

## History of the Greenview Restaurant & Mulligan's Bar

The Greenview Restaurant & Mulligan's Bar started about 1980 when HVLA Golf Operations were moved to the Hartmann Bldg. Early accounts state that there were two (2) attempts to have it run by independent contractors and that this did not work out well, primarily due to Board interference, i.e. micromanaging. Micromanaging by the Board, in the form of rigid resistance to changes in menu or pricing, has been a historical phenomenon. Underpayment of staff appears to have been another pattern.

Over the period of time noted below, there were multiple efforts to "improve" the Greenview. The focus of "improvements" was almost always: (1) Food quality; and, (2) Ambiance. This often coincided with the arrival of each new manager. However, in 2003 there was an especially concerted effort with a "Member Survey", the results of which were printed in the "Compass" magazine. Later reports in official publications indicated that nothing really changed, however.

Although utilization data on the Greenview remains a much contested issue, a significant portion of members insist it is primarily used by golfers. Member support has waxed-and-waned mostly with the "improvement" phases, while over-time members have tended to avoid it. It's "support group" seems to be primarily golfers and a small but loyal cadre of (non-golfer) members. It has never been a public "destination" eatery.

Between Jan. 2002 and 2017 the Greenview has had TEN (10) managers. That's an average of a new one every 19 months over the past 16 years!

See for yourself...

Jan. 2002 - Nov. 2004 - Wayne McMurray (2 years, 10 months)

Oct. 2004 - Mar. 2006 - Cheryl Welch (17 months)

Apr. 2006 - Aug. 2007 - Lee Turner (16 months)

Sept. 2007 - Aug. 2010 - Michael Zuech (2 years, 11 months)

Sept. 2010 - Feb. 2011 - Dean Faris (6 months)

June 2011 - Nov. 2011 - Steve Castaglio (6 months)

Dec. 2011 - ??? - Marcie Cadora (few months)

Apr. 2012 - Nov. 21, 2014 - Wayne McMurray (2 years, 7 months)

Dec. 2014 - Oct. 2016 - Charles Roseneau (1 year, 10 months)

Dec. 2016 - Present - Matthew Metcalf

Chef Metcalf's arrival has seemed to signal a new stage in the history of the Greenview/Mulligan's. His no-nonsense, we're-here-to-do-a-job, highly-professional and strong-accountability philosophy has made a significant change in service, food quality and ambiance unparalleled to date. We support his efforts and hope he will be with us a long time!

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A "professional" consultation was obtained in Sept. 2014 with a report to the Board dated Oct. 1, 2014, performed by "Full Plate Restaurant Consulting." Unfortunately, it appeared to be an effort directed primarily by the majority Board members to further establish their personal restaurant concept along with the Williams+Paddon Architects 12,700sq.ft. building design for \$10-12 Million. This report also had several glaring flaws: (1) Total lack of connection with Association member desire/need; (2) Major mis-read of local marketability; and, (3) A completely inaccurate interpretation of potential as an "event" center, e.g., wedding parties from Sonoma and Napa Counties. In short, it was very obviously a "bought" plan. A copy of that "consult" is available upon request.