

In Arizona there are very few cities or towns whose governments own a restaurant.

The City of Benson does in fact own a restaurant on the grounds of the San Pedro Golf Course which the city has owned for nearly ten years.

In late April the city's auditing firm disclosed that the golf course lost well over \$400, 000 in fiscal year 2018-2019 and a good chunk of those

losses were attributed to the money losing restaurant. During a poorly publicized city council meeting on March 28th the city council decided

to place the golf course on the chopping block and they voted to fire the director of golf along with four people who worked at the restaurant.

Meanwhile, we've learned that the city hired a company based in Northern Nevada to conduct a study of the restaurant which is called the City Grille.

We don't know why Hotel Funding Now was selected to do the study but that firm sent a couple people to Benson to find out what was going on.

CAVE News managed to obtain a copy of the report and you'll find it below.

The report isn't particularly flattering and it contends that the restaurant is generally badly run.

Read the report and decide for yourself.

Benson City Grille

Report March 2019

Prepared by Hotelfunding now

Written by Tracy Glover and Pat Gahn

Executive Summary

The Bottom Line...

We would like to thank everyone from City Hall and the staff at Benson City Grille for all of their help. During our 10 days we looked at several aspects of the business. I have outlined over 18 areas in this report. It does not cover all of our suggestions and ideas that we happily shared with your staff throughout the week.

On our first day upon arrival we were aghast to see the condition of the parking lot and the grounds in general. Our surprise continued when we noticed that the awning had the wrong name on it. As we headed inside and around the corner into the dining room we were met with what has to be the best view of any restaurant in Benson. The dining room was very clean and the staff all had smiles.

Throughout our time we observed, went thru invoices, interviewed personnel, discussed ordering, paperwork flow, menu building and pricing, scheduling and several other items. The following is our conclusion.

The restaurant manager does not have enough knowledge for the position she holds and is not moving the business forward. There were little to no systems or controls in place. Basic questions could not be answered such as food cost, covers, prices for proteins, etc.. She had no game plan nor did she know how to build one. The crew is happy but not motivated to learn or do better. The Manager would listen to our ideas and was very happy to put them in place. Your problem is that we will not be there to feed ideas and show her how to implement them. She would be a fine 2nd in command but does not have the knowledge to run the show.

We put out a blind ad for the restaurant manager position. Our response shows us that a package of \$42,000.00 - \$45,000.00 plus benefits with the current meal times can get you a far more qualified candidate. We would suggest a package that is a \$42000.00 base plus benefits and incentives. The incentives being \$2,500.00 per quarter if the food cost and labor cost combined stay at 67% or lower compared to revenue.

Labor is your other critical problem. No one is being sent home early and there is over scheduling. Overtime can be eliminated. Your goal of no overtime and not as many headaches with the grill, now and in the future, can be solved a few different ways.

- 1) Go to 5 days a week of operations – close for 2 days a week. Wednesday and Thursday are the slowest golf and restaurant days. If you went dark those days your staff would be cut to 7 or 8 people (the beverage cart would continue 7 days). Currently you have a staff of 12 people. The Grille would still be opened for dinner on Friday and Saturday, brunch only on Sunday (Sunday breakfast should be gone under any plan) and lunch 5 days a week.

Now you would have the same team each day and all aspects of the business would run much smoother. This will eliminate many problems from ticket times to labor.

- 2) Stay open 7 days. It is harder to meet your goals but it can be done. Putting the manager/chef on salary is a must. Get rid of Sunday breakfast (this will save 520 hours of labor yearly). Close for lunch at 2:30pm (this move saves 750 hours yearly). There is very little business from 2:30 on. Have all employees clock out on Friday and Saturday for a 1/2hour between meal periods (it is also the law that they have a break). Buying product that requires less prep time also reduces labor.
- 3) Shut it down and lease it out. Let someone else have the payroll and the headaches. You can structure it so they would have minimum open times for food and bar. This method would bring positive income but you do lose some control.

This report is full of suggestions and ideas that should be implemented. The goal of every one of them is for the Grill to run smoother and more effective.

Personal Note

Leadership from the top is nowhere to be found (figuratively and literally). Joe is taking down the whole operation. His attitude permeates throughout the whole operation. In general no one is very motivated because the top management is not motivated. I have never seen an operation with so little systems and controls.

Tracy Glover

Pat Gahn

Hotelfunding now

Here we go...

Mission plan

Be who you are, while keeping in mind what the clientele wants. The Benson City grille needs to be a very good casual American food Grille where the client gets the right portion for what they pay for. You do not need to be fancy, you do not need to be expensive, you need to be in the price range of Benson and of the golfers. Do not be who you are not. Have a first-rate lunch menu with not too many items because it slows down the pace. Being very good at every item on a smaller menu is better than being mediocre on a larger menu. Position yourself to be a place to go for a nice, quick lunch so you can get workers and locals who only have one hour for lunch.

We do not feel that the grill should be doing brunch and or breakfast. However you can do brunch if you position yourself correctly. It is a lot of labor and if you keep your menu simple and nice for your lunch meals and dinner meals you should not have items left over to do a brunch. Brunch is usually how hotels and big restaurants use up things that they need to get rid of. It is a very creative time for the kitchen but needs a lot of direction to make it work. Once again being consistent is what is going to make the operation profitable going out of your wheelhouse to do one meal once a week does not make you consistent. Breakfast cooks are breakfast cooks, dinner cooks are dinner cooks, it is rare to find dinner cooks that can cook breakfast and vice versa.

Outside of building

The awning needs to come down completely it is in bad shape. It has the wrong name of the restaurant.

The front area needs to be swept every day.

Lights for the walkway were knocked over and on the ground during the week.

The trees need to be trimmed. They have not been trimmed in a couple of years and the weeds around the whole building are about a foot tall.

This does not give a good first impression that the facility is clean, the food is good, the kitchen is clean and that you will have a good time.

The parking lot certainly needs to be swept, trimmed and straightened out.

After the awnings are taken down Benson City grille should be painted there, also inside when you first go in, that first back wall above the window should say Benson City Grille.

Dining room

The dining room needs three tiles replaced in the ceiling. You can take the tiles from the waitress area or somewhere where no one sees them but you cannot have tiles with water leaks on them in the dining room.

The trash can right where you enter the bar/waitress area should be out of sight, not where people can see it.

Individuals are very confused when they first come in the door. That whole area should be moved back to where the second four top is. The host stand a very nice piece of wood should be the center of the host area. You should also move one of the POS stations over to the host area. Set up a water station where the golfers can get free water and not crowd the area in front of the bar. Doing this will allow a couple of things, first it will eliminate 8 to 10 seats from the dining room but until things are running smoother you are probably better off having less seating because there will be less wait time from the kitchen,. Secondly repositioning the host stand will enable the staff to see the people when they come in to be seated. Currently individuals are initially confused and do not know what to do when they come in. This is not good to have the client confused before they even make it around the corner and see what a wonderful venue they have come to. Also by moving the POS system down on that end it will make it less crowded behind the bar and the wait staff can use that POS system to send orders to the kitchen. The staff can also finalize their orders when the clients pay and there will be someone on that end of the dining room where currently no one ever is.

Have lunch menus on the table like you do at dinner.

Servers and hostess should tell individuals that there are two sides of the menu.

When a server first approaches a table they should say their name then they should also suggest items that they like on the menu, this helps guide the people to having a good time and picking the correct item.

Condiments should be on the table; mustard, ketchup, anything that a server is always bringing out should be there already and this saves one more step.

One of the best things a server can do is to put something in the hands of the client if you have a large party just set salsa and chips down or maybe dinner rolls from the night before as long as their hands are busy with a drink or something to eat, you are buying yourself time.

When going to a table you can always ask the client if there is an occasion, this is a great way to get a conversation started

Kitchen

The kitchen is big enough to do very large events. The number of personnel will limit how big of an event you can have. If the menu is simple and easy to dish out you can do very large events. Always look at the whole picture before committing to an event.

The cooks should be doing prep lists at the end of each shift. This helps in a variety of ways, 1) If you call in sick the crew knows what needs to be done. 2) If your days off are starting the next cook knows what to do. It will help when items need to be pulled from the freezer then you will not have to quick thaw the next day. 3) It will get you thinking about tomorrow today.

A deep cleaning list is also good. If there is not much to prep then you knock off an item or two from the cleaning list. When the dishwasher is not busy you can always look at the list and get them started.

More people in the kitchen need their Serve Safe Certificates, the kitchen manager does not even have one now. By law you cannot sell any food unless someone who has the certificate is on the premises.

Kitchens should be set up so that you take the fewest amounts of moves to produce the order. In front of every cook should be an area to put the food up right in front of them. On the salad side you do not have this. If you removed the spices from the shelf you would have an area to put the salads up.

The key to a kitchen is to always be thinking how I can do what I need to do faster.

Restaurant manager's office

The restaurant manager's office is very cluttered and most of it is golf equipment. This does not look good when meeting clients or vendors in your office.

The lighting in the office is awful. There is one overhead light that has two bulbs the other three lights do not work. This is not a good look for running a professional environment.

They do seem to have enough filing cabinets, computer equipment, printer, laminating machine and all the other tools to make the business work.

The office has lots of personal clutter from the restaurant manager. This is an ongoing theme throughout the whole building clutter is in every corner, it is not dirty but it is clutter.

The restaurant manager's door should be shut and locked when a restaurant manager is not in there, currently this cannot be done because the golf people are in and out of there all day long.

Bar

You need to display the wine and the beer. You cannot see any of them currently. The wines are all local and this should be a highlight point showing and telling the clients that we only do local wines.

I would not go to draft beer I like the fact that you have canned beer and bottled beer because you can have them on the course.

The clutter theme also continues with the bar. There is no working area because of the clutter.

Pepsi machine should be moved to the wait staff area.

The one POS system on the far end should be moved to the new host stand. You do need to get one case of wine glasses stem less these will not break as easily. Currently you have a variety pack of different wine glasses and they do not match on the table.

Only have regular margaritas and maybe a couple of specialties you do not need a complete variety pack.

Currently you do not have any big drinkers except for some beer in the afternoon for the golfers. The only way to find out if there is a crowd for this, which is a high profit area, is to display these items at the bar and let people know at the tables.

Table tents should be made that highlight bar items. The staff should also be putting down the bar menu every time they put down any menus in front of the client.

Tv's should be on golf with no volume. Some days the TVs were on some days the TVs were off. Consistency is very important to have in the restaurant business.

Equipment

The hoods leak when it rains, this needs to be fixed.

You need more air flow for the compressors that control the walk-ins and freezers. I would suggest hood vents directly above these compressors. The swamp cooler you put in that area brings in cool air which is good. Then it flows through the compressors. With ceiling vents the hot air will escape through the hood vents. This saves on maintenance and expands the lifespan of the compressors.

Buy one small freezer unit for under the line across from the fryers to hold French fries and onion rings. This will eliminate several steps in the kitchen.

Start using duplicate paper and move the kitchen printer to the middle of the line. You will need to purchase a ticket holder for the fryer side of the line. This way both sides of the line have the orders in front of them. No more shouting over the hood fans. No more stopping to tell the other side of the line what is on the order. This will cut down on mistakes due to communication errors. This one step will cut down ticket time to the dining room. Only one quarter of the heat lamps work. This needs to be addressed. There are modern ones that do a better job and use less energy.

Current manager

Overall I do not think that the chef/restaurant manager has good leadership qualities. She does not believe in her employees. She does not want to give up certain aspects of her job to others. She does not recognize opportunity. This is not good time management. I do not feel that she is qualified to do the work necessary to make Benson City Grille a successful enterprise. For an example I told her that it was raining and the golf course was shut down, it is a good day to do paperwork. Yet she still stayed in the kitchen instead of going and doing paperwork. Your staff can call you in the office if they get busy. The Grille only did 30 for lunch that day and one was a 10 top so by 1:30 there was no one else coming into the dining room. I have concluded that she is looking out for herself and not the business.

She does not want to make things efficient so that she can get the overtime she currently makes. What she considers most important to achieve in a day is not helping the goal of the business. One example is that the printer is basically out of ink in the kitchen. This should be high priority for the business. She mentioned that it bothered her but when I asked her how long has it been low on ink she said for a week now, that is not a good sign.

I believe she is out of ideas. She is out of things to teach others. Near the end of the week she was taking the suggestions we gave her and doing them. But once we leave she will have nothing to teach them. If she would read articles, join chef associations or watch U Tube she would have new ideas and could make the Grille better. She has nothing more to give the business at this time.

We did go over the following items and more to give her guidance.

We talked to her about time management and told her how important this aspect of her job is. We let her know that with time management you can work less and spend less time at the office.

How to teach others how to do some aspects of your work.

How to look at the end of your day and ask who could have done some aspects of my day as good as me so I can open up time to do other aspects of my work. Talked to her about controlling her phone calls which can open up to 30 minutes a day.

Went over how you teach employees one thing a week: 1 thing for the kitchen and one thing for the front of the house. By teaching your staff only one thing per week they will then learn 52 new things by the end of a year.

She told me how she gets several phone calls if she takes a day off. I told her to write down the answers to the questions asked and then make sure the staff knows how to answer those questions. This will eliminate phone calls on her day off.

We spoke of how to control vendors. Vendors do not control you. Make a vendor work for you.

I talked to her about time vampires people who steal your time during the day for no productive reason.

All of these things were told to her so she would not have to work so much she would not have the overtime she currently has. I told her she should not have any overtime. I do not see how the job requires as much time as she is putting in now.

We talked to her about how you have to install confidence in your employees. Let her know how you teach an employee and then all you have to do is follow up and supervise. There by opening up time for you to do other aspects of your job.

Went over the theory of, if she is chopping carrots the business is not making money. The business makes money by you looking at the money. I brought her templates that will help her with her purchase journal, inventory and ordering.

Cooks

Your team of cooks gets along with each other very well. We did not see any fighting, arguing or lack of communication with them. They do complain about the equipment but every cook does. Besides the small changes we have suggested the equipment is certainly sufficient enough to do the menus that you will do out of the Benson City grille kitchen. We do not see any cooks that you need to get rid of. We do not see that you need any more personnel in the kitchen. Having the two cooks and the restaurant manager also cooking should be enough to cover the week. You should be able to do a 100 covers a day and 100 in the evening on Friday and Saturday night. If you go above those numbers you will need more personnel. The cooks do a fairly nice job of integrating the dishwashers downtime into helping them prep. By following the suggestions that we have laid out it should be a fairly easy prep and breakdown

for the kitchen. We feel that an hour and a half prior to the meal time for set up is sufficient. You would also need a cook for an hour and a half after the meal time for breakdown. You need one cook to open the kitchen and one to close the kitchen and get the prep done.

Waitresses

Teach waitresses about self promotion and promotion for the business. During the meal they should mention the hours that the restaurant is open what meals they serve and any upcoming specials.

When they approach the table they should be introducing themselves saying they will be their server for this evening.

The wait staff can control the client. They can suggest what items on the menu before the people even ask. This way they are ensuring them of getting a good meal.

The liquor menu should be on a table tent on the table or with every table you put down the menu, place a liquor menu beside the individual that you think is paying for the meal.

Teach the wait staff the 1 3 5 rule. Within the first minute make sure that the client knows that you know that they have sat at the table. Within the next two minutes the staff should be taking their drink order. Within the first 5 minutes that the clients have sat down you should be asking them their appetizer order or explaining the special items, ask if they have any questions regarding the menu and give them your own recommendations.

The tables need to be bused quickly especially after a table has emptied and gone. No one wants to sit next to a table that is not clean. This will be reflected in your tip.

Spend more time on the floor. The wait staff should not be going over thirty seconds without looking at their tables unless they are busy in the kitchen. When you travel through the dining room always be looking around, never come out into the dining room empty handed never go back from the dining room empty handed.

Whoever seats the clients must tell them that there are two sides to the menu. Larger tables like 10 or 14 do have a longer wait time to have their food done. What you need to do is put down chips and salsa or dinner rolls to have something in their hands while they wait for the food.

More wait staff should have administrative privileges for the POS system. Then they do not have to rely on one individual to put specials in and other information. You can make it so that individuals only have certain permissions within the system. We always did it where a few people had administrative

privileges. They could not get the privilege to change prices on current items but could put in specials and look at other factors.

Menus

The menu must have the following; 1) The name of the restaurant. 2) The phone number of the restaurant. 3) All meal periods and the hours. 4) The website of the restaurant.

You should always tell a story on one part of your menu. A story of the golf course. A story of how the city obtained the golf course.

You should always have a house specialty.

The house specialty is usually the item that you make the biggest profit margin off of.

You should always have an item inside of a box. Clients that make last minute choices go to the boxed item.

The upper right hand corner item is where people look the most at a menu.

Most individuals look at a menu for less than one minute.

Have the alcohol on a separate piece of paper separate menu or table top.

Change typeface for headers. Make them bolder.

Menu writing

I have given the kitchen manager all the formulas for pricing a menu they are included also in the back of this report. I have talked to her about when you write a menu you have to keep in mind the product you're buying how quickly it can be served, does it take anything special for the wait staff to do and do you have the right equipment to produce the item.

On your menu you have too many items; you do not need 26 items for the concept of your restaurant. When you have 26 items and you are doing 50 people how can anything stay as fresh as what it should?

You also have to keep in mind where the equipment is in the kitchen. We observed a lot of crossing over on the line with the Cooks. You will see how we think the kitchen should be rearranged. This way the items come out faster and the appropriate equipment is where it needs to be. The layout is also in the back of the report.

Ordering food and supplies

Ordering should be done once a week; I have given management an ordering form that has everything they need. They just need to fill in the par sheets and then they can teach anyone to do the ordering. The manager would still place the order and go over it.

Ordering should not take very long every week. You can order online, look at prices online and never even talk to a vendor if you choose to go that route. As I have told the chef this week, you should read the crop report to find out what vegetables and produce items are going up in price and which ones are going down in price.

We have discussed how you get the prices for your major items, your proteins, from each vendor at a predetermined time every week. This way you can see which vendor you need to buy from that week. This creates competition with your two main vendors to help capture your business. You should simplify your ordering and not have as many vendors.

I would suggest that you dropped Farmers for your spices. These spices are a good filler for other orders so you can hit the minimum requirement from the big companies. Merritt has a \$350 minimum and US foods has a \$500 minimum. To help get to these minimums you need fillers such as paper products, spices and the small items that are in a kitchen. By simplifying the ordering system and bringing the amount of vendors to just a key few helps in several ways. You have saved on labor (the amount of time spent on ordering and phone calls from vendors). The bigger your orders are with the key vendors the more of a break you will get from them on pricing.

Do not buy broken cases except for produce. Case pricing as in all businesses is where you get the best price breaks. Currently they are buying a lot of items from broken cases.

The savings of doing this move can be as much as 8% throughout the whole year.

\$560 was spent at Safeway in a hundred days. This is unacceptable. This shows that items were not ordered correctly.

Menu items and buying

Merit and US foods can drop their orders in the afternoon, this will eliminate the extra hour in labor in the morning on drop off days.

Switch to 18 -22 bacon.

Discontinue Farmers for spices, you will need the individual spices to fill the orders for merit and US foods to get to the minimum orders.

Buy by the case, do not buy by the broken case. The only time you would buy by the broken case is for produce but not for other items.

Merit ground beef is about \$0.60 less a pound than US food currently, on high price items like proteins you should check prices every week.

Go down to two types of French fries only the sweet potato fry and the regular fry.

Wings should be sold by the half dozen and the dozen currently they are \$0.38 a wing the price should probably go down to about \$11.

Merit number 50233 is a 6 ounce chicken that can be cut however you would like it, you just tell them. It is IQF 240 lb case. The cost is \$2.65 per pound. This saves in labor and also gives you consistency on the plate.

Stay with the number 2 avocados but go with the 48 counts it is fresher and more consistent than the 60 count.

Merit number 11010 is a pre cut, portion to size, beef steak, sirloin. This is the one that the Horseshoe restaurant uses. Sirloin is very difficult to cut and to have consistent weight which is how you make money. Purchasing this item will reduce labor and it will be the same cut every time on the plate.

Currently they are using cod for the fish fry they should be using haddock, it's about a dollar less per pound and it is essentially the same fish.

How to save on labor

The Grille should be closing the lunch meal at 2:30. Nothing happens between 2:30 and 3. If it is still busy at 2:30 then stay open, do not turn clients away. There is nothing going on after 2:30. Closing at 2:30 you would save half hour on five different employees every day. This one move would save a minimum of 750 hours in labor per year.

Following these guidelines that we have laid out for ordering will save on labor.

By simplifying the menu as mentioned above with the example of only having French fries and sweet potato fries you save on labor steps and prep time making things go quicker in the kitchen and putting out meals in much less time.

The kitchen manager should be on salary; this will reduce a lot of overtime. A chef/manager with your current setup should be making between \$42,000 and \$47,000 per year. We put a blind ad in Craigslist for the position of the restaurant manager and have had a few responses. This tells us that the amount that you

would be offering with the benefits works. There are individuals (more qualified than your current manager) out there who would love to have this position. If there is overtime it should go to your lowest paid employee that can do the job. Currently the restaurant manager is taking all of the overtime. You would save substantially if she did not do the overtime but rather gave the overtime to an employee making \$11 an hour.

If you want to fix your labor problem forever you would go down to 5-days a week in the restaurant, Tuesday through Saturday night (keeping the beverage cart 7 days a week). This should eliminate any and all overtime. This would also eliminate the need for having so many employees. You could cut down to 8 employees if you did 5 days a week for lunch and two nights for dinner.

We all know the cost of having an employee, the actual amount you pay them is nothing compared to the taxes you must match and the city benefits that must match. Having a schedule like this would mean less headaches, less labor and less personnel for the city.

This would allow for Benson City Grille to work as a team because you would have the same players every day which creates a very efficient environment. From our research we see that some country clubs have dark days for their restaurants. As soon as you have 6 or 7 days that you are open you have to bring extra personnel in order to cover these shifts because you do not have 40 hour work weeks for any one position. What you do have is one 40-hour work week with a little bit of time left over. This has always been a problem in 7-Day businesses, especially in the restaurant business where labor must be so tight.

We know that Arizona has gone to \$11 an hour for minimum wage and next year is going to \$12 an hour for minimum wage. This indicates that labor is going to be the cost that will drive some businesses out of business forever. Going to a 5-day week would eliminate this problem currently and in the future.

One of the goals mentioned to us by the city was to have the Benson City Grille out of your hair. By simplifying the hours and the menu you can simplify the personnel, reduce the headaches and achieve your goal. We do feel the beverage cart should run 7 days a week during the appropriate season. Labor will be what makes or breaks The Benson City Grille.

The food cost is basically at a very good position right now. Implementing the food buying suggestion should bring buying costs down 8% if done correctly. Time cards are filled in by hand right now. We have never known an employee who rounds down on a timecard. We can go off the time card but this is only relevant if the individual is honest about putting down their time.

Getting a time card system is a must. The savings within the first month will pay for the system. AMG has a system that can be installed on the computer. Once installed you will have a clear understanding of exactly what the labor is. The price of the AMG attendance software is \$120. You can have two administrators and 25 employees. The use of software for punching in and out

of course saves you in labor. It also saves you from what they call buddy punching, you can look at it all the time and see where you are at for your labor for the week. The system would pay for itself within a month.

We noticed on the time cards that on Friday and Saturday nights no one is taking a break between the lunch and dinner meal. The wait staff should be able to take a break between those two meals. This reduces labor. The cooking staff should also, take a break during those times reducing labor in the kitchen. This would save between 5 to 10 hours a week in labor.

Having the food order dropped off in the afternoon rather than early in the morning will also save you on labor. You can also have your vendor do a key drop. A key drop is when you give the driver a key. He will put the items in the walk in that need to be there and leave the other items out. Then when you arrive you check everything off. Several restaurants do this when they are not open during drop off time. You would only do the key drop with your major vendors.

. Doing deposits everyday is a waste of time. With all the credit cards being used now the cash has little impact on the books. The time it takes a Manager to stop and do the cash deposits add up. 20 minutes a day 7 days a week versus 30 minutes twice a week is quite a saving in labor alone. The city should only pick up cash deposits on Monday and Friday.

Using the DOC on the restaurant side would help with labor cost. They can do deep cleaning projects, windows or dishwashing. I would not use them for any projects preparing food or alcohol. We have used them for putting away orders and at the Marriott University Park hotel in Tucson they were my dishwashing team.

Revenue and Marketing

The more marketing you do the more revenue you will bring in. Marketing is the key to revenue. You can also increase revenue by pricing and doing the books correctly.

Concentrate on cost efficient marketing, not the usual ways of billboard or radio marketing. We are going to talk about low cost marketing for the Grille.

The Grille should be utilizing the three Benson community forums on Face book. Post specials, holiday events and occasionally just your regular menu, hours and meal times. At the train station in Benson I saw a rotating billboard. If this billboard is owned by the city, the Benson City Grill should be on that rotation.

The staff is your best marketing tool. They should always be telling the their tables about other meal periods and events that are going to be happening at Benson City Grille.

All of the items you will need for a marketing campaign you have in house. The computer, printer, laminator and paper is all you need. You will need to make a 3 panel flyer, a 8 1/2 x 11 flyer and one custom size flyer for the golf carts. All of the flyers need to say Benson City Grille, hours of operations, location, website and a tagline (Best view of any restaurant in Benson). Optional depending on the amount of room you have left is menu items, a story about the Grille and that you have a full liquor license.

The following is a list of places these flyers should be at all times.

The golf carts have a panel for ads right in the windshield. Have one facing in and one facing out.

The restrooms should have the menus in them. At Wal-Mart you can get the cheap frames to put them in.

The pro shop should have flyers on the counter so all the golfers will know the hours of the Grille.

All of the hotels in Benson should have copies of the menus. You should also be hanging a flyer on the bulletin board of the hotels if they have one.

Every Quick mart, Wal-Mart, Safeway and retail store should have a flyer about the Benson City Grille.

Every campground, RV Park and KOA should also have them.

All of the Benson City buildings should have flyers in them. The library, public works department, water department and City Hall.

There are a few internal bookkeeping items that will also help with revenue. The first one is to always have the transfers correct. A transfer is anytime the kitchen buys a food item but does not have a chance to sell through no fault of their own. For example they buy coffee from Farmers just for the golf side. It is not used in the restaurant. The golf personnel makes it and drinks it. The cost of that coffee plus some sugar and creamers should be transfers to the golf side and minused out from the food purchases of the restaurant. This expense should not go against the Grille. There are other examples which I have gone over with the Grille manager. This procedure allows for a proper food cost to be calculated.

Credits are another way to increase revenue. The Grille needs to check and make sure they are getting all of their credits, from coupons, Groupons, banquets that include golf , soda being sold in the pro shop, all of these are credits. The golf side should be printing out proof that the credits are going to the restaurant. Require a weekly print out and match it to your numbers. The manager of the Grille should be able to check to make sure all credits due are being posted correctly.

Metrics to look at for a successful kitchen

There are 4 categories to look at to know what is going on in your restaurant. They are as follows labor, food cost, revenue, purchase journal and covers. Every day the Manager should be looking at labor, covers, revenue and the purchase journal. The Grille should be sending these numbers to someone at the city. This would be the daily audit.

At the end of every week there should be a month to date of the same categories. From the weekly you can start to see how the month is shaping up. Now you can start to make adjustments.

If covers are down you need less wait staff.

If purchases from your vendors are up use the food that you already have on your shelves and walk in's.

If labor is up start adjusting the schedule.

Do not wait until the end of the month to make adjustments. It is to late then.

Food cost is done once a month. You can use these following metrics to see where you will probably be;

Labor and food combined should be no more than 60% of the total revenue normally. Because your employees get city benefits your number will be around 67%. The goal should be 30% for food cost and 37% for labor.

The ratio for scheduling cooks is as follows; 1 cook per 35 covers.

The ratio for scheduling wait staff is as follows; 1 wait staff 30 covers.

Remember only food can be counted in food cost. If it cannot be sold as food do not include it in the food cost category.

Anything other than food goes into non food on the purchase journal.

Watch for jumping to conclusions to soon. An item may have gone on sale so the manger bought more. The week might have ended right before a big event so the food that was purchased will not show as revenue yet. Communicate with your manager to see if there is a reason why.

Monthly inventory is the most important metric of all. It should be done at the end of every month. It will take two months of doing the inventory to get an accurate food cost. The template I have put on the managers computer does all the calculations. You just have to do the inventory.

When the shelves get cleaned up and only food items are on them, a sheet to shelve list can be created. The inventory/ordering sheet that I have put together has all the items on it. The chef/manger will just need to cut and paste them in the correct order. When this is done the ordering and inventory of food items will be easy to do and accurate as well.

Storage

There is enough storage space in the restaurant however it is not being used correctly. The town needs to find a place where items can be stored that are only used a few times a year. These items are things like Valentine's decorations, Christmas decorations for banquets and extra plates that only come out during a large banquet. This would allow for the pantry shelves that are by the freezer and walk in to be used for food products, not for the storage of these items. This will create space for food items that should be bought by the case such as apple juice. This also lowers the cost per item and it will not run out like it does when only ordering one or two which is more expensive instead of by the case.

Storage inside of the kitchen area, walk-in area, waitress area and bar area should only be for items that are needed that day and a few backups. By having these areas clean you will not be in violation of having items in front of electrical panels. All items must be 6 inches off the ground to allow cleaning underneath. A clean kitchen makes for a happy crew; it allows the crew to see where everything is, rotate properly and helps with proper ordering. Getting the extra items out of these areas will reduce labor, improve efficiency and save money. We found this to be one of the most important moves that you can do to help improve the Benson City Grille.

Working with the golf side

Communication between the grill and the golf side is tenuous at best. When I asked the golf personnel when the restaurant or bar opened or closed they did not know.

I do not feel that there is any malice involved, I just feel like no one has the incentive to work together and no one really seems happy about being there or cooperating.

The leadership on the golf side is not helping at all. The cooks say that he comes in during the middle of the rush and demands his food right then. The wait staff says that he never rings it up. This shows that he is not being considerate of the staff and their livelihood and or the times that is appropriate to have interaction with the Benson City Grille.

When chef/manager asks for anything to improve their area or just general maintenance they are shot down with the excuse that it is not in the budget. This does not help morale whatsoever. This makes it so they just quit asking because they know that nothing is going to get done.

We suggest that all items requested for maintenance, improvement and for general items that need to be ordered that are non-food be emailed to golf side management and the city. The city should setup someone who gets CC's on all

these emails. By doing this two things will happen. First, he will think that the city is monitoring to see if he is doing his job and second it will get him motivated to do his job.

The other alternative is to have the kitchen manager order the items and not go through the golf management side at all.

Most corporations and cities have a procurement officer or an account with a business like Staples. Whenever an item is bought there is a PO number assigned to that department so they can keep track of the money spent on these types of items. We would put down the items bought at the bought price into their financial columns and put the refund check that you get from Staples into the general fund of the business.

Having the excuse of it's not in the budget does not work, for me. Find a way to make things happen. A good leader can realize which items are important enough to get done now and which items you can figure out a way around. There seems to be a little bit of agreement between the restaurant and the golf side in the common areas. The bathrooms are done by the golf shop at the end of their shift and in the morning the wait staff does the bathrooms. It is great that they have this arrangement however no one is doing it. Both supervisors are not looking to see if the duties in the common area are being done. They are both blaming the others, this is not good leadership.

The trash cans when you enter the building were full for three days. I asked everyone whose job it was to empty them and they all said the other people empty them. On day 4 I asked one of the waitresses to please go out and empty them. She was happy to do it and said she did not even realize that they were full and overflowing. The fact that both managers walk through that door everyday to come to work and do not see these simple items, shows an extreme lack of awareness and care.. The first 90 feet of any business is very important. It sets the tone for the client for the entire rest of the time that they are at your business. I went over this with both of the managers, I hope that they realize how important it is.

The coupons structure in the restaurant needs to be changed.. For a lunch item the restaurant would need a minimum of 8 or 9 dollars plus \$1 for a tip out for the waitress. Every time a coupon is used the restaurant loses money. You could have it where it only includes the lunch item it does not include a beverage. This assures that there is some money coming in and helps with a better tip for the waitress.

The grounds is a responsibility of the golf side. The grounds around the restaurant building look more like a slum in an inner city. There is a dead plant right next to the front doors, the trees have not been cut back and weeds are over a foot tall. The rock area has all types of foreign material on it and you can tell it has not been swept or blown off in a while. Some of the lights for the walkways that are in the ground are knocked over and some do not work. The

parking lot does not look like a sweeper has gone through in over a year. It is very hard to make a good impression of your business with the parking lot in this condition, it is the first thing that a potential clients see when they pull in. Both the golf side and grille side must approve any banquet. There needs to be a lot of coordination and communication in this area. Every banquet should have a contract written up. Having a contract written up helps in case one of the key players does not show up that day. It also allows a fallback position when talking to the client if they say that we were supposed to get dessert included and you can show on the contract that desert was not included. A written contract is a must for a professional organization.

Other stuff

Overall the crew seems happy.

There is no sense of urgency amongst any of the staff except for the dishwashers that I can see.

The staff seems to work at a "government pace". We feel this is because of leadership.

Give them the damn pickle. In other words if the client wants something very little like an extra pickle just give it to them, we are building for the long-term.

The POS names do not match up to the names on the menu this is confusing.

Teach town financial officer the metrics to look at when looking at the restaurant figures.

Time management with the phone is very important. All calls except for ones that you tell your staff you need to speak to that day should go right to voicemail. You need to control the time that you spend on the phone and when you talk to vendors on the phone. These are vendors, they will comply to the time you set aside to answer your phone to conduct your business.