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SPHM
HOSPITALITY

FOOD & BEVERAGE



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Series 7000

Food & Beverage

Subject: Alcoholic Beverage Control

A-7001

- A. Policy. It is the policy of the club to strictly follow all guidelines stipulated by the State Alcoholic Beverage Control Commissions.
- B. Discussion. The state we operate in has specific laws that mandate procedures for the purchase, sale, and consumption of alcoholic beverages. Following is a list of issues pertaining specifically to clubs:
 - 1. Purchase of Liquor. Some States require the purchase of liquor from State Stores.
 - 2. Pickup of Liquor. Some States require the facility to pick up liquor at State Stores.
 - 3. Inventory Requirements. Some States have specific requirements about alcoholic beverage inventories and the length of time to keep records.
 - 4. Laws and Rules
 - a. Alcohol may not be sold or served to persons less than 21 years of age.
 - b. Alcohol may not be possessed or consumed by persons less than 21 years of age.
 - c. Alcohol may not be sold or served to any person who is intoxicated.
 - d. States regulate the hours of sale and consumption
 - e. No alcohol may be removed from the premises
 - f. In some States, happy hours, free drinks, or reduced drink prices cannot be offered during limited hours or to special groups of people. Special prices must be offered to all customers, for the entire business day.
 - g. Bartenders must be 21 to mix drinks containing liquor; servers must be 18 to serve drinks containing liquor.
 - h. Mixed beverages must be consumed on the premises.
 - 5. Beer Purchases. Some States require beer to be purchased from a licensed wholesaler.
 - 6. Wine Purchases. Some States require wine to be purchased from a licensed wholesaler.
- C. Responsibility. Then General Manager is responsible for ensuring a complete understanding of and adherence to all applicable laws relating to the sale and consumption of alcoholic beverages.

Subject: Beverage Controls

A-7002

A. Policy. It is the policy of the club that all alcoholic beverages are monitored and controlled on a daily basis.

B. Discussion

1. Liquor

- a. All liquor bottles will be inventoried on a daily basis, by each shift.
- b. All bottles are inventoried in tenths of a bottle using a scale of .1 to 1.0 and recorded on the Liquor/Beer/Wine Inventory, [SPHM Form 219].
 - (1) A .1 reading of a liquor bottle means a tenth of the bottle is remaining.
 - (2) A .5 reading of a liquor bottle means that the bottle is half full.
 - (3) A 1.0 reading of a liquor bottle relates to the bottle being full.
- c. Any empty bottles must not be thrown away. They are to be turned in when issued another full bottle. In order to receive a requisition of liquor, an empty bottle must be turned in.
- d. All bottles in the speed rail will be poured using liquor savers, measuring 1.25 ounces per pour.
- f. All top shelf and premium bottles will be free poured, to a specified 1.25 ounces per pour.

2. Beer

- a. All bottled and canned beer will be inventoried on a daily basis, by each shift.
- b. All bars are established with a par stock inventory. You should always start a shift with a full par stock. Requisition any missing stock before you open the doors for business.
- c. All bottled and canned beer will be counted and recorded on Liquor/Beer/Wine Inventory, [SPHM Form 219].

3. Wine

- a. All wine will be inventoried on a daily basis, by each shift.

- b. All bars are established with a par stock inventory. Requisition any missing stock before you open the doors for business.
- c. All wine will be poured to the specified 6-oz pour.
 - (1) A 375 ml bottle of wine should yield 2 glasses of wine.
 - (2) A 750 ml bottle of wine should yield 4 glasses of wine.
- d. All wine will be measured in tenths of a bottle using a scale of .1 to 1.0 and recorded on the Liquor/Beer/Wine Inventory, [SPHM Form 219].
 - (1) A reading of .1 means a tenth of the bottle is remaining.
 - (2) A reading of .5 means half the bottle is remaining.
 - (3) A reading of 1.0 means the bottle is full.

Subject: Standard Beverage Pour

A-7003

A. Policy. It is the policy of the club that the standard beverage pour for liquors is one and one-quarter (1¼) ounces.

B. Discussion

1. Measuring liquor with a jigger or shot glass ensures the correct portion size of mixed drinks. However, “free pouring” provides the more hospitable ambience suited to a private club.
2. Bartenders are encouraged to use a jigger to measure drinks when not observed by the member for whom the drink is being prepared. This works well for drinks served from the bar into the dining room.
3. Bartenders may “free pour” when the member is standing at the bar observing the pour.
4. Bartenders will be trained to pour liquors in 1¼-ounce measures.
5. The club may encourage accuracy of the pour by offering an incentive to bartenders for meeting the specified pouring cost for a given period.

Subject: Requirement to Ring Up Sales

A-7004

A. Policy. It is the policy of the club that all items sold or given to members, guests, or staff, be properly documented by being rung up on the point-of-sale (POS) system.

B. Discussion

1. Food and beverage inventories represent money to the club. They will not be issued to servers by the preparation and production staff without being rung up on the point-of-sale (POS) system.
2. This requirement includes any items that are “comped” for any reason, such as an adjustment for poor service or items provided as promotions.
3. Employees who violate this policy are subject to appropriate disciplinary action.

Subject: Authority to Issue Food & Beverage

A-7005

- A. Policy. It is the policy of the club that no food or beverage items be issued from the kitchen or bars without proper authorization.
- B. Discussion
 - 1. Food and beverage inventories represent money to the club. They will not be issued to servers by the preparation and production staff without the proper authorization from the point-of-sale (POS) system.
 - 2. When orders are entered into the POS system, the authorization to issue is printed out in the kitchen and/or recorded as a sale in the computer.
 - 3. No food or beverage items will be issued to servers unless it is first entered in the POS system. This includes any items that are “comped” for any reason, such as an adjustment for poor service or items provided as promotions.
 - 4. Employees who violate this policy are subject to appropriate disciplinary action.

Subject: Standardized Recipes

A-7006

A. Policy. It is the policy of the club that all menu items for a la carte dining and catered functions be prepared from standardized recipes.

B. Discussion

1. Standardized recipes promote consistency of product by ensuring that all menu items are prepared using the same ingredients and cooking techniques.
2. The Chef will maintain files of standardized recipes for all menu items for a la carte dining and catered functions.
3. When introducing new menu items, the Chef will ensure that kitchen production staff are trained using standardized recipes, appropriate cooking techniques, and standardized plate presentations.
4. Standardized recipes will help promote profitability by ensuring standard [Portion Control] and [Menu Pricing – Pre-Costing] based upon the actual ingredient costs of menu items.

Subject: Portion Control

A-7007

A. Policy. It is the policy of the club that all menu items for a la carte dining and catered functions be served in specified portions based upon standardized recipes.

B. Discussion

1. Profitability in a food service operation is directly related to portion control.
2. Portion sizes are specified in [Standardized Recipes] for all a la carte and catered menu items.
3. Pricing for each menu item is based upon the ingredient costs in standardized recipes and the appropriate mark-up to ensure that all ingredient, labor, and overhead costs are covered. See [Menu Pricing – Pre-Costing] for more information.
4. If portion sizes specified in standardized recipes are not observed, the selling price of a menu item may not cover associated costs.
5. It is the responsibility of the Chef to ensure that all food production staff are properly trained to serve correct portions of all menu items.

Subject: Menu Pricing – Pre-Costing

A-7008

A. Policy. It is the policy of the club that all menu items be pre-costed to determine their theoretical selling price based upon ingredient costs and standard mark-up.

B. Discussion

1. Profitability in a food service operation is directly related to pricing.
2. [Standardized Recipes] are used to specify ingredients and [Portion Control] for all a la carte and catered menu items.
3. Pricing for each menu item is based upon the ingredient costs in standardized recipes and the appropriate mark-up to ensure that all ingredient, labor, and overhead costs are covered.
4. Each menu item will be pre-costed using Pre-Cost Menu Pricing, [SPHM Form 222], or other manual or computerized system accomplishing the same purpose.
5. Once menu items are pre-costed, the Chef will use the guidance in [Pricing of Club Products and Services] to mark-up each item and find the theoretical selling price.
6. The actual selling price will be based upon:
 - a. the theoretical selling price,
 - b. the Chef's best assumption of what the market will bear,
 - c. the expected popularity of the menu item (higher volume items with low margins do not help the bottom line as much as high volume items with high margins),
 - d. adding in a cushion for any rising ingredient costs over the life of the menu, and
 - e. rounding prices up to the nearest quarter (25¢, 50¢, 75¢, or 00¢). Avoid pricing items at \$X.95 or \$X.99 as this marketing technique is out of place in a club.
7. It is the responsibility of the Chef to ensure that all menu items are pre-costed.

Subject: Menu Pricing – Post-Costing

A-7009

A. Policy. It is the policy of the club that buffets be post-costed on a periodic basis to ensure that the per-person pricing yields the expected margin.

B. Discussion

1. Profitability in a food service operation is directly related to pricing.
2. Buffet prices are based upon the best assumption of how much food each individual person will eat and the best guess as to what the market will bear.
3. Unless we periodically validate our assumptions, there is a good chance that they will be wrong.
4. Whenever a new buffet is sold, we must do a post-cost analysis of the consumption to determine if our pricing is appropriate.
5. Buffets are post-costed using the Buffet Post Cost Analysis, [SPHM Form 223].
6. It is the responsibility of the Chef to ensure that buffets are periodically post-costed.

Subject: Security of Food & Beverage Inventories

A-7010

A. Policy. It is the policy of the club that all food and beverage inventories be kept under lock and key and be carefully controlled and monitored by responsible department heads.

B. Discussion

1. One of the more difficult challenges in a food service operation is to maintain target food and beverage cost of goods percentages.
2. One of the contributing factors to out-of-line food and beverage costs is a lack of proper security of inventories, allowing a lax atmosphere in which petty pilferage thrives.
3. Responsible department heads will take the following steps to ensure that adequate security is maintained over food and beverage inventories:
 - a. All received items will be counted, weighed (if appropriate), and compared to packing lists or invoices by a responsible individual. Where this responsibility has been delegated, department heads will spot-check counts on a periodic basis. The same individual should not be allowed to receive inventory on an ongoing basis without periodic verification of items received.
 - b. All food and beverage inventories will have assigned storerooms and refrigerated/frozen storage.
 - c. These storage areas will be kept locked at all times.
 - d. Responsible department heads will keep close control over keys to storage areas at all times. When keys are given to employees to accomplish some task, the keys must be returned as soon as the employees are finished with them. Keys will not be taken off club premises by any employee other than a responsible department head. Lost keys will be reported to the General Manager as soon as possible.
 - e. Inventory levels will be kept to a minimum consistent with expected levels of business and good operating sense.
 - f. Auxiliary storage areas will be kept to a minimum and will be maintained on a “par stock” basis, that is, at a pre-established level, replenished by daily/periodic requisitions. See [Storerooms and Par Stocks] for further information. These storage areas must also be kept locked at all times.
 - g. When possible and appropriate, par stock items should be replaced on a “one consumed, one replaced” basis. This works well for bottles of liquor.
 - h. As much as possible, food and beverage items necessary for the day’s business will be

drawn for that day. Excess items will be returned to locked storerooms/storage areas at the end of the day or when determined to be in excess of daily needs.

- i. All items transferred to another department will be recorded as [Departmental Transfers]. This will allow the appropriate charging of food and/or beverage items to the consuming department.
- j. Alcoholic beverages have special recording and tracking requirements that must be followed at all times. See [Perpetual Inventories] for more information.
- k. Responsible department heads will limit access to locked storerooms/storage areas at all times. If at all possible, certain high value item storage areas, such as liquor storage areas, should be restricted to management or supervisory staff only. The fewer the number of people who have access to such storage areas, the greater the accountability.
- l. Consumption of high value or high volume items should be tracked and compared to sales to verify appropriate levels of usage. In certain cases, it may be appropriate to maintain a [Perpetual Inventory] on high value, high volume items.
- m. Responsible department heads must not permit a lax atmosphere where food and beverage product is left carelessly around. Such an atmosphere will inevitably lead to loss.

C. Responsibilities

1. The Dining Room Manager, Clubhouse Manager, or Food & Beverage Director is responsible for the security of all alcoholic beverage inventories.
2. The Chef is responsible for the security of all food and food related inventories.

Subject: Catered Function Beverage Control

A-7011

A. Policy. It is the policy of the club that alcoholic beverages are monitored and controlled for all catered functions.

B. Discussion

1. Open Bar

- a. All guests are charged by the person, and may consume all beverages included in the bar setup.
- b. To keep track of all beverages served during the function, an opening and closing inventory must be completed.

2. Tab/Consumption Bar

- a. Guests are charged for what they drink.
- b. To keep track of all beverages served during the function, an opening and closing inventory must be completed.
- c. To determine amount charged, the difference between the opening and closing amounts will be multiplied by the sale price per item.

3. Cash Bar

- a. Guests pay for drinks at the time of purchase.
- b. All drinks are to be rung into a cash register.
- c. To keep track of all beverages served during the function, an opening and closing inventory must be completed.
- d. The cash register must be “z’d” out at the end of the function. The sales total will be matched with the money left in the register after accounting for the change bank.

C. Procedures

1. Liquor

- a. All liquor bottles will be inventoried during the opening and closing of the bar.

- b. Liquor bottles should average twenty drinks per bottle.
- c. All bottles are inventoried in tenths of a bottle using a scale of .1 to 1.0 and recorded on a Liquor/Beer/Wine Inventory, [SPHM Form 219].
 - (1) A .1 reading of a liquor bottle means a tenth of the bottle is remaining.
 - (2) A .5 reading of a liquor bottle means that the bottle is half full.
 - (3) A 1.0 reading of a liquor bottle relates to the bottle being full.
- d. Any empty bottles must not be thrown away. They are to be turned in when issued another full bottle. In order to receive a requisition of liquor, an empty bottle must be turned in.
- e. All bottles in the speed rail will be poured using liquor savers, measuring 1.25 ounces per pour.
- f. All top shelf and premium bottles will be free poured, to a specified 1.25 ounces per pour.

2. Beer

- a. All bottled and canned beer will be inventoried during the opening and closing of the bar.
- b. All bars are established with a par stock inventory. You should always start a function with a full par stock. Requisition any missing stock before you open the bar for the event.
- c. All bottled and canned beer will be counted and recorded on a Liquor/Beer/Wine Inventory, [SPHM Form 219].

3. Wine

- a. All wine will be inventoried during the opening and closing of the bar.
- b. All bars are established with a par stock inventory. Requisition any missing stock before you open the doors for business.
- c. All wine will be poured to the specified 6-oz pour.
 - (1) A 375 ml bottle of wine should yield 2 glasses of wine.
 - (2) A 750 ml bottle of wine should yield 4 glasses of wine.

d. All wine will be measured on a scale of .1 to 1.0 and recorded on a Liquor/Beer/Wine Inventory, [SPHM Form 219].

- (1) A reading of .1 means a tenth of the bottle is remaining.
- (2) A reading of .5 means half the bottle is remaining.
- (3) A reading of 1.0 means the bottle is full.

Subject: Banquet Event Order (BEO)

A-7012

A. Policy. It is the policy of the club that Banquet Event Orders are prepared by the F&B Department covering the details of each catered event.

B. Discussion

1. Department heads from all departments have a need to know about catered events being held at the club.
2. They will be kept informed of the details of all catered events by means of Banquet Event Order (BEO), SPHM Form 224.
3. The Dining Services or Catering Manager will prepare a BEO for each event.
4. BEOs will be distributed at the weekly Food and Beverage meeting. Catered events for the upcoming two weeks will be summarized on a [Rolling Catering Forecast], which will also be distributed at the F&B meeting. BEOs for department heads not in attendance at the weekly F&B meeting will be placed in the respective department heads mail basket or other designated location.
5. Procedures must be developed at the club to ensure that changes to previously distributed BEOs be communicated to all involved department heads consistently and quickly. Changed BEOs will clearly indicate that they are changed and all changes will be highlighted for ease of review.
6. Department heads must establish a designated location in their offices for BEOs. It is recommended that BEOs be kept on a clipboard in each department. The F&B employee distributing changes can then replace old BEOs with revisions.

Subject: Rolling Catering Forecast

A-7013

A. Policy. It is the policy of the Company that a rolling two-week forecast of catering events be maintained by the F&B Department and distributed weekly to all department heads.

B. Discussion

1. Department heads from all departments have a need to know about catered events being held at the club.
2. They will be kept informed of the details of all catered events by means of [Banquet Event Orders (BEOs)].
3. Banquet Event Orders for each event will be distributed weekly at the General Manager's Staff meeting.
4. All upcoming events will be summarized on a Rolling Catering Forecast, SPHM Form 225.
 - a. The Rolling Catering Forecast will contain a listing of all upcoming catered events and will include the Date of the Event, the Event Sponsor, the Event Location, Total Estimated Charges, and whether deposits have been received and the contract sent.
 - b. The Rolling Catering Forecast permits interested individuals to see at a glance how much catering activity is coming up during the next two-week period.
 - c. The Rolling Catering Forecast also permits the Controller, General Manager, and other interested parties to verify that all required deposits have been received in time.

Subject: Catering Contract

A-7014

- A. Policy. It is the policy of the club that a Catering Contract be written and signed for each catered event to be held at the club.
- B. Discussion
 1. Good business practice requires that a contract be written and signed for each catered event to be held at the club.
 2. Such a contract will ensure the understanding of both parties to the requirements and terms of the agreement.
 3. Should a dispute arise concerning any aspect of the catered event, the contract will serve as the binding terms of the agreement.
 4. The club will use the Catering Contract, [SPHM Form 226], or a version modified to fit the individual needs, for all catered events.

Subject: Catering Deposits

A-7015

A. Policy. It is the policy of the club that certain groups or individuals wishing to hold meetings or catered events at the club must pay deposits to hold the facility for their event.

B. Discussion

1. Prime meeting/catered function space is at a premium at the club.
2. It is imperative that the club maximize revenues for such space, particularly on weekends and during peak periods such as spring, fall, and the holiday season.
3. To ensure that meeting/catered function space is used as productively as possible, it is essential that the club ensure the certainty of booked events by charging a series of non-refundable deposits to hold the space.
4. Such deposits also reduce the club's risk in receiving prompt payment for catered events by limiting the amount of payment due at the time of the event.

C. Need for Deposits

1. Whether to require a deposit for meeting and catering space is dependent upon a number of factors:
 - a. Is the event a member event or a member-sponsored event? In most cases a member event would not require a deposit.
 - b. Is the event large or small? Small events usually would not require a deposit.
 - c. Is the event during a peak period? Events in off-peak periods would not usually require a deposit.
 - d. Is the event near at hand (within the next week to 14 days)? Near in events would not usually require a deposit.
 - e. However, a large event, an event during peak periods, or one that is far off, even if for a member might require at least a holding deposit.
2. In cases where a large event or an event during peak periods is member-sponsored, it is best to collect a series of deposits prior to the event, as in the following sample deposit requirement:

D. Sample Deposit Requirement

1. A preliminary holding deposit of \$500 is required to hold the space on the desired date.
2. After preliminary discussion of the details of the event, a Proposal is sent to the client. When signed, the Proposal becomes a binding contract and a second deposit of one-third (1/3) of the Estimated Total Charges is due.
3. Forty-five days prior to the event an invoice for the third and final deposit of one-third the Estimated Total Charges will be sent to the client. This amount is due not later than 30 days prior to the event. At this point, the facility has collected 2/3 of the estimated charges plus \$500. Final payment for the remaining charges would be due and payable at the close of the function or may be billed if appropriate arrangements have been made and approved by the General Manager.
4. All deposits are non-refundable. Exceptions may be made at the discretion of the General Manager in the case of family death, emergency, Act of God, or other significant reasons.
5. All deposits will be made as checks payable to club or charged to a member account.

D. Procedures

1. The Catering Director or other food service manager responsible for arranging catered events will meet with clients and write up and send the proposal.
2. A Catering Deposit Log, [SPHM Form 227], will be prepared for the event showing the receipt of all deposits.
3. When deposits are received:
 - a. a copy of the check will be made and placed in the catered event file,
 - b. the deposit will be noted on the Catering Deposit Log, and
 - c. the original check and a copy of the Catering Deposit Log will be forwarded to the Accounting Office.

E. Responsibilities

1. The Catering Manager will prepare the Proposal and receive deposits, noting all deposits in the Catering Deposit Log, and forward all deposits to the Accounting Office.
2. The Controller will set up an account for the function and book all deposits as credits to the function account.

Subject: Guarantees for Catered Events

A-7016

A. Policy. It is the policy of the club that:

1. groups or individuals wishing to hold meetings or catered events at the club must give a guarantee to the facility 72 hours before the start of the event, and
2. attendance in excess of 105% of the final guarantee will warrant a premium charge of 15% of the per person price for each person over 105% of the guarantee.

B. Discussion

1. Because of the cost of food, beverages, and labor to successfully execute a catered function, the club will require a final guarantee for the number of attendees at an event no later than 72 hours prior to the start of the event.
2. While we will always gladly accommodate late additions to catered events, last minute additions require additional set up, food products, and labor.
3. To preclude clients from “low-balling” the guarantee to avoid paying for guests who do not show, the club will charge a 15% premium on the per person charge for any additional guests over 105% of the guarantee.

Subject: Corkage and Plating Fees

A-7017

A. Policy. It is the policy of the club to allow special alcoholic beverages, wedding cakes, and other specialty items to be brought in to the facility upon payment of corkage or plating fees.

B. Discussion

1. Standing policy requires that all food and beverage served in clubs must be prepared and sold by the club.
2. As an exception to this policy the club, at its discretion, may allow special items, such as hard-to-find wines and specialty wedding cakes, to be brought in.
3. The club bears expense in the service of such items in the form of china and glassware breakage and handling and dishwasher expense. Catering facilities typically make up this expense by charging a corkage or plating fee.
4. The General Manager will establish and publish appropriate corkage and plating fees as part of the club's catering pricing.