

PART THREE

Restaurant Operations

Concept of Aria Restaurant

The contemporary American concept of Aria was developed due to two factors: space allocation and the passion of Gerry Klaskala, the chef-owner. Aria was located in a small area, so the owners decided to go the small, upscale route. The second factor in deciding on the concept was Gerry Klaskala's passion for contemporary American cooking.

LOCATION

Aria Restaurant is located in Atlanta, Georgia, in a building previously occupied by another restaurant. Klaskala came across the location after checking the area; at the time, the restaurant was up for sale. Klaskala made an offer to buy, and today this establishment is known as Aria.

MENU

Chef-owner Gerry Klaskala prepared the menu at Aria. It is based on his own soul-searching and what current cuisine was out there when the restaurant was opening. The menu constantly evolves. It focuses on items that are categorized as "slow food" prepared with patience.



Braised, roasted, stewed, and simmered savory meats are offered. There are also daily specials with fresh seasonal selections.

AWARDS

Since opening, Aria has received a number of awards:

- One of the country's best restaurants in 2000, *Esquire* magazine
- One of the top five restaurants in Atlanta, *Gayot Dining Guide*
- Gerry Klaskala received the 2001 Robert Mondavi Culinary Award of Excellence
- The Top 22/The Definitive List of the Best New Restaurants in America, *Esquire* magazine
- John Kessler's Top 50 Restaurants, *The Atlanta Journal-Constitution*
- Best New Atlanta Formal Restaurant, *Bon Appétit*
- Two of Atlanta's 10 Best Chocolate Desserts, *Atlanta Homes & Lifestyles*
- Culinary Award of Excellence, Robert Mondavi Winery
- Tops local lists for best restaurant, best chocolate desserts, best food and wine pairings, and most romantic

PERMITS AND LICENSES

Klaskala went to various governmental agencies (the police department, health department, and so on) to fill out and submit several applications. Since the building had been a restaurant, he did not have to deal with zoning issues, because everything was already established. He just had to register a new corporation.

MARKETING

The owners of Aria did not do marketing per se. They relied on editorial write-ups through public relations before opening.

CHALLENGES

The major challenge of opening Aria was getting sales up past the breakeven point. They did this very quickly.

FINANCIAL INFORMATION

Aria Restaurant's annual sales are \$2.5 million. It has about 800 guest covers a week. Guest checks

average \$75 to \$100 per person. A breakdown of sales percentages follows.

- Percentage of sales that goes to rent: 2 percent
- Percentage of food sales: 55 percent
- Percentage of beverage sales: 45 percent
- Percentage of profit: 15-plus percent

WHAT TURNED OUT DIFFERENT FROM EXPECTED?

The opening of Aria went pretty much as planned. The one thing that was not planned was the occurrence of 9/11. After September 11, 2001, "sales dropped like they were going off a cliff." Aria is very dependent on travelers and conventions. Eventually sales went back up, but it took about a year.

ADVICE TO PROSPECTIVE ENTREPRENEURS

Follow your passion and the money will come.

Learn more about Aria Restaurant at www.aria-atl.com.

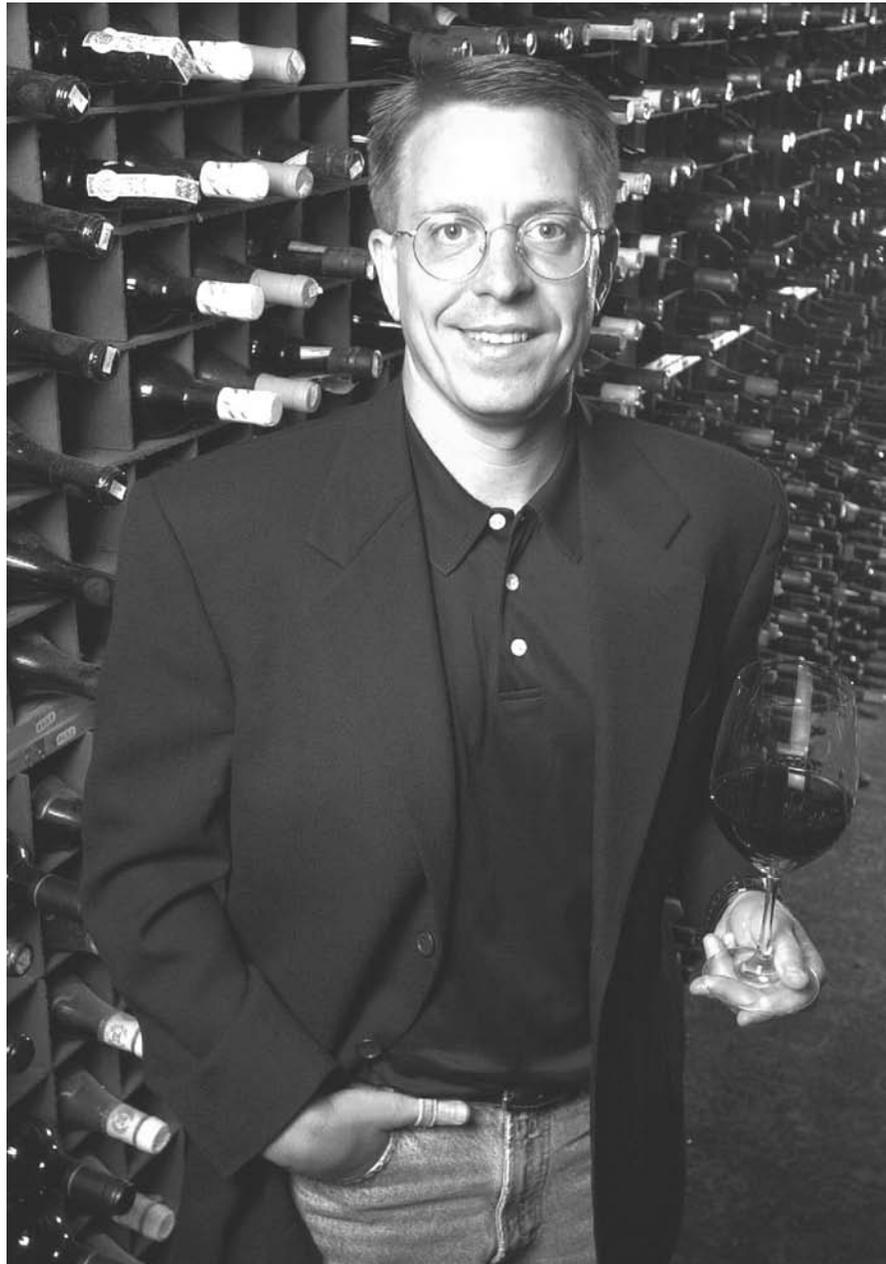
CHAPTER 7

Bar and Beverages

LEARNING OBJECTIVES

After reading and studying this chapter, you should be able to:

- Explain how to obtain an alcoholic beverage license.
- Identify factors to consider when developing the design and layout of a bar.
- List guidelines for suggesting wines to accompany menu items.
- Identify a restaurant's legal liability regarding the sale of alcoholic beverages.
- List ways in which bartenders and others can defraud the restaurant bar and beverage operation.



Given today's social concerns about alcoholic beverage consumption and the high costs of litigation, creating and operating a restaurant bar and beverage operation presents challenges. By creating a convivial place for *responsible alcoholic beverage service*—one with a pleasant atmosphere that reflects the furnishings, decor, lighting, music, and service—restaurateurs can offer a place for relaxation, socialization, and entertainment. In some restaurants, bars are used as a focal point or a centerpiece; T.G.I. Friday's is an example. Others, like the Olive Garden, use the bar more as a *holding area*.

Beverage sales in restaurants can account for a significant portion of total sales. Today, a reasonable split is about 25 to 30 percent beverage sales and 70 to 75 percent food sales.¹ A ratio any higher than this in favor of beverage sales will attract undue attention from the *Department of Alcoholic Beverage Control (ABC)* or Alcoholic Beverage and Tobacco (ABT) department as well as prosecuting attorneys in court during a “driving under the influence” (DUI) case.

Beverage sales yield more profit than food sales—a bottle of wine simply needs storage for a few days, then opening. A bottle of wine may be purchased for \$9 and sold for \$27 to \$36. A measure of Scotch may cost 70 cents and sell for \$3.50. The cost of production is much less in the bar than in the kitchen; consequently, the margins are greater.

Alcoholic Beverage Licenses

Each state has a Department of Alcoholic Beverage Control. In California, for example, the department was created by constitutional amendment as an executive branch of the state government. The director of Alcoholic Beverage Control heads the department and is appointed by the governor. The department has the exclusive power, in accordance with laws enacted, to license and regulate the manufacture, importation, and sale of all alcoholic beverages in the state.

A license issued under the ABC act is a permit to do that which would otherwise be unlawful. Such a license is not a matter of right but is a privilege that can be suspended or revoked by the administration because of violation of the act or department rule. There are several types of retail licenses. The most common include:

- *On-sale general*: Authorizes the sale of all types of alcoholic beverages—namely, beer, wine, and distilled spirits—for consumption on the premises.
- *Off-sale general*: Authorizes the sale of all types of alcoholic beverages for consumption off the premises in original, sealed containers.
- *On-sale beer and wine*: Authorizes the sale on the premises of all types of beer, wine, and malt liquor.



The bar at Roy's New York City welcomes guests to a restaurant with a multiaward-winning wine list to match the Hawaiian-inspired Euro-Asian cuisine

Photo by Paul Warhol. Courtesy of Roy's New York City

- *Off-sale beer and wine:* Authorizes the sale of all types of beer, wine, and malt beverages for consumption off the premises in original containers.
- *On-sale beer:* Authorizes the sale on the licensed premises of beer and other malt beverages with an alcoholic content of 4 percent or less by weight.²

How to Apply for a License

For restaurants, there are two main kinds of *alcoholic beverage licenses*: a general liquor license and a beer and wine license. Both licenses must be applied for from the state liquor authority. The application process can be lengthy—up to several weeks—and may not always be a smooth ride. States have jurisdiction over the sale of alcohol, and some are more stringent than others in granting licenses. For new licenses, a state like New York, which is liberal when it comes to granting licenses, is quite different from neighboring New Jersey, which is

stricter. In New Jersey, the number of new licenses is limited by increase in population. In addition, new licenses must be approved not only by the state but also by city officials. In order to be granted a license, a restaurant must meet certain regulations. In California, to obtain a general license, a person must find a licensed restaurant or an ABC license for sale and purchase it. When the restaurant is purchased, the license becomes part of the escrow. Subject to regularity approval, the ownership of the license will change with the ownership of the restaurant. In the counties of some states, new licenses are being issued only when, for whatever reason, an old one is no longer being used. Because so few new licenses are being issued, the price is going up and restaurateurs are having to pay a lot extra to obtain a liquor license.

When purchasing a restaurant, make sure that you have a clause in the contract that says that with the approval of state and local authorities, the liquor license will transfer to you. The current price of a license in many states is about \$20,000 to \$25,000. Licenses can be moved within but not outside the county. Once an application is filed, an investigation is conducted to ensure that the applicant is not a felon nor on probation. In California, a 30-day posting period of the application is required. Most investigations take approximately 45 to 50 days. The license can average about 75 days for a Person-to-Person transfer, and 90 days for an Original.³ In Florida, a beer-only license costs \$280; a beer and wine license, \$392; and a beer, wine, and spirits license, \$1,820 (though this may vary according to the county).⁴

Notices stating that a license has been applied for must be placed in the newspaper and posted in the window of the restaurant. This notice must be posted for a minimum of 30 days. After 45 days, providing there are no protests by residents, the police department, the sheriff's department, or others, and assuming the zoning allows it, a conditional-use permit is issued.

Once a license is obtained, liquor may be purchased only from a wholesaler or manufacturer. Each state and county has its own regulations, and prospective restaurateurs should consult with their respective ABC departments for relevant local information.

Bar Layout and Design

Deciding on the bar layout and design can be intimidating for most people. Novices have made costly mistakes by overlooking important aspects. If you can afford to hire a specialist in restaurant design, then do so—but make sure the person has experience in planning bars. Alternatively, have a bartender look over the plans to double check the practicality of the proposed bar.

A number of factors affect bar location and the design of restaurant bars:

- Type of restaurant
- Overall design and layout of the restaurant
- Intended prominence of the bar



A private dining room at the 21 Club where guests may enjoy selections from the extensive wine list

Courtesy of the 21 Club

- Number of bartenders required to operate the bar and beverage service
- Volume of business expected
- Degree of self-sufficiency of the bar
- Electric and water supply
- Construction costs of providing electric and water supply
- Distance to the storeroom and the dispensing system
- Location of the beer kegs and cooling equipment

Restaurant operators have a constant dilemma of balancing the ideal bar setup with their particular situation. Should the bar be along a wall or in the center of the room? In most restaurants, it is less costly to set up the bar along a wall. Center bars may be suitable for some high-volume restaurants, but, unless they are well planned and built with expensive cabinetry, they can look unsightly to guests.

The bar setup is divided into three areas: the *front bar*, the *back bar*, and the *under bar*. The front bar is both the place where guests may belly up to the

counter and where the bartender prepares drinks. The workstation has storage space for equipment, beverages, speed racks, ice, and glasses.

The back bar—usually the back wall of the bar—is for aesthetics and functions as a storage and display area. The lower part houses refrigerated storage cabinets, and the upper part often has a mirror or other decor and a display of *premium-brand liquors*. The sales volume will determine the amount of refrigerated storage space required. One refrigerator may be needed for wine and a separate one for beer. Most restaurants use the back bar to add atmosphere by displaying premium spirits and liqueurs. This display is a form of subliminal advertising.

The under bar is the part where the bartender prepares the drinks; it includes the part under the front counter. The main equipment in the under bar is the speed rack, which contains the *well (or pouring) brand liquors*. It should be located in a convenient position to allow the bartender to work quickly and efficiently. The speed rack is generally centrally located at waist level. The speed rack holds several of the most common pouring brands, called house brand: Scotch whiskey (two bottles), bourbon, vodka (two bottles), gin (two bottles), rum, tequila, vermouth (two bottles), and cordials.

Only restaurants with very high volume have an ice machine at the bar; most have one in or near the kitchen. However, a sanitary ice bin is critical for a bar operation. The ice bin requires drainage; smaller restaurants manage with a bus pan lined with a plastic bag. Above the ice bin is an area where the bartender places glasses during the preparation of drinks. Kegs of draft beer may be located either under the bar or in a nearby storeroom. The name and logo of the beer is usually displayed on a *pull handle* supplied by the distributor and located in view of the guests on the bar counter or, occasionally, on the back bar counter. For draft beer to be at its best, the plastic lines from the keg need to be cleaned each week with a cleansing agent to remove any buildup of impurities.

Placement of a Bar within a Restaurant

As so many things do, the location of a bar within the restaurant depends on the target market. Is it made up of the working class or some other demographic group? Is the bar to be featured by bright lighting, or is it to be a service bar located out of public view? Is the bar seating made up of stools, and is the bar stock of bottles to be prominently displayed? Will wine be displayed separately in a temperature-controlled glassed-in section? How many chairs will the bar have?

The floor plan of Roy's New York restaurant (see Figure 7.1) shows the bar as item 6, located so that it has easy access from the entrance (item 1). If the restaurant operator wants to highlight the bar, it is usually prominently lighted

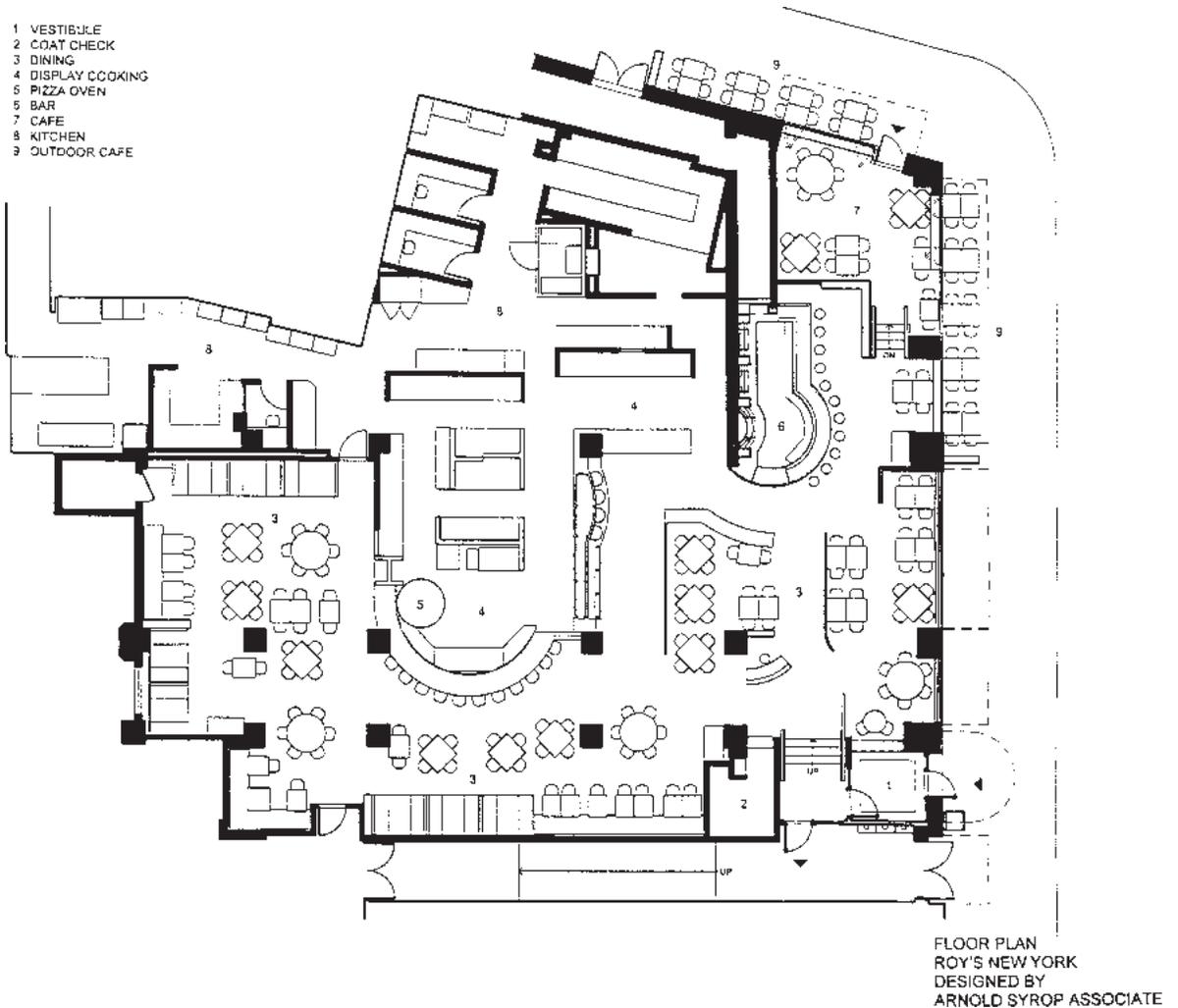


FIGURE 7.1: Roy's New York floor plan
Courtesy of Roy's New York, designed by Arnold Syrop Associates

and placed near the restaurant entrance. Some bars provide comfortable seating in which customers can relax. Most bars seat customers on small bar stools that almost require the customer to lean on the bar. The seats are placed close enough to encourage conversation. At Roy's New York, the layout is such that display cooking (item 4 in the drawing), which adds interest for diners as they can see items being cooked, backs up the kitchen (item 8).



Richard Gonzmart in his temperature-controlled wine cellar at the Columbia Restaurant in Tampa, Florida

Courtesy of the Columbia Restaurant, winner of the Wine Spectator Best Award of Excellence and the Award of Excellence from Distinguished Restaurants of North America

Beverages

Given that restaurants make a higher profit margin on beverages as compared to food it makes sense to have an appropriate beverage program and menu. During these challenging economic times, restaurant operators are putting a new twist on the old adage. Operators are stirring up their beverage menus and drink promotions and creating more premium offerings that allow them to charge premium prices.⁵ Currently, the restaurants are selling such nonalcoholic drinks as a piña colada with strawberries and pineapple juice, a strawberry and cranberry juice with ginger ale and fresh lime, and the “Berry Good Lemonade,” which is a combination of strawberry mix and lemonade.⁶ A beverage program and menu begins with cocktails.

COCKTAILS

A cocktail is a style of mixed drink. According to Jerry Thomas who wrote the first drink book ever published in the United States, a cocktail was a mixture of distilled spirits (gin, cognac, vodka, rum, or tequila), sugar, water, and bitters.⁷ The word has come to mean almost any mixed drink containing alcohol.⁸ A cocktail today usually contains one or more types of liquor and one or more mixes, such as

bitters, fruit juice, soda, ice, sugar, honey, milk, cream, or herbs.⁹ The earliest known printed use of the word *cocktail* was in *The Farmers' Cabinet*, April 28, 1803. And for good measure, the first cocktail party, that most essential of American institutions, was thrown by Mrs. Julius S. Walsh of St. Louis in May 1917. The *St. Paul Pioneer Press* reported that “Positively the newest stunt in society is the giving of cocktail parties.”¹⁰

During Prohibition (1920–1933) when the sale of alcoholic beverages was illegal, cocktails were still consumed illegally in establishments known as speakeasies. The quality of alcoholic beverages was lower than previously used.¹¹ Cocktails became popular again in the 1960s and have remained so with names like the martini, tequila sunrise, grinch, sex on the beach, angel’s kiss, orgasm, piña colada, shirley temple (nonalcoholic), manhattan, kamikaze, and many others.

Cocktails are divided into two categories according to volume: short drinks, up to 3.5 ounces, and tall drinks, up to 8.5 ounces. The secret of a good cocktail lies in the following factors:¹²

- The balance of the ingredients
- The quality of the ingredients
- The skill of the bartender

Cocktails can stimulate an appetite or provide a conclusion to a fine meal. These days, cocktails may even be healthy. Spencer Warren, proprietor of the Firehouse Lounge in Pittsburgh’s downtown, uses antioxidant-rich pomegranate and acai berry juices—they contain 10 times the antioxidants of red grapes as well as assorted other vitamins and minerals.¹³

SPIRITS

Whiskey is one of the popular spirits which has been distilled in Scotland and Ireland for centuries. In fact, the word *whiskey* comes from the Celtic word *uisgebaugh*, meaning “water of life.” Whiskey is a spirit or liquor made from a liquid that has been fermented and distilled from grain. Sometimes the grain has been malted, sometimes not. It is aged, often for long periods of time, in wooden barrels (usually oak). This barrel-aging smoothes the rough palate of the raw spirit and adds aromatic and flavoring nuances along with the base amber hue.¹⁴ Consequently, a spirit has a high percentage of alcohol, gauged by its proof content. Proof is equal to twice the percentage of alcohol in the beverage; therefore, a spirit that is 80 proof is 40 percent alcohol.¹⁵ Spirits are traditionally enjoyed before or after a meal, rather than with a meal. Most spirits may be enjoyed straight or “neat” (without ice or other ingredients), or they may be consumed with water, soda, juices, or cocktail mixes.¹⁶

Whiskey from Scotland is called scotch and most aficionados drink it neat or with a little water. Some extol the virtues of single malt scotch of which there are several brand names each with their own distinguishing characteristics. Most

whiskey is blended, a craft practiced by the blender who uses judgment based on years of experience to produce the Johnnie Walker or Chivas Regal.

Bourbon has a special place in American history. In Colonial New England, rum was popular, but after the separation with England, whiskey became the favorite alcoholic drink. That is, until George Washington levied a tax on this whiskey. So, the farmers moved south in order to carry on production, but when the rye crop failed, they mixed corn and found the result very enjoyable. Since the experiment happened in Bourbon county Kentucky, the name bourbon stuck. Bourbon is now produced mainly from corn and is aged up to six years in charred barrels that give bourbon its distinctive mellow taste. Jack Daniel's, George Dickel, and Maker's Mark are among the better known brands.

WHITE SPIRITS

Gin, vodka, rum, and tequila are the most common so-called white spirits.

Gin, originally known as Geneva, was first produced in Holland, but it was the British who shortened the name to gin. They used almost anything to make it. Often gin was made in the bathtub in the morning and sold all over London at night at hole-in-the-wall dram shops. Naturally the quality left a lot to be desired; however, the poor drank it up to the point of national disaster.¹⁷ Gin became popular as the foundation of many drinks such as the martini, gin and tonic, gin and juice, and tom collins.

Vodka is made from several different ingredients, predominantly barley, corn, wheat, rye, sugar beet molasses, and potatoes. Because vodka lacks color, flavor, and odor, it is often combined with juices or other mixes whose flavors predominate.¹⁸ Vodka has increased in popularity in part because it “leaves you breathless.” There are several popular brands of vodka, some with special flavorings.

Rum comes dark or light in color. Dark rum is distilled from molasses and light rum is distilled from the fermented juice of sugar cane. Rum is mostly produced in the Caribbean islands of Barbados (Mount Gay), Puerto Rico (Bacardi), and Jamaica (Myers). Rums are used in mixed drinks like rum punches, daiquiris, piña colodas, and rum and cokes.

Tequila is distilled from the agave tequilana, a type of cactus, called *mezcal* in Mexico. Tequila can be white, silver, or golden. White is not aged, silver is aged up to three years, and golden is aged in oak barrels for up to four years. Tequila is used in margaritas and tequila sunrise cocktails as well as shooters.

Cognac is distilled from wine and regarded by connoisseurs as the best brandy. By French law, cognac can only come from the Cognac region of France. Cognacs are aged in oak barrels from two to four years or more. Because cognacs are blends of brandies of various ages, no age appears on the label; instead, letters signify the relative age and quality. For example, VSOP must be aged at least four years.¹⁹

Brandy is also distilled from wine and comes from California and South Africa. It is used in the “well” for mixed drinks, while premium brandy, aged for at least two years in white oak, may be used for after-dinner drinks.

NONALCOHOLIC BEVERAGES

Nonalcoholic beverages are those which do not have any alcohol. They include sodas, juices, nonalcoholic beers, dealcoholized wines, and nonalcoholic cocktails or mocktails, such as the shirley temple, virgin mary, and virgin piña colada. Bottled waters, power drinks, and coffee and tea round out the nonalcoholic beverages most restaurants offer.

Considering the excellent margins on nonalcoholic beverages it's a wonder not more restaurants tout their beverage menus. The typical margin on a fountain drink is about 85 percent. Margins can be pushed further by offering specialty drinks; for example, a 20-ounce fountain drink sells for \$1.59; but a line of a mix of various soft drinks and fruit juices can up the margin considerably. The cost of a soda fountain drink is 31 cents and a specialty mix costs 40 cents but sells for \$2.49.²⁰ At Berryhill Baja Grill in Houston, the signature drink has become the mint lemonade, a blend of freshly squeezed juices and mint. The lemonade is displayed in a large glass container on the counter next to the cash register so guests cannot miss it when they place their orders. The mint lemonade sells for \$2.50, versus \$1.89 for a fountain drink.²¹ That may not seem like much, but when you sell thousands of them it adds up, especially if you have a chain of restaurants.



Go to several restaurant bars and

watch the bartenders, noting how many steps they require and how easy or difficult it is for them to make the drinks. This should help you set up your restaurant's bar.

Bartenders

The recruitment and selection of a great bartender is, obviously, critical to the success of the beverage operation of a restaurant. Here are the top 10 tasks bartenders are responsible for:

1. Collect money for drinks served.
2. Check identification of customers to verify age requirements for purchase of alcohol.
3. Balance cash receipts.
4. Attempt to limit problems and liability related to customers' excessive drinking by taking steps such as persuading customers to stop drinking, or ordering taxis or other transportation for intoxicated patrons.
5. Clean glasses, utensils, and bar equipment.
6. Take beverage orders from serving staff or directly from patrons.
7. Serve wine, and bottled or draft beer.
8. Clean bars, work areas, and tables.
9. Mix ingredients, such as liquor, soda, water, sugar, and bitters, to prepare cocktails and other drinks.
10. Serve snacks or food items to customers seated at the bar.²²

In addition, the top 10 work activities are:

1. Perform for or work directly with the public.
2. Communicate with persons outside the organization.
3. Establish and maintain interpersonal relationships.

4. Identify objects, actions, and events.
5. Judge the qualities of things, services, or people.
6. Communicate with supervisors, peers, or subordinates.
7. Get information.
8. Sell or influence others.
9. Perform general physical activities.
10. Monitor processes, materials, or surroundings.²³

During the morning shift, bartenders cut fruit, make mixes for drinks like piña coladas and margaritas, set up the bar, and prepare for service. They count the cash and place it in the till. The swing shift comes on duty at 4:00 P.M. and stays through the happy hour and evening rush. The closing shift comes on duty at 6:00 P.M. and continues the service of guests until closing. They also stock the bar and make out requisitions. Many restaurants require a bartender to first spend time on the floor of the restaurant as a food server in order to become familiar with the restaurant and its operational procedures.

Prerequisites for successful bartenders are a positive attitude, the ability to talk to people, honesty, patience, maturity, integrity, and the ability to make guests come back.

Basic Bar Inventory

The selection of a basic bar inventory depends on the type of restaurant. For example, a trendy upscale restaurant will carry several premium brands that a neighborhood Italian restaurant will not.

A new concept in planning for a more sustainable bar includes the addition of organic, “biodynamic,” and/or local alcohol. Along with meeting other criteria, once alcohol has been certified organic for three years, it can be considered biodynamic.²⁴ If organic or biodynamic alcohol is not available in the area, the next best option is local. Look for alcohol produced in your region, because that means that it wasn’t transported across the country or the world, and that it has a smaller carbon footprint.²⁵

The basic inventory shown here is for a contemporary casual/upscale restaurant of 120 seats in the historic area of a major convention city.

Wine by the glass	House: A good no-name red/white A Cabernet Sauvignon A Chardonnay A Merlot A Sauvignon Blanc
Champagne	Korbel Moët & Chandon
Sherry	Fino
Cognac	Rémy Martin
Gin	Tanqueray, Gordon’s
Vermouth	Martini & Rossi Red/White

Vodka	Absolut Grey Goose Smirnoff
Rum	Bacardi Captain Morgan Mount Gay
Tequila	Cuervo Gold and 1800 Sauza Hornitos
Scotch Whiskey	Chivas Regal House Johnnie Walker Red/Black/Gold and Green Glenlivet
Rye Whiskey	Crown Royal Canadian Club Seagram's VO and 7
Cordials and Liqueurs	Baileys Chambord Cointreau Drambuie Grand Marnier Kahlúa Tia Maria
Draft Beer	Budweiser Bud Light Michelob Ultra Michelob Light AmberBock Rolling Rock Killian's
Bottled Beer	Samuel Adams Budweiser Bud Light Corona Dos Equis Heineken
Soda	Samuel Adams Coca-Cola Diet Coke Dr. Pepper Sprite
Bottled Water	Evian
Juice	Apple Cranberry Orange Pineapple Tomato



One tip in creating your wine list is to use unfamiliar wines so that people do not know the cost. When customers see that you are charging \$30 for a wine widely advertised and sold in supermarkets for \$8, they feel ripped off. Use a wine that is good but one the guests will not compare to liquor store prices.

Wines

Wine, the fermented juice of freshly gathered grapes, is produced in many temperate parts of the world. In Europe, for example, France, Spain, Italy, Germany, and other countries produce excellent wine from several different grapes. In North America, California, Oregon, Washington, and New York states along with British Columbia and Ontario are the better-known wine-producing areas. In South America, Chile, Argentina, and Uruguay are the main wine producers. Australia's states of New South Wales, Victoria, and South Australia produce excellent wines. New Zealand also has a good selection, so also does South Africa.

Soil, climate, and cultivation all have a significant impact on the wine's character. Too much or too little of one essential element will mean a poor-tasting wine. Too much sun will dry out the grapes and the yield will be small. Too much rain and the grapes will not get enough sun to ripen properly.

Wines are first categorized by color: red, white, or rosé. Then they are further classified as light beverage wines, still, sparkling, fortified, and aromatic. Most wines are still, meaning they don't contain any bubbles.

In the United States, wines are named by the variety of grape. Several well-known white wines are chardonnay, sauvignon blanc, fumé blanc, pinot blanc, white zinfandel, pinot grigio, and riesling. Among the better-known red varietal wines are cabernet sauvignon, merlot, pinot noir, zinfandel, and petite syrah.

WINE MAKING

Wine is made in six steps: crushing, fermenting, racking, maturing, filtering, and bottling. Grapes are harvested in the fall, after they have been tested for maturity, acidity, and sugar content. The grapes are picked and quickly sent to the pressing house to remove the stems and crush the grapes. The juice that is extracted is called must.

The second step in the winemaking process is *fermentation* of the must, a process that occurs naturally due to yeasts on the skins of the grapes. Additional yeasts are also added. The yeasts convert the sugar in the grapes to ethyl alcohol, until little or no sugar is left in the wine. The degree of sweetness or dryness in the wine is controlled by adding alcohol, removing yeasts by filtration, or adding sulfur dioxide.

Red wine gains its color during the fermentation process from the coloring pigments of the red grape skins, which are returned to the must.

Once the fermentation is complete, the wine is transferred to racking containers. There it settles before being poured into stainless-steel vats or oak barrels (for better wines). Barrel-aged wines gain additional flavor and character during aging. Throughout the aging process, red wine extracts tannin from the wood, which gives longevity to the wine. Some white and most red wine is barrel aged between 2 and 24 months. After maturing, the wine is filtered to help stabilize it and remove any solid particles in a process called *fining*. The wine is then

clarified by adding either egg white or bentonite, which removes impurities as it sinks to the bottom of the vat. The wine is then bottled.

Fine *vintage* wines are kept for a few years to further mature in the bottle and are drunk at their peak, several years later. White wines mature more quickly than red wines and are often consumed within a few months of bottling. However, the better white wines are also aged a few years. The better red wines are aged several years to reach their peak of perfection.

In Europe due to the variable climate, wines from some years are much better than others; these better years are declared vintage years, and wines from those years command a higher price. Experts judge the relative merits of a wine based on a 1-to-10 point scale. The *Wine Spectator's* 100-point scale is also a good guide for selecting wine.

Following is *Wine Spectator's* 100-point scale and what it indicates:²⁶

- 95–100—Classic; a great wine
- 90–94—Outstanding; superior character and style
- 80–89—Good to very good; wine with special qualities
- 70–79—Average; drinkable wine that may have minor flaws
- 60–69—Below average; drinkable but not recommended
- 50–59—Poor; undrinkable, not recommended



Champagne, like wine, should be stored lying flat in a rack so the cork is kept moist. The best storage temperature is between 50 and 55°F and served in an ice bucket at a temperature of 43 to 47°F. Here are the six steps for presenting, opening, and serving champagne.

1. In a formal restaurant, the bottle is presented to the guest partially wrapped in a cloth napkin. This is to double check that it is the correct bottle, as ordered.
2. Then the bottle is placed in or returned to an ice bucket to await opening.
3. Great care must be taken when opening a bottle of champagne or sparkling wine: Do not shake it up, first remove the wire and foil around the top of the bottle, then point the bottle away from guests. While gently holding the top of the cork with the napkin, twist the cork in one direction only — not back and forth — until it gently pops out of the bottle.
4. When the cork pops out, continue holding the bottle at a 45-degree angle to let the gases out for about five seconds. If the bottle is held upright, champagne as well as gas will come out.
5. Serve champagne in two pouring motions: First fill the glass and wait for the bubbles to subside, then top it off to three-quarters full.
6. As with all wines, first offer the host a taste, then pour the guests a glass before returning to the host to top off his or her glass.

SPARKLING WINES

Champagne, sparkling white wine, and sparkling rosé wine are known as *sparkling wines*. The “sparkling” part comes from the addition of carbon dioxide, which can be either naturally produced or infused into the wine. The best-known sparkling wine is champagne, which is mostly used for celebrations. Champagne owes its unique sparkling quality to a second fermentation in the bottle, a process called *méthode champenoise*. French and international law stipulates that champagne can come only from the champagne region of France; all other sparkling wines can only use *méthode champenoise*.

FORTIFIED WINES

Sheries, ports, Madeiras, and marsalas are *fortified wines*, meaning that brandy or wine alcohol has been added to them. The brandy or wine alcohol gives a unique taste and increases the alcohol content of the wine to about 20 percent. Fortified wines are sweeter than regular wine. Each has several subgroups with a range of aromas and tastes. Fortified wines range from dry to sweet and light to dark in color. They can be enjoyed anytime and are also used in cooking.

Sherry (which comes from Spain) is normally drunk before a meal. Port (which comes from Portugal) is enjoyed after a meal and goes really well with cheese.

AROMATIC WINES

Aromatized wines are fortified and flavored with herbs, roots, flowers, and barks. These wines can be sweet or dry. Aromatic wines are better known as aperitifs, which are normally enjoyed before a meal to stimulate the digestive juices.

Among the better-known aromatic wines are Dubonnet (red is sweet, white is dry); vermouth (red is sweet, white is dry); Byrrh (sweet); Lillet (sweet); Punt e Mes (dry); and St. Raphael (red is sweet, white is dry). These aromatic wines are enjoyed by themselves or mixed with other drinks in a cocktail.



WINE TASTING

Wine tastings can enhance a restaurant’s appeal and help guests enjoy and learn more about wines. Wine appeals to three senses: vision through its color, smell through its aroma, and taste. Connoisseurs enjoy a three-step ritual when tasting wine; each step is designed to maximize the enjoyment and complement the wine’s appeal to each sense.

1. Hold the wineglass up to the light to see its color. Is it clear and bright? The deeper the color, the fuller the wine flavor will be.
2. Swirl the wine around the glass to release more of the aroma, then sniff the wine. The wine will reveal its characteristics and flavor (cabernet sauvignon, for example, should smell of cherry and plum, and be slightly peppery) and give an indication of the taste to follow.
3. Taste the wine by rolling it around your mouth so that it touches the taste buds while at the same time sucking in a little air between your lips. This helps release the complexities of the wine.

HOW TO SELECT A WINE LIST

Creating a wine list can be fun, and to do so you can involve future guests—that's the tasting part. Before the tasting experience, however, let's be practical and see how much budget and space you have. Remember, the wine has to be purchased, so the larger the list, the more money will be sitting in the wine store-room. Plus, white wine will need to be stored in a wine refrigerator prior to service. Some wines can be securely displayed near the entrance—to imply that wine should be enjoyed with the meal. This also adds to the ambience of the restaurant.

The wine selection offered should be appropriate for the restaurant. Naturally, an Italian restaurant will feature wines from Italy, along with some from California and perhaps other countries. A casual American regional restaurant can offer wines from America: California, Washington, and Oregon, for example.

Next, consider the varietal type of grape and, most important, what's on the menu. Pairing food with wine is critical to the enjoyment of the meal, as wines can either complement or detract from a dish.

Another thing to consider is the layout and format of the menu and wine list. Today a number of restaurants put the two together so guests can more easily make their selection. A wine can be suggested alongside each dish on the menu.

The more popular varietal white wines are champagne and sparkling wine. Unless you have a large restaurant, you should select one of each. To save writing out each varietal name on the wine list, just use the term *selected white wines*. Select one or more from various regions and countries. Advice can always be obtained from wine suppliers—but remember, they will want to dominate your list with their products. Be sure to have a test of a selection of each type.

Select wines that will be good to accompany the menu and be priced for your guests. The typical restaurant's percentage cost for wines is 30 percent. Thus, if a bottle costs \$10, it would sell for \$30 or a rounded number close to that. Wines are best listed with the most expensive first or mixed up, but not from the least expensive to the most expensive. Wine by the glass is usually offered, with a couple of house and a couple of better varietal wines available.

Red wines should be stored at room temperature and white wines in a cool place and chilled before service. You can purchase special wine refrigerators, but the cost must be balanced against the type of restaurant and the wine consumption. If the white wine is kept in a cool place, it can be refrigerated before service—this means careful preparation and turnover of bottles in readiness for each meal service to ensure always having chilled bottles ready. See Figure 7.2 for a sample



The bar at Seeger's Restaurant
Courtesy of Seeger's

Wine List**Champagne and Sparkling Wine**

<i>Veuve Clicquot Ponsardin</i>		
<i>Veuve Clicquot Ponsardin (1/2 bottle)</i>	14.00	37.50
<i>Tattinger "La Française" Brut</i>		70.00
<i>Roederer Estate "L'Ermitage" Brut '93</i>		65.00
<i>Moët & Chandon "White Star"</i>		60.00
<i>Iron Horse "Wedding Cuvee" '96</i>		50.00
<i>Jordan Vineyards "J" '94</i>		45.00
<i>Roederer Estate Brut</i>	11.00	42.00
<i>Domaine St. Michelle Brut</i>	6.00	22.00

Chardonnay

<i>Rutz Cellars "Dutton Ranch" '96</i>		60.00
<i>Chalk Hill Estate '97</i>		60.00
<i>Chalone, Monterey County '97</i>		50.00
<i>Jordan, Sonoma County, '97</i>		50.00
<i>Ferrari Carano, Alexander Valley '97</i>		48.00
<i>Stonestreet, Sonoma '96</i>	12.00	46.00
<i>ZD, Napa '97</i>		45.00
<i>Steele, California '97</i>		46.00
<i>Sonoma-Cutrer Russian River Ranches '98</i>	10.00	38.00
<i>La Crema, Sonoma '97</i>		36.00
<i>Silverado, Napa '97</i>		36.00
<i>Bernardus, Carmel Valley, '97</i>		36.00
<i>Clos Pegase, Napa '97</i>		34.00
<i>Cambria, "Katherine's Vineyard", '98</i>		32.00
<i>J. Lohr, Monterey '98</i>	8.00	30.00
<i>Benzinger Carneros, Sonoma '98</i>		30.00
<i>Chateau St. Jean, Sonoma '98</i>	7.50	28.00
<i>Beringer "Founders Estate" '98</i>	7.50	26.00
<i>Presidio, Santa Barbara '98</i>		24.00
<i>Flora Springs, Napa Valley '98</i>	6.00	22.00

Sauvignon Blanc and Fume Blanc

<i>Sauvignon Blanc, Cloudy Bay, New Zealand '99</i>		39.00
<i>Fume Blanc, Grgich Hills, Napa Valley '97</i>		38.00
<i>Sauvignon Blanc, Gainey, Santa Ynez Valley '97</i>		36.00
<i>Sauvignon Blanc, Matanzas Creek, Sonoma '98</i>		33.00
<i>Fume Blanc, Ferrari-Carano, Sonoma '98</i>	8.50	32.00
<i>Sauvignon Blanc, Villa Maria, New Zealand '99</i>	7.00	26.00
<i>Sauvignon Blanc, Markham, Napa '98</i>		22.00

Selected White and Blush

<i>Pinot Grigio, Santa Margherita, Italy '98</i>		38.00
<i>Pinot Blanc, Saddleback Cellars '98</i>	9.50	36.00
<i>Viogner, Cambria, Tepusquet Vineyard '98</i>	9.00	34.00
<i>Pinot Gris, Willamette, Oregon '97</i>	8.50	32.00
<i>Riesling, J. Lohr, Central Coast '98</i>	6.00	22.00
<i>White Zinfandel, Beringer, Napa '98</i>	5.50	21.00

*Vintages Subject To Change***Wine List****Cabernet Sauvignon**

			<u>Glass</u>	<u>Bottle</u>
<i>Jordan, Alexander Valley '95</i>				75.00
<i>Napa Valley Wine Company, Napa '96</i>				60.00
<i>St. Clement, Napa '96</i>				53.00
<i>Clos Pegase, Napa '97</i>				50.00
<i>Freemark Abbey, Napa '95</i>				50.00
<i>Pine Ridge Rutherford, Napa '96</i>				48.00
<i>Alexander Valley Vineyard "Wetzel Estate" '97</i>	11.00			42.00
<i>Beaulieu Vineyards, Rutherford, Napa '96</i>				36.00
<i>Lockwood, Monterey '96</i>			9.00	34.00
<i>Beringer "Founders Estate" '97</i>			7.00	26.00
<i>Beaulieu Vineyard "Coastal", Napa '97</i>			6.50	24.00

Zinfandel

<i>Edmeades "Ciapusci Vineyard", Mendocino '96</i>				65.00
<i>Kunde "Century Vines", Sonoma '96</i>				45.00
<i>Grgich Hills Cellar, Napa '96</i>				38.00
<i>Storybook Mountain "Mayacamas Range" Estate '97</i>				33.00
<i>Chateau Souverain, Dry Creek Valley '97</i>	8.00			30.00

Merlot

<i>Chalk Hill Estate '96</i>				70.00
<i>Clos Du Val, Napa '96</i>				60.00
<i>ZD, Napa Valley '97</i>				55.00
<i>St. Francis, Sonoma '97</i>				50.00
<i>Franciscan "Oakville Estate", Napa '97</i>	12.00			46.00
<i>Markham, Napa '97</i>				40.00
<i>Voss, Napa '97</i>				38.00
<i>Kunde, Sonoma '97</i>				36.00
<i>Chateau Ste. Michelle, Washington '97</i>				34.00
<i>Presidio, Santa Barbara '98</i>	8.00			30.00
<i>Camelot Vineyards, California '96</i>				28.00
<i>Kenwood "Yulupa" '97</i>			6.50	26.00

Pinot Noir

<i>Acacia, Carneros '98</i>				48.00
<i>Wild Horse, Central Coast '97</i>	12.00			46.00
<i>Sanford, Central Coast '97</i>				45.00
<i>Saintsbury, Carneros '98</i>				42.00
<i>La Crema, Sonoma '97</i>				36.00
<i>Presidio, Santa Barbara '97</i>	9.00			34.00
<i>Van Duzer, Oregon '97</i>				32.00
<i>Kenwood, Russian River Valley '98</i>	8.00			30.00
<i>Eola Hills, Oregon '97</i>	7.50			28.00

Selected Red

<i>Petite Syrah, Stags Leap, Napa '96</i>				55.00
<i>Sangiovese, Venge "Family Reserve", Napa '97</i>				49.00

*Vintages Subject To Change***FIGURE 7.2:** A wine list from Blue Point Coastal Cuisine, San Diego*Courtesy of the Cohn Restaurant Group*

Proprietor's Reserve List**Champagne**

Louis Roederer Cristal '93	275.00
Perrier Jouet "Fleur de Champagne" Rose '88	225.00
Moët & Chandon "Dom Perignon" '92	200.00
Veuve Cliquot "La Grande Dame" '89	160.00
Salon "Blanc de Blancs" '88	150.00
Veuve Cliquot "Gold Label" '93	85.00

Chardonnay

Far Niente, Napa '97	80.00
Kistler, Sonoma Coast '98	80.00
Mer Soleil, Central Coast '96	78.00
Arrowood "Cuvee Michel Berthoud" '97	75.00
Silverado "Limited Reserve", Napa '96	75.00
Steele "Durrell Vineyard" '96	70.00
Merryvale "Reserve", Napa '97	58.00
Pumpjack "Reserve", Napa '97	55.00
Sonoma-Cutrer "Les Pierres" '97	55.00

Pinot Noir

Ponzi "Reserve", Willamette Valley '96	80.00
Chalone, Monterey County '98	60.00
Beur Bout, Russian River '96	40.00

Cabernet Sauvignon

Lakoya, Mount Veeder '95	175.00
Caymus, Napa '96	130.00
Grgich Hills Cellars '91	125.00
Silver Oak, Napa Valley '94	125.00
Kenwood "Artist Series", Sonoma '94	125.00
Kenwood "Artist Series", Sonoma '95	120.00
Kenwood "Artist Series", Sonoma '93	115.00
Silverado "Limited Reserve", Napa '95	115.00
Silver Oak, Alexander Valley '95	100.00
Bell Cellars "Baritelle Vineyard", Napa '94	100.00
Grgich Hills Cellars '94	100.00
Heitz Cellars "Trailside", Napa '94	90.00
Girard Reserve, Napa Valley '94	90.00
Staglin, Napa Valley '96	85.00
Alamniara, Napa Valley '95	80.00
Frazier "Lupine Hill Vineyard", Napa '95	75.00
Chateau Ste. Jean "Cinq Cépages", Sonoma '96	75.00
Saddleback, Napa '96	65.00

Meritage

Opus One, Napa '96	190.00
Stonestreet Legacy '96	150.00
Conn Creek, "Anthology" '94	140.00
Cain Five, Napa Valley '95	125.00
Merryvale "Profile" '96	110.00
Lancaster Reserve, Alexander Valley '95	115.00
Mettise, Napa Valley '95	90.00
Flora Springs "Trilogy", Napa '96	80.00
Spring Mountain, Napa '96	85.00
Bernardus "Marinus", Carmel Valley '95	70.00

Merlot

Chalk Hill Estate '95	75.00
Matanzas Creek '96	75.00
Jude Mountain "Caldwell Vineyards" '97	60.00
Fisher Vineyards "RCF" '95	60.00
Newlan "Reserve", Napa '94	50.00
Pride Mountain Vineyards '96	48.00

Vintages Subject To Change

After Dinner List**Port**

Warre's '77	36.00
Dow "Silver Jubilee" '77	30.00
Dow "Quinta do Bonfim" '84	26.00
Dow '97	23.00
Dow '85	21.00
Warre's '97	20.00
Warre's '85	18.00
Warre's '68 Tawny	14.00
Fonseca 20 year Tawny	11.00
Sonoma Portvorks Deco	9.00
Taylor LB1 '94	8.00
Graham's Six Grapes	7.00
Sandeman Reserve NV	7.00
Fonseca Bin 27	7.00

Dessert Wine

Dolce by Far Niente	21.00
Grgich Hills Violenia	17.00

Grappa

Ornellaia Grappa Di Merlot	14.00
----------------------------	-------

Brandy and Calvados

Raynal VSOP Napoleon	5.75
Calvados, Bisnet VSOP	8.00

Cognac and Armagnac

Louis XIII	125.00
Paradis	55.00
Hennessey XO	20.00
Martell Cordon Bleu	17.50
Delemain Pale & Dry	12.00
A. de Fussygnay "Cigar Blend"	10.00
Jannet Reserve De La Maison	9.00
Hennessey VSOP	8.00
Remy Martin VSOP	8.00
Courvoisier VS	6.00

Scotch

Johnnie Walker "Blue Label"	22.50
Macallan 18 Year	14.00
Lagavulin 16 Year	10.00
Glenmorangie Port Wood	10.00
Glenmorangie Madeira Wood	10.00
Glenmorangie Sherry Wood	10.00
Laphroig Islay Malt 15 Year	8.50
Talisker Skye Malt 10 Year	8.50
Oban 14 Year	8.00
Glenfiddich	8.00
Glenlivet	8.00

Bourbon

Bookers Small Batch	8.00
Bakers Small Batch 7 Year	8.00
Blanton's Single Burrell 12 Year	7.50
Basil Hayden's 8 Year	7.50
Crown Royal Reserve	7.50
Woodford Reserve	7.50
Knob Creek Small Batch 9 Year	7.00

Tequila

Herradura Selección Suprema	25.00
Jose Cuervo La Familia Reserva	10.00
Don Julio Anejo	8.50
Chinaco Anejo	8.00
Chinaco Anejo	8.00
Patron Anejo	8.00
Patron Silver	8.00
Sauza Tres Generaciones	7.50

FIGURE 7.2: (continued)

wine list from an upscale contemporary restaurant. The number of bottles offered in each category is perfect for this restaurant.

WINES WITH FOOD

The combination of great food and wine is one of life's greatest pleasures. Today, anything goes, meaning that if a guest wants a red wine with a white meat, that's okay. Patrons should feel comfortable with any choice of wine with a meal. A restaurateur may want to be able to give advice as to what wine best complements a certain dish. Over the years, experience has shown that:



Charlie Trotter's offers an incredible selection of wine, including some 30 by the glass, to complement the dining experience

Courtesy of Charlie Trotter

- White wine is best served with white meat—pork, turkey, chicken, veal, fish, and shellfish.
- Red wine is best served with red meat—beef, lamb, duck, and game.
- Champagne can be served throughout the meal.
- Port and red wine go well with cheese.
- Dessert wines, which tend to be sweeter than others, best complement desserts and fresh fruits that are not highly acidic.
- When a dish is cooked in wine, it is best served with wines of that variety.
- Regional food is best served with wine of the same region.
- Wines are best not served with salads with vinegar dressings, chocolate, or strong curries, all of which are too strong or acidic for it.

Food and wine are described by flavor and texture. Textures are the qualities in food and wine that we feel in the mouth, such as softness, smoothness, roundness, richness, thinness, creaminess, chewiness, oiliness, harshness, and so on. Textures correspond to sensations of touch and temperature, which we can easily identify—for example, hot, cold, rough, smooth, thin, or thick. Regarding the marrying of food and wine, light food with light wine is always a reliable combination. Rich food with a full-bodied wine can be wonderful as long as the match is not too rich. The two most important qualities to consider when choosing the appropriate wine are richness and body.

Flavors are food and wine elements perceived by the olfactory nerves as fruity, minty, herbal, nutty, cheesy, smoky, flowery, earthy, and so on. A person determines flavors by using the nose as well as the tongue. The combination of texture and flavor is what makes food and wine a pleasure to enjoy; a good match between the food and wine can make special occasions even more memorable. Some restaurants offer wine tastings as special promotional events.

Responsible Alcoholic Beverage Service

Managing alcohol risks by practicing responsible alcoholic beverage service is vital to ensuring guest safety and the security of the restaurant, as well as protecting the bottom line. Creating a responsible alcoholic beverage service program is, in itself, a powerful lawsuit defense. These guidelines from the American Hotel and Motel Association's *Lodging* magazine focus on safety and lawsuit preparedness.

1. Write a responsible alcohol-serving mission statement outlining your position on drinking and safety. Once the mission is written down, the operator has a basis from which to complete the policy and plan.
2. Review local and state liquor laws.
3. Assess the operation's clientele.
4. Make a plan for developing and maintaining relationships with law enforcement officials and transportation organizations.
5. Establish a comprehensive program of ongoing staff training.
6. Create a schedule of management audits of policy and practice.
7. Create a system of actions that demonstrate support for responsible and enjoyable drinking.²⁷

Responsible alcoholic beverage service programs should also include responsible actions—for instance, having a trained person at the door to check IDs for proof of age, to discourage patrons from leaving with alcohol, and to prevent intoxicated patrons from driving. Restaurant and bar operators should encourage a designated-driver program, offering free or reduced-cost nonalcoholic drinks to a driver. Also, post taxi numbers next to the pay phone and provide them to servers for use with intoxicated guests. Another good practice is to encourage food consumption. Finally, all incidents of concern should be recorded. The time of day, date, situation, response, patron identity, alternative transportation offered, and names and addresses of witnesses are all things that should be noted if possible.

The National Restaurant Association's ServSafe and Barcode programs are highly recommended as a further methods of training employees on the law and responsibilities of alcoholic beverage service, how alcohol affects the body, and techniques for responsible alcohol service and service in difficult situations.²⁸

Dram shop laws enacted by state legislators bring alcohol awareness training to the forefront because, without it, the restaurant risks losing its liquor license. In most states, the servers of alcoholic beverages can be held accountable for drunken-driving accidents under state statutes or under common-law liability. Serving liquor to an intoxicated person is a criminal act in some states. Judgments against places serving alcohol can be so large as to wipe them out of business. With an oversupply of lawyers looking for lawsuits, cocktail lounges and bars are ready targets. Publicity about the number of deaths caused by drunken driving

has focused attention on the problem and made alcohol awareness training a must where liquor is served to the public.

Many people serving liquors—bartenders, servers, and managers—are first concerned with sales volume. Concern about drunkenness comes only after a customer causes a problem. Happy hours and two-for-ones do increase liquor consumption and move the drinker toward drunkenness.

Bartender training stresses the absolute necessity of requesting proof of age from suspected minors.

Many restaurants cut off any person who appears to have had a little too much liquor, especially those who become belligerent. Judging the level of alcohol intoxication, however, is difficult. In carefully controlled tests conducted at the Rutgers Center of Alcohol Studies, social drinkers, bartenders, and police officers were able to judge levels of intoxication of subjects accurately only 25 percent of the time. The three groups were able to tell when subjects were sober but underestimated the intoxication level of the subjects who had been drinking.

S&A Restaurant Corporation (Steak and Ale, Bennigan's, and JJ Muggs) has turned away customers under 21 years of age after 9:00 P.M. in many of its restaurants regardless of whether the state law permits drinking at a younger age.

Third-Party Liability

Owners, managers, bartenders, and servers may be liable under the law if they serve alcohol to minors or to persons who are intoxicated. This is known as *third-party liability*. The penalty can be severe. The legislation that governs the sale of alcoholic beverages is called dram shop legislation. The dram shop laws, or civil damage acts, were enacted in the 1850s and dictated that owners of establishments that serve alcohol are to be held liable for injuries caused by intoxicated customers.

To combat underage drinking in restaurants and bars, a major brewery distributed to licensed establishments a booklet showing the authentic design and layout of each state's driver's license. Trade associations, such as the National Restaurant Association, have, together with other major corporations, produced a number of preventive measures and programs aimed at responsible alcohol beverage service. As mentioned earlier in the chapter, the major thrust of these initiatives is awareness programs and mandatory training programs such as ServSafe: Responsible Alcohol Service, which promotes responsible alcohol service. ServSafe Alcohol, sponsored by the National Restaurant Association, is a certification program that teaches participants about alcohol and its effects on people, the common signs of intoxication, and how to help customers avoid drinking too much.²⁹

Responsible alcohol service programs offer bonuses to those who implement them such as reductions in insurance premiums and legal fees.

Controls

If the liquor inventory is not properly controlled, losses from spillage, theft, and honest mistakes can seriously affect the restaurant's bottom line, so think of a liquor bottle as a \$100 bill and guard it accordingly. The loss or smuggling of liquor occurs in virtually all restaurants. It is safer to assume that, given a chance, people will steal it one way or another.

To avoid or solve liquor *control problems*, institute a weekly or biweekly audit. This may be done by an outside auditor, which is recommended for larger and higher-volume restaurants, or internally, with the correct equipment. For large or high-volume restaurants, the audit begins with a physical count of all open and full bottles of liquor and wine, and beer kegs are weighed. Any other inventory, such as bottled beers and cordials, are counted. The sales and purchase figures are factored in, and the auditor is able to calculate the pouring-cost percentage. The source and volume of lost liquor may then be identified and a plan developed to investigate the losses and prevent recurrence.

Restaurants that use an external audit service receive a printout each week giving management/owners the information they need to target problem areas. Generally, the outcome is a reduction in smuggling and an increase in net savings. The cost of audits range from \$175 to \$300, depending on the site of the inventory and frequency of audits.

For operators who want to conduct their own audit and calculate liquor pouring cost, suppliers offer systems that use a PC, a portable scale, and a bar-code scanner.

CONTROLLING LOSSES

Several other commonsense measures can be incorporated into the control of the bar and beverage operation.

- Limit bar access to bartenders and make them accountable for the pouring-cost results.
- Give incentive bonuses for good results.
- Require that drink orders be rung into the register before the drinks are made.
- Use a remote system in which servers must ring up the order before it goes to the bartender.
- Install a video camera.
- Install an alarm on the bar door.
- Do not allow bags to be brought into the bar.
- Provide lockers in another area.
- If bartenders make mistakes, have them written off and signed for by management.
- Cushion bar floors to reduce breakage.

- Set up a system that allows employees to report incidents anonymously.
- Be careful in hiring employees for the beverage operation; check references and do background checks.

WAYS TO STEAL IN A RESTAURANT OR BAR

In the food and beverage industry, it is estimated that 25 percent of employees steal regardless of the controls in place; 25 percent will not steal regardless of the controls in place; and 50 percent will steal if given the opportunity. The controls in place in a restaurant determine whether 25 percent are stealing or 75 percent are. The *Practitioners Publishing Company's Guide to Restaurants and Bars*, suggests 99 ways to steal in a restaurant or bar. Some of the more likely ones to happen to a restaurant are listed below. The imagination shown in stealing from bar operations is exceeded only by some lawyers when billing clients.

Cash Register: The Restaurant Owner Is the Victim

1. Serve the drinks and/or food and collect the money while the register is being closed out at the end of a shift or at night or when the ribbon or tape is being changed.
2. Phony walkout—keep the cash and claim that the customer left without paying.
3. Short ring—charge the customer the actual price, under-ring the sale on the cash register, and pocket the difference.
4. No sale—charge the customer the actual price but don't ring up the sale. Bartenders often put the cash into their tip jar or their pocket, or leave it in the cash drawer.
5. Alter the breakout of tip and check amounts on credit card receipts, then overstate the tips and understate the checks.

The Customer Is the Victim

1. Jam the cash drawer during critical hours so that it must be left open.
2. Shortchange the customer (for example, by giving change for \$10 instead of \$20).
3. Have the customer sign the credit card slip in advance and overcharge for food or drinks.
4. Alter amounts on credit card slips.
5. Run the credit card through twice.

Bar: The Restaurant Owner Is the Victim

1. Bartender does not ring up the sale.
2. Give away—if no internal controls exist, the bartender might give away free drinks to friends or in anticipation of larger tips.

3. Undercharge for drinks in anticipation of larger tips.
4. Pour higher-quality liquor than ordered and mention it to the customer in anticipation of a larger tip.
5. Phantom bottle—bartender brings his or her own bottle of liquor and pockets the cash earned from its sale. This scheme is much more devastating than merely stealing a bottle of liquor because even though the cost of a stolen bottle is nominal (for example, \$10), the lost margin on sales from the bottle is significant (perhaps \$90).
6. The bartender and the cocktail server collude to overcome the dual inventory control system. In a precheck system, the cocktail server inputs the drink order and the bartender releases the drinks based on the documentation system. The two systems provide independent totals, which can be reconciled. However, if there is collusion, the server does not enter the drinks into the system but the bartender makes and releases them.
7. Barter—bartender trades the cook free drinks for free dinners.
8. Kickbacks—a liquor distributor provides kickbacks. Kickback schemes can be difficult to detect. For example, if the distributor offers to sell the bartender 10 cases of vodka for the price of nine, the bartender receives the value of one case as a commission. The distributor will charge the restaurant for 10 cases and 10 cases will be delivered and counted.
9. Provide free drinks to visiting bartenders.
10. Bartender steals bottles of liquor.

The Customer Is the Victim

1. Short-pour—bartender pours less than a shot to cover up drinks given away or sold on the side. Some bartenders do this by bringing in a shot glass that is 1 ounce instead of an 1.25 ounces. Therefore, it appears that they are pouring a full measure when, in fact, they are short-pouring.
2. Short-pouring can also be done on a computerized dispenser system—the bartender dispenses and the system registers one shot; however, the bartender pours the liquor into two glasses.
3. Charge the customer the regular price but ring up the happy-hour price. (Many bartenders cover up the cash register display with pictures of their dog, boat, or children to keep the customer from noticing how much has been rung up.)
4. Charge for complimentary happy-hour hors d'oeuvres and bar snacks.
5. Omit most of the liquor from blended fruit drinks (especially if several drinks have been served to the customer).
6. Pour a lower-quality liquor after the first few drinks and charge for the more expensive brand.
7. Charge the customer for more drinks than actually served.
8. Resell returned beverages. (If the customer leaves an expensive liqueur, the bartender may stack it in the back and resell it to the next customer.)

9. Steal the customer's change left on the bar. (Some employees wet the bottom of their drink trays and set them down on top of the customer's change. The cash sticks to the bottom of the tray.)
10. Add two customers' drinks together, charge both customers, and (if caught) claim to have misunderstood who was purchasing the round.

Food Service: The Restaurant Owner Is the Victim

1. Server collects directly from the customer without providing a guest check and pockets the cash.
2. Collusion between the server and the cooks—server does not record order on the precheck system, but the cooks make and issue the food without proper authorization.
3. Steal food or liquor (walk-in freezers and liquor storage areas are especially vulnerable to theft). Employees sometimes claim that missing inventory was returned to the vendor or spoiled.
4. Produce surplus food so that it can be taken home.
5. Many cash registers are set up to record food sold to go. This happens often in restaurants situated in hotels; for example, coffee and a roll are sold to a customer who chooses to take them out. The waitperson does not record the sale and pockets the cash.
6. Wrap food and drop it into a box in the back or a trash can for later retrieval.
7. Kickbacks from vendors—generally, the chef takes a commission and accepts a lower quality of meat or produce.
8. Accept lower weights—for example, the produce box is weighed when received; however, if the boxes are not opened regularly by receiving personnel, the box might include a chunk of ice.
9. Feed friends for free.
10. Chef purchases specific items not on the inventory for employee or personal consumption. Chef demands personal gifts from suppliers in exchange for business for the purveyor. The price of the gift is passed on to the restaurant in higher prices or reduced quality.

The Customer Is the Victim

1. Waitperson adds extra items to customer's check. This is often aided by a confusing guest check that is difficult to understand or is faint.
2. Overcharge customers for banquet sales—for example, charge customer for 10 pots of coffee when only six were served.

Bookkeeper

1. Bookkeeper steals cash and records it as cash short.
2. Bookkeeper steals cash and records a bad debt expense for an improperly written check, NSF (bounced) check, or incorrect credit card transaction.

3. Bookkeeper writes and cashes checks to self but records them in the check register as FICA taxes (or some other frequently paid but rarely reviewed account, like utilities expense).
4. Bookkeeper/manager creates fictitious vendors.
5. Bookkeeper holds the daily bank deposit for some number of days and uses the cash for personal benefit.
6. Bookkeeper adds a “less cash” line to the deposit slip and receives cash at the bank.

Payroll

1. Phantom employees—manager adds phantom employees to the payroll and cashes their paychecks.
2. Manager adds fictitious hours to the employees’ paychecks and splits the difference with the employees.
3. Employees overstate their hours—for example, employees who work the lunch shift go home for a few hours and come back for the dinner shift but do not sign out when they leave.

Other

1. Use the phone for long-distance calls.
2. Keep funds from the vending machine.
3. Keep funds from the grease-barrel pickup.
4. Steal silverware, glassware, napkins, tablecloths, etc.
5. Fake a burglary.
6. Give away or sell artifacts from the restaurant (such as pictures or statuary).
7. Keep cover-charge receipts.
8. Steal bar supplies such as jiggers, detergent, linens, and shakers.
9. Steal cigarettes that are intended to be sold at the bar.
10. Revisit the restaurant during closed hours and steal whatever is available.
11. When obtaining change from another cash register, don’t reimburse it fully, and pocket the difference.
12. Borrow the manager’s keys and duplicate the void key, then void out entire or partial sales. (It has been reported that, at one restaurant, a ring of 17 employees engaged in this practice.)³⁰

Restaurateurs that pay attention to details like expensive beverages and treat them as if they were 100-dollar bills instead of bottles will get the attention of bartenders and others who might otherwise steal from the restaurant. This also provides an ample opportunity to create a game for your bartenders. Depending on an acceptable variance you as a manager or owner determines, you can reward or discipline your bartenders based on their performance and adherence to your controls.³¹

Summary

Restaurant bar and beverage operations present operators with challenges and opportunities. The challenges begin with training or transferring a liquor license and operating with strict controls. Establishing and maintaining a program is not only critical to the restaurant's success but is also socially responsible. Opportunities exist for creating exciting cocktails and for the combination of wine with food.

Key Terms and Concepts

Alcoholic beverage license	Premium-brand liquors
Back bar	Pull handle
Biodynamic alcohol	Responsible alcoholic beverage service
Control problem	Third-party liability
Department of Alcoholic Beverage Control	Under bar
Front bar	Well brands
Holding area	

Review Questions

1. Outline the steps involved in obtaining a liquor license.
2. Draw a rough sketch of a bar layout.
3. Write a mission and prepare a responsible alcoholic beverage service program.
4. Suggest six entrées and wines to accompany them.
5. List the ways that your restaurant bartender might try to steal from you and explain what preventive measures you will install to ensure 100 percent control of your beverages.

Internet Exercise

Look for restaurant wine lists on the Internet and check the different types of varietal wines offered.

Endnotes

1. Jennifer Hudson-Taylor and Douglas Robert Brown, *The Food Service Professional Guide to Building Restaurant Profits: How to Ensure Maximum Results*, Ocala, FL: Atlantic Publishing Group, 2003, p. 17.
2. California Department of Alcoholic Beverage Control. www.abc.ca.gov/permits/licensetypes.html. September, 2009.

3. California Department of Alcoholic Beverage Control. www.abc.ca.gov/permits/permits.html. September, 2009.
4. My Florida Web site. www.myfloridalicense.com/dbpr/abt/documents/fee_chart.pdf. September, 2009.
5. Dina Berta, "Restaurants Belly Up to the Bar," *Nation's Restaurant News*, New York: July 21, 2008, Vol. 42, Iss. 28, pp. 35–39.
6. Ibid.
7. Jerry Thomas, *How to Mix Drinks*, 1862.
8. Grey Regan, *The Joy of Mixology*, New York: Potter Publishing, 2003, p. 24.
9. Dale DeGross. *The Craft of the Cocktail*. New York: Potter Publishing, 2002, p. 15.
10. Eric Felten, "St. Louis—Party Central," *Wall Street Journal*, October 6, 2007, P.W 4.
11. Eric Felten, "Celebrating Cinco de Drinko," *Wall Street Journal*, November 28, 2008, P. B 2.
12. John R. Walker, *Introduction to Hospitality Management* 3rd ed., Upper Saddle River, NJ: Pearson, 2010, pp. 324–5.
13. Stephen Beaumont, "Antioxidant-rich fruits like acai, pomegranate give cocktails a healthful trendy kick," *Nation's Restaurant News*. New York: March 10, 2008, Vol. 42, Iss. 10, p. 34.
14. "All About Scotch Whisky." www.tastings.com/spirits/scotch.html. Retrieved October 1, 2009.
15. John R. Walker, *Introduction to Hospitality* 5th ed., Upper Saddle River, NJ: Pearson, 2009, p. 320.
16. Ibid.
17. C. Katsigiris and M. Porter, *The Bar and Beverage Book*, 3rd ed., New York: John Wiley & Sons, 2002, p. 139.
18. Walker op cit. 323.
19. John R. Walker, *Introduction to Hospitality* 5th ed., Upper Saddle River, NJ: Pearson, 2009, p. 324.
20. Dina Berta, "Restaurants Belly Up to the Bar," *Nation's Restaurant News*, New York: July 21, 2008, Vol. 42, Iss. 28, pp. 35–39.
21. Ibid.
22. "Occupational Details: Bartenders." Nevada Workforce Research & Analysis Bureau. www.nevadaworkforce.com/cgi/databrowsing/occExplorerQSDetails.asp?menuchoice=&socode=353011&geogArea=320100000. September, 2009.
23. Ibid.
24. "Your Sustainable Bar: Make It Organic, Biodynamic, or Local." Sustainable Life. www.thesustainablecoach.com/2009/07/your-sustainable-bar-make-it-organic.html. September, 2009.
25. Ibid.
26. www.wine.com/v6/aboutwine/wineratings.aspx?ArticleTypeId=2. Retrieved December 8, 2009.
27. *Lodging Magazine*. www.lodgingmagazine.com/ME2/Default.asp. September, 2009.
28. National Restaurant Association. www.nationalrestaurantassociation.com/pressroom/pressrelease.cfm?ID=381. September, 2009.
29. ServeSafe Web site. www.serve-safe.com/. September, 2009.
30. Troy Brackett and Producing Profitable Results. www.profitable.com/results/articles/011.html. November 11, 1999.
31. Wilton Marburger. "Restaurant Beverage Control." <http://ezinearticles.com/?Restaurant-Beverage-Control&id=2366470>. Accessed on October 2, 2009.