly	(8,664)	(9,853)	(7,759)	(6,887)	(5,781)	(15,951)	(34,974)	(22,693)	(9,946)	(6,888)	(5,735)	(11,269)	(146,400)	(50,167)	(96,233)	
Payroll Direct-Total	(18,477)	(19,666)	(17,572)	(16,700)	(15,594)	(25,761)	(44,787)	(32,506)	(19,759)	(16,701)	(15,548)	(21,129)	(264,200)	(109,092)	(155,108)	
Payroll Burden	(6,773)	(6,813)	(6,233)	(5,943)	(5,613)	(7,683)	(11,533)	(9,053)	(6,463)	(5,883)	(5,653)	(7,137)	(84,800)	(38,552)	(46,248)	
Payroll	(25,250)	(26,479)	(23,805)	(22,643)	(21,207)	(33,444)	(56,340)	(41,559)	(26,222)	(22,584)	(21,201)	(28,266)	(349,000)	(147,644)	(201,356)	
Expenses	(5,227)	(4,920)	(4,423)	(6,430)	(6,130)	(6,590)	(10,505)	(8,180)	(6,565)	(7,050)	(5,410)	(5,870)	(77,300)	(32,280)	(45,020)	
NORBO	(7,177)	(3,299)	(8,328)	(15,273)	(12,937)	(1,834)	14,955	(839)	(2,787)	(9,434)	(13,211)	2,364	(57,800)	(44,924)	(12,876)	
(Overhead Alloc (link	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NOR	(7,177)	(3,299)	(8,328)	(15,273)	(12,937)	(1,834)	14,955	(839)	(2,787)	(9,434)	(13,211)	2,364	(57,800)	(44,924)	(12,876)	
COGS %	-28%	-31%	-30%	-28%	-29%	-29%	-30%	-30%	-28%	-29%	-31%	-30%	-30%	-30%	-30%	
Payroll % Rev	-78%	-65%	-84%	-117%	-104%	-62%	-48%	-59%	-63%	-79%	-109%	-54%	-67%	-77%	-61%	
Pay Burden % Pay	-37%	-35%	-35%	-36%	-36%	-30%	-26%	-28%	-33%	-35%	-36%	-34%	-32%	-35%	-30%	

**Recommendation:**

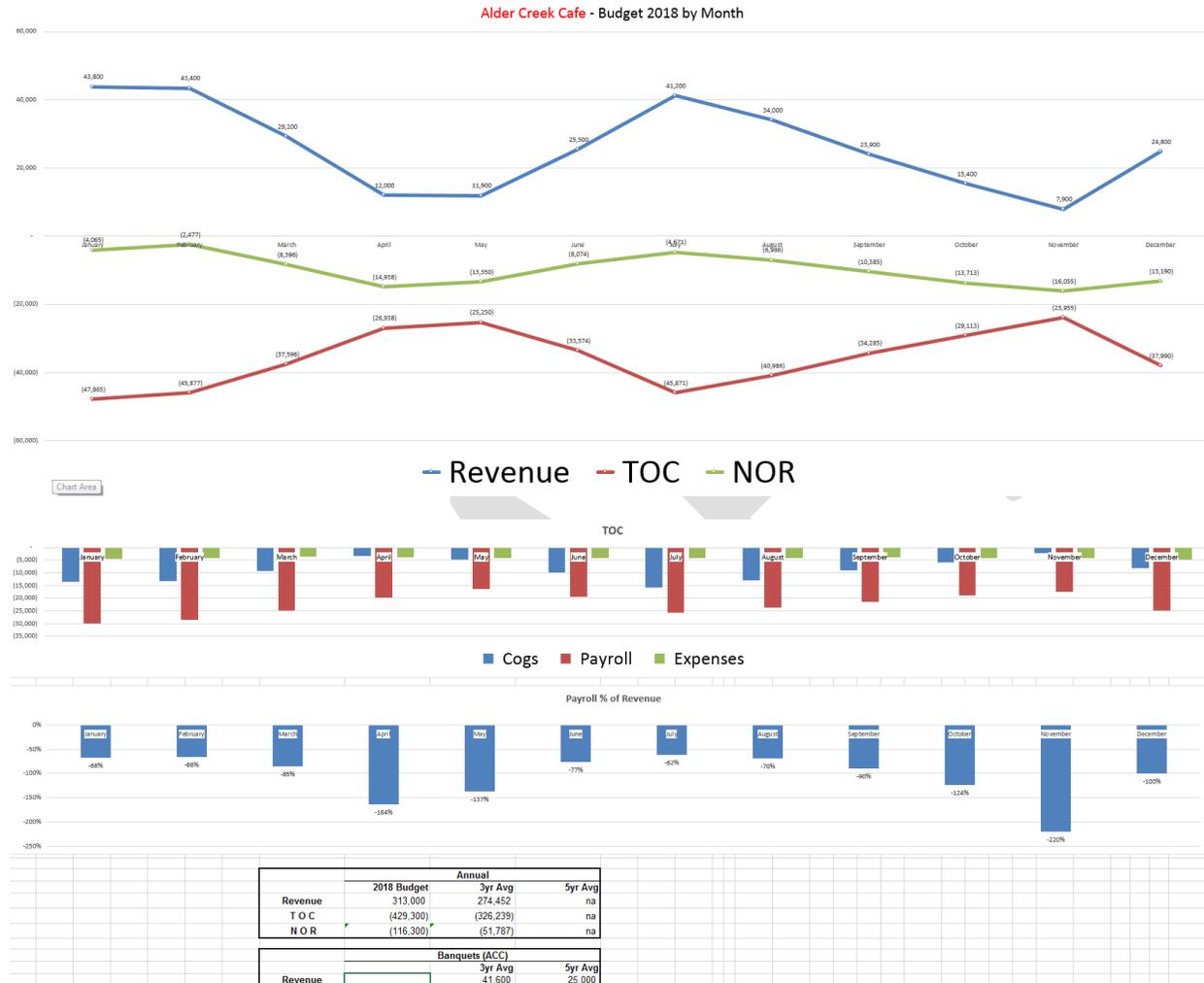
We will be raising prices starting this summer and have adjusted pricing on promotions. One example our \$10 pizza Sunday promo is now \$12. We have also limited our Happy hour menu options and have adjusted portion sizes. Overall, continue with current hours of operation. Investigate all lunch period revenues to define revenue impact and determine shortening or eliminating certain lunch schedules.

**Alder Creek Café & Trailside Bar**

Since the construction of the new Alder Creek Adventure Center, this facility has been a work in progress. It is designed mainly to service the XC customers and guests. It has taken several years to navigate the demographic's needs. We have also had several low snow seasons topped by a too much snow season. We have attempted music and bar events which did not prove a financial success. The location, in the back of the association, though convenient for some, has no draw to the public community. It is simply too far away from the town center. We have assessed that running the Café only during daytime lunch hours and reverting to minimal hours during the off season is a better plan to reduce loss. Over the last several years we have been ramping up indoor banquet business during off season and summer periods. It can however, pose scheduling issues for events since 3 other amenities run out of this same space (Equestrian, Bikeworks, and Day Camps). Therefore, impacting the ability to hold day long setup banquet events in the shared common areas facility. Off season, we have an open schedule for booking banquets, however



during peak season (July, August) there can be scheduling issues. We have worked with the Tahoe Donner Marketing and Recreation Department to create special events during daytime and evenings to enhance F & B sales and demand. There are multiple special events planned for Café and ACAC evening business over the summer.



**2018 Budget Spread**

155 Alder Creel	Winter			Summer			Summer			Winter			2018 Budget		
	January	February	March	April	May	June	July	August	September	October	November	December	Annual	Winter	Summer
Revenue	43,800	43,400	29,200	12,000	11,900	25,500	41,200	34,000	23,900	15,400	7,900	24,800	313,000	161,100	151,900
Cogs	(13,446)	(13,192)	(9,174)	(3,344)	(4,730)	(9,790)	(15,910)	(13,000)	(8,920)	(5,910)	(2,358)	(8,226)	(108,000)	(49,740)	(58,260)
Gross Margin	30,354	30,208	20,026	8,656	7,170	15,710	25,290	21,000	14,980	9,490	5,542	16,574	205,000	111,360	93,640
Payroll Direct-Salary	(5,566)	(5,566)	(5,566)	(5,566)	(5,566)	(5,565)	(5,566)	(5,566)	(5,566)	(5,566)	(5,566)	(5,575)	(66,800)	(33,405)	(33,395)
Payroll Direct-Hourly	(17,770)	(16,876)	(13,873)	(9,645)	(6,806)	(9,576)	(14,752)	(13,087)	(11,186)	(9,104)	(7,703)	(13,722)	(144,100)	(79,589)	(64,511)
Payroll Direct-Total	(23,336)	(22,442)	(19,439)	(15,211)	(12,372)	(15,141)	(20,318)	(18,653)	(16,752)	(14,670)	(13,269)	(19,297)	(210,900)	(112,994)	(97,906)
Payroll Burden	(6,548)	(6,078)	(5,388)	(4,508)	(3,918)	(4,408)	(5,298)	(5,008)	(4,678)	(4,358)	(4,108)	(5,602)	(59,900)	(32,232)	(27,668)
Payroll	(29,884)	(28,520)	(24,827)	(19,719)	(16,290)	(19,549)	(25,616)	(23,661)	(21,430)	(19,028)	(17,377)	(24,899)	(270,800)	(145,226)	(125,574)
Expenses	(4,535)	(4,165)	(3,595)	(3,875)	(4,230)	(4,235)	(4,345)	(4,325)	(3,935)	(4,175)	(4,220)	(4,865)	(50,500)	(25,255)	(25,245)
NOR	(4,065)	(2,477)	(8,396)	(14,938)	(13,350)	(8,074)	(4,671)	(6,986)	(10,385)	(13,713)	(16,055)	(13,190)	(116,300)	(59,121)	(57,179)
Overhead Alloc (link)															
NOR	(4,065)	(2,477)	(8,396)	(14,938)	(13,350)	(8,074)	(4,671)	(6,986)	(10,385)	(13,713)	(16,055)	(13,190)	(116,300)	(59,121)	(57,179)
COGS %	-31%	-30%	-31%	-28%	-40%	-38%	-39%	-38%	-37%	-38%	-30%	-33%	-35%	-31%	-38%
Payroll %	-68%	-66%	-85%	-164%	-137%	-77%	-62%	-70%	-90%	-124%	-220%	-100%	-87%	-90%	-83%
Pay Burden % Pay	-28%	-27%	-28%	-30%	-32%	-29%	-26%	-27%	-28%	-30%	-31%	-29%	-28%	-29%	-28%



## Recommendation:

1. Run the café as a lunch service only. Minimize hours during non-peak periods to save on labor and capture high sales window.
2. Continue to book banquet events during off-peak periods.
3. Work with Tahoe Donner Marketing and Recreation Departments to create special events during daytime and evenings to enhance F & B sales and demand.

## **Beach Club Marina Grill**

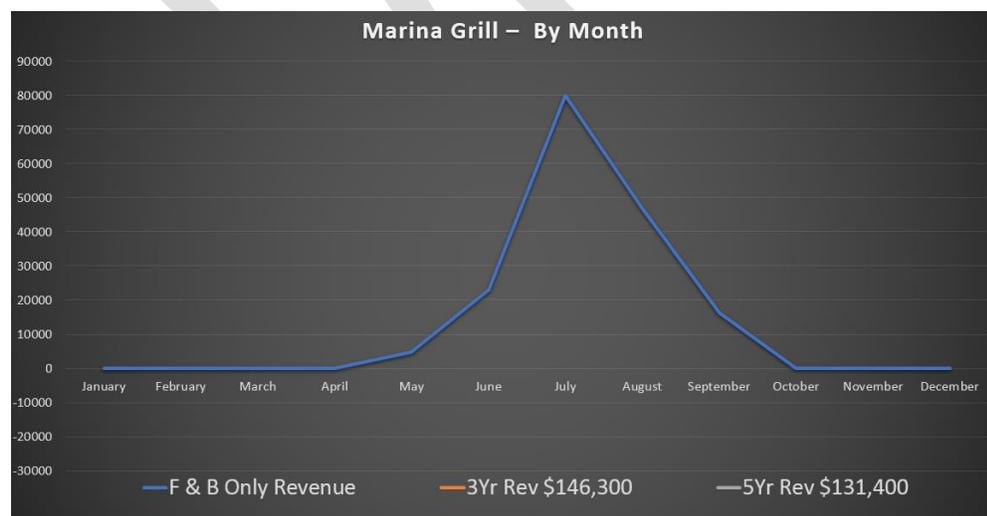
Currently this operation continues to return positive net operating results.

Labor, this area is staffed with a Kitchen Supervisor to oversee daily F & B operations. We usually staff kitchen with J1's and minimum wage employees. The cash register is usually manned by different beach employees and supervisors.

Menu; menu is made up of packaged items, prepared grab-n-go items, and made to order grill items. These foods are low overhead and easy to prepare. There is a selection of beer; 1 draft the rest in cans, several wines, cider and an assortment of liquor choices. We have several drink specials and several drink promotions. This operations hold a private club liquor license.

Hours of Operations for the grill are regular during peak season (right before July starts through mid- August when kids begin to return to school). We regulate business hours during non-peak periods, based on sales and demand levels. We also limit choices at beginning and end of season due to limited interest.

Deck is very sunny/windy so it is not conducive to a leisurely lunch with existing seating conditions. Parking during season is also a challenge so it does not draw anyone that is not beach bound, for example lunch guests that may enjoy a lake view.



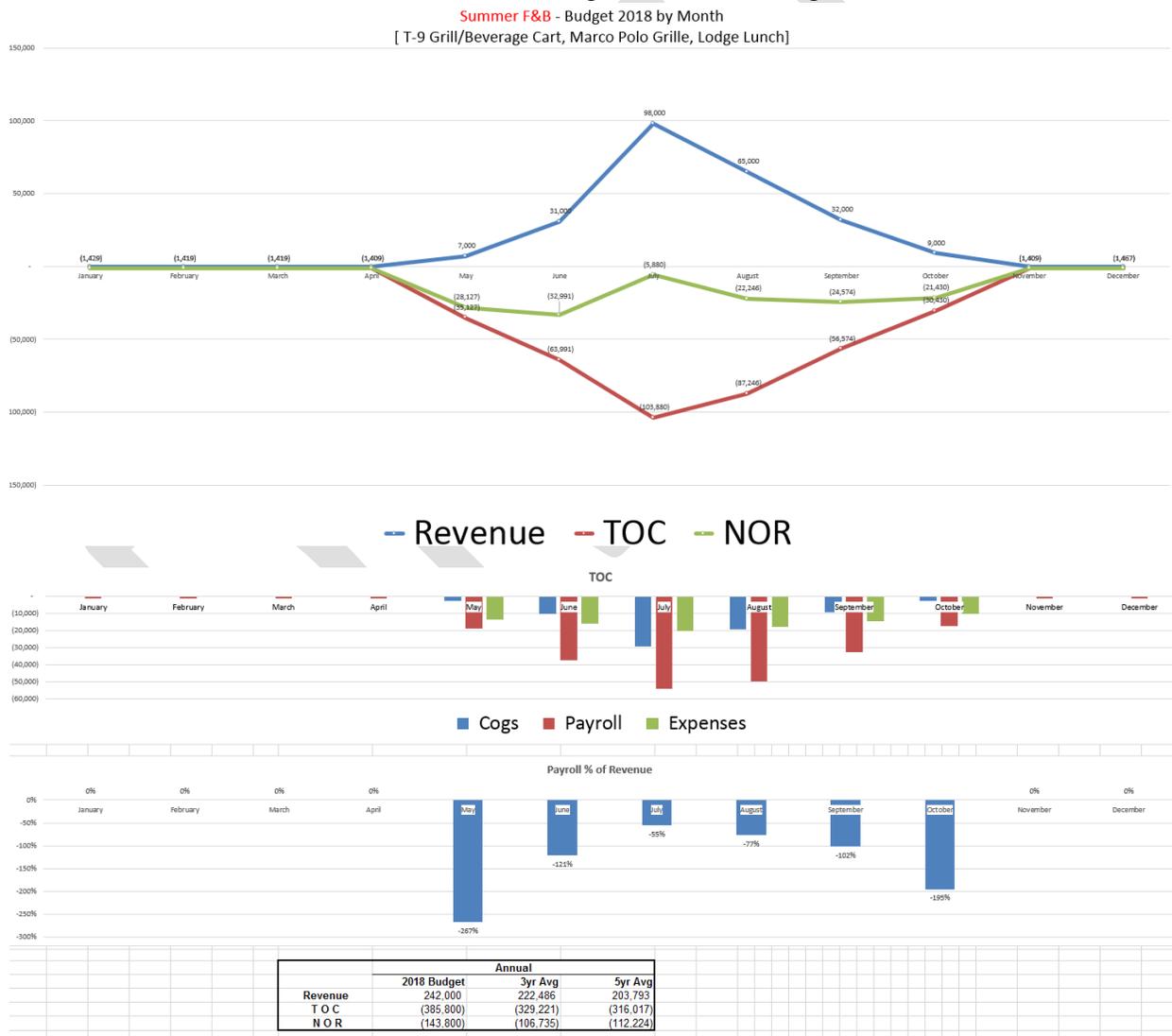


**Suggestion:**

Continue with service of food and beverages. Operate full menu during peak business periods. Continue to be vigilante about closing/limiting offerings during non-peak periods. Consider future capital project upgrade to the kitchen and deck seating area. Design and plans on file from previous planned capital project at this location.

**Summer Food and Beverage**

Includes good and beverage service at the Lodge Restaurant & Pub (Lunch), Marco Polo Grill (Trout Creek Pool) and T-9 Grill (snack bar) & golf course beverage carts.





Tahoe Donner Association [Back to Index](#)  
 Operating Fund  
 2018 Budget  
 Spread

170 Summer Fo	Winter January	Winter February	Winter March	Winter April	Summer May	Summer June	Summer July	Summer August	Summer September	Summer October	Winter November	Winter December	2018 Budget Annual	Winter	Summer
Revenue	-	-	-	-	7,000	31,000	98,000	65,000	32,000	9,000	-	-	242,000	-	242,000
Cogs	-	-	-	-	(2,800)	(10,300)	(29,500)	(19,500)	(9,200)	(2,700)	-	-	(74,000)	-	(74,000)
Gross Margin	-	-	-	-	4,200	20,700	68,500	45,500	22,800	6,300	-	-	168,000	-	168,000
Payroll Direct-Salary	(966)	(966)	(966)	(966)	(5,025)	(5,024)	(5,025)	(5,025)	(5,025)	(4,980)	(966)	(966)	(35,900)	(5,796)	(30,104)
Payroll Direct-Hourly	-	-	-	-	(9,626)	(25,781)	(39,639)	(36,233)	(21,765)	(8,856)	-	-	(141,900)	-	(141,900)
Payroll Direct-Total	(966)	(966)	(966)	(966)	(14,651)	(30,805)	(44,664)	(41,258)	(26,790)	(13,836)	(966)	(966)	(177,800)	(5,796)	(172,004)
Payroll Burden	(463)	(453)	(453)	(443)	(4,066)	(6,816)	(9,166)	(8,578)	(5,914)	(3,704)	(443)	(501)	(41,000)	(2,756)	(38,244)
Payroll	(1,429)	(1,419)	(1,419)	(1,409)	(18,717)	(37,621)	(53,830)	(49,836)	(32,704)	(17,540)	(1,409)	(1,467)	(218,800)	(8,552)	(210,248)
Expenses	-	-	-	-	(13,610)	(16,070)	(20,550)	(17,910)	(14,670)	(10,190)	-	-	(93,000)	-	(93,000)
NORBO	(1,429)	(1,419)	(1,419)	(1,409)	(28,127)	(32,991)	(5,880)	(22,246)	(24,574)	(21,430)	(1,409)	(1,467)	(143,800)	(8,552)	(135,248)
Overhead Alloc (link)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NOR	(1,429)	(1,419)	(1,419)	(1,409)	(28,127)	(32,991)	(5,880)	(22,246)	(24,574)	(21,430)	(1,409)	(1,467)	(143,800)	(8,552)	(135,248)
COGS %	0%	0%	0%	0%	-40%	-33%	-30%	-30%	-29%	-30%	0%	0%	-31%	0%	-31%
Payroll %	0%	0%	0%	0%	-267%	-121%	-55%	-77%	-102%	-195%	0%	0%	-90%	0%	-87%
Pay Burden % Pay	-48%	-47%	-47%	-46%	-28%	-22%	-21%	-21%	-22%	-27%	-46%	-52%	-23%	-48%	-22%

## Lodge Restaurant & Pub Lunch Service

Labor: lunch takes a great deal of labor compared to sales. We must have a supervisor on duty in both Front of the house and Back of the house to oversee operation and insure that problems can be addressed. This supervisor is usually a higher pay range. Salaried managers focus on dinner operations and banquet business. During peak season our lunches become busy enough to warrant several waitstaff when the lunch rush all happens at once, but revenue doesn't reach sustainable or profitable levels.

During weekends of July and August lunch has larger totals, however most midweek days are only \$300-\$500 in revenue, which does not cross the profit line. June, September and 1<sup>st</sup> half of October mid-week doesn't usually break \$70 a day in revenue.

Our golf community has 3 places to get food and beverage. The Lodge, T-9 Grill and Beverage Carts. We have made alterations for this season as listed below. This will reduce labor hours while still offering an acceptable level of service and offerings to our guests. We will monitor member and guest feedback along with financial results and will adjust accordingly.

- a. Operate food and bar/beverage sales from T-9 Grill only from course open until mid-June and after Labor Day through end of season with Pub opening at 2pm for golfer's happy hour.
  - b. Mid- June to late June, open Lodge at 11:30 with food service from T-9 Drill downstairs.
  - c. Late June through Labor Day Full Service Lunch out of the Lodge Restaurant & Pub kitchen.
  - d. T-9 Grill (Snack bar) offers a great menu. Our golfers/ customers can purchase food (and Bar) items and make themselves at home in the Grotto, T-9 area or deck and enjoy their food.
2. Utilize existing management coverage of off season operation, thereby limiting hourly labor.



### **T-9 Grill**

This department functions as kitchen for all 3 Summer F & B departments. Minimum staff with maximum output. It services the golf community, the Marco Polo Grill at Trout Creek Pool and off-season Lodge Lunch. Most golf courses do not post their menus or pricing on their websites when it comes to food. We will be altering end of season schedule to lower labor. A large demographic of members/customers return to school mid-august so we see sales plummet from \$600-\$900 a day down to \$50-\$150. Staff also starts to return to school so we run into overtime to try and keep open. The only changes I would make is following the schedule for Northwoods pool, which goes to “weekends only” around the 3<sup>rd</sup> week of August.

Suggestion:

Continue operation as is.

### **Beverage Carts**

This department is rolled into the golf course experience. The beverage cart can do well during the weekend.

Suggestion:

Continue operation as is.

### **Marco Polo Grill**

Food at the Marco Polo Grill at the Trout Creek Pool is serviced by T-9 Grill which is already operating to serve golf operations. Marco Polo is the most successful of our Summer F & B departments. It does more than half the business in 2 months and limited hours of operation, that the other two departments, Lodge Lunch and T-9 Grill, do in 5 months. It is a family demographic that enjoys the convenience of food delivery service and alcohol at the Trout Creek Pool. Food is ordered and payed for at the Marco Polo Grill and delivered via Golf Cart from the T-9 Grill. The Marco Polo Grill has a full private club liquor license in order to serve a variety of beverages poolside.

Suggestion:

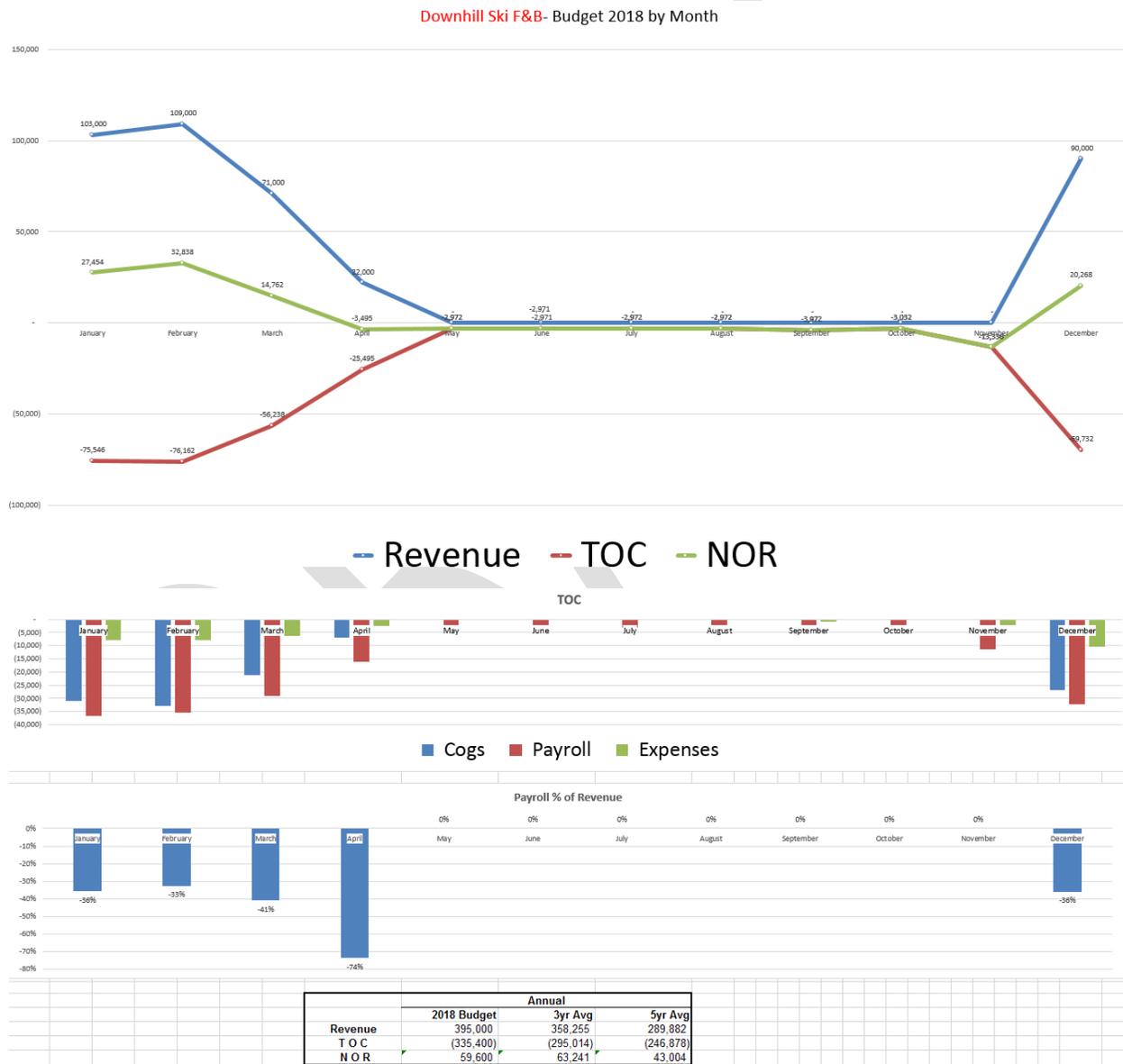
A large demographic of members/customers return to school mid-august so we see sales plummet from \$600-\$900 a day down to \$50-\$150. Staff also starts to return to school so we run into overtime to try and keep open. The only changes I would make is following the schedule for Northwoods pool, which goes to “weekends only” around the 3<sup>rd</sup> week of August.



## Winter Food & Beverage (Downhill Ski Cafeteria and Bar)

This department functions well. However, is hugely weather dependent. More space for dining and bar area would make our customers more likely to sit and enjoy more food and beverage. We see this more during milder weather days and in spring when outside seating is more plentiful and the outside BBQ is staffed during peak periods.

The Kitchen Supervisor and several staff are rotated between this operation and Marina. Keeping the Kitchen Supervisor as a FTYR employee, maintains standards, efficiency and consistency.





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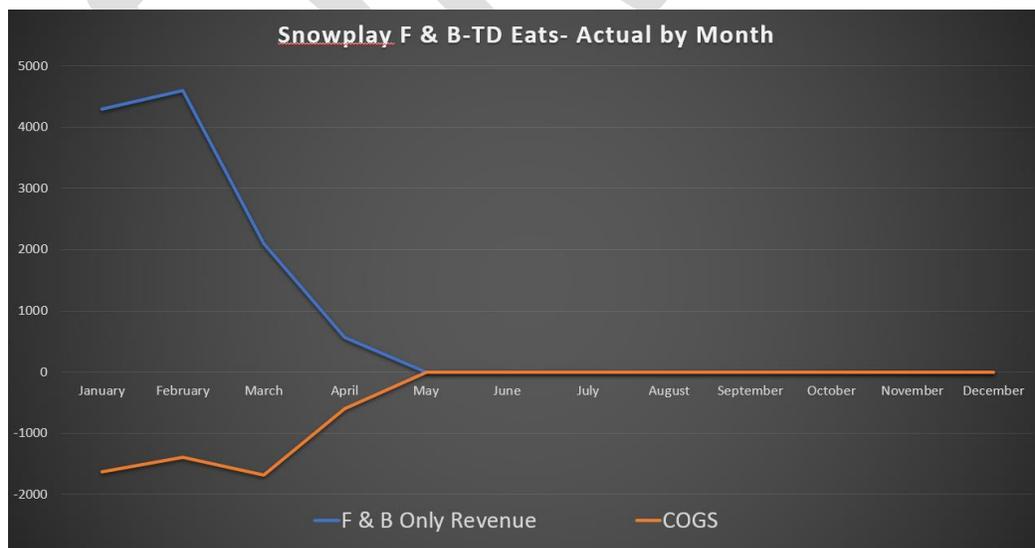
180 Winter Foo	Winter		Winter		Summer		Summer		Summer		Winter		2018 Budget		
	January	February	March	April	May	June	July	August	September	October	November	December	Annual	Winter	Summer
Revenue	103,000	109,000	71,000	22,000	-	-	-	-	-	-	-	90,000	395,000	395,000	-
Cogs	(31,000)	(33,000)	(21,000)	(6,800)	-	-	-	-	-	-	-	(27,000)	(118,800)	(118,800)	-
Gross Margin	72,000	76,000	50,000	15,200	-	-	-	-	-	-	-	63,000	276,200	276,200	-
Payroll Direct-Salary	(7,165)	(7,165)	(7,165)	(7,165)	(1,872)	(1,871)	(1,872)	(1,872)	(1,872)	(1,872)	(7,165)	(7,144)	(54,200)	(42,969)	(11,231)
Payroll Direct-Hourly	(19,899)	(19,188)	(14,261)	(4,424)	-	-	-	-	-	-	(510)	(16,818)	(75,100)	(75,100)	-
Payroll Direct-Total	(27,064)	(26,353)	(21,426)	(11,589)	(1,872)	(1,871)	(1,872)	(1,872)	(1,872)	(1,872)	(7,675)	(23,962)	(129,300)	(118,069)	(11,231)
Payroll Burden	(9,581)	(9,081)	(7,501)	(4,601)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,110)	(3,511)	(8,315)	(49,200)	(42,590)	(6,610)
Payroll	(36,645)	(35,434)	(28,927)	(16,190)	(2,972)	(2,971)	(2,972)	(2,972)	(2,972)	(2,982)	(11,186)	(32,277)	(178,500)	(160,659)	(17,841)
Expenses	(7,901)	(7,728)	(6,311)	(2,505)	-	-	-	-	(1,000)	(50)	(2,150)	(10,455)	(38,100)	(37,050)	(1,050)
NORBO	27,454	32,838	14,762	(3,495)	(2,972)	(2,971)	(2,972)	(2,972)	(3,972)	(3,032)	(13,336)	20,268	59,600	78,491	(18,891)
Overhead Alloc (link)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NOR	27,454	32,838	14,762	(3,495)	(2,972)	(2,971)	(2,972)	(2,972)	(3,972)	(3,032)	(13,336)	20,268	59,600	78,491	(18,891)
COGS %	-30%	-30%	-30%	-31%	0%	0%	0%	0%	0%	0%	0%	-30%	-30%	-30%	0%
Payroll %	-36%	-33%	-41%	-74%	0%	0%	0%	0%	0%	0%	0%	-36%	-45%	-41%	0%
Pay Burden % Pay	-35%	-34%	-35%	-40%	-59%	-59%	-59%	-59%	-59%	-59%	-46%	-35%	-38%	-36%	-59%

Suggestion:

My recommendations all involve more space, better bar and kitchen and renovation of complete dining facility. We can increase pricing to better compete with the local ski areas. We are limited on how much we can improve food quality and service, so this could receive negative push back.

**Snowplay Food Trailer**

The Snowplay area has a Town of Truckee food trailer permit to operate the TD East food trailer, at that location only, to provide a variety of easy to prepare menu items for the Snowplay customers. Open on weekends and holiday periods. Labor is split between Snowplay and the Lodge Restaurant & Pub. The food trailer labeled “TD Eats” is being rented to PJ’s Restaurant at Gray’s Crossing for the summer of 2018. No service modifications recommended at this time.





### All Food and Beverage Pricing

Recommend at least a 5% increase, with another pricing review for winter season.

	<u>5% increase</u>	<u>10% increase</u>	<u>20% increase</u>
<b>Lodge</b>	\$97,599	\$ 195,199	\$390,398
<b>Summer F &amp; B</b>	\$11,117	\$22,234	\$44,468
<b>Marina Grill</b>	\$8,558	\$17,116	\$34,232
<b>Pizza</b>	\$25,900	\$51,800	\$103,600
<b>Alder Café</b>	\$19,999	\$39,998	\$79,996
<b>Snowplay</b>	\$583	\$1,166	\$2,332
<b>DHSKI</b>	\$22,758	\$45,516	\$91,032
<b>TOTAL</b>	<b>\$186,514</b>	<b>\$373,029</b>	<b>\$746,058</b>