

RESOLUTION NO. 03-22
CITY OF CENTERVILLE, OHIO

SPONSORED BY COUNCILMEMBER Duke Lunsford ON THE
10th DAY OF January, 2022.

**RESOLUTION AUTHORIZING THE CITY MANAGER TO
ENTER INTO A CONTRACT FOR CONSULTING
SERVICES FOR FOOD AND BEVERAGE SERVICE AT
THE GOLF CLUB AT YANKEE TRACE WITH REFINING
DINING LIMITED.**

WHEREAS, the City of Centerville is desirous of obtaining professional consulting services for the food and beverage services at the Golf Club at Yankee Trace (the “Project”); and

WHEREAS, the City desires to seek assistance with this Project with the purpose to introduce food and beverage offerings that attract and retain clientele for Yankee Trace; and

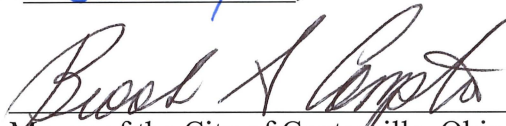
WHEREAS, Refining Dining Limited, an Ohio limited liability company, has unique knowledge of food and beverage services and a demonstrated ability to assist in accomplishing the objectives of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF
THE CITY OF CENTERVILLE, MONTGOMERY COUNTY, OHIO, AS
FOLLOWS:**

Section 1. The City hereby agrees to enter into an Agreement for food and beverage consulting services with Refining Dining Limited and the City Manager is hereby authorized to execute the Agreement with Refining Dining Limited in a form substantially similar to the agreement attached hereto as Exhibit “A” and incorporated herein on behalf of the City of Centerville.

Section 2. This Resolution shall be in full force and effect at the earliest date allowed by law.

PASSED THIS 10th day of January, 2022.



Mayor of the City of Centerville, Ohio

ATTEST:



Clerk of Council
City of Centerville, Ohio

CERTIFICATE

The undersigned, Clerk of Council of the City of Centerville, Ohio, hereby certifies the foregoing to be a true and correct copy of Resolution No. 03-22, passed by the Council of the City of Centerville, Ohio on the 10th day of January, 2022.



Clerk of the Council

Approved as to form, consistency
with existing ordinances, the
charter & constitutional provisions
Department of Law
Scott A. Liberman
Municipal Attorney

Yankee Trace F&B Skilliter Consulting Proposal (DRAFT)

Prepared For: Mariah Vogelgesang, Matt Dulli, Steve Marino

Prepared By: Refining Dining Limited, an Ohio limited liability company

November 9, 2021

This proposal contains:

Introduction

Current Situation

Scope of Work

Steps of Project

Fee of Services

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Introduction

As a graduate of the Culinary Institute of America and a certified Sommelier with more than 15 years of experience in all aspects of the restaurant business, Jack Skilliter provides superior understanding and consultation for Food and Beverage services in various sectors. After running the kitchens of fine dining, high-volume venues under the tutelage of very successful restaurateurs, Jack served as Executive Chef at the Dayton Racquet Club, offering a fine dining experience in the Racquet Club's restaurant, a casual bar menu in the 29 Stories lounge, and a banqueting operation, all executed with a single staff and kitchen simultaneously. His management technique and streamlined menu development skills lowered food costs by double digits within the first year of employment. With the opening of Corner Kitchen in Dayton's Oregon District, Jack and his partner Natalie provided the community with a dining experience that consistently rated top in the region in online dining platforms and local publications.

Natalie Skilliter brings 15 years of experience in all aspects of front of house restaurant work, including creating a private events enterprise, developing a catering company, opening a fine dining restaurant with a \$5.5 million investment, and acting as General Manager of that restaurant, managing 85 employees. In that position, she oversaw an increase in annual revenue from \$5.5 million to \$6.5 million. This can be tied to increased private event sales, awards the restaurant achieved, and systems that Natalie personally created and implemented to increase revenue and cut expenses. She utilized this extensive experience to manage Corner Kitchen's front of house staff, create and manage its beverage program, and establish the private events program, as well as oversee business development opportunities and marketing strategies. Along with her past consulting experience in public relations and marketing, Natalie has expanded her field of expertise with recent work in actuarial consulting.

With their signature approach to cuisine and hospitality, Jack and Natalie Skilliter bring culinary excellence, community spirit, and business savvy to the table. Their experience in the hospitality industry sets them apart with their abilities to develop operational cost-saving systems for businesses and identify revenue-generating opportunities, as well as create menus and provide cost analyzing tools for those menus. With these varied and unique capabilities, the Skilliters diagnose problems and scale solutions to individual businesses' specific needs and culture.

Current Situation

Yankee Trace is poised to build on the success of its golf program with a revenue-generating food program that serves golfers, Yankee Trace residents, the special-event audience, and the community of Centerville. Following two years of challenges from the COVID pandemic, The Golf Club at Yankee Trace is preparing to update its food and beverage operations coinciding with the upcoming renovation/addition to its patio area. By introducing a new structure to food and beverage systems that streamlines offerings across the different avenues of service and varied clientele, Yankee Trace will increase labor efficiency and manage waste, eliminating unnecessary cost inflations as volume and revenue increases, and provide consistency throughout all aspects of operations.

Our consultation will focus on introducing food and beverage offerings that attract and retain clientele for Yankee Trace and support its diverse operations. We will develop a menu that cross-utilizes preparations and ingredients, and incorporates an operational structure and implements a training program, that efficiently serves guests across its three different revenue centers (private events, The Golf Club, and restaurant).

Scope of Work

The Skilliters will observe to understand current operations, challenges, and opportunities in order to develop a recommendation that aligns all food and beverage services to better serve and capture the golf audience and the community of Yankee Trace and Centerville. This recommendation will focus on utilizing and enhancing current working systems and build new systems for streamlined management. This approach will translate into the development and implementation of a turnkey operating system for the Yankee Trace management team to drive the growth of a profitable food and beverage business. This recommendation will serve as a plan to be implemented by training the Yankee Trace management, and can serve as a business model for the next decade.

Goal 1: Food Program

Private Events service will provide the backbone of foodservice offerings, providing the revenue driver for a profitable food and beverage operation. The updated events menu will be implemented concurrently with a streamlined and updated food offerings for golfers.

Tactics/Deliverables:

Create and Institute Organizational Chart for all Food & Beverage

Provide insight and collaborate with Yankee Trace and the City of Centerville to outfit the kitchen with equipment and restructure the layout to provide efficiency to operate multiple service platforms simultaneously.

Private Events

- Develop/refine special events standardized offerings that are cross utilized with restaurant offerings, maintaining food costs under 30%
- Develop recipes for all menu items and offerings
- Develop ordering guide with ordering par stocks
- Establish events-based prep guide
- Coordinate with events sales team
- Provide templates for food cost calculation based on recipes, and menu costing structures with sales volume consideration.

The Golf Club

- Develop/refine golfer-specific menu, maintaining food costs under 25%.
- Establish streamlined system of food and drink distribution to golfers during rounds
- Establish ordering with par inventory guide

Goal 2: Beverage Program

The beverage program will be structured to offer a variety of choices for beer, wine, and cocktails that provides guests with familiarity and variety and provide the Yankee Trace staff with ease of ordering and preparation.

Tactics/Deliverables:

Private Events

- Develop standardized offerings (red, white, sparkling, beer) that align with golf offerings, maintaining costs under 24%
- Develop liquor offerings, maintain costs under 18%
- Develop drink packages / coordinate with events sales team
- Develop ordering par guide

The Golf Club

- Develop/review offerings for refreshment carts, and at the turn, maintaining costs under 24%

Goal 3: POS System

After reviewing current POS system capabilities and receiving feedback from management and staff with regards to functionality, we will assist management to establish a POS system that maximizes ease of use data analytic capabilities for sales, costs, and labor.

Tactics/Deliverables:

- Set up functional systems for POS ease of utilization and sales data
- Institute training guide for onboarding management and staff

Goal 4: Staffing & Training

Based upon recommended hours of operation and expected volume and/or contingent fluctuations in volume based on Private Events, we will develop a comprehensive training program and staffing model.

Tactics/Deliverables:

Private Events

- Develop staffing models with job descriptions for all positions
- Work with HR department to ensure adherence to and fidelity of training program
- Review/streamline event BEO (banquet event order) to ensure proper communication between event sales, BOH, and FOH teams
- Develop FOH management checklists (and management tools) for set up and break down of events
- Develop BOH preparation schedule based on event size
- Develop staffing schedule based on event size

The Golf Club

- Review and evaluate current operating procedures

- Develop job description and expectations for all F&B golf staff
- Develop sample schedule based on volume
- Develop daily/weekly cleaning expectations (see goal 5)

Goal 5: Cleaning Systems

We will institute cleaning guidelines for effective training techniques and daily/weekly/monthly schedules for thorough and exhaustive cleaning tasks.

Tactics/Deliverables:

- Review current cleaning guidelines and develop comprehensive cleaning expectations and timelines for all areas of restaurant, bar and event center
 - Develop daily required cleaning tasks for every position (i.e. every Tuesday clean out lowboy refrigerators and clean gaskets; every Wednesday, deck scrub floors; every Thursday, clean grill; etc.)
- Develop list of cleaning tasks to complete during service periods
- Develop cleaning checklists for managers
- Establish schedule for large equipment cleaning (hood, grease trap)

Goal 6: Marketing Program

Our goal for a marketing program is to identify easy to implement marketing strategies that drive guest engagement and retention across different revenue centers within existing modes of communication. Combining physical on-site marketing materials with electronic and social media outreach through existing Centerville community platforms will cast a wide net to drive new business.

Tactics/Deliverables:

- Review current Restaurant and Private Event presence on Yankee Trace website to develop simple microsite with offerings/menus and photos
- Coordinate with events sales team to develop/refine sales materials
- Examine viability of special events through surveys of existing guest list from past events. (Weekly specials – expand upon Fish Fry Fridays with other buffet offerings, wine dinners, Holiday Buffets, etc.) Two survey periods targeting different groups. Offer a gift card promotion raffle for each survey:
 - Survey to existing buffet event guest list via e-mail marketing to explore what types of events will have the greatest interest. Release in late January.
 - Survey to golf e-mail marketing list to explore what types of foods have the greatest interest.
- Examine practicality of a Grand Reopening Party – Open House type party with complimentary champagne toast, hors oeuvres, and cash bar; invite city officials, media, residents, golfers
- Develop series of monthly emails to send to existing list (these emails will be brief, and full of pictures and can be incorporated into any City-wide marketing materials)
 - March – Grand Reopening Announcement
 - April – Events Offerings Overview
 - May – Mother’s Day
 - June – Golf Offerings/Father’s Day

- July – Meet your Yankee Trace team
- August – Highlight Golfers Menu favorites
- Sept – Highlight Take-Out options for busy families
- Oct – Thank you for a great season, highlight for next year (Patio Reno sneak peak)
- Develop content for Restaurant and Private Event leave-behinds in golf club house
- Develop Social Media content calendar

Goal 7: Growth Model with Patio Renovation

With renovations for 2021 under way, the programs and systems instituted will be revisited to suit the growth of the patio and casual dining options. This may include supplemental deliverables for when the dining capacity has increased and potential diversification of menu offerings are included.

Tactics/Deliverables:

- Introduce new private events packages to maximize the new functional benefits of the renovated patio space.
- Examine hours of operation
- Examine opportunities for more special events (Wine tastings, game nights, happy hours etc.)

Restaurant Concept

Staffing & Training

- Develop job descriptions for all positions
- Develop sample schedule based on volume expectations
- Develop week-long daily training program/expectations for both trainer and trainee
- Develop employee evaluation/remediation program
- Develop daily/weekly cleaning expectations (see goal 5)

Menu Concept

- Develop a restaurant concept and menu to serve Yankee Trace's audience that aligns with clientele makeup and volume
- Develop a Restaurant menu that is cross utilized with events offerings, maintaining food costs under 30%
 - Menu development will focus on quality and efficiencies for speed of service
- Develop recipes for all menu items and offerings
- Establish ordering guide with par inventories
- Establish daily/weekly prep guide
- Provide templates for food cost calculation based on recipes, and menu costing structures with sales volume consideration

Beverage Concept

- Develop wine program, maintaining costs under 30%, with offerings that provide variety, quality, and familiarly to guests that also provide ease of ordering and inventory
- Develop cocktail and liquor program, maintaining costs under 18% with offerings that are streamlined and fast to produce familiar and comforting cocktails
 - Develop recipe guides

- Develop a beer program, maintaining costs under 25%, that provides variety and also familiarity to guests
- Evaluate/refine current N/A beverage program for efficiencies in costs and/or labor
- Establish ordering par guide

Goal 8: Operating Procedures

Managerial oversight and consistency with regards to the global scope of The Golf Club at Yankee Trace will be reviewed to ensure standardization in all areas to instill trust with all guests and manage the expectations of the services available. Also, consistent inventory procedures will provide accurate revenue and cost data points to track business progress.

Tactics/Deliverables:

- Establish standardized hours of operation
- Establish standardized use, hours, and expectations as functioning community space (games)
- Implement standardized inventory practices and train management in cost analysis and corrective measures.

Steps of Project

Upon agreement of contract terms, we will coordinate with Yankee Trace management and the City of Centerville Team at the following points to review progress and provide deliverable services per the proposal.

Step One (Strategic Planning):

1st point of strategic planning:

- Site inspection of Yankee Trace facilities, and analysis of historical sales data, menus, labor structure.
- Begin recommendation for operational structure

2nd point of strategic planning:

- Present recommendation of operational and thematic structure/plan for two F&B revenue centers (private events & golf) to City of Centerville Team

3rd point of strategic planning:

- Refine and Finalize Plan with City of Centerville Team

4th point of strategic planning:

- Develop Menus for all revenue centers
- Develop Organization Chart recommendation
- Review recommendation for Goal 7 (growth Model and patio renovation)

Step Two (Develop deliverables, meet with management to review samples):

- Develop all recipes
- Develop order and par guides for all revenue centers
- Develop all training and staffing materials
- Develop all cleaning systems

Step Three (Finalize deliverable templates, recipes, menus and systems):

- Finalize order and par guides
- Finalize training and staffing materials
- Complete all marketing objectives
- Finalize Inventory System
- Finalize Cleaning systems

Step Four (Implementation and Training):

- Complete and review managerial training
- Launch and implement new operational systems
- Execute Grand opening party
- Available for on-site operations/consultation
- Execute Marketing Plan

Step Five (Strategic Planning):

- Finalize Growth Model/Patio Renovation/Restaurant Concept including menu and staffing model

Further Services

- Consultation and support

We are prepared to begin immediately.

Fee for Services

We offer these services with a preliminary timeline of four months of services, with March 31st as a target date. However, early strategic plan developments will drive and provide a specific timeline, once the scope of the project has been fully established and understood. Access to Yankee Trace management personnel, proprietary documents and data, and the agreement upon the strategic plan will provide accurate guidelines for the time investment required for our services to deliver upon this plan. Our practice is to bill by the hour, at a rate of \$100 per hour. These consulting services are capped at \$48,000 for the duration of our consultancy based upon the elements of this proposal, with an expectation of a 4-month engagement.

Terms

Confidentiality Agreement

Subject to Ohio Public Records Act, we agree to keep in confidence and not disclose or use for individual benefit or for the benefit of any third party, except as may be required for the performance of services under this agreement or as may be required by law, any information, documents, or materials which are identified by you – at the time you make them available to us – to be proprietary and/or confidential. This obligation, however, will not extend to any information, documents or materials already known or have access to, that become generally available to the public through some other legal means or that we learn about or meet, legally, from some other source.

We may have the opportunity to perform services for organizations you might consider having interests that conflict with yours. Should such an opportunity arise, we will disclose it and, we will take appropriate steps to ensure the confidentiality of the information with which we deal, and the services we perform, on your behalf.

Insurance Requirements

The parties will each maintain commercial general liability (CGL) policies for claims for injuries to persons or damages to property arising from or in connection with the performance of the work hereunder. Such coverage shall be on an occurrence basis, including products-completed operations, with policy limits not less than \$1,000,000 per occurrence, \$2,000,000 aggregate. Skilliter's CGL policy shall cover, or be endorsed to cover, the City, its officials, employees and volunteers. The Skilliters coverage shall be primary and non-contributing as respects the City, its officials, employees and volunteers. Certificates of Insurance will be provided upon request. The City of Centerville reserves the right to require complete policies, including endorsements, required by these specifications at any time.

Acknowledgement

This agreement will remain in effect unless otherwise terminated by either party. As situations and conditions may change, it is understood that this agreement may be altered or cancelled by either party by giving 30 days written notice, during which time we will continue to be reimbursed for work performed on your behalf.

If this letter meets with your approval, please sign, and return a copy for our files. You may retain the original for your files.

Refining Dining Limited, an Ohio limited liability company

By: Jack Skilliter

Its: _____

By: Natalie Skilliter

Its: _____

Date:

City of Centerville

By: Wayne S. Davis

Its: City Manager

Date:

Approved as to Form:

Scott A. Liberman, Municipal Attorney