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## MEMORANDUM

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**TO:** GOLF BOARD  
**FROM:** JESS TREVINO, FOOD & BEVERAGE DIRECTOR  
**SUBJECT:** MONTHLY DEPARTMENT REPORT – **FOOD & BEVERAGE**  
**TODAY'S DATE:** FEBRUARY 20<sup>TH</sup>, 2026

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Over the past month, I have focused on strengthening operations and preparing for the upcoming season. I appreciate the board's continued support as we move into an important time of year for the club.

I have been working with a new distributor to bring food costs more in line with our targets while also reducing frequent grocery store trips. This adjustment is helping create greater consistency in pricing and improving overall efficiency in ordering and labor management.

Brunch attendance has softened slightly, and we are evaluating what adjustments may be needed regarding frequency while remaining committed to consistency. Industry data suggests that new offerings often require three to six months of consistent execution before they gain steady traction, and sometimes longer depending on repetition and visibility. With that in mind, we believe maintaining consistency while making thoughtful refinements is the right approach.

I am updating the seasonal food and beverage menus and recalculating pricing to ensure we maintain a minimum thirty percent food cost while keeping the offerings fair and appealing to members.

Although events were slower this past month, we are already booking new summer events and confirming returning events for future seasons, which is encouraging as we look ahead.

Kurt and I have also been reviewing potential kitchen equipment upgrades while identifying opportunities to repurpose certain pieces for use in the snack shack to maximize efficiency and resources.

In preparation for the season, I am in the process of hiring additional staff with the goal of having a full roster in place by the start of the season. Inside the catering kitchen, I have completed reorganization efforts, including adding tools, improving storage systems, and implementing clearer guides for proper food storage in dry storage, coolers, and freezers to improve workflow and food safety.

The new chairs look great, and we are currently awaiting the reimbursement of the damaged units so the remaining order can be completed.

I would also like to acknowledge that the collaboration between Kurt and I has been extremely positive. Our ability to communicate openly and align goals has strengthened operations, and I am grateful for the teamwork as we move into the season.

Overall, I am very excited about the upcoming season and confident that the operational improvements underway will position us well for success.

RESPECTFULLY SUBMITTED,  
JESS TREVINO, FOOD & BEVERAGE COORDINATOR