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SANDWICH SHOPS
DRIVE-INS and
DINERS

SANDWICH SHOPS

DRIVE-INS and

DINERS

How to start
and operate them successfully

by LOUIS X. GARFUNKEL

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Foreword

In these modern days, when food is sold in hundreds of thousands of eating places throughout our country, it is difficult to imagine a time when lunch-boxes were a part of every worker's equipment; when factory men, laborers, and office help all stopped work and opened little packages to munch the edibles provided by mother or wife.

Yet, in 1888, when Max Garfunkel came to America, an immigrant boy of thirteen, restaurants were mainly places for social gatherings, except to the few of wealth who considered it demeaning to carry food and could afford the dollar or two squandered on served luncheons. The only other places in which food could be had, aside from boarding houses, were the saloons which provided magnificent free-lunch counters to entice the drinking public.

Max, my father, was born into the farm-hardware business in the old country, and he became hardy from handling the heavy pieces, and shrewd from contact with farmers who bargained with every trade. Precocious enough to help in the business before he was ten years old, stories of the wealth of this Golden Land fired him early with an ambition to come here. So, as he reached his thirteenth birthday, he announced his intention to a startled family, and sailed away with only enough money to permit him to enter.

The boy who was to become one of the greatest factors in changing the eating habits of all Americans by introducing a meal at a price which eliminated the need for carrying a lunch-box to work, spent his first night in this country sleeping in an empty open wagon on the New York waterfront not far from where he had been put ashore from Ellis Island.

The next day, his small bundle of possessions under his

arm, he roamed the lower part of Manhattan seeking work, and before nightfall had a job in a saloon and a home with the old German owner. This was his first contact with the food business.

He learned English quickly and before long came to the decision that his opportunities were elsewhere. Every little attempt met with some success and he saved his money carefully, dollar by dollar.

By the time Max reached his nineteenth birthday, he had accumulated the almost unbelievable sum of \$7,000, so he got married. Then he opened his first eating place, a disastrous venture in which he quickly lost his entire capital. America was not yet ready for quick lunches.

With credit established by his previous honesty, again he started his climb upward. Once more he thought of a restaurant minus frills, operated on a mass-production plan, with small profits and a large turn-over. And in 1896 the first Max's Busy Bee was opened at No. 1 Ann Street, near Park Row. Sandwiches were sold for two cents, coffee for two cents, cakes for a penny, and lemonade for one cent. Other food prices were in proportion.

His patrons were office-boys, building workers, struggling young lawyers and business men, and the host of others who did not have much money to spend on their lunches. Many of them became important and most of them remembered Max with affection. For Max never turned away a hungry boy, even if he had no money.

The restaurant prospered and soon Max's Busy Bee stores numbered fifteen, all owned by him. In 1928, at the age of fifty-three, he decided to retire and sold his stores to the managers, retaining the one which I was running.

I have continued in the restaurant business for thirty-seven years, and with proud memories of his upright character and vigorous personality, I humbly dedicate this book to him.

The Author

SANDWICH SHOPS
DRIVE-INS and
DINERS

1. Personal Requirements for Success

In the restaurant business, like most others, there are certain requirements that are necessary in order to succeed. At a meeting of the Young President's Association, whose members became executives by the time they reached the age of thirty-nine, a number of qualifications were suggested, among which were the ability to get along with people, talent for organizing and delegating work, enthusiasm, and sincerity.

In an article on how to stay in business one hundred years, five major policies were recommended: 1. Quick adaptability to new methods, new products, new materials. 2. Constant research to develop better and even dissimilar products. 3. Adherence to the theory of mass production, low profits, wide distribution. 4. Liberal labor policies based on the recognition of labor as a partner in enterprise. 5. A sense of civic responsibility.

All of these are invaluable in the restaurant business. Also, the operation of a restaurant today demands a special knowledge of food, equipment, psychology, and economics. But it should help to make you happy in this work to know that you are important to the public.

I can remember in the early 1900's when it was almost impossible to find a lunch place in the large cities; when you would have to walk for blocks in search of one, often looking ahead for the projecting sign which read "EAT." Aside from the swank restaurants which were attended on special occasions for a family celebration, or a special social date, eat-

ing places barely earned enough to provide an inviting appearance.

Today there are cafeterias, drug stores, sandwich shops, roadside stands, diners, industrial dining rooms, school cafeterias, and even itinerant dining wagons that move with the traffic. All share in greater or lesser degree in the money poured out by a food-buying public. And the greater amounts go to those who know how to sell the best food in the most appetizing way at a competitive price. In truth, this formula for success is so simple that one wonders why everyone doesn't follow it, especially when there are experts who can equip and set up a restaurant, accountants who will guide you, trade magazines full of special information, and even customers who criticize your methods—for your benefit, if you only realize it.

One of the things my father often pointed out to me was that you couldn't be a "sissy" and succeed. By that he meant that the work was confining, because you couldn't close your place when you didn't feel like working; you had to have the guts to carry on in spite of food delivery failures, shortage of trained help, vagaries of weather when you prepared for crowds and were disappointed, and the hundred and one other happenings which could never possibly occur in any other kind of business.

My father was no sissy. His restaurant kitchen was in the basement of his store on Ann Street, in New York and was reached by descending an unbalustraded flight of wooden steps. One day, in a hurry to get something needed during the noon rush of thousands of milling customers, he fell and broke his shoulder. Carrying on until the noon meal was nearly over, despite the terrible pain, he walked to a hospital, had his shoulder set, and went back to the store, bound and trussed, to check up and give orders for the next day.

And during the painful duration, he continued to greet his customers with a hearty voice and a smile. For this, too,

was to him an essential part of success. He would no more think of carrying a grouch into his restaurant than he would of intentionally insulting a customer.

We all know the tradition of the stage which compels you to smile even if someone you love is dying. Our business calls for much of the same spirit, for people are not inclined to patronize a restaurant run by sourpusses. A smile, a friendly greeting, a happy attitude, even if your heart is breaking or business is bad, are of prime importance. So, if you are not a good enough actor to put on this face, your chances for success are decreased.

Then there are persons who feel that anyone working for them is dirt under their feet; when the truth is that only a feeling of inferiority compels a boss to treat his employees like slaves. Just because he is paying them is no reason for demanding servility, and sometime a curt command will win him a sock in the eye. A temper may be a sign of vigor, but lack of control is costly. I have found that my greatest satisfaction comes from the relationship between my employees and myself. I assume that everyone is a lady or gentleman who will respond in kind to fair and considerate treatment. And I cannot help feeling that an employee who bears a grudge, or is unhappy about coming to work, is not likely to do you much good. There are exasperating circumstances, no doubt, which can arouse tempers, but can you afford that luxury? Can you afford wanton waste, a surly attitude toward customers, or some other form of reprisal? When your workers like you, they can help in many small ways. Private criticism may be necessary occasionally, but I would never think of humiliating anyone in public. Remember, too, that their resentment may be hidden for a long time.

With the ever-changing trends in foods and neighborhoods, it is important that the restaurant owner be flexible. By that I mean that one must be aware of what is happening.

For instance, when the country becomes calorie-minded, it must affect your business. When residential sections become industrialized, the one-time tearoom must necessarily change to accommodate the new clientele. For in most cases we are wedded to the place we build or buy. Our investment is not one that can be moved without an almost total loss. Therefore it is important for the restaurant owner always to have in mind the testing of new items that are currently popular, or others that may have a greater following in other sections of the country. For instance, barbecue has the best sale in some roadside stands; in others hamburgers, chicken, and sea food. Lately, hamburgers (called "hamburgs,") are being sold in better volume in New England because for the first time a pure-beef product is being used, restoring the confidence that was lost when hamburgers were made of left-over meats. Now with the advent of frozen foods, sea food can be sold everywhere.

Then there are local preferences which hold sway, but even these appetites are subject to change. To continue doing things just because you have always done them that way in spite of changes going on all around you denotes an inflexibility that can hurt.

One prime factor in success is honesty. It seems that we all admire honesty, but many of us are not willing to practice it down to the last inch. Actually, from a practical view, nothing pays off as well in business. Very early, my father impressed on me the importance of confidence in business relations. He was very proud of his reputation and time and again he showed me how it helped him in actual benefits.

To my mind, the rewards of honesty go even further. It is an insurance against disgrace, which modern psychology teaches us is a protection from a guilt feeling which may seriously affect our health. In the complex intermingling of modern business and the government, it is important that our financial affairs be so strictly managed that our houses cannot

be torn down. Besides, the effect of an unsavory reputation can reach to our children, poisoning their lives or their attitudes.

Dishonesty will also inevitably collide with self-interest. A man who pockets part of his sales without showing them on his records may find that his food-percentage figures are unstable, and a record of smaller profits will lose him a lot of money in the event of a sale. Besides, how can you expect your employees to be honest if you are not? . . . There is no substitute for virtue.

Ceaseless watchfulness is vital. Sitting in a cubby hole or office during business hours isn't good. The parade from kitchen to icebox to storeroom to dining room in constant movement will put your finger on the pulse of your business. Then you know what is going on every minute in the handling of the food, the contact with the customers, the deliveries from purveyors, the distribution and disposal of left-overs, the portion-control. Pitch in and work behind the counter, make personal visits to the wholesale markets, check the prices of competitors, pick up new ideas from trade publications, and chat with salesmen and customers.

Delegation of authority is absolutely necessary to permit you the spare time needed for many of these purposes, and it is wise to find an employee who is capable of assuming this responsibility. The extra money you pay him will be saved many times over.

Also, it is important that you know each job yourself. Be a kitchen-helper, a counter-man, and try your hand at being a bus-boy, porter, dish-washer, or whatever other job there is, so that you are familiar with each problem. I have done them all, and I pride myself that I could do each job just as well as anyone else. Your assistant should have the same training.

It is unfortunate, in my opinion, that the union shop (so many eating places in the large cities are now unionized)

tends to freeze an employee in one job. A counter-man usually remains a counter-man, and a dish-washer stays one, all his life. In the old days, every job was interchangeable in an emergency, and the story of many successful restaurant owners is one of rags to riches. Today, in a union shop, if an employee leaves, a worthy dish-washer is not moved to a higher position. Instead, the labor-chief is called for a replacement of the open job. It would be wise for the unions to consider this problem and offer some means of training and advancement, with an opportunity for broader restaurant training.

Theoretically, I suppose there is nothing to stop an employer from putting a dishwasher in a counter-man's place, but he would have to pay him the higher wage while suffering his ineptness throughout his training period. The need for expert service required to wait on customers practically precludes this arrangement—entirely different from letting the dishwasher help at odd jobs behind the counter, arranging, making coffee, assisting, while the employer put a porter in the dishwasher's place. This shifting of jobs was the education that made the restaurant man.

I find the union very easy to live with. The personal element is removed from labor-relations in times of difficulty. When the guiding men are fair, the union protects its members from grasping employers; but in turn, as in all cases where workers insist on their rights, they get these rights, but little more. Bonuses and special gifts that once were handed out by appreciative employers are absent because they might be frozen into the pay schedule. The feeling of security given the workers who cannot be discharged by a whim or in a fit of temper is helpful, but until the union and workers realize that you have to give more than is expected to get happier results, their progress will be slower. For my part, I follow in my father's footsteps, greeting each employee personally, telling a joke now and then, inquiring about his

home life, advising him on his problems, and even making loans to help him over a bad time.

When we think of success we usually think of it in terms of money. Failure is the lack of it—for example, insufficient capital to cover the costs of starting the business and carrying it on until profits begin, or spending more than you have a right to, simply because funds are present from the credit usually advanced by the purveyors of food. Since these people are willing to advance credit, it is easy enough to use the money in the bank, which actually belongs to them, for other purposes. Or the amortization allowed by the government, which should be accumulated to replace your original investment, may be dissipated. Don't spend more than you actually make in net profits.

Although it sounds elementary to talk about cleanliness, it is surprising how many restaurant owners fall into the rut of carelessness—equipment given only a hurried going over, windows dirty, walls and signs dusty, uniforms greasy, counters wet, dishes spotted, and equally important, toilet rooms either unsanitary or unequipped and without hot water, soap, and paper towels. A loss of a single customer because of any of these adds up to a tidy sum in the long run. And this loss cannot be blamed on weather conditions, lack of trade, location, or anything except yourself—a loss you cannot afford.

Other things you need for success are foresight, health, good luck, and the ability to make decisions.

2. Your Restaurant

The decision to go into the restaurant business usually comes because one feels that it can't be too difficult. And this is true, except that it is a little easier to get in it than to stay in. Some have had the restaurant business in their minds for a long time; some have seen the success of others in it, and some have worked in it and want to own a place of their own.

Or, like my father Max, they may have realized that while other businesses have their successes as fads, or their seasons of prosperity, it is fundamental that everyone must eat—every day!

Where and what kind of restaurant shall it be? There are shopping centers, business districts, well-traveled highways, and factory centers. There is a choice between a coffee or sandwich shop, a tearoom, a drive-in, a diner, a restaurant, or a cafeteria. And the sandwich shop may be simple or more elaborate, with a soda fountain and so on, but several factors narrow this selection.

One is the capital available for investment. Although a small eating place may be opened for a few thousand dollars, diners and drive-ins may cost as much as \$250,000 and cafeterias \$500,000. Another factor is experience; a beginner cannot know enough to operate an expensive place of any magnitude.

Location

Once your mind is made up, you must sit down and face the hard facts of finding a location and of financing your venture.

When you have decided on the type of restaurant you wish to run, you must look for the best location. (A little later we will try to determine the best type for you.) It must be apparent that the neighborhood has to be suitable for your kind of place. You cannot get dinner customers from a section which is empty after 5 P.M., nor would you want to close your restaurant on Sunday, if that is the busiest day for sales. Plainly, tearooms must have women workers or shoppers; drive-ins and diners, ample automobile traffic and parking facilities; cafeterias, sufficient business and family trade; and better restaurants, an ample potential clientele of prosperous people.

But even if you have set your sights on one type of eating-place, an available location should find you flexible enough to change if you feel that there is greater possibility of success in another type.

The location of a place is not enough, however. We know that, first of all, the street-level restaurant has more chances for success than a second floor or a basement. People will not walk up or down if they can help it. And the size of the store must be sufficient to provide the room for what you need. Even with a small counter, you need room for changing clothes, a toilet-room, storage space for food, refrigerated and dry, and cooking room.

It is true that drug stores have soda fountains where the entire operation is concentrated behind them, and the dish-washing done in the sinks located there, with the backboard housing the grill, toaster, and other small equipment, but a basement is usually present for other refrigeration, compressors, hot-water boiler, and storage. While a cramped operation like this cannot be avoided at times, it is well to bear in mind that working under these conditions is not conducive to anything but incessant aggravation.

In addition, you must calculate carefully whether you can do enough business in the smaller space to give you a net

profit. If you feel that you want a profit of \$5000 a year, or \$10,000, or whatever the amount, there are some stores that are simply too small to make this possible, even with a proportionately large turnover of customers.

Suppose you have your mind set on a net profit of \$7500. Since the profit is usually between 10 and 20 per cent of the gross receipts, then it will be necessary to have gross sales of from \$37,500 to \$75,000 a year. Taking an average of five days to a week, with the bad days and day off, it means \$750 to \$1500 receipts a week, or \$150 to \$300 daily. And if the average check is sixty cents, you need from 250 to 500 customers.

It depends on the traffic whether you can fill your seats enough times in a day to add up to the required amount, or whether you have enough seats if, instead of a slow steady trade, your business consists only of a noon rush. Of course, you may have a breakfast and noon rush, or a three-meal day with snacks in between. If the average check is more than sixty cents, or less, the calculation is changed accordingly.

There are restaurants that cater to no more than twenty-five to forty persons a day with only one turnover—a dinner lasting from two to three hours. But in those the cost to each diner must be from six to twelve dollars or more, including liquor sales.

And while we are speaking of liquor, the decision whether to sell it or not must be considered from several angles—provided the sale of liquor is permitted in the locality.

Few dining-room restaurants or even cafeterias which depend wholly on food sales and have a comparatively small turnover of seats can show a decent profit. The high cost of chefs, cooks, and the trimmed meats and steaks which they prepare add up to a frightening figure. In fact, in most cases cafeterias show a better margin on breakfasts, sandwiches, and other items which can be served fast and require little preparation. So, dollar for dollar, in investment and opera-

tion, the sandwich shop, diner, and drive-in are better bets than the cafeteria.

However, with a bar, one or two men can serve enough drinks, if the business is there, to equal the food sales produced by the combined efforts of twenty employees. A drink has only to be poured from a bottle to make the same profit as a dollar meal, with all the preparation that went into it. So in many restaurants the food is almost like the old saloon's free-lunch, a leader for the drinks; for without the food, the bar customers would not be present. That is one of the reasons that foodless saloons have their problems, too, with limited patronage and short drinking hours.

I would say, then, that a restaurant with tablecloth service must serve liquor, while eating places with faster turnover need not.

The matter of traffic must be studied by counting the people who pass your intended location, taking into account the people who work in the neighborhood and who may be attracted. With drive-ins and diners, the traffic should be counted by the number of cars that pass at meal or snack times, and the distance from homes or cities, because people going home may not be potential customers. If the traffic is heavy, there should be ample drive-off space, since few drivers care to slow up in heavy traffic for fear of the car behind. You must make sure that local zoning laws permit the erection of drive-ins or diners in that section, and that traffic conditions are not likely to get so tied up that the authorities may find new roads to speed up traffic, leaving you isolated.

Where there is a seasonal business, in summer or winter resorts, you are taking a greater risk because vagaries of weather and general business conditions regulate vacations.

Real estate brokers are familiar with local conditions and can be helpful. There is no cost to you because the commission is paid by the landlord, but because he must pay this commission on the entire term of the lease and renewals, your

chances of getting a better deal are increased, in long-term leases, if you try the direct approach without an intermediary. That is because few landlords like the idea of paying out a large sum as commission, especially if there is any doubt over your lasting out your term. On the other hand, you should derive some benefit too in the form of lower rent if no commission is involved.

Don't choose a site merely because it has the lowest rent. There is nothing sadder than an empty restaurant, and lower rent may denote an inferior location. It is possible to draw patrons with superior food, but the average owner will find it easier to attract customers from the neighborhood, and the busier it is, the more he will have to pay. Rent is usually figured at from 5 to 8 per cent of the gross sales, and a small rent with a small gross intake may come out higher than this percentage, to the detriment of profit.

Where you have a choice of several places, other conditions may affect your decision. For instance, one building may require more expensive structural changes, such as the removal of partitions, the setting of heavier floors with supporting columns, or other improvements, and unless the landlord is willing to spend the money, even if he has to charge more rent, you will use up or need more working capital than is normally required for equipment.

The best gauge of how much you should spend is the potential receipts. If you expect your average customer check to be sixty cents and you can take in \$160 a day or \$800 a week, you will have an annual total of \$40,000. This should bring you a gross profit of about \$8000 a year. You can allow the profit for two years as your capital investment, which should be divided into \$8000 for equipment, \$5000 for structural repairs and installation, and \$3000 for working capital. This working capital must be on hand to cover deposits for utilities, legal expense, rent paid in advance, wages for help be-

fore opening and for two weeks after, food for opening, and incidental and emergency expenses.

Financing

After you have selected your location and worked out a satisfactory rental with the landlord, you must find out whether you have enough capital to make the grade. Now is the time to consult with the builder and equipment house to find out the estimated cost and to pare costs where possible, either in construction or equipment.

If you have had occasion to approach a bank for any loan of this sort, you know that banks do not hand out money as they did in the days before the big crash. Money used to be loaned on character and reputation, and only proportionately on actual assets. But since then, bank examiners have become stricter, directors are fearful of criticism, and a loan must be secured, co-signed, and chatted. The risk must be almost negligible.

There is a G.I. business loan for "honorably discharged veterans with at least 90 days of active U.S. military service who have not exhausted their VA entitlement, if they were in the service at any time between September 16, 1940 and July 25, 1947 or if they were in service at any time on or after June 27, 1950, including service in Korea." This loan can amount to no more than \$4000 from a bank, of which \$2000 is guaranteed by the government. Usually, a lien against the equipment and/or other *sufficient* security is required. Evidence of ability and a record of satisfactory business or professional experience in the field also are needed.

There is a Veteran's Administration "Insured Plan" which permits loans up to \$25,000, but as far as I know, only the National City Bank of New York is making these. In this case

the government insures only 15 per cent of the loan and sets aside that amount to the credit of the bank upon notification and appraisal by the VA. This credit, however, accumulates if not used, even if the borrower pays up, and permits that bank to afford a greater risk than other banks that have not accumulated this amount or set themselves up for this kind of business.

In any event, the veteran will have to show experience, a substantial investment of his own, a guarantor for some percentage, even if it is small, to get consideration for a "new business" loan. After a "Letter of Approval" from the bank, he will have to submit the lease, a contract for the amount needed from the builder, and a list of equipment and cost from the dealer. Then payments will be made to these parties as needed, and the contractors will have to give "satisfaction" papers before final payment is received by them, so that the bank can obtain a chattel-mortgage and a lien on the entire job. Even this will result in a time lag until the government appraiser has had an opportunity to give his opinion.

This loan may run up to five years, and the lease will have to be no shorter. The risk is present because of the fact that fixtures and improvements have little resale value. For that reason few banks are interested.

A new business loan without guarantee or insurance by the government is not easy to arrange. First, the maximum is usually \$10,000. Second, the personal investment of the borrower must be substantial, even equal to the amount of the loan, and the borrower must have definite collateral in the form of equity in life insurance, acceptable co-signers, or substantial guarantors.

A loan to buy a going business is somewhat easier to obtain. In that case there is a financial report of the profits and assets of the business, and a bank may be more willing to help you in this respect—with sufficient guarantees, of course.

Loans for improvements are much easier to get when you

have a going business of your own. You only have to show a favorable balance of assets over debts and an income sufficient to repay the loan as it comes due in installments. These may extend for 36 months, provided your lease is at least as long.

In most cases when you ask a bank for a loan, you will be warned that over-extension usually leads to failure. Optimism over future profits which lead you either to spend too much on improvements to get more business or to borrow more than you can repay easily, is often not justified.

It is always best to try to pay mostly in cash, because periodic mortgage payments become a hardship, and when they are not met, they may put you out of business. That is why when restaurant supply houses furnish equipment for restaurants, they insist on at least one-third down, and permit the balance to run for no more than eighteen months.

Everyone likes to own a valuable business, but if your capital is small, think! Think about the size of a business you have a right to expect to own, free and clear, in about two years, solely from your profits above your investment, after you have used the money you need for living expenses.

If you bear this in mind, you will not go in for the luxury of fur coats or expensive home furnishings during the time you are repaying loans, and you will have a better measuring rod as to the kind of business you can afford. You can always step higher the next time.

Leases

No lease should be entered into without the assistance of your own lawyer. And I have always wanted to know the cost before I engaged anyone, so that I could determine whether he was too expensive for me or not.

But even with a lawyer you should have some idea of what

you want. First, if the rental is to be at a flat rate, you can get an idea of whether it is fair or not by consulting a broker or by diplomatically questioning nearby store-owners.

The alternative is to pay a percentage of your gross receipts, which may run from 5 to 8 per cent. In case a percentage lease is agreed upon, it seems only fair that there should be a minimum to protect the landlord from losing money and a maximum to protect you. Logically, the landlord is not entitled to a great excess over the value of his property merely because of your particular ability to build a business. Furthermore, restaurant owners, because of the large investments they must make, are safer tenants than those who have only shelves or movable fixtures. Yet you should also remember that a valuable location is made safer for your continuance if the landlord is making as much from you as he could possibly get from a new tenant who is ready to attempt to outbid you at the end of your lease. Besides, if you are making more money, it doesn't hurt as much to pay more.

After the amount of rent has been agreed to, you must decide on the length of the lease. A long-term lease is preferable, especially if there is a flat rental. The reason for this is that should the business be very successful, you are at the mercy of the landlord at the end of your lease because you cannot move without an almost complete loss. The construction costs cannot be recovered and the equipment may not fit readily into another store, or they may look too shabby in new surroundings. Besides, if you wish to sell your store, an owner of a prosperous restaurant sells potential profits more than fixtures, and the new owner must amortize his cost over a care-free period which should be a long one—one a longer lease insures.

Then you should know whether the landlord is satisfied to pay any part of your construction costs. Although this is seldom the case, some property owners are anxious to obtain long-term tenants and may make some concession—if not in

actual dollars, at least in allowing months to elapse before any rent is paid, even if only during the time of construction when you are not doing any business. If you are starting a drive-in, the building you erect will become the property of the landlord and this must be adjusted.

During the operation of your business it may be necessary to make repairs to keep your premises in good condition; hence the agreement should state who is to make these repairs. Usually, structural repairs are made by the landlord to maintain his property in good shape, while other repairs are made by the tenant. Violations of municipal building laws, if structural, likewise should be removed by the landlord.

Sometimes the landlord will require a deposit to be held by him until the expiration of the lease. This is a form of security for him if the premises are abandoned. He will have time to get a new tenant without the loss of rent or to make necessary repairs if the place is in poor shape. To avoid a law-suit at the end of the term to recover this deposit, your agreement should state that the premises will be surrendered in their present condition, ordinary "wear and tear" considered, which simply recognizes that property depreciates in time. However, the safest way is to try to use the deposit for the last month's rent, or for whatever period equals the amount. But try to avoid any deposit on the plea that a restaurant requires expensive construction that will enhance the value of the property, and that hence in case of abandonment it will be easier to get another tenant. Your deposit should draw interest, but this will be so small that it shouldn't be pressed if there is an objection.

You will need the right to sell or assign your lease to any new purchaser without being compelled to pay a bonus to the landlord who, knowing you are about to get some cash, may want a little extra for himself. There should be no reason for him to object so long as he suffers no loss, but he may insist that you also remain as party to the transaction, maintaining

your liability if your purchaser fails to meet the terms of the lease. You may feel that if this happens you would like to regain the leasehold, but I think that you would rather feel that you are through with any of the obligations. The landlord, since the same value and improvement is present as when you first leased the property, should have no objection to a simple right to sell and transfer.

The landlord has a right to insist that you conform with all municipal laws and statutes, but there should be a clause which entitles you to enjoy the premises in peace and quiet if all requirements are met, so that you may not be harassed by a grasping owner.

In the case of a drive-in or diner, or even a restaurant in a small building, you may wish to purchase the entire property at some future date to ensure continued occupancy. If you can arrive at some reasonable figure, it would be well if this could be included in the beginning, while the premises are empty, because once you prosper, the value increases. Besides, there is no compulsion on your part to make this purchase.

If there is no percentage agreement, the landlord may want an increase in rent at certain periods of the lease, or you may obtain a lower initial rent by offering raises later, or upon renewals. Sometimes it is easier to get short-term leases, with options to renew, if you offer additional rent with each option.

You may want to make certain improvements for your own benefit, but find that the landlord thinks such improvements will reduce the value of his property. Consequently it should be agreed that no permission shall be unreasonably withheld, especially if the landlord insists that all improvements be subject to his approval.

Should a fire destroy the building or make it uninhabitable, you should be relieved of paying any rent during the period

of repair, which may take some time, and it is customary for the landlord to state this. Also, if possible, he should be compelled to repair the damage within a reasonable time. . . . Or the city may decide to take or condemn the property for public use. In that case you will be entitled to recover a fair value of your investment from the city, and this should be stated. Otherwise your lease may be canceled and the landlord retain the entire condemnation award.

If the landlord erects a building for you, or if the premises you are renting are occupied, you must know when you can obtain possession. A date should be set after which time you will be entitled to damages if possession is not granted, or at least your rent will be postponed. If this clause is not present you may be subjected to procrastination on the landlord's part, or even loss of the lease should the landlord get a better offer from the present tenant.

This lease may be recorded in the Recorder's office of the locality, thus ensuring it against loss, as well as giving notice of your tenancy to all buyers or mortgage holders of the property. Of course, if the owner of the property is forced into bankruptcy, your lease may become null and void if there is a prior mortgage and interest and amortization payments are not made. This is a risk you must consider gravely by ascertaining the responsibility of the landlord, and it may be a weapon for getting some other benefits in the course of your bargaining, especially the right to purchase the equity, or landlord's interest in the property, in such event.

Insurance

Large companies with ample cash reserves are able to carry their own insurance. That is, they are willing to risk a loss against the amount of the premiums they would have to

pay. But an individual who depends upon his business for a livelihood and who has invested his entire capital in it would be completely ruined if there was a destructive fire, especially if he had no cash to pay the outstanding obligations, which would go on.

Fire insurance must be sufficient to cover a complete loss, and it is customary to insure your equipment and stores up to 80 per cent of their value. This is because if it is insured for less, the company calls you a co-insurer and will pay only a proportionate part of any loss. You should fix the value on replacement rather than depreciated value. Your fire insurance may be "extended" to cover storm or wind damage.

But fire insurance is not enough, as a rule, if the damage should be extensive. What income are you going to have while the repairs are being made? At a moderate cost you can get a fixed income for the duration of these repairs or for a specified period if you do not continue in business.

Liability insurance is compulsory under most leases, for the landlord will be liable for damages if some accident happens in your premises unless he makes you so. So most landlords insist that you maintain liability insurance if some person is hurt because of your negligence, and a slight increase in the rate makes him a party to your protection.

There is also a food liability policy which I have always had. This protects you against civil suits for damages if a customer eats any food which contains foreign matter that breaks a tooth, cuts his mouth, or causes any other injury. Pies, for instance, may contain small nails which were in the fruit boxes and were cooked with the fruit, or a piece of beef may contain buckshot that missed a bird and penetrated the rump of a steer, or some other dish may have fragments of glass that have chipped off the showcase. It is remotely possible that tainted food may be served unknowingly and affect the customer, or that food may be served which contains some insecticide either from the farmer's spray or from the

restaurant. This food liability rate is based on the gross food sales, which includes liquor if sold on the premises.

Did you know that if you send someone on an errand for merchandise, even if it is in his own car, you are liable in the event of an accident? I didn't, but it was pointed out to me by our insurance broker, and it is something to bear in mind. The cost is small in insurance premiums, but may be large otherwise.

Plate glass insurance is usually required by the landlord to insure him from rain entering to damage the structure. You can get boiler insurance to cover damages if the boiler explodes, scalding or hurting someone, or causing other damage.

Workman's compensation is also compulsory, and where employees are under union jurisdiction you may find that you must pay into a pension fund, sick benefits and clinic funds, the premiums for these going to the union insurance company. Workman's compensation may be obtained either from private companies or state companies, and there is usually a 25-per-cent reduction in the cost if your safety record is good, that is, if fewer payments have been made for employee disabilities. So if your employees have been injured away from their regular work—in their homes, for instance—and they try to foist their expenses on your insurance company, it will only add to your cost if you dishonestly abet them in this.

Burglary insurance should be considered, too. You must be careful in this to cover yourself so that you will have the proper protection. Most companies will not pay if your safe is opened without force (and there are burglars who are adept at opening combinations), or if your store does not give evidence of forcible entry. For instance, if a thief were locked in and slipped out later, that would preclude payment unless such a contingency were specifically stated.

Hold-up insurance will pay off if you or your employee is

held up on the way to or from the bank; and you may bond your cashier or anyone who handles cash against embezzlement or robbery.

Life insurance enters the picture if there is a partnership or a corporation. Since the death of a partner dissolves the partnership unless otherwise stipulated, in some states, and can result in a chaotic situation until his estate is settled, it is wise for partners to insure each other for the amount of their respective shares of the business, payment to be made to the estate of the deceased, and the premiums to be paid from the business. In a corporation, too, the loss of the services of the guiding spirit may be felt and it would not be out of line to insure him in favor of the corporation, which would pay the premiums.

Individual, Partnership, or Corporation Ownership

Before signing the lease, it would be advisable to talk over with an attorney the best form of ownership for your restaurant. Or, if the lease is signed by you as an individual, you should insert your right to transfer it to a corporation in which you are an officer, without personal obligation, if possible, for there are certain advantages in corporate ownership.

As an individual, you are liable personally for all debts, obligations under the lease, mortgages, and taxes. If you have purchased the restaurant, and even though the seller has advertised a notice of intended sale, you are not relieved of any obligation of the business. All uncollected and unremitted Social Security and Unemployment Insurance taxes owed previously become your liability, and you should ask for evidence of all payments or deduct the amount due from the purchase money. You should find out if all the returns have

been made and get receipts for full payment to the time of your possession. One of the reasons for selling may be to avoid some crushing payment.

The same applies to a partnership, except that in addition you are responsible to the full extent of your personal resources for every obligation incurred by your partner in the business. Too often, two or more people have gone into a business which has failed, and the one financially secure individual has been compelled to dig into his own capital to make up the losses.

A partnership, except between close friends, should be avoided if possible, in my opinion. Disagreements over policy, over hours of work, and over many other things produce friction. I would say that in the long run it is cheaper to pay a capable manager well than to have a partner.

A corporation is considered the best form of limiting liabilities. With it, you can lose only what the corporation owns, and your personal resources are guarded. Every supplier is on notice to that effect if he deals with a corporation, and he must watch his own interest by his credit terms.

While there is double taxation on a corporation, one on the profits of the company and another on the dividends received by the owner of the stock, this may be offset in smaller companies by the payment of officers' salaries.

A corporation usually needs at least three individuals for formation, and the amount of investment is not important. Sometimes two of the three are so-called "dummies," members of the family, perhaps, who have signed agreements beforehand to turn over their stock, as well as resignations with the date in blank, to be used as seen fit.

The corporation has a charter, a board of directors, and a set of minutes. This charter should be broad enough to cover any possible aims of the corporation. No act of the corporation is legal unless the state franchise taxes have been paid

in full. Contracts have been abrogated by unsatisfied parties on occasion by proving that the franchise tax was not paid at the time the contract was made.

In most cases the corporation is established for a nominal sum to save on the original stock issue tax, and it is only the division of these shares which is important, for the holder of a majority, even by one share, has the control of the company and dictates its policies within a legal framework.

Merely forming a corporation is not the end. Minutes must be kept. A single stockholder may bring suit if the minutes do not show that the board of directors has approved all major actions of the main officer, even if this officer owns practically the whole business. These actions may consist of protests against expenses, salaries, etc. So at least annual meetings should be held, with minutes drawn up for the purpose of confirming all decisions.

The great advantage of the corporation is that it continues in existence even after the death of any officer or shareholder, and it is easier to dispose of if various interests in the company are to be sold.

Construction

In the past, the large equipment houses have maintained their own engineering departments to help the restaurant owner and to induce him to purchase his needs from them, but the high cost of draughtsmen has eliminated this to a large extent. In some cities there are still restaurant supply houses that will provide every service from the ground up, but often it is best to seek the advice of an experienced restaurant architect. While the charge is usually from 10 to 15 per cent of the entire cost of construction, not including equipment, it is a poor architect who cannot save his client

the amount of his fee by reducing initial costs and by avoiding errors that would have occurred had he not been used.

You can get a list of the restaurant architects in your vicinity from the trade magazines (see page 252). These experts can study your location and your intended operation and then give you an idea of the cost of construction and equipment. But if you don't expect too much, you can build without using these specialists.

For the small lunchroom and sandwich shop, in a store or building, there are a few simple things to bear in mind. You need certain equipment which you can view at any first-class restaurant supply house. Take measurements of the space each piece requires, so you can be sure it will fit in the handiest place. I have listed most of these pieces, large and small, so that you can select almost everything you'll need to carry on your business.

Before placing your counters and griddles, check the ventilation. Where summers are long or your building is not open and airy, air-conditioning will be essential for a thriving business. Air-conditioning is usually figured at about ten seats to a ton, but cubic space counts, too—that is, height of ceiling, and size of the store. Griddles, steam-tables, and coffee-urns also add their heat and must be taken into account.

Where air-conditioning is used, fresh air must be drawn into the store to avoid the stale, oppressive odors. In some cities, because of the large amount of water used by air-conditioners, an installation of more than six tons of cooling must have an additional cooling tower which re-circulates the same water for cooling the compressor. The room-types of air-coolers are not practical in a restaurant because they are made only for intermittent use in a small room.

At present, air-cooling is not an unmixed blessing. Human sinuses have not yet become adapted to it, and a great many people, sometimes valuable employees, are allergic to

the frosty temperature, especially if they are in it for long periods of time. It is also expensive; so if your hot weather season is short, it may be dispensed with. Maybe in the near future it will become cheaper and dryer.

In any event, it is necessary to make sure that hot air is properly exhausted from the premises and not added to the air in the store. This is desirable, too, to keep the air fresh-smelling and free from the odor or smoke of cooking or frying.

Therefore when stoves, griddles, fat-fryers, and toasters are arranged, they should be put in such a position that the proper hood and vent can be placed above them and an exhaust fan of *sufficient size* installed to keep the air clean. To avoid offending passersby, this may require a carefully studied vent to the roof and above to meet city regulations.

In northerly sections of the country, then, if this is accomplished thoroughly and cross-ventilation is possible, a store can be kept quite cool without refrigerated air-conditioning. *Tip:* Face all your electric fans in one direction to aid the through draught.

With a list of the equipment and drawings of the gas and water connections needed for each, you can confer with a reliable plumber on installation of the proper water and waste pipes, gas risers, and sewage line. However this installation will best be consummated after the equipment is placed in position.

There are contractors who specialize in store fronts as well as interiors. From them you can get plans and prices. If the present store front is suitable, they will help you to meet your budget with their suggestions. The electrical work may be done by them, or by an electrical contractor in conjunction with the other, so that wires may be put in before structural work, before fixtures are installed, and before the painting is done.

Here you may run into a union and non-union conflict. It is best to talk this over with the contractor or architect, so that union and non-union work may be done at different times.

If you are sufficiently familiar with construction and planning so that you do not require an outside contractor, then you can get your labor by calling the local union for skilled mechanics to work by the hour or day.

There are other things to remember in planning:

Waste lines of sufficient size, with grease traps to prevent clogging and T's at short distances for cleaning.

Gas lines large enough to give good pressure to each bit of equipment, including hot water boiler and stoves—especially the latter or you will never get your food cooked in time.

Large water lines, with shut-offs in case of freezes.

Floor drains in basements.

An electric panel-board big enough to handle all your equipment, including refrigeration and motors.

Lighting that will be flattering to food and women's complexions. This means where fluorescent bulbs are used, a "warm-white de luxe" and not any of the *cool* types like plain "white" or "daylight."

A floor of good vinyl-tile, brightly colored, easy to keep clean, and above all gentle on the feet.

Floor racks behind all counters, so that workers won't be grinding crumbs, food particles, etc., under foot. Besides, they are not as tiring to stand on as are solid floors.

Application for gas and electric service, health permit, etc.

Permit for construction if required by city regulations.

Registration of a "trade name" with the county clerk.

Application for a sales tax number.

When planning your service, either counter or waitress, you must decide whether to put your coffee dispenser in the

back or near the front. That will depend on whether the waitress is to draw it herself or have it handed to her by a counter girl. If the latter, you can save her a lot of steps by not putting it too far back.

Your ventilation may determine whether you will put the griddle back of the counter or in the kitchen. If you do put it in the kitchen you will need another worker.

Have you room for out-going orders? Some customers will come from nearby offices or factories to buy sandwiches, coffee, and malteds for fellow workers. Can this be handled without interfering with the regular trade? My experience indicates that it does not pay if you have to deliver. You cannot charge enough more than your regular price to pay for the time of a delivery boy, and his tips will not compensate him for smaller pay. But if anyone wants to take lunches out then it becomes an added source of income with little extra effort, because he takes up no sitting room, doesn't add to the dishwashing, and usually buys in considerable volume.

If your store is too small to have the kitchen and dishwashing on the same floor, you must plan a fast-moving, silent dumb-waiter or electric hoist big enough to carry whatever is needed.

If you use a basement for storage or cooking, you must have facilities for lifting garbage, barrels, bags of sugar and potatoes, and even heavy equipment like compressors and stoves.

You will need a locker room for men and another for women, no matter how small. Modern, attractive toilet-rooms are a prime necessity in all except refreshment stands, and the best is none too good. Restaurants are at least partially judged by their toilet facilities; constant attention must be given to cleanliness, lighting, and all dispensers.

If your kitchen is on the main floor, is it better to serve the waitresses through one set of Dutch windows and have them leave trays of dirty dishes at another? Or for the sake of

quiet, do you want them to use two doors, in and out. It means more steps for them, but quicker service because they won't have to wait at one window and can help themselves to salads, desserts, coffee, etc.

When buying dishes and cups, be sure that the plates are not so large that the helpings will look small, especially sandwiches and pieces of pie. Six-ounce cups for coffee are standard now instead of the old seven and eight-ounce ones. Soup bowls are eight- to ten-ounce size, though they look larger. Glasses for milk and sodas, if used instead of paper cups, should be "shammed," that is, look as though they hold more than they actually do. This is necessary because the customer is always dissatisfied with anything that *looks* small, no matter what the cost or the selling price.

Make a list of the number of each type of dish you will need. Get "vitrified" china; it will hold its glaze after numerous sterilizations. Your restaurant supply house will advise you about how many of each you will need in relation to your seats and dishwashing capacity. The same applies to your flat-silver, which should be of stainless steel; it is cheaper and easier to clean and requires no extra polishing.

When the construction is completed and the installation of equipment is proceeding, you can plan an opening date. A few days before that, have your workers come in to assist in the general cleaning up and to get used to the arrangement. Griddles should be lit (with a small fire to preclude warping); stoves heated to get rid of the new odor of scorched paint; frying pans warmed and greased; deep-fryers filled with water and heated, then cleaned and dried; coffee made and discarded. In fact, every piece of equipment should be used just as it would be during a regular day's business. Not until then will you be sure that nothing will fail on opening day. This, too, gives you time to have equipment regulated or changed, if need be, or adjusted by service men. If nothing goes wrong you are very lucky.

Equipment

The general heavy equipment needed in a restaurant depends upon the kind of eating place you have. If the amount of money you can invest is small, then naturally your equipment and type of operation must be limited. If you are a newcomer to this business, you would do well to open a type of restaurant which has the best chance of success with your limited knowledge—perhaps a sandwich shop.

This doesn't necessarily mean that your income would be low, for if the shop is located in a section that provides a good flow of customers, your turnover will be high and your total sales large. For instance, in New York several companies have started with a single unit and have gradually expanded into fairly large chains. One of them serves only coffee, orange drink, milk, chocolate-milk, and two kinds of sandwiches—a cream cheese on raisin bread and a salad sandwich, with whole-wheat doughnuts as dessert. Another serves only frankfurters, hamburgers, coffee, milk, orange-drink, and pie or doughnuts. Both use no plates, putting everything except the liquids on a square of wax paper.

Other lunch places add a dozen kinds of sandwiches, and use hamburgers with French-fried potatoes or tomatoes and lettuce as a plate special, with bread on the side or the hamburger on a toasted bun. Some have one soup in addition.

The equipment for such operations is meagre, and the store may therefore be smaller than one which needs storage space, cooking room, and toilets. This type of limited eating place is appearing more and more on highways where a patron may stop for a quick snack.

In any event, before you begin operation you can ascertain through your local supply house the total cost of equipment for the kind of restaurant you want. Additional equipment may be added as your operation becomes larger.

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|------------------|--------------|--------------|
| Hamburger Shop | | | |
| Cash register. | | | |
| Coffee-brewer on a stand with glass units. Each glass unit holds about eight cups of coffee and by counting the seats and possible turn-over, you may judge whether you will need coffee often enough to make your supply in two, four, or six units, or whether you will need a coffee urn (with hot-water boiler alongside) which holds six or eight gallons. | | | |
| Broiler-griddle. These come in different sizes. I prefer the kind that have a griddle on top and an adjustable broiling rack underneath, so that buns or toast may be made at the same time. Add one with a couple of burners on the side for scrambled eggs, etc., if they are on your menu. | | | |
| Deep-fat fryer. In units and size sufficient for your trade. | | | |
| French-fry cutter. Hand-type and inexpensive. | | | |
| Refrigerated water cooler, with sink alongside. | | | |
| Milk urn. Refrigerated—holding either 20 or 40 quarts. Sometimes supplied by the milk company. | | | |
| Hood and ventilator. Must draw off all smoke and odors from the grill with an exhaust fan. Should be large enough to do a thorough job or it is useless. | | | |
| Three-compartment sink. Preferably stainless steel with gas burners under it for washing dishes, pans, etc., with baskets for dishwashing and sterilizing, and with a silver basket. | | | |
| Ice-cream cabinet. Sometimes supplied by the ice-cream company. | | | |
| Refrigerator. Large enough to hold all the hamburgers, cream, and extra milk. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|------------------|--------------|--------------|
| Hamburger former. Electric if sales of hamburgers exceed 150 per day. | | | |
| Cream dispenser. | | | |
| Bun toaster. | | | |
| Grease trap under dishwashing sink. | | | |
| Scale. Hanging or counter-type to weigh up to sixty pounds, and small one to weigh from one ounce to 15 lbs. | | | |
| Electric meat-grinder. To grind your own choice of meat. | | | |
| Potato-peeler with peel-trap. Trap is important to keep starchy peels from blocking the waste line. | | | |
| Pie and cake case. Refrigerated if desserts have milk content. | | | |
| Sandwich Shop | | | |
| Bain-marie. For sandwich fills, refrigerated, with room underneath for storage of all sliced meats, etc., and to have room on top for at least a dozen small pans and four larger ones. | | | |
| Walk-in refrigerator. One of these will provide good room for almost everything; but if store is small, perhaps two large refrigerators will suffice. | | | |
| Electric meat slicer. | | | |
| Electric juice dispenser and cooler. | | | |
| Small soda fountain. | | | |
| Malted mixing machines. | | | |
| Freezer, if that is the specialty, otherwise individual malt-machines which whip better than multiple, I have found. | | | |
| Electric glass washer. Unless paper cups are used. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| Fudge and marshmallow warmer. Electric. Extra two-burner gas stove for counter. For fried and poached eggs. Safe. For money. | | | |
| Drive-In and Diner | | | |
| Cook's ovens, with broiler. | | | |
| Deep freeze cabinet, large size. | | | |
| Meat block or board. | | | |
| Electric food-chopper, bowl type. | | | |
| Electric dish-washer with drain-boards and dish storage. | | | |
| Pot sink and vegetable washing sink. | | | |
| Steam-table. | | | |
| Ice-cube machine. | | | |
| Cook's table. | | | |
| Platform scale. | | | |
| Automatic or rotary toaster. | | | |
| Hoods with exhaust. | | | |
| Air cooling system. | | | |
| Electric mixer. | | | |
| Large deep-fat fryers. | | | |
| Coffee urns with hot water boiler. | | | |
| Salad counter. | | | |
| Large griddle. | | | |
| Dish-trucks with rubber tires. | | | |
| Vegetable slicer. | | | |
| Garbage disposal unit. If permitted by law. | | | |
| IF BAKING IS DONE ON THE PREMISES, ADD THE FOLLOWING: | | | |
| Dough divider. | | | |
| Proof boxes. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|--|----------------------|--------------|--------------|
| Stack oven. | | | |
| Pie and cake racks. | | | |
| Trays and pans. | | | |
| Pastry bags and stockinettes. | | | |
| Icers. | | | |
| Doughnut maker. | | | |
| Bar | | | |
| Front bar with beer cooler. With at least four lines and water. | | | |
| Soda system. To manufacture soda and ginger ale. | | | |
| Beer pump. | | | |
| Refrigerated beer lines system. For cooling beer from barrel to tap. | | | |
| Beer ice box. Walk-in type, for cooling barrels of beer. | | | |
| Back bar. With refrigeration for bottle beer storage. | | | |
| Special cash registers, electric. For segregating beer and liquor sales. | | | |
| Large ice-cube machine. | | | |
| Liquor storage room. | | | |
| Glass sterilizer. | | | |
| Drain lines running into open sinks. | | | |
| Drain boards, sinks, etc. | | | |
| Small Equipment | | | |
| <i>For Sandwich Counter</i> | | | |
| 2 Large French steel knives for cutting sandwiches. | | | |
| 2 Smaller French steel knives for use exclusively on fish sandwiches. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| <p>Scoops of different sizes for salad mixtures.</p> <p>Table-spoons, tea-spoons, forks, and table knives for spreading mixtures.</p> <p>Sharpening steel.</p> <p>Egg slicer.</p> <p>Small pans for sliced pickles, relish, sliced tomatoes, mayonnaise, etc.</p> <p>Table scale—one ounce to fifteen pounds. For weighing portions, hams, etc.</p> <p>Wax paper, bags, and paper-plates.</p> <p>Bar rags, roll of paper towels for wiping hands and knives.</p> <p>Waste can. For counter crumbs, towels, etc.</p> <p>Large salt and pepper shaker.</p> <p>Mustard pot and spoon.</p> <p>Butter bowls.</p> <p>Cheese-wire.</p> | | | |
| <i>For Short-Order Griddle</i> | | | |
| <p>Griddle scraper. Painters' scraper—steel.</p> <p>Steel wool. For cleaning griddle—"00" fine.</p> <p>Deep stainless bowl. For shortening, butter for frying eggs.</p> <p>Small frying pans. For two eggs—round, without sharp corners, preferably iron or stainless steel.</p> <p>Batter pitcher for hot cakes.</p> <p>Syrup pitcher—quart size.</p> <p>Hot cake turners. For cakes and eggs.</p> <p>Large salt and pepper shakers.</p> <p>Large frying pan. For bacon and ham—not to be fried in egg pans.</p> <p>Small syrup pitchers. Two-ounce size, at least—for individual service.</p> | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| Pan for grease scrapings. | | | |
| Waste can. For egg-shells, etc. | | | |
| Paper towels, bar rags. | | | |
| Knife for cutting ham, bacon, etc. | | | |
| <i>Steam-Table</i> | | | |
| Stainless steel pans for menu items. | | | |
| Soup and gravy pots and water pot for holding serving spoons. | | | |
| Stainless steel serving spoons. Solid and perforated, gravy and soup ladle. | | | |
| Flat turner. For picking up soft items. | | | |
| Knife and cutting board. For hot sandwiches. | | | |
| Deep square pan for pats of butter in ice. | | | |
| Tongs for butter pats. | | | |
| Containers for soup; bags, towels, etc. | | | |
| Steel double-prong forks. Small size for picking up sliced meats. | | | |
| <i>Coffee-Station</i> | | | |
| 2 Stainless steel gallon measures. | | | |
| Pint measure for outgoing orders. | | | |
| Knives for cutting cakes and pies. | | | |
| Tongs for picking up cakes and butter. | | | |
| Pie serving knives. | | | |
| Pie-divider or marker. | | | |
| Stainless steel serving spoons for fruits and puddings. | | | |
| Stainless steel holders for paper cups, juices, etc. | | | |
| Pie-rack. | | | |
| Board for cutting melons. | | | |
| Waste can. For crumbs, etc. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| Bar-rags, bags, wax-paper, coffee-containers, paper plates, wooden spoons. | | | |
| Powder-sugar shaker. | | | |
| Powder-sugar box for sugaring doughnuts. | | | |
| Coffee bags, filter papers, etc. | | | |
| Brushes for cleaning coffee urns, etc. | | | |
| Grapefruit-corer. | | | |
| Butter-cutter, hand. | | | |
| Creamers. | | | |
| <i>Soda Fountain</i> | | | |
| Holders for glasses or paper cups and sundae dishes. | | | |
| Holders for straws. | | | |
| Ice cream scoops. | | | |
| Jars for fruit. | | | |
| Containers for outgoing orders. | | | |
| Wooden spoons. | | | |
| Paper plates. | | | |
| Banana split plates. | | | |
| Heavy ice cream ladle for scraping ice cream from side of can. | | | |
| Scraper for scraping frosting from ice-cream cabinets. | | | |
| Wrench for carbonated-gas cylinder. | | | |
| Thermometer for testing temperature of ice cream cabinets. | | | |
| Baume thermometer for testing sugar content of syrup. | | | |
| Malted-milk dispenser. | | | |
| Whipped cream maker. | | | |
| Waste can, bar-rags, paper bags, wax-paper, etc. | | | |
| Graduate measure, up to 8 oz. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|--|----------------------|--------------|--------------|
| Malted shakers. | | | |
| Soda spoons. | | | |
| Straws. | | | |
| Postage letter scale, up to 8 oz. | | | |
| <i>Bar</i> | | | |
| Mixing glasses for cocktails. | | | |
| Mixing spoons. | | | |
| Strainers. | | | |
| Lemon and lime squeezer. | | | |
| Stirrers. | | | |
| Holder for stirrers and beer-scraper. | | | |
| Beer-scraper. | | | |
| Shakers. | | | |
| Orange and Angostura bitters. | | | |
| Cherries, olives, cocktail onions. | | | |
| Garden hose for washing out beer coolers. | | | |
| Ash trays for bar. | | | |
| Beer bottle openers. | | | |
| Towel-hangers. For towels to dry bartender's hands. | | | |
| Knives for cutting peel, opening bottles, etc. | | | |
| Corkscrew. | | | |
| Pourers. | | | |
| Cellophane tape for attaching loose government stamps. | | | |
| Bartender name-plates. | | | |
| <i>Kitchen</i> | | | |
| Cutting boards. | | | |
| Large can opener. | | | |
| Electric chopper. | | | |

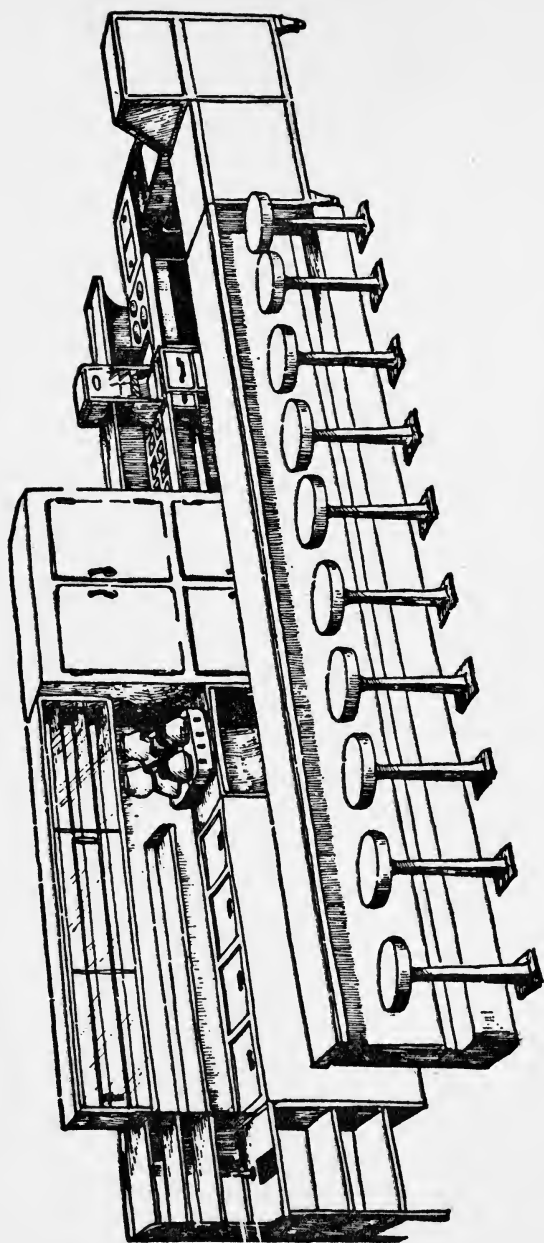
| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| Meat cleaver. | | | |
| Meat saw. | | | |
| Basting and mixing spoons. | | | |
| Long wooden mixer. | | | |
| Large collander. | | | |
| Chinese cap strainer. | | | |
| Hand whips for mashed potatoes, batter, etc. | | | |
| Spice cans. | | | |
| Dry vegetable cans. | | | |
| Flour and crumb sifters. | | | |
| Large salt and pepper shakers. | | | |
| Baking and roasting pans, heavy steel. | | | |
| Pudding pans, stainless. | | | |
| Custard cups. | | | |
| Hanging scale, 60 lbs., with basin. | | | |
| Dishpans, large and small for mixing hashes, etc., for breading. | | | |
| Assorted pots for cooking vegetables, soups, stews. | | | |
| Large frying pans for sauces, etc. | | | |
| Sponge bowls for mixing batter, salads, and sandwich mixtures. | | | |
| Fish-scaler. | | | |
| Sinew-extractor for chicken or turkey. | | | |
| Scoops for flour and sugar. | | | |
| Dough-roller. | | | |
| Clam or oyster knife. | | | |
| Wooden-mallet. | | | |
| Ice-chipper and shaver. | | | |
| Hand-peeler. | | | |
| Mincing-knife. | | | |
| Hand slicer and shredder with grater. | | | |

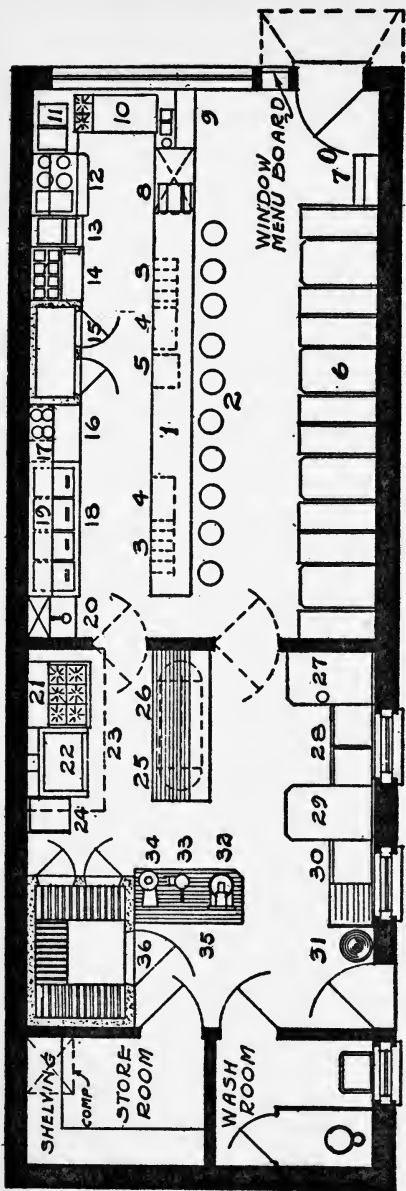
| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|---|----------------------|--------------|--------------|
| Egg-beater. | | | |
| Roast thermometer. | | | |
| Fat thermometer. | | | |
| Oven thermometer. | | | |
| Heavy meat forks. | | | |
| Spatula. | | | |
| Cake turner. | | | |
| Stainless steel pails. | | | |
| Assorted chef's knives. | | | |
| Paper towels for draining fried foods. | | | |
| Wax paper. | | | |
| Freezing paper, 24" wide rolls. | | | |
| Garbage cans. | | | |
| Bar-rags. | | | |
| <i>Cleaning</i> | | | |
| Brooms—fibre and brush. | | | |
| Mop-handles and 24 lb. mops. | | | |
| Wringer with rinser on wheels. | | | |
| Detergent and cleansing compounds. | | | |
| Brass polish. | | | |
| Pine disinfectant. Do not use any with hospital odor. | | | |
| Lavatory brushes. | | | |
| Toilet paper, towels. | | | |
| Liquid holders and soap. | | | |
| Soiled towel can. | | | |
| Squeegee for washing windows, and brush. | | | |
| Duster with long handle. | | | |
| <i>General</i> | | | |
| Paper-cans for napkins, etc. Swing-cover type, near exit. | | | |

| <i>Item</i> | <i>Must Have</i> | <i>Maybe</i> | <i>Price</i> |
|--|------------------|--------------|--------------|
| Compartment silver trays, for flat-silver. | | | |
| Ash-trays. | | | |
| Oil and vinegar bottles. | | | |
| Salt and pepper shakers. | | | |
| Sugar dispensers or bowls. | | | |
| Napkin dispensers. | | | |
| Fluorescent bulbs. | | | |
| A complete set of tools, large size. | | | |
| Fuse tester, with extra fuses of all kinds needed. | | | |
| Flashlights and extension light. | | | |
| Plunger. | | | |
| Uniforms and towels. | | | |
| Trays and soiled dish cart. | | | |
| Payroll-book and envelopes. | | | |
| Place mats and paper doilies. | | | |
| Cigar case and cigarette rack. | | | |
| Toothpicks. | | | |
| Inter-communication system. | | | |
| Coat hangers. | | | |
| Telephone booth. | | | |
| Desk. | | | |
| Filing boxes for bills. | | | |
| Set of books for accounts. | | | |
| Money-changer. | | | |
| Portion computer. | | | |
| Call-bells. | | | |
| Menu-boards and letters. | | | |

Floor Plans

Following are a few examples of installations, with certain basic suggestions for counter and seat spacing.





**LIST OF EQUIPMENT FOR LAYOUT
PATTERN No. 10**

- | Key No. | Article |
|---------|--|
| 1 | Lunch Counter |
| 2 | Ten Counter Stools |
| 3 | Two 4-Compartment Silver Bins |
| 4 | Two Soiled Dish Boxes |
| 5 | Sink |
| 6 | Four Booths |
| 7 | Cigarette Vending Machine or Automatic Music Machine |
| 8 | Cash Register |
| 9 | Service Stand |

- | | |
|----|---------------------|
| 10 | Griddle & Hot Plate |
| 11 | Bun Warmer |
| 12 | Steam Table |
| 13 | Bun Toaster |
| 14 | Sandwich Unit |
| 15 | Refrigerator |
| 16 | Table |
| 17 | Coffee Maker |
| 18 | Drink Cooler |
| 19 | Pastry Display Case |
| 20 | Water & Glass Stand |
| 21 | Range |
| 22 | Pastry Oven |
| 23 | Vent Hood |

- | | |
|----|--------------------------|
| 24 | Pastry Rack |
| 25 | Cook's and Baker's Table |
| 26 | Sauce Pan Rack |
| 27 | Soiled Dish Table |
| 28 | Dish Sink or Dishwasher |
| 29 | Clean Dish or Work Table |
| 30 | Kitchen Sink |
| 31 | Water Heater |
| 32 | 20 qt. Mixing Machine |
| 33 | Hamburger Patty Machine |
| 34 | Meat Grinder |
| 35 | Work Table |
| 36 | Storage Refrigerator |

Layout Pattern is for Quick Sandwich Service*

by CHARLES WAGNER

Layout Pattern No. 10 may have appeal for many of our returning servicemen. Particularly will it interest those who have expressed a desire to attend a cooks' and bakers' school upon their discharge, or one of the many college or school-industry courses in restaurant administration. While gaining technical knowledge and plenty of practical experience, these servicemen can dream about and plan for such a restaurant as is suggested here, and study equipment and design with an eye to efficiency and success.

Pattern No. 10 does not require erection of a building to meet the requirements of the layout. It is adaptable to almost any vacant store having at least a width of 16 ft. or even as narrow as 12 ft. if booths are not desired. This restaurant might be called a Sandwich & Hamburger Hut, and calls for a space of 16 ft. x 50 ft. with 25½ ft. for dining area and the balance for kitchen, storage and wash room.

For the beginner venturing into the restaurant industry in a modest way this layout pattern could be installed with a minimum amount of cash; the approximate cost of equipment for this layout, including china, silver, glassware and utensils, is \$6,000.00. Half of the amount would be required for down payment with at least \$1,000.00 or more cash required for initial purchases of supplies and other necessary incidentals. Many of the present day leaders in the restaurant industry began their careers in a modest way and gradually reached their present status because they were not afraid to put in many hours of hard work daily, watching all details, and serving good wholesome food at a nominal profit.

The equipment shown consists of a lunch counter 21 ft. long and 21 in. wide with stools. The cash register occu-

* American Restaurant Magazine

pies 3 ft. of the counter as shown on plan. (It has been omitted from the perspective sketch to show the griddle and bun warmer which otherwise would have been hidden by register.) The space below this portion of counter is used for storage of paper bags, individual boxes, etc., and the balance of the counter can be fitted with silver bins, soiled dish boxes, shelves and sink.

The counter has a 6 in. or 8 in. high foot rest or base. The stools, which have no backs, are spaced on 21-in. centers. Item 9 is a utility stand or continuation of counter with front and left end enclosed to about 4 ft. 6 in. above floor and fitted with a storage shelf for bags and small boxes. The work top is fitted with pans for pickle and onion slices, mustard, etc.

The griddle and 2-burner hot plate are located in the window. The griddle is 36 in. long with a grease chute along the rear edge. This fixture is of latest modern streamline design, and set on high angle stand. Removal of cooking odors can be obtained by means of a vent hood above, connected by vent pipe at ceiling which extends back to vent hood over range and bake oven in kitchen. The bun warmer is at left of griddle. Next is the steam table fitted with one 12 in. x 20 in. meat pan, two insets for soup and chili and two smaller insets for barbecue sauce. Above the steam table is a conveniently located shelf for dish storage. To the left of steam table is a bun toaster set on bread and bun storage cabinet. Adjoining this is a small sandwich unit, with a refrigerator beside it of 45 cu. ft. capacity, having a compressor of sufficient size to cool sandwich unit also.

The coffee maker is located on a stand and to the left is a bottle drink cooler having a capacity of 624 six-ounce bottles. Over the drink cooler and coffee maker is an elevated pastry display case. The other fixture in the back bar is a water fountain and glass stand, water being cooled by a flash type cooler in the drink cooler.

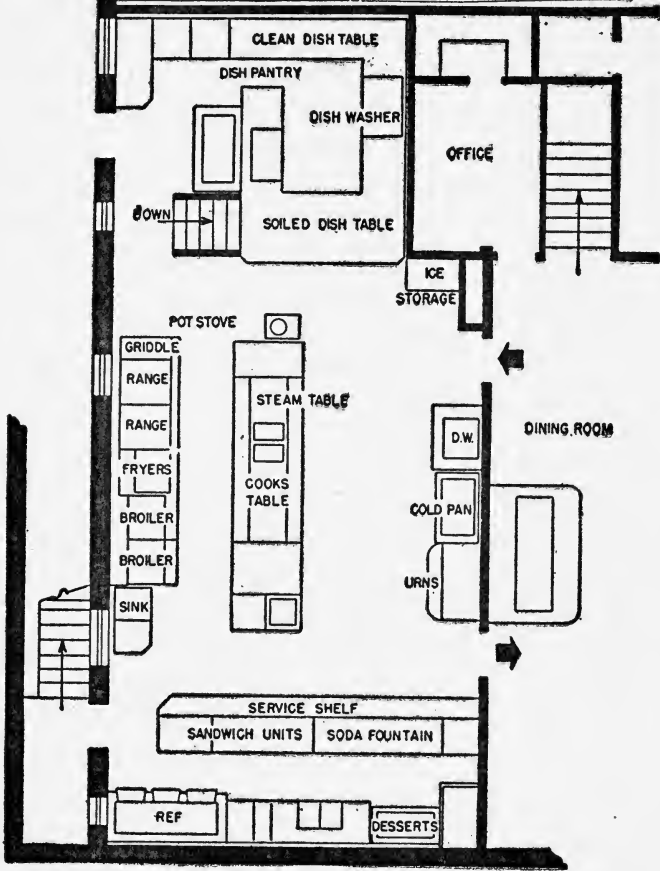
The four booths have table tops 42 in. x 24 in. of same material as counter. A cigarette vending machine is shown at end of booths. A candy vending machine may also be installed, for additional revenue, to the right of the entrance door.

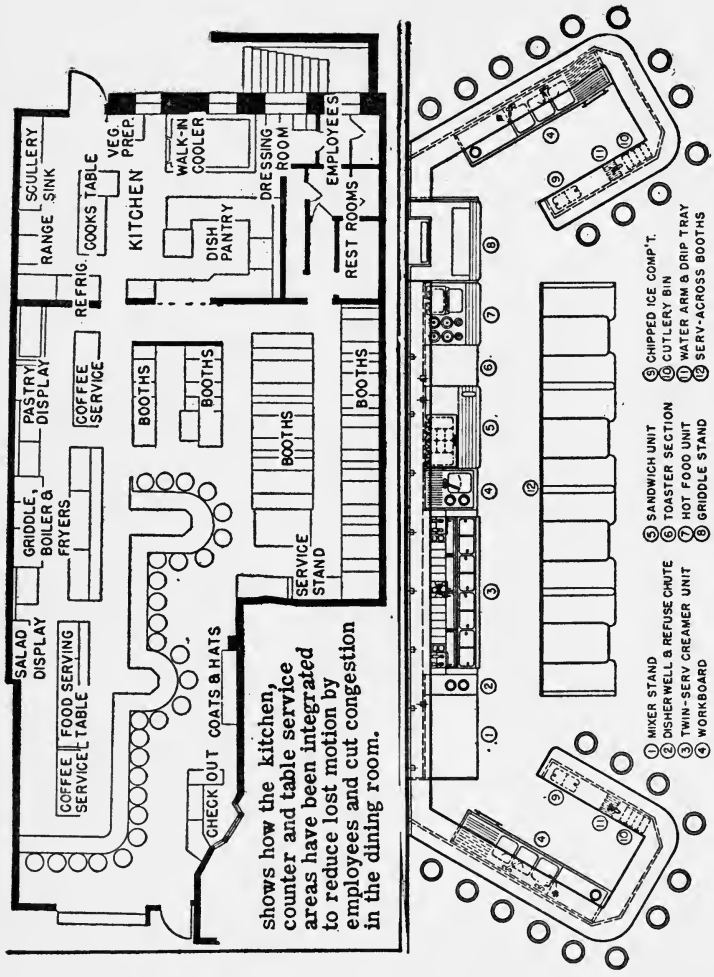
The kitchen has equipment consisting of a medium duty six-burner restaurant range with roasting oven below. The small multiple deck pastry oven for baking pies and pastry on the premises is suggested, since quality baked goods are one of the best drawing cards in any size restaurant. A single tier pan or pastry rack is shown to the left of oven and a ventilating hood is above range and oven, while in front of these two fixtures is a combination cook's and baker's table, with or without a metal cabinet with flour bins below and a sauce pan rack above. A 20 qt. mixing machine, hamburger patty machine and electric meat grinder are on a table next to the storage refrigerator.

The 9 ft. high storage refrigerator measures 7 ft. x 5 ft. It has one full height entrance door and two half height reach-in doors. Shelves are on three walls and the compressor is shown in the store room, which measures 8½ ft. x 6 ft., and has shelving on two walls.

The dishwashing equipment consists of either a two-compartment sink or a double tank immersion type dishwashing machine, a soiled dish table and a combination clean dish and general utility table. There are also a single compartment kitchen sink and a water heater. To the left of the water heater is an exit door into an alley. (If the building does not open onto an alley this door will not be required.) The wash room measures 7 ft. 5 in. x 6 ft. If building does not have heating equipment, individual heating units suspended from the ceiling would give satisfactory results. If profits warrant such an expenditure an air cooling unit could be installed where the cigarette vending machine is shown.

KITCHEN DETAIL FOR RESTAURANT



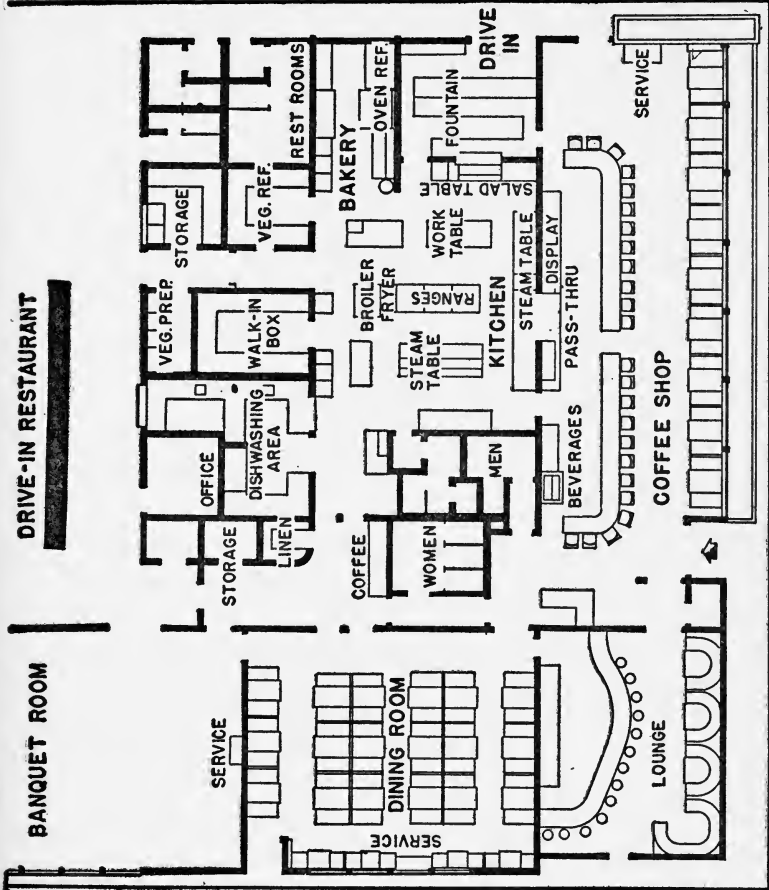


shows how the kitchen, counter and table service areas have been integrated to reduce lost motion by employees and cut congestion in the dining room.

Diagram of Fountain-Luncheonette with seating capacity of 40 which can be operated by 4 employees.

DRIVE-IN RESTAURANT

BANQUET ROOM



Cleaning Materials and Methods, Care of Equipment, and Accident Prevention

As Recommended by the U. S. Department of Commerce

Cleanliness is of paramount importance to the success of a restaurant. First of all, the psychological effect on the customer is valuable in building patronage. Clean counters, tables, chairs, and fixtures, shining china, and flatware, fresh draperies, walls which are free from streaks and smudges, a floor which appears well-kept—all these provide an atmosphere which gives the guest confidence in the cleanliness of the food served and increases his enjoyment of it. The restaurant operator should select furnishings and equipment not only for their attractiveness but for the ease with which they can be kept free from dirt.

Secondly, the durability and efficiency of expensive equipment is also definitely affected by careful, regular cleaning.

In the third place, the quality of the product may depend on cleanliness. For example, food cooked in greasy, poorly washed pots and pans may lose something of its fresh distinctive flavor; food stored in a dirty refrigerator may absorb some of the odors of spoiled or rancid scraps left in a carelessly cleaned, disorderly box.

And lastly, the safety of customers depends upon wholesome food prepared and served in clean surroundings by clean people. The service of clean, safe food is not only a public responsibility of the restaurant operator, but also a necessity for the survival of the business.

Cleanliness can be maintained with a minimum of labor on the part of managers and employees by:

1. Following a definite cleaning routine, changed from time to time as better methods are developed.
2. Providing good cleaning materials and tools and by training employees in their use.

3. Training employees in clean work habits.
4. Supervising and checking to see that high standards of cleanliness and sanitation are maintained.

Cleaning Materials

Dirt of several types must be removed in cleaning the restaurant and its equipment.

Loose dirt on floors is removed by brush or vacuum cleaner.

Chewing gum, grease, or oil is removed with turpentine, or carbon tetrachloride. Since the first is inflammable, carbon tetrachloride, which is noncombustible, is the most desirable. In case the other is used, all open flames should be avoided and cleaning cloths on which this compound has been used should be destroyed.

Most other cleaning is done by water alone or with the addition of a detergent (any substance having cleansing qualities) or an abrasive (a substance that rubs or scrapes) or both. The cleaning process consists of four steps: wetting the soiled surface, removing the dirt with water containing the detergent, rinsing to remove dirt which has been loosened by the detergent in the wash water, and drying (in most cases).

Some facts about water are of importance. Remember that soft water cleans more efficiently than hard. The hardness of water may be reduced by using softening agents in the detergent, or some of the newer agents, such as sulfated alcohols, may be used with hard water for any cleaning purpose for which soap is suitable. Hot water, of course, cleans more efficiently than cold. Hot water (150°F.) melts grease and dissolves detergents readily.

Detergents

A good detergent should include the following properties: the ability readily to wet the surface being cleaned; to emul-

sify fats and oils, such as fats from the food left on dishes; to dissolve food materials, particularly proteins; to break up dirt particles; to function properly in hard or soft water. The detergent should preferably be of a type in which the formation of a film or deposit of mineral salts and similar substances will be minimized, and it should rinse off easily with clean water.

No single chemical substance possesses all of these properties to the desired degree; hence many detergents are mixtures.

It is advisable to test a number of compounds and to select the one giving most satisfactory results at the least cost. In making the selection, however, it should be remembered that sometimes a product having a higher cost per pound is actually less expensive than a cheaper product of which a larger amount is required for the cleaning purpose.

For some cleaning purposes a diluted solution of trisodium phosphate is satisfactory, while for most general cleaning and for pot washing and hand dishwashing, combinations of soap and one or two other detergents are widely used. One such formula which can easily be prepared in any restaurant and used wherever a mild soap is recommended for cleaning is as follows:

3 pounds oil soap or neutral soap chips

5 ounces tetrasodium phosphate

4 ounces soda ash

5 gallons boiling water

Make a thin jelly. Use one-half pint of this soap jelly to three gallons of water. This same soap jelly may be used for silver polish by adding whiting to one pint of soap jelly to make a creamy paste.

Abrasives

It is sometimes necessary to use abrasives to kitchenware and dishes. They may be used alone or mixed with soap

powder, soap jelly, other detergents. Common abrasives are silica, pumice, volcanic ash, and precipitated chalk or whiting.

Coarse abrasives injure the surface to be cleaned. The type which will pass through a No. 200 mesh sieve is safe for most purposes. Whiting is the one abrasive which can be safely used for all scouring purposes, including polishing of silver.

Cleaning Dishes and Utensils

Dishwashing procedures must clean tableware thoroughly, removing all food particles and reducing bacterial count, some of which may be disease organisms. The following outline indicates the steps to be taken in cleaning dishes and utensils:

Dishwashing by Machine

1. Maintain wash and rinse water at proper temperature throughout the operation.

(Wash water 120° to 140°F.; rinse water 170° to 180°F.)

2. Add correct amount of detergent at the start and see that adequate additional amounts are added regularly. Automatic dispensers are desirable. Select detergents on the basis of local water conditions. If the water is extremely hard, water softening equipment will reduce the amount of compound required and lessen upkeep on water heating equipment.

3. Scrape dishes thoroughly, rinse under running water if possible, and stack according to size unless they can be racked immediately. Place dishes of one size in the same rack; do not overcrowd.

4. Leave the racks in the machine for the proper time:

forty seconds to one minute for washing and ten to thirty seconds for rinsing at 170°F. Thorough rinsing is essential.

5. Handle clean utensils with care. Do not touch surfaces that may later come in contact with food, beverages, or mouths of customers.

6. Avoid toweling.

7. Store in a clean dry place. Cups and glasses should be stored inverted on clean trays or in wire racks. Shelves used for storage should be washed daily.

China

1. Soak dishes in which cereal, eggs, or starch have been served, or rinse in cold water before washing.

2. Do not overcrowd the racks.

3. Place cups upside down in racks. Wash and rinse as directed above.

4. Allow time for dishes to drain and air dry before removing from racks and stacking. When wash and rinse waters are maintained at recommended temperatures, the dishes will dry in about one minute.

5. Inspect clean dishes under good light to make sure each is clean and shining.

6. Remove stains by washing in sodium hypochlorite solution. In extreme cases, soak in weak acid, such as vinegar or 5 per cent hydrochloric acid and then scour with whiting.

Glassware—Tumblers and Stemware

1. Use clean water in machine. Wash glasses before or after other dishes, not at the same time. Glasses may be washed in a separate machine.

2. Use good washing powder, avoiding those which form lime scale.

3. Rinse milk glasses before putting them in machine.

4. Place glasses upside down in racks, preferably wire racks, in which they can be stored until needed at counter or tables.

5. Wash and rinse as directed above.

6. Avoid toweling if possible.

7. Inspect for lipstick and streaking.

Glass Dishes and Pitchers

Run through machine, using same method as for tumblers. Handle carefully—or

1. Wash by hand in hot, soapy water.

2. Rinse thoroughly.

3. Dry immediately.

Glass Baking Dishes

1. Run through machine, using same method as for tumblers.

2. If foods burn onto the surface of the dish, cool, fill with soda solution (3 tablespoons to 1 quart water). Soak thirty minutes. Wash.

Silver

1. Soak forks and spoons with egg yolk stains in cold water.

2. Wash in clean water. Dirty water will promote tarnish.

3. Wash and rinse as directed above.

4. Avoid toweling. If necessary to towel, place silver on a clean towel, cover with another, and pat dry.

5. Pick up by handles.

6. To remove tarnish, use a good silver polish. Or place silver in tinned kettle and insert aluminum plate to produce electrolytic action. Add one tablespoon of baking soda or

trisodium phosphate to each gallon of water. Keep solution hot but not boiling. Rinse in boiling water. Silver may be polished to restore luster.

Note: Silver may be removed from trays to a wire basket which is placed in a matching pan filled with water containing a small amount of alkyl-dimethyl-benzyl-ammonium chloride (roccal).

Dishwashing (hand) of China, Glass, and Tableware

1. Scrape and sort.
2. Pre-rinse by a spray of water from a swinging hose spray mounted over a rinsing sink.
3. Place in washing sink and wash thoroughly in water kept at 110° to 120°F. and containing at all times an adequate amount of a suitable detergent. Change water often enough to keep it reasonably clean.
4. Place clean dishes in baskets.
5. Immerse baskets containing dishes in hot water at 170°F., minimum temperature, for two minutes. (An intermediate rinse is recommended.) Or immerse for two minutes in a chlorine solution of minimum strength of fifty p.p.m. of available chlorine when hypochlorites are used. Chlorine solution should be made up at a strength of one hundred p.p.m. Follow directions on label of compound used. An intermediate rinse is essential because chlorine is depleted by organic matter and detergent carried over from wash sink. A strip of aluminum in the chlorine rinse sink may prevent darkening of silver. Alkyl-dimethyl-benzyl-ammonium-chloride may be used successfully in a manner similar to chlorine. It is easier to maintain at desired strength and has no objectionable taste or odor.
6. Drain and dry.
7. Avoid toweling. If toweling is required in hard-water area to prevent spotting, use clean towels.
8. Store in a clean, dry place.

Pots and Pans

Aluminum

1. If necessary, soak in warm water and scrape out loosened food. Fine steel wool or commercial aluminum cleanser may be used when necessary. Do not use soda, lye, or strong powders.

2. Wash in hot water with mild soap. Use a pot-washing brush. Change water frequently.

3. Rinse in clean, hot water.

4. Drain. If rinse water is very hot, toweling is not necessary.

5. If food has been burned on, fill pan with hot water, cover and boil for ten minutes, scrape out food. Do not put cold water into very hot aluminum skillets; it may cause them to warp.

6. Clean darkened aluminum with lemon juice, tomato, vinegar, or rhubarb.

Stainless Steel

1. If necessary, soak in warm water and scrape out loosened food.

2. Wash in clean hot water with mild soap or washing powder containing soap. Use a pot-washing brush. Change water frequently.

3. Rinse in clean, hot water.

4. Drain. If rinse water is very hot, toweling is not necessary.

CLEANING FLOORS

Linoleum, Rubber Tile, and Asphalt Tile

Method

Materials

Daily:

Dry mop; damp mop if necessary.

Lukewarm water and mild soap.

*Method**Materials**Monthly:*

- | | |
|--|------------------------|
| <ol style="list-style-type: none"> 1. Damp mop with warm, mild soap suds to remove dirt and dust. 2. Rinse with clear warm water. 3. Rewax spots which receive heavy wear. 4. Polish with weighted brush or electric floor polisher. <p>Twice yearly: Rewax entire floor; oftener if needed.</p> | Liquid water-base wax. |
|--|------------------------|

Special care:

1. Never use strong soaps or harsh scouring powders.
2. Never flood surface with water.
3. Never use shellac, varnish, or lacquer.
4. Equip furniture with cushion glides or rubber casters.

Steps to follow in damp mopping:

1. Assemble all necessary equipment.
2. Use 2 buckets—One for cleaning solution, one for clear, warm rinsing water.
3. Apply cleaning solution with mop, covering small area at a time, and scrub.
4. Wring mop and pick up soiled solution.
5. Wring mop and rinse area with clear water.
6. Wring mop and wipe up all excess water.

Floor Tile

Mop. Surface stains can be removed by scrubbing.

Hot water and fine abrasive powder or trisodium phosphate solution: $\frac{1}{2}$ ounce to 2 gallons warm water.

Cement and Terrazzo

1. Wet floor.
2. Scrub.
3. Rinse thoroughly.

Hot water and fine abrasive powder.

Method

To remove grease or oil
(should be done rarely):

1. Wet floor.
2. Apply solution.
3. Scrub with stiff brush.
4. Rinse thoroughly.

Special care: Cement and terrazzo floors may be hardened before they become stained.

To harden:

1. Make up stock solution of magnesium silico fluoride: 2½ pounds to 1 gallon water. This solution is applied in 3 dilutions of increasing strength at 24-hour intervals. Apply with stiff broom or brush and keep floor evenly wet for 1 hour.
 - a. First application: Use 1 gallon of stock solution to 2 gallons water.
 - b. Second application: Use 1 gallon of stock to 1 gallon of water.
 - c. Third application: Use 1 gallon of stock solution to ½ gallon water.
2. Twenty-four hours after third application, rinse thoroughly with clear water and mop dry.

Painted Walls

When walls are heavily soiled they must be washed. Dust thoroughly before washing. Work from top down.

Materials

Trisodium Phosphate
solution: 4 ounces to
2 gallons warm water.

For dusting:

Soft wall brush of hair, nylon, lamb's wool, yarn, or sponge rubber with long handle.

To wash:

1. Start at bottom and work up. Apply cleaning solution to a small area with sponge or soft cloth, using circular motion.
2. Rinse with clear, soft water. Hard ½ oz. trisodium phosphate to 2 gallons warm water or 1 teaspoon tetrphosphate to 1 gallon warm

Method

- water may streak or spot.
3. Wipe with toweling rung out of clear water. Use up-and-down stroke.
 4. When washing new area, always start within cleaned area to avoid streaking.

Materials

water or neutral soap solution.

Ceramic Tile

1. Wash with cloth or cellulose sponge.
2. Rinse with cloth or sponge wrung out of clear, warm water.
3. Dry with cloth.

Warm water and mild soap.

Cleaning Windows

1. Apply water with cloth or sponge.
2. Remove with squeegee.

Water.

CLEANING EQUIPMENT**Range**

1. Remove all burnt sediment and wipe grease from top of range after each using.
2. Scrape grease from cracks and openings and hinges. May use wire brush.
3. When cool, wash top of range. Dry well.
4. Run oiled cloth over top of range.
5. Clean oven by removing grates, scraping off food deposits, washing and drying.
6. Keep burners clean. If removable, soak, boil, scrub with stiff brush, rinse and dry (gas). Clean with brush only (electric).
7. Before replacing burners, rub with oiled cloth.

Hot water, mild soap;
or

Fine abrasive powder;
or

Water containing washing soda.

Bake Oven

1. Clean outside of oven when cool.
2. Clean steel shelves.
3. Wipe heat control with damp cloth. Do not loosen dials.

For outside: light oil or damp cloth.

For shelves: an abrasive and dry cloth or mop.

Method

4. Clean thermometers.

Materials

Soft brush and fine abrasive powder.

Broiler

1. Remove grid and drain pan. Clean, wash, rinse thoroughly, and dry after each use.
2. Wash outside, rinse, and dry.
3. Wipe with oiled cloth.
4. Clean grease pan. Wash and dry.

Hot water, mild soap, and steel wool or abrasive powder.

Coffee Urn

1. Drain after each meal.
2. Rinse thoroughly.
3. If bag is used, rinse and let stand in cold water after each use.
4. Clean gauges and faucets daily.
5. Wipe outside surfaces.
6. Clean urn bottom frequently.

Clear, hot water. If discolored inside, use fine abrasive powder or baking soda.

Fryer, Deep Fat

1. Drain off fat and strain out sediment.
2. Fill with water and detergent and boil. Drain.
3. Fill with water, one cup vinegar, and boil.
4. Rinse, dry, wipe off outside of fryer with grease solvent or mild soap.

Vinegar.

Toaster

1. Wipe off all crumbs around toaster after each use.
2. Clean crumb tray after each use.
3. Brush operating parts.
4. Wipe outside with damp cloth.

Soft brush.

Waffle Iron

1. Wipe baking surfaces frequently during use.
2. Brush out grids.
3. Place damp cloth between grids overnight (weekly, if iron is used daily).

Brush recommended by manufacturer. Dampen cloth with ammonia.

Method

4. Brush grid. Re-season by brushing waffle iron with oil, closing, and heating for 5 minutes.

Materials**Mixer**

1. Use rubber scraper if necessary, and wash bowl and beaters immediately after using.
2. After mashed potatoes, egg mixtures, or flour batters, rinse bowl and whip with cold water before washing with warm water.
3. Dry beaters and bowls thoroughly and hang up.
4. Wipe machine including shaft with cloth.

Warm water and mild soap.

Grinder and Other Attachments

1. Remove disk and nut.
2. Remove grinding or cutting part.
3. Wash.
4. Rinse.
5. Dry thoroughly.

Warm water and mild soap or other detergent.

Meat Tenderizer

1. Remove slide and protector and wash thoroughly after each using.
2. Remove and wash stainless steel blades under running water, using brush to remove all soil between knife-like prongs immediately after using.
3. Wash outside of machine after each using.
4. Weekly, or as required, remove entire casing of machine and brush off parts enclosed.

Hot water and mild soap.

Peeler

1. Flush out inside of peeler each time after use.
2. Remove disk, scrub disk and sides with stiff brush. Rinse base thoroughly.
3. Empty and clean the peel trap after each use.

Water.

Method

4. Wipe outside of machine with damp cloth.

Materials**Slicer**

1. Clean immediately after using, especially after slicing vegetables and fruits.
2. Remove all parts to clean.
3. Clean knife with damp cloth, dry. Cover with oil.
4. Wash carriage slides thoroughly.
5. Wipe outside with cloth.
6. Clean table or pedestal under slicer.
7. Replace guard after cleaning.

Tasteless, colorless oil.

Hot water and mild soap.

Dish-washing Machine

1. Remove strainer pans, wash and stack outside machine until next use.
2. Add compound to clean water in empty machine. Run for 1 minute. Rinse. A hose is convenient to flush corners.
3. Scrub inside with stiff brush, frequently.
4. Remove and clean the wash and rinse arms and jets daily to remove foreign particles.
5. Wash tables and top of machine.
6. Special periodic cleaning in hard water area.

Any form of nonsuds detergent suited to water hardness.

Water and mild soap.
Acid bath as recommended by manufacturer.**Refrigerator**

1. Wipe up spilled food immediately.
2. Wash inside, shelves, and trays at least twice a week.
3. Rinse and dry thoroughly.
4. Flush drains weekly.
5. Put in order daily.

Water and trisodium phosphate ($\frac{1}{2}$ oz. to 2 gallons water).
To rinse: weak solution baking soda ($\frac{1}{2}$ oz. to 2 gallons water).
To flush: boiling strong solution of sal soda (4 oz. to 2 gallons).

Method

6. If "walk-in" type, in addition to above, mop floor daily.

*Materials***Ice Cream Cabinet**

1. Place towel in bottom of well.
2. Scrape off frost with plastic scraper.
3. Loosen ice by tapping gently with wooden mallet.
4. Lift out towel containing broken ice.
5. If ice cream has melted into the well, wipe inside with damp cloth.
6. Dry thoroughly.
7. To remove odors: set pan of charcoal in well, cover, and let stand several hours.

Cold water and ammonia.

Grease Interceptor*Weekly or oftener:*

1. Loosen bolts or remove fastenings and remove cover.
2. Carefully remove the top layer of grease from each compartment, using an ordinary dipper or skimmer. Do not skim below the water line.
3. Deposit grease in special container provided for grease only.
4. Take out baffles and screens. With scraper or squeegee remove any slinging grease from baffle plates, dropping it into interceptor where it can readily be skimmed off.
5. Complete cleaning out of interceptor chamber, depositing sediment in garbage.
6. Open hot-water faucet into interceptor and scrub interior and baffles.
7. Replace all baffles in original location. Replace, cover, and fasten down tightly. Flush thoroughly until all cleaning compound is washed into drain.

Strong detergent.

Hottest water available.

Sinks and Drains*Method*

1. Keep outlets screened at all times.
2. Daily: flush with 1 gallon of solution.
3. Weekly (or as required):
 1. Clean grease traps.
 2. Replace all units tightly.
4. Use force pump if drain is slow.
5. Replace washers immediately on leaking faucets. To replace: close the water shut-off valve; loosen the hexagonal nut on the faucet, permitting water in the pipe to drain out; remove interior screw, replace washer; reassemble in same manner.

Materials

Boiling, strong solution of sal soda (4 oz. to 2 gallons).

Tables

Stainless steel; wipe with damp cloth.

Warm water and mild soap.

Wood top:

1. Scrub with heavy brush.
2. Rinse.

Clean water. May use chlorine solution, 100 p.p.m.

Meat Block

1. Scrape with steel scraper or heavy steel brush.
2. Wipe. Do not use water on top surface.
3. Wipe outside of block with damp cloth.

Warm water and mild soap.

Washrooms

1. Clean all washrooms at frequent intervals each day. Current practice is a check for cleaning at 2-hour intervals, oftener in busy periods.

Scrub Brushes

Brushes for scrubbing equipment are made of cabbage palmetto; floor brushes, of palmetto or palmyra. Fibers are set in birch backs. After use, brushes should be washed, rinsed, and hung or rested on back until dry.

Buckets

Ten- to twelve-quart galvanized buckets are generally used for cleaning. After use, the buckets should be emptied and washed. They should never be allowed to stand with cleaning solution or water in them when not in use.

Sponges and Cloths

Sponges and cloths are employed for the hand cleaning of equipment.

Sponges for cleaning paint may be of wool or cellulose. They should be tough and durable. Soft sponges, such as sea sponges, are not suitable.

Mops

Cotton string mops with detachable heads are commonly used for dry and wet mopping. A twelve-ounce mop is a good weight for women, twenty-ounce for men. It is essential that they be kept clean. They should be washed and dried at the end of each day, oftener if necessary. They may be washed on the handles for regular daily care. Wash in bucket of hot water containing two ounces of soda, or one-

half pint soap jelly, or one-half ounce trisodium phosphate. Rinse thoroughly. Stand on handle in mop rack to dry.

Make a small, two-shelf portable rack with holes in top shelf and guides on bottom shelf for holding mops and brooms in kitchen or storeroom. Place handles of mops and brooms through holes in the top shelf, resting on bottom shelf. This protects walls and removes wet, dirty mops from corners.

Brooms

Corn brooms should be kept dry and stored on handle ends.

Dust Pan and Brush

A dust pan with palmetto brush or broom should be kept at convenient points for sweeping up broken dishes and spilled food. After spilled food is swept into pan, it may be necessary to wipe floor with damp mop.

Check Lists

Proper cleaning is the basis of good maintenance. Immaculate cleanliness of equipment and of all areas in which food is stored, prepared, or served requires unremitting care and follow-up. Workers should be instructed thoroughly and carefully as to cleaning procedures and the premises, equipment, and personnel should be inspected frequently. Check lists are one means of assistance in routine inspection and each manager should prepare lists suited to his own situation. The Sanitation Check List is for use in establishing a new

restaurant, or for check-ups at fairly long intervals. In addition, many restaurants use lists such as the following for daily check-ups on cleaning:

| <i>Points to be observed</i> | <i>Satisfactory</i> | <i>Correction Needed</i> | <i>Correction made (date)</i> |
|--|---------------------|--------------------------|-------------------------------|
| Kitchen: | | | |
| Is the floor clean and dry? | | | |
| Are windows clean? | | | |
| Is the range clean: top, burners, oven, hood? | | | |
| Is the bake oven clean: shelves, top, front? | | | |
| Is floor around, between, and under cooking equipment clean and dry? | | | |
| Is the peeler clean; trap clean? | | | |
| Is the mixer clean? | | | |
| Is the slicer clean? | | | |
| Is the can opener clean? | | | |
| Are utensils clean and well arranged on rack? | | | |
| Are the knives sharp? | | | |
| Are tables clean and dry? | | | |
| Is the pot sink clean? | | | |
| Is the vegetable sink clean? | | | |
| Is the janitor's sink clean? | | | |
| Is floor around and under all sinks clean and dry? | | | |
| Are shelves and cabinets clean? | | | |
| Are garbage cans clean, scalded, and covered? | | | |
| Is the towel hamper clean? | | | |
| Is the dishwashing machine clean inside and out? | | | |
| Is the floor dry in the dish room? | | | |
| Are the windows open? | | | |
| Are dish shelves clean and well arranged? | | | |
| Is the fire extinguisher in proper condition? | | | |
| Is the first-aid cabinet complete? | | | |
| Are there flies, vermin, or mice? | | | |
| Is the ventilating fan effective and oiled? | | | |
| Are the light bulbs good? | | | |

| <i>Points to be observed</i> | <i>Satisfactory</i> | <i>Correction Needed</i> | <i>Correction made (date)</i> |
|--|---------------------|--------------------------|-------------------------------|
| Refrigerators: | | | |
| Are floors, sides, and shelves clean? | | | |
| Are left-overs sorted and containers covered? | | | |
| Is food properly stored? | | | |
| Is the temperature below 50° F.? | | | |
| Storeroom: | | | |
| Is the floor clean and dry? | | | |
| Are shelves clean? | | | |
| Are labels turned toward the front? | | | |
| Is food stored off the floor? | | | |
| Are walls, floors, and ceilings in good repair; no rat runways or harbors? | | | |
| Are bins covered? | | | |
| Are all goods on shelves or platforms or in bins or proper containers? | | | |
| Is the inventory posted to date? | | | |
| Are uniforms placed neatly on proper shelves? | | | |
| Is soiled clothing in hamper? | | | |
| Are the light bulbs good—and is light sufficient? | | | |
| Is the temperature satisfactory? | | | |
| Employees' Restrooms: | | | |
| Are floors clean? | | | |
| Are windows clean? | | | |
| Is the furniture clean and dusted? | | | |
| Are lockers clean? | | | |
| Are lavatories clean? | | | |
| Are there soap and individual towels? | | | |
| Are toilets clean? | | | |
| Is there toilet paper on rack? | | | |
| Are walls and floor of washroom clean? | | | |
| Are the light bulbs good? | | | |
| Is the temperature satisfactory? | | | |
| Lunchroom or Dining Room: | | | |
| Are tables and chairs well lined up? | | | |
| Are tables clean? | | | |

| <i>Points to be observed</i> | <i>Satisfactory</i> | <i>Correction Needed</i> | <i>Correction made (date)</i> |
|--|---------------------|--------------------------|-------------------------------|
| Are floors clean? | | | |
| Is the floor around the dish window clean and dry? | | | |
| Is the floor behind the counter clean and dry? | | | |
| Is the counter top clean? | | | |
| Are hot-table openings clean? | | | |
| Are hot-table pans clean? | | | |
| Are glass shelves clean? | | | |
| Is the counter refrigerator clean? | | | |
| Are chairs clean? | | | |
| Are windows clean? | | | |
| Miscellaneous: | | | |
| Is floor around incinerator clean? | | | |
| Is the area for cleaning garbage cans clean? | | | |
| Are mops rinsed and placed in racks to dry? | | | |
| Are bottoms of dumb-waiter or elevator shafts free from rubbish? | | | |

Care of Equipment

One of the most important responsibilities of the manager and employees is the care of equipment. Good care is facilitated by proper installation and, following that, by cleanliness, careful operation, and proper maintenance. Instructions for operation of machines and cooking equipment are usually furnished by the manufacturers. It is essential for the manager to see that all employees thoroughly understand the use of the equipment and its proper operation and that they are held responsible for its daily care.

Gas Appliances

All heavy-duty gas cooking equipment should meet standards of the American Gas Association as to performance and

safety, and should be installed so as to conform to fire underwriters' requirements. Cooking equipment should be set on a fireproof floor. A raised platform of tile or other hard floor material is preferred; a special type of platform is required if the flooring is not fireproof. This platform also prevents water from being splashed on appliance bases by wet mops. Dampness at the bottom of the range and other equipment corrodes steel parts.

Gas cooking equipment is usually installed under a hood which is connected with a ventilating system. The fan in this system must be large enough to remove cooking odors, smoke, and excessive dust, and must be serviced regularly.

Proper flue pipes should be attached or built into each piece of equipment as required for good installation. Manufacturers' instructions should be followed. Piping and meter should be adequate to permit pressure required at peak production periods; original piping should allow for possible additions to cooking equipment.

Ducts and canopies over cooking equipment become coated on the inside with grease and other deposits from foods, eventually creating a possible fire hazard. Accessible surfaces should be cleaned regularly, and the system thoroughly cleansed at least once a year.

The ducts can be coated on the inside with fireproofing chemicals which may prevent grease fires. It is a good idea to have the regular cleaning as well as the fireproofing done by an organization specializing in such work.

Good maintenance of gas cooking equipment reduces fuel costs and keeps the efficiency of the cooking unit at a high level. Routine maintenance servicing of the equipment is essential; this should be done at least once every three months or oftener, if needed. Many gas companies offer service at nominal cost, as do some service organizations and plumbers. It includes:

1. Lubrication of valves for easier operation.

2. Adjustment of the proportion of air and gas in each burner to give clear blue flame.

3. Checking of pilot and ignition lights.

4. Cleaning and regulation of the heat controls so that the reading on the dial of the thermostat corresponds to the actual temperature of the oven, or fryer. This adjustment is necessary if the desired cooking temperatures are to be maintained by the heat control devices.

Careful management prolongs the life of gas equipment. The good supervisor sees to it that equipment is heated just in time for use, kept at temperatures no higher than required, and turned off promptly. For example, if all burners are lit when the cook arrives and kept burning at capacity all day, a practice sometimes found, the tops of the ranges warp in a relatively short time and must be replaced. The supervisor should also distribute the cooking load so that not all work is done on range tops while the ovens remain practically unused.

Electrical Appliances

Electrical equipment should be selected with due consideration to safety, and cooking equipment should be so installed as to pass the inspection of fire underwriters.

As in the case of gas equipment, careful operation decreases maintenance and repair costs at the same time that it lowers fuel bills. Electric cooking equipment is even more flexible than gas in that only such parts of the equipment as are needed at any one time need be heated. Wear on automatic heat controls is lessened by turning switches to "low" when any device is idle.

If any heating unit is not operating properly, it should be reported immediately to the manager. Regular inspection should include:

1. Testing for loose connections.
2. Burned-out fuses.

3. Off-calibration of heat controls.

4. Oiling of moving parts as directed in service instructions.

5. Cleanliness.

Monthly inspection and adjustment by the utility company or service agency is well worth the small service charge in catching incipient faults and correcting them before they become serious.

Certain precautions which apply to all electrical appliances are as follows:

1. Examine all appliance cords regularly; this takes a few minutes once a week. Keep rubber-covered cords free of oil and grease; keep all cords dry. New coverings for cords are grease resistant.

2. The first small crack, break, or fray in cord insulation calls for immediate attention. Wrap spirally with friction tape for several inches on both sides of the damage. If a wire is exposed, wrap the wire first, then the entire cord.

3. Keep cords straight; cords that are kinked, knotted, or bent wear out rapidly. If necessary, put on a plastic wrapping; the type sold for telephone cord straighteners is satisfactory.

4. Cracked, broken, or loose-pronged plugs are sure to cause trouble; replace them at once. When removing plugs from outlets, grasp the plug and pull firmly. Never pull out by the wire. Plugs with long necks are most convenient.

5. Plugs that fit loosely in outlets may cause short circuits or burn-outs. Remove plug, spread prongs slightly, and insert in outlet again. If the fit is still loose, the outlet is worn and should be replaced.

6. Keep all electrical equipment dry. When cleaning requires water, be sure to see that no water enters the heating element. Dry thoroughly and immediately. A trace of moisture in the wrong place can blow a fuse, cause a short circuit, and start a fire.

7. Keep all wiring and elements free from grease; dry thoroughly and immediately.

8. Never touch any electrical appliance for cleaning or repair unless the plug is removed from the outlet, or, in the case of a switch-controlled device, the switch is thrown open. It takes a few seconds to make sure that current is disconnected; it may take months to repair the damage of carelessness.

9. If an appliance will not work, check the fuse box first. Replace blown fuse only with fuse of same capacity. Be sure that fuse or fuse clip is tightly in place. If the same fuse burns out repeatedly, call an electrician.

10. Electric heating elements that are "burned out" sometimes have nothing wrong but a broken wire which can be spliced by an electrician in a few minutes at much less cost than a new element.

Refrigeration: Electrical Units

Regular inspection and service of cooling units by service men is desirable. This includes inspection of electrical parts; draining, flushing, and refilling oil pumps; and complete cleaning of unit. Most maintenance, however, can be done by a manager or employee without special training. Cooling units can be kept in good working condition by frequent attention to the following points:

1. Compressor motors usually have two bearings which require lubrication. Follow manufacturer's directions exactly as to grade and amount of oil. Do not let oil run over.

2. Tighten the bolts that hold the motor down. Vibration often loosens nuts. Regular checkup avoids trouble.

3. Inspect belt. Align it daily. Keep oil away from belting. Adjust to proper tension after instruction from service man. Proper tension is generally indicated when gentle pressure of two fingers can push the belt down about one-half inch.

4. Remove dirt from compressor motor and condenser

fins weekly. Use a stiff brush or a vacuum cleaner or tire pump.

5. If compressor stops, check above points before calling service man. Also examine (a) plug, (b) fuse, (c) main switch.

6. Check regularly for refrigerant leaks, indicated by over-long compressor operation or not enough cooling power. Leaks often occur at joints and may be detected by brushing with soapsuds and watching for bubbles. In case of a refrigerant leak, call service man immediately.

If a cooling unit is equipped with a blower and is properly adjusted, frosting of the coil will not occur. In older cooling systems coils become frosted. The ice coating which reduces efficiency of the unit and absorbs odors must then be removed.

1. Defrost weekly if necessary.
2. Examine door gaskets monthly; if not soft and resilient, replace.
3. Keep doors tightly closed and open only when necessary.
4. Watch temperatures: Meat, fish, and poultry, 32° to 35°F.; others 45° to 50°F.

Lubrication

Proper lubrication of all equipment having motors or moving parts is essential to keep it operating at maximum efficiency. Standard practice calls for weekly inspection, and for oiling and greasing, where and as required by the individual piece of equipment and its use. It is important to see that every oil and grease cup on each piece is checked regularly. Use the oil recommended by the manufacturer; never use excess. For general utility oiling, S.A.E. 20 motor oil such as

is sold at gasoline stations is both satisfactory and economical.

New peelers, slicers, cutters, and mixers (except large sizes) now have self-lubricating motors with oil-sealed bearings. Grease cups require adjustment, but the machines need no oiling except at the attachment head. They should be serviced and bearings repacked, if necessary, every one to one and one-half years. The protective rim for catching worn-out oil, found on certain machines such as mixers, should be removed and cleaned weekly.

It is a good plan to make one person responsible to the manager for all lubrication. An oiling chart should be kept by the manager showing the name of the equipment and the date of each oiling.

Use Small Tools

A restaurant manager can prevent a good deal of trouble and annoyance with a screw driver and a pair of pliers. For example, a leak in the pump of a dish washer may frequently be stopped by tightening the pump packing nut. Or the disk in a leaking valve fill may be easily replaced with pliers or a small wrench.

Once a week tighten screws and nuts which have loosened through constant use. Such a general tightening up at regular intervals will prevent excess wear and forestall serious trouble.

Check Scales

Almost all items of food are now bought by weight, and accurate scales insure that the manager gets what he pays for. Inaccurate scales may also throw formulas out of adjustment, or spoil the efficiency of portion control. Check and adjust scales weekly. The city bureau of standards will check scales on request.

Accident Prevention

Accidents which take place in a restaurant present a problem to the restaurant operator. Most accidents occur during the rush hour when replacements generally cannot be obtained quickly enough to be of help, and consequently service of meals may be seriously disrupted. Many of them can be avoided if you take steps to correct all physical hazards and educate your employees to be safety-minded and careful. The most prevalent types of accidents are cuts, falls, strains, bumps, infections, and burns. And falls and strains cause the greatest loss of time and money.

To aid you in watching for and correcting them, the common hazards are considered here in relation to the five definite but closely related functions of restaurant operation in which they occur:

1. Receiving and storing food supplies.
2. Preparing foods for cooking.
3. Cooking and baking foods.
4. Serving foods.
5. Clearing tables and washing dishes.

Consideration should also be given to hazards arising out of the handling of machines and other electrical equipment, miscellaneous hazards to employees, hazards to the public, and fire hazards.

Hazards to Employees

Receiving and Storing Food Supplies. Handling food supplies is not easy or light work. Products are received in almost every type of container—barrels, crates, drums, bags, cartons, trays, racks, boxes, and special commissary food containers. With such a variety of sizes, shapes, and weights to handle, persons doing this work are likely to suffer strains. In addi-

tion there are the hazards from unsafe piling of goods, the danger of falling when reaching for something on a high shelf, and the cuts, splinters, and scratches from opening containers.

Preparing Foods for Cooking

Preparing foods for cooking or baking includes such diverse operations as washing and peeling vegetables and mixing cake and muffin batter. Cuts and falls are the types of accidents occurring most often here; while bread-slicing and meat-slicing machines cause occasional serious injuries.

1. Care should be used in handling sharp tools:

- (a) Keep knives sharp.
- (b) Use the right knife for the job.
- (c) Cut away from the body.
- (d) Don't "palm" vegetables or fruit and then attempt to cut.
- (e) Keep knives in racks when they are not being used.
- (f) Don't use knives to open cans, jars, or other containers.
- (g) Never leave a sharp-edged tool lying loose so that it is likely to be covered over and then cause a cut later when whatever covers it is picked up.

2. Pieces of vegetable, fruit, or any other spilled or dropped material should be cleaned from the floor immediately. Wet floors should receive frequent mopping. Keep floors as dry as possible.

3. Food containers, pans, and pails should be kept where they will not be tripped over.

Cooking and Baking Foods

Burns and falls are the accidents which give the most trouble in this part of restaurant operation. Spattering fat, hot handles, steam kettles, ovens, and broilers all contribute their share of burns.

Safe practices:

1. Handles of cooking utensils should be turned parallel to

the front of the range and not allowed to protrude into the aisle.

2. Pads should be used when handling hot utensils.

3. When containers of hot food are removed from the range, they should be placed where they will not be tripped over or spilled.

4. Before removing containers of hot food from the range, decide where you are going to set them and be sure that no one is passing.

5. Before lighting a gas oven, open the oven door a few minutes to allow any gas leakage to escape.

6. Inattention causes many of the oven and steam kettle burns. Hot steam pipes should be covered with asbestos lagging when there is any chance that they might be contacted by employees.

7. It is difficult to keep kitchen floors free from grease. Many restaurants sprinkle sawdust or salt on their floors, but these are only partially effective. One of the most effective nonslip substances which can be used is powdered feldspar. Better still, wipe up spilled grease immediately.

Serving Foods

Burns, bumps, and falls are the three most common types of accident in serving food. The reasons for these injuries are many, but the outstanding one is unnecessary hurrying, coupled with inattention. Employees collide and spill hot food on themselves and others. Spillage often goes unnoticed and someone slips and falls. Careless mopping of the floors also causes many falls. Poor footwear—high, and run-over heels—add to the toll of falls.

Safe practices include:

1. Traffic between kitchen and dining room should be carefully arranged so that employees coming into the kitchen will not have to cross the paths of those leaving the kitchen for the dining room.

2. There should be double doors between kitchen and dining room, one door to swing into the kitchen and the other door to swing out from the kitchen. They should be plainly marked "In" and "Out" and fixed so that they can swing only in the desired direction. Should there be space for only one door, a window should be cut through the door to enable a person coming through the door to see others approaching.

3. Running and unnecessary hurrying should not be allowed.

4. Employees should not stand on wobbly chairs, broken stepladders, or other insecure footing when making coffee or when reaching for something on the higher shelves or on top of cupboards.

5. Employees handling hot liquids from urns and containers should be instructed to move carefully to prevent collisions with other employees, and to give a warning when passing behind anyone handling hot liquids.

6. Individuals bringing in hot-food replacements for steam table service should give proper warning and pass behind the servers.

7. Steam burns often result from the changing of food trays in the steam serving table. The following procedure is recommended for hanging trays: use a fork in the right hand for prying; take firm hold on the opposite side with the left hand, protecting this hand with a towel; then lift the tray straight up so that the steam will rise directly upward and not toward the individual. Handle trays from electrically heated tables with the same care even though there is not the danger of a steam burn.

8. Spillage should be cleaned up immediately. Only a small area of floor should be wet-mopped at one time, and it should then be dry-mopped.

9. Low heeled shoes should be worn. The heels should be kept in good condition.

Clearing Tables and Washing Dishes

This work results in many types of injuries, but the outstanding ones are strains, falls, cuts, and infections.

One of the most common causes of strains is the handling of overload trays. Overloading of trays also results in breakage when a dish or glass falls to the floor. If the bus boy or salespeople are in a hurry, they may attempt to pick up the broken glass with their fingers thereby exposing themselves to the danger of cuts.

Employees scraping and sorting dishes for the dish washer or dish washing machine receive cuts from broken and chipped glasses and dishes. Careful handling and sorting of dishes, glasses, and silverware will eliminate most of these cut injuries. Since these workers have their hands wet most of the time, cuts and abrasions, if not cared for properly, oftentimes become infected. Harsh washing soap and disinfectants also attack their hands causing skin to crack and to become infected easily. Dermatitis may result when a particular employee is found to be allergic to the washing compounds used.

Safe practices:

1. Instructions should be given and strictly enforced to see that trays are not overloaded or improperly stacked.
2. Some restaurants use movable parts with shelves for empty trays. This saves lifting and carrying these trays to the kitchen for washing.
3. Handling of glasses:
 - (a) Use a glass brush to wash glasses and avoid rim chip cuts.
 - (b) Do not stack dirty glassware in dish water where it can't be seen, for someone may try to rinse a glass there, break it against the submerged ones, and get a serious cut.
 - (c) Wash glasses, china, and silverware separately.

(d) When glass is broken in wash or rinse water, drain the sink at once and remove the broken glass with a napkin.

(e) Remove soda and sundae spoons from glasses when placing on the sink.

(f) Sweep up broken glass from the floor. Do not use fingers.

4. Floors around dish-washing operations should be kept mopped dry; where duck boards or mats are used, they should be washed and dried daily and kept in good condition.

5. Close and frequent inspection should be made of dish washers' hands to check for cracking skin and infections. Hand creams applied after work have proved beneficial. If possible, dish washers should be allowed to do some other type of work until cuts are healed.

Machine Hazards

There are a few machine hazards involved in some of the functions of restaurant operation. Bread and meat slicers have caused most of the serious injuries, not because of the lack of guards but rather because of the improper, inexperienced, and careless operation of these machines. Employees should be given special instruction on the job to make sure that they understand how to use mechanical equipment. Furthermore, provision should be made for regular inspection of equipment to make sure that it is in good working condition, properly adjusted, and completely protected by the necessary safeguards.

In the restaurant of average size the following machines are usually found.

1. *Mixers.* This machine has a bowl with a beater or mixing arm running down into it. One type has a bowl which rotates; the other model has a stationary bowl and a moving beater head. With either type it is dangerous to put your hand into the bowl when the beater is in motion. It is im-

practical to guard this type of machine and therefore enforcement of safe practices in operation is important.

2. *Meat Slicer.* This machine has a rotating circular knife. The meat is held by means of a toothed clamp on a feeder which is operated either by hand or automatically by the machine, so that the face of the meat passes through the knife blade, slicing the thickness which has been set on the gauge. The gauge on this type of slicer serves as a partial guard. Accidents happen when employees use their hands instead of the clamp to hold short ends of meat or vegetables being sliced.

3. *Bread Slicer.* The type of slicer most commonly in use in restaurants is the circular cutter which slices off one slice at a time. The blade while rotating rapidly drops in guillotine fashion to slice the bread which is being fed through. There is usually a hinged flap guard over the opening through which the sliced pieces emerge. This guard is pushed up by the bread as it passes through the blade. Finger amputations have resulted when operators have tried to push the last slice through by hand or attempted to salvage a piece by lifting the flap guard and reaching under the blade. Operators should be given explicit instructions to shut off the slicing machine and wait for it to stop coasting before clearing bread ends away from the blade. A "cripple" loaf or a push stock can be used to shove the last slice through.

4. *Grinders.* Meat and food grinders should be equipped with long narrow necks making it impossible to reach the cutter with your fingers. A wooden pusher should be used to force material into the grinder.

5. *Vegetable Peeler.* There is nothing particularly hazardous in this machine's operation. It works somewhat on the same principle as a washing machine. The vegetables are whirled around in a covered metal bowl until their skins are rasped off by the rough sides of the bowl.

6. *Dish Washing Machines, Pumps, Carbonators, Fans,*

and Refrigerating Units. These do not present any outstanding hazards. Care should be taken that exposed gears, chains, sprockets, belts, and pulleys are guarded where there is any chance that they might be contacted by employees.

Hazards from Electrical Equipment

1. It is difficult to keep restaurant kitchen floors dry because of spillage, steam condensation, and melting ice. For this reason it is important that electric fixtures and apparatus be protected.

(a) The frame of all electrically operated machinery should be grounded. This can usually be done easily by attaching a wire to the frame of the machine and then to a good ground such as a water pipe or grounded conduit.

(b) Brass electric-light sockets within reach should be replaced with sockets of nonconducting material such as rubber, bakelite, or porcelain.

(c) Nonconducting links should be inserted in brass pull chains.

(d) Extension lights should be equipped with rubber handle sockets and lamp guards. The cords should be of approved rubber-covered type.

2. When replacing lamp bulbs on portable lights, always replace the cage guards.

3. Prompt repairs should be made to any electrical equipment from which a "shock" is felt.

Miscellaneous Hazards to Employees

1. Where machine-driven dumbwaiters are in use, a warning bell should be arranged which will ring as the dumbwaiter approaches the landing. The ideal set-up is to have a door on the landing which must remain shut until the dumbwaiter is at the landing, but few restaurants have this arrangement because it slows up their service.

2. The average-sized restaurant does not have an extensive refrigeration system, but one may be found in a large establishment. In such cases adequate protection should be provided for the type of refrigerant used.

3. Stair treads are very likely to become greasy and slippery. Metal safety treads containing carborundum have been found very satisfactory under restaurant conditions. Mastics with nonslip properties have been found satisfactory for repairing treads.

4. Soap receptacles should never be located over the center of the wash basin because if the employee after bending over to wash his face or hands straightens up suddenly, he may get a bad jolt.

5. Under certain conditions hot-water storage tanks may explode. A safety relief valve should always be provided on the hot-water tank to release the excess pressure that may form.

Public Liability Hazards

Falls and injuries from defective equipment are the two types of public liability hazards which usually cause the greatest losses.

Spillage of food, water from drinking fountains, tracked-in rainwater and snow, and poorly mopped floors are the main causes of customer falls.

Injuries from defective equipment come from splinters in tables and chairs, chips in glass counters, stools and chairs which collapse, and splinters in entrance doors.

To minimize these risks, the restaurant operator should observe the following rules:

1. Food which is spilled on the floor should be mopped up immediately.

2. Where there is a drinking fountain there usually will be a wet floor around it. This area should be mopped often.

3. The area inside the entrance door should be mopped

frequently during rain and snowstorms. Some restaurants lay rubber mats on the floor in bad weather.

4. When a dish of food is dropped, a chair should be placed over it, and an employee should stay with it until someone else brings mop, broom, and pan.

5. Only a small area of floor should be wet-mopped at one time, and this should then be dry-mopped immediately. Some restaurants have one employee using the wet mop and another employee following closely behind applying the dry mop. This not only speeds up the mopping operation but prevents customers from walking on the wet-mopped floor before it has been dry-mopped. Another method is to "rope" off an area by arranging chairs and tables to keep customers from entering the area being mopped.

6. All defects in the carpet or other floor covering on which a customer or employee may trip should be repaired promptly.

Fire Hazards

There is, of course, always the danger of a fire breaking out in a restaurant, with consequent damage to furniture and equipment, as well as serious injury to employees and guests. The restaurant proprietor should take steps toward the elimination of fire hazards and practices on the part of employees likely to lead to fires.

Small restaurants should have at least two exits; larger establishments should have a sufficient number of exits to permit all customers and employees to leave the building within a few minutes.

All exits, including stairways, fire escapes, horizontal exits, and doors, should lead to a street, alley, or open court connected with a street. All such exits and all passageways leading to and from such exits should be kept in good repair and unobstructed at all times.

Waste paper, rubbish, or excelsior should always be kept

in the proper receptacle and should be disposed of promptly. Trash should never be allowed to accumulate around electric motors or machinery, against steam pipes, or within ten feet of any stove or boiler, or in any place where inflammable petroleum products are used or stored.

Restaurant personnel should not neglect to pick up matches or other articles which might cause a fire.

Combustible walls, partitions, and ceilings less than twenty-four inches distant from a range should be protected with at least one quarter inch asbestos board covered with galvanized sheet metal, or protected with a metal shield with at least four inches of air space behind it. If the range is less than twelve inches from the wall, partition, or ceiling, then the woodwork should be cut away and replaced with incombustible material.

Smoke pipes and hot-air pipes passing through non-fireproof partitions should be encased with at least four inches of incombustible material.

All defective pipes, tubes, valves, joints, tips, jet fixtures, or other installations connected with gas lighting or heating systems should be repaired or replaced.

Because of the danger of a small fire becoming serious through the breaking of gas pipes in the building, the gas supply line should have a service cock outside of the building, so placed and maintained that it can be shut off by the fireman.

Every proprietor of an eating place should consult his local fire department concerning the type of fire-fighting equipment proper for his particular establishment, and such equipment should at all times be kept in good condition and easily available.

Decorations of paper, cotton, cloth, or other combustible materials should never be attached to electric light wires, globes, or fixtures, nor within three feet of any open light.

Electric cords should never be hung on, be fastened with,

or come into contact with nails, staples, hooks, gas or water pipes, machinery, or other metal supports.

Wires and lamps should at all times be kept free from contact with curtains, furniture, boxes, packing cases, barrels, machinery, posts, and other fixtures.

An approved service cut-out switch, in a metal cabinet, should be provided inside at an accessible point near where the wires enter.

Major installation of electrical materials, fittings, or fixtures should not be made nor materials or work paid for until approved by the city electrician or some other official charged with the duty of inspection.

Employee Training in Safe Practices

It is not enough to correct hazards and to draw up rules for safe practices. You must train employees to follow the rules.

Every employee should be instructed on his first day at work in the hazards connected with doing his job and the safe practices which will prevent injury to himself and others. This initial instruction should be followed up by constant reminders, by employees' meetings, and by safety posters and movies.

From national and local safety councils, from state and municipal departments of labor, and from the representative of your insurance company you can obtain attractive and colorful posters, cartoons, and other material showing the need for safety rules and the methods by which accidents can be prevented. It may also be possible to obtain slide films from a number of sources. For instance, some equipment manufacturers furnish films, posters, and personal instructions for employees on the safe operation of their equipment. And in many communities, classes in food handling and accident prevention are given by the local health department and restaurant associations.

3. Sandwich Shop, Drive-in, or Diner?

You will, of course, have to decide just what kind of establishment you are going to operate. Your decision will be affected not only by the location, but by your wishes as well. For if you are willing to work a longer day you will have a wider choice than if you would rather close your place of business after nightfall and during week-ends.

Perhaps in the beginning you may feel that you are willing to sacrifice an easier social and family life to some extent in order to establish a firmer financial security by harder work. Later, you may be able to relax from the more strenuous activity by training an efficient assistant.

Or you may be satisfied to exert the additional effort and time in a small business to acquire experience for a larger one. Then you can review your reactions later, after you have sold your present business, and plan your new venture accordingly.

With some such goal in mind you can be happier making the necessary sacrifice now in the knowledge that it has a purpose. But whatever the decision, it will lead to a search for a location which conforms with your conclusions.

Obviously to have a short day and week, the location must be in a business or factory district where workers' hours are short and do not run into the evening, while longer hours will be prescribed along busy highways, near bus depots, or in theatrical and residential areas.

But it is possible that the discovery of a sure-fire location may take the choice out of your hands. A downtown location will mean a store in large towns for workers or shoppers who will want light breakfasts and quick lunches, although in

smaller communities the area may be close enough to residential sections to warrant serving family lunches and dinners, too.

And in a busy neighborhood there is the need for quick turnover, which implies quickly made sandwiches and fountain drinks with service at counters as the best way to obtain this rapid movement, but with tables available if the class of customers will include those who do not like to eat at counters.

In residential and school sections you may cater to men and women on their way to work, especially if your store is near a bus line or a railroad terminal, and to school children for lunches, or to those who want afternoon and even late evening snacks. Here, too, the emphasis may be on light food, but with some hot dishes for dinner.

The pre-built diners are generally more suited to busy highways in places away from towns, although many of these restaurants are also found on the outskirts of cities where parking room is available.

Drive-ins are suitable for diner locations along highways as well as in the middle of sprawling cities when ample parking space is provided.

Special picnic and scenic areas need only outdoor serving buildings, for here cars are parked in special places and the riders walk to the refreshment stands for their hamburgers, hot-dogs, and drinks.

The location—the class of people to whom you will cater—usually dictates the kind of eating place you will have, and it remains mainly to decide the size of the restaurant best fitted to get the most business for the greatest profit. It is not likely that people of means will stop at a dinky little place, nor will young folks feel that they can afford swanky surroundings.

It is important to investigate other eating places in the neighborhood and then with pencil and paper to actually count the number of possible adult customers that pass the

door of your projected business, for the volume provided by children is small as a rule.

What food will be served in the restaurant will determine to some degree the average size of each customer's check, for where only snacks are sold, it will be smaller than where the menu includes hot sandwiches and hot dishes. Of course, different seasons may bring different results—fountain sales, salads, and sandwiches dwindling in winter and being replaced by soups, hot dishes, and hamburgers. Usually such variations will average out over the year, but you should make provision for them.

Using the formula given previously of multiplying the average check expected by the volume of customers, you can get a rough idea of the annual volume the location will provide, and from that the amount you can afford to spend on your establishment, which, as was stated, is equal to about the profit expected in two years, namely from 10 to 20 per cent of the calculated gross income.

If your final decision is to have a diner, then there is available a vast amount of information accumulated by manufacturers of diners. A letter to any of the periodicals in the diner field listed in the back of this book will bring the names of these manufacturers, each of whom will gladly send a representative to discuss the whole subject. This man will also help you determine the best location, advise on menus, and assist in innumerable other ways, including financing.

If the choice is a drive-in, then drive-in periodicals will submit names of architects in the vicinity. Or there may be restaurant supply houses in the section who themselves specialize in the erection of these structures, based on any fixed budget. These, too, are accustomed to help finance the venture over a reasonable period of time.

A sandwich shop differs from the others because, instead of being a building in itself, it is only part of another building. The magnitude of this venture depends solely upon the

amount of money available, the location, and the particular kind of sandwich shop you decide on. Restaurant architects are in this field, too, and their names may be found in the local classified sections of the telephone book, although restaurant equipment houses can help greatly with their suggestions and their financing.

Here the limitations of the premises restrict the plan. However, within the limits of the space you must decide whether to allocate more of it to preparation and storage for comfortable service or to enlarged customer seating.

4. Operation Restaurant

In a restaurant, it cannot be emphasized enough, food is your business. Decorations and service may be attractive, but unless the food you serve is appetizing and wholesome, you are doomed to failure, or at least to a poor profit.

The difference between second-rate food and good food is mainly that between care and carelessness. It is true that there is sometimes a large gap in price between the very best and good, but this is expected, and relates only to special cuts of meats, fancy canned goods, and extra quality in pies and pastries. The average restaurant patron rarely has superlative quality at home, either because few stores sell it, or because he would not pay the price, except on special occasions.

However, the restaurant man must become familiar with all grades of food in the course of his work to determine what is within his means, according to the prices on his menu. He can learn what seasons he can afford certain vegetables, fish, and meat, and when he must substitute or eliminate a variety.

For instance, in summer vegetables are plentiful and prices are lower. But in winter they must be shipped great distances from hotter climates, with care taken by special packing to avoid freezing. Also in winter, fishermen are scarce and the supply lower. Certain times of the year find more cattle and hogs going to slaughter; and canned products rise and fall in price in relation to the abundance of the crop.

Most products for restaurant use are bought from jobbers who contract with shippers, processors, or co-operatives in various parts of the country. There are in-between men, smaller jobbers who specialize in either meat, fish, vegetables,

or baked products, and deliver to the store in their own trucks. We know the feeling of the farmer who sells his produce at a low price and finds he has to pay so much more when he wants to buy it. This is because the middle men have added their mark-up—each small, perhaps, but large in aggregate. However, this helps to contribute to our great prosperity, for without the means for distribution, the total sales would be much less. What the restaurant man saves when he buys from a jobber is the time he would spend in shopping, with some benefit derived from the jobber's bigger purchasing power.

This does not mean that you should never go to the market. Just as a scale confirms weight, so the market visit occasionally is the means of checking on the price and quality of the jobber's goods. And there are other ways of learning prices—from published quotations of eggs, butter, vegetables, and meat.

While it may be difficult to get away from a business long enough to do this checking at markets, you simply must make suitable arrangements for your absence at times. Besides, this may be helpful if you are forced to be away by illness or community activity.

In New York City, our restaurants were not far from the large wholesale produce market on Washington Street or the big wholesale Fulton Fish Market. The produce market there extends for about a half-mile, and I can recall the first time my father showed it to me.

Max was a farm-boy at heart, and to him, his visits there were more exciting than a trip to the Metropolitan Museum of Art. For the open samples of fruit and vegetables from every part of the country and from foreign lands, arranged in tantalizing display, block after block, were really a picturesque adventure. If I owned a sight-seeing bus, I would include a special tour at about seven o'clock in the morning during the spring and summer to cover this and the Fish

Market. Later in the day, the merchants, open from 3 A.M., begin to close. But the winter season brings a change when all produce is kept indoors and only blank streets meet the eye.

At any rate, here you can shop, comparing price and quality. You may find, for instance, that ice-berg lettuce is too high, but Boston or Simpson lettuce is more reasonable. Or "Extra Fancy Rome Beauty" apples with their bright red color may be replaced by a "Fancy and Extra Fancy" grade. Although slightly greener, which may not matter too much after baking, they may be a few cents cheaper each. Or one size, used more by chain-stores, may be higher, while other sizes go begging at a lower price. Because a restaurant can vary the size of a cut of melon, and the juice volume of oranges will not change much per crate, savings in cost may result. A glut in some item like cauliflower at certain seasons, or potatoes, or string beans will provide other opportunities.

At the New York produce market you can watch the progress of summer, from the south to the north, by the entrance of produce from the other states. The first tomatoes, beans, and other summer crops come from Florida and Texas; then the boxes are labeled from Georgia and Mississippi, followed by the Carolinas and Maryland, and finally Pennsylvania and New York. I have always felt sorry for the nearby farmers who must sell their produce at a time when prices are lowest because everyone's crop ripens at the same time.

And the Fulton Fish Market, housed in two large open-air buildings and dozens of surrounding stores, displays fish from domestic waters and frozen fish from all corners of the world. A separate section sells only fresh-water fish. Here, every Isaac Walton can wander among the stands, wondering how he would feel hauling up that hundred-pounder, or one of the myriads of other beauties with their clear eyes, red gills, and firm bodies.

As for the wholesale meat markets, a slightly different situ-

ation exists. Few lunch rooms, diners, or drive-ins use enough of the carcass to warrant buying a whole side of meat, nor are many sufficiently experienced to be able to cut one efficiently. Therefore, it remains for wholesale butchers to do the job to provide the smaller user with exactly the part needed, without the waste of unnecessary by-products.

But this is no reason why the restaurant man should not be familiar with every cut of meat, or how to cook it should the occasion arise when some cut is a big money-saver over another. Actually, a real restaurant man wants to know everything he can about every angle of his business, even beyond the scope of his own.

Often we see operators of eating places who are satisfied to run their little stores in the same humdrum way, day in and day out, never knowing how to change into a more vital business, even if the opportunity arises. While most days are a repetition of the previous one once the pattern has assumed shape, there is no excuse for being blind to possible growth.

And how is this knowledge increased? First, by experience, naturally, but also by watching other restaurants and by reading books and periodicals. In every branch of the industry there are magazines whose very lives depend upon their circulation of readers. The more of them they have, the more money they can charge for their advertising space; and to capture this public they must provide articles of value and interest. A magazine which cannot repay a reader for his small subscription price with some positive suggestion, some eye-opening educational matter to help him build toward success, never lasts long anyway. So by all means read trade publications.

In addition, at certain times of the year the restaurant industry holds conventions, and thousands of people travel across the country to attend them, another sign of the hunger for education. There, forums made up of experienced food men and women exchange information. These conventions

are subsidized to a great extent by exhibitors who display their wares of food products and machinery. Labor-saving devices and new methods are displayed to help you increase your profit.

PURCHASING FOOD

Vegetables

In larger cities, vegetables may be purchased from wholesale produce markets, from hucksters who make regular trips, or from produce merchants who operate their own trucks, delivering on telephone order.

At the produce markets, after skimming through to compare quality and price, a purchase results in a "call" card, a copy of which is put on the article bought. Produce truckmen are waiting to pick up the merchandise, delivering it to your store for a modest sum per package. In smaller towns you may make arrangements with a supermarket for your needs at a lower price for the larger quantity. In cities, hucksters may be spotted delivering to other restaurants, or the names of produce merchants can be found in the classified section of the telephone book.

Lettuce. Ice-berg lettuce, because of its crispness, is the usual choice for sandwiches and salads. This comes in crates, iced, or in paper-boxes holding about a half-crate. When it loses its freshness, the color of the outside leaves changes, or a slimy condition develops. Select heads have been trimmed of the wasteful very green and broken outside leaves, because most customers prefer whiter ones. During periods when ice-berg is high in price, you may substitute Boston lettuce, which is more easily separated, with leaves more tender. Here, too, the green broken outside leaves are useless, and some varieties of heads are more fully packed, almost like cabbage, while others are very loose and costly because a

head has fewer leaves. Simpson lettuce is another substitute, and sometimes you may even be forced to buy escarole, used often in mixed salads, the lowest in the price scale. It has a slightly bitter taste, making it less desirable for sandwiches, and is not a round leaf. Escarole should be selected by color; some heads have a larger amount of whitish leaves.

Tomatoes. May be purchased in a green state and ripened beautifully out of the refrigerator. If tomatoes are individually wrapped, you will attain better ripening by removing the papers. For some strange reason, tomatoes retain a healthier condition, without rotting as easily, if they touch their mates. A few drops of water sprinkled over them will hasten ripening. Just as they turn cherry-red, while still hard, they should be put into the refrigerator and used within a few days, or they tend to soften. Pick varieties which show a nice pattern when sliced across and which hold the seeds without spilling. This is usually the "Globe" type. Cuban, Florida, California, Mexican, and Texas tomatoes come in the winter months, with a high-grade Cuban the best.

Many produce dealers repack selected tomatoes at higher prices, especially in larger sizes, but a repacked No. 2, having a slight surface spot which mars its appearance and may be cut away easily, is sold at about half the price of No. 1's and is as good. During harvest times small plum tomatoes abound at a low price, and these may be used as garnishes or cut up in salads. Lugs of tomatoes usually hold about thirty pounds. A lighter package may denote pilfering, which is done by removing tomatoes and shaking the box to make it look full.

Celery. Used in sandwich spreads extensively and for cooking. Select the white type instead of the greener, which color does not blend as well in the food. Celery is packed in crates, and when older becomes discolored and slimy. Often it becomes quite expensive and it is possible in some produce markets or super-markets to buy the trimmings, which

are the sturdy outer stalks, shucked for appearance. These may require a little scraping, but the saving is considerable, sometimes as much as 90 per cent.

Green Peppers. Packed in bushel baskets or in crates, peppers are an important ingredient in cooking and in salads. The larger ones take up more room and provide less chopped-up volume, so it is more economical to purchase the No. 2 grade which, while sound, green, and shiny, may be deformed and smaller, with the price sometimes half of the others. Peppers spoil quickly. They may be bought in small baskets.

Cabbage. Shipped in crates or bags. In season it is green, but loses its color later when it is stored. It needs no refrigeration. Light-weight types have not been headed properly and should be cheaper.

Onions. Sold by size, they come in a number of varieties. Regular and Spanish type are two. The Spanish is preferred for sandwiches like hamburgers because it is not as strong in taste, while the other is used in cooking. There is a red Italian type which is still milder. While the larger sizes cost more, the time saved in peeling is a factor to be considered, for it is a tedious task to peel little onions. When old, onions rot or sprout. Small white onions, sold in twenty-five and fifty pound bags, are used as a cooked vegetable, served with a white sauce, or mixed with string beans.

Potatoes. Early or late crops and geographic place of growth are important to restaurant men because potatoes used in frying, baking, and for fish-cakes must meet processing conditions which react peculiarly in each case. A watery potato will not hold up well while frying, in fish-cakes, or for mashing. Some potatoes are whiter, dryer, and more mealy, and have a better flavor. Early potatoes are not suitable, and you can tell these by the thinness of the skin. When buying potatoes, cut one in half to see whether it is white and clean inside, with no spots, and whether it is over-moist. Some po-

tatoes have too many eyes indented too deeply, which means waste in machine peeling to remove them, or time consumed in "eyeing." Idahoes are reputedly better, in size and quality, for baking because they are packed uniformly, and the results are assured. No. 2 potatoes, smaller in size, are much cheaper and may be satisfactory for mashing if they are eyeless and machine-peeled with no hand labor.

Carrots. These may come in crates with tops on when new. Later the tops wilt and are trimmed off, and the carrots are repacked. Both new and old carrots are best bought in the trimmed state. All must be scraped and washed; so larger sizes take less time.

Yellow Turnips—Rutabagas. Bought in bags holding fifty pounds, they are popular and inexpensive when mashed. Old or new are suitable. White turnips have a more limited use.

Sweet Potatoes. Spoil quickly. Bottom of the basket should be examined for rot.

String Beans. Sold in bushel baskets, they should be tested for softness and smoothness, a sign they were picked young. Stringing them is a chore, and then they must be cut, except the "refugee" type which are thin and tender, expensively marked when canned, but cheap enough fresh, and superior to most other kinds. Attempts have been made by the use of bean-cutters to imitate the "refugees."

Cauliflower. Firm, closely packed snow-white heads make a delicious vegetable when cooked. Even the leaves are tasteful, cooked separately.

Broccoli. Avoid heavy, older stems and flowery sprouts.

Beets. When new, they are shipped with tops in crates or baskets. Older beets are satisfactory when sliced and cooked, and are sold in bags or bushel baskets. Avoid the extra-large ones as unwieldy. Beet-tops used as a vegetable are raised especially for this purpose and are picked before the beet is much larger than a pea.

Cucumbers. Cannot be stored for more than a week or so,

and should be kept at 50°. Sold in bushel baskets, they must be hard and bright green. If too large, they have too much white shell. Small, warty types are called pickles and are good for salads, slicing, and for pickling because they hold up better in brine. When yellow, they are over-ripe.

Spinach. Get baskets with large leaves, and be sure they are sound. Must be washed thoroughly in several waters.

Mushrooms. Soft, white, and of fine texture when fresh, with tender stems. Button mushrooms, tiny, yet tender, are excellent and cheap.

Corn. Must be cooked soon after picking for sweetness and flavor. Cobs must have kernels fully formed to the bottom and be worm-free.

There are many other vegetables which may please diners in certain sections of the country and the restaurant man soon learns their use.

Fruit

Oranges. For juice, the Florida orange provides greater volume, but often a flavor which is inferior to the California orange. However, while the California navel is unexcelled for fruit salads and for slicing, it has little juice content and only the Valencia type provides sufficient juice. Florida oranges run to larger sizes and over a greater span of the calendar. They seem to be hardier for refrigerator storing, and should be compared by districts for flavor. Co-operative shipping concerns guard the quality when packed under their label. State regulations prevent shipments of frozen fruit to protect buyers, but cannot protect them after unloading. A frozen orange becomes bitter and unpalatable.

I have always hefted an orange before buying, to feel its weight. A light orange denotes less juice, but the good ones seem unusually heavy for their size. With super-markets bid-

ding for certain sizes to meet their price per dozen structure, you may get a bargain in unwanted sizes with just as much juice.

Grapefruit. Thinner-skinned variety seems to come from Florida. These are sold by size and color of the skin. Because most grapefruit is sold by the half in restaurants, the size must be selected for your price mark-up, to a great extent. The fancier grades have bright yellow skins, unmarred by blemishes, but the price is much higher for these. Most grades have russet marks which have no effect on the quality. There are seed and seedless varieties, the seedless having thicker skins and less juice. While it seems a timesaver to have seedless grapefruit, I have always preferred the heavier ones, with seeds, coring out the center.

Lemons. Small lemons are cheaper and more economical because the same number of cuts may be made. They should be soft, showing juiciness, with a thin skin.

Apples. "Rome Beauties" have the best texture for baking, holding their shape best under the heat. "Extra Fancy" is the most expensive; "Extra Fancy and Fancy" the next. Sizes also affect price, depending upon demand. Here again your selling price will help you to decide how many apples you need in a box at the current cost.

Honeydew Melons. The best come from California and should have small pit sections with lots of meat. Strangely, these ripen best in the refrigerator and should not be served unless they are spongy when pressed. It is not enough for them to give a little on the stem side. Stick to the best brands for good flavor.

Cantaloupes. I am strictly a California-type cantaloupe man. Even the Arizonas, in my opinion, fail to equal them. For sweetness, richness of meat, and general flavor, I look for the California label on the crate, and I prefer the Thurlock variety which has a tiny nest for seeds and a thick section

of fruit. My cantaloupe must be lead-heavy to please me. Cantaloupes are shipped green, refrigerated, and the time element is short between perfect ripening and spoiling—a day or two in a warm room until the green lines disappear and they feel slightly spongy, and then not more than a couple of days in the refrigerator. Guide your purchases by this.

Cranshaw Melons. This is the prize fruit delight. It has everything—flavor, weight, and eye-appeal. But it must be just ripe, spongy, and golden for thorough enjoyment.

Canned Goods

Canned fruit and vegetables are packed by grades signifying quality and water content, according to U.S. Government standards, and are marked "Grade A" for "fancy," "Grade B" for "choice," and "Grade C" for "standard." If contents are below standard, they must be so labeled. For restaurant purposes, the sizes best suited are No. 2, which is used most for vegetables; No. 2½, for fruit; and the large No. 10 for both. The No. 10 holds about 5/6 of a gallon.

Selection of the size of the can depends upon the amount used, or the price. Sometimes it is necessary to compare the weight of the contents after the liquid has been poured off.

Peas. Size, color, and quality are important as well as net weight.

Cut String Beans. Flavor and tenderness affect customer approval.

Sliced Carrots. A nice vegetable for plate dinners.

Beets. Buy either the sliced or shoe-string—not the broken.

Corn. Whole kernel is more expensive than the creamed type, which is the second cut off the cob, but the flavor of the creamed is better.

Sweet Potatoes. More economical than fresh sweet potatoes because there is no waste, and need only be opened as ordered.

Tomatoes. Flavor and water content must be examined.

Purée. Specific gravity or thickness counts. Some purées have sugar added, which is not always desirable in gravies or soups.

Ketchup. In cans or bottles, but cheaper in the cans. Spoils quickly in warm weather if opened. Fermentation bubbles are the sign.

Spinach. Quality and color should be noted. Saves time spent in culling, picking, and washing fresh spinach.

Beans. Baked beans should be tested for solidness of pack, flavor, and quality of the bean, whether vegetarian or with pork.

Sauerkraut. Should be white, not dark. Some canned sauerkraut is almost like fresh in flavor and quality.

Canned Soups. An assortment of canned soups may comprise your soup menu, or may be kept for use when your cooked soup is sold out.

Canned Ham. For flavor, general quality, and storing without loss, canned hams should be your choice for sandwiches. These hams are canned in different weights, so that you can select the size which will best fit on the sandwich and yet be exactly right to meet your food cost.

There is a certain amount of jelly in a can, but the net weight usually provides a saving over the regular boiled ham. The first canned hams of superior quality came from abroad, but now American hams are the best. During the war, when meat was scarce, a vogue was introduced of boiling hams at a very low temperature for a greater length of time to limit shrinkage. But the quality was inferior, the color almost akin to raw, and the flavor was not zestful. Even today some processors are using electronic cooking before canning, but I think they will lose out in competition with the well-cooked,

pale pink, tastier hams provided by more far-seeing processors.

Corned Beef. The South American corned-beef, in six-pound tins, is perfect for corned-beef hash, and the price is low. Most cans are packed under American labels which note that they are of South American origin. By adding your own cooked, diced potatoes, the cost is less than that of prepared corned beef hash in cans. And compared with other food items, corned beef hash will give you the greatest profit.

Sardines. There are two kinds—those in oil and the ones in tomato sauce. In tomato sauce, there is a choice of American, English, or Holland. When the run of American sardines is low, Japanese substitutes are offered, but the ones I have seen lack the superlative flavor of the real American or European brands. Sardines come in different sizes of fish in the can, from four to as many as eight, and because a whole fish must be served, your specification will depend on your selling price.

In oil, sardines are popular in sandwiches or salads. Of all, none is equal to the Portuguese in pure olive oil. But even these must be tested for oil content in the can, for what may seem a better buy because the can contains a full pack is really not so if you realize that it is the *quantity* of oil which determines the flavor—oil being more expensive than sardines. The French-Moroccan sardine is poorer and they are often mistaken for the Portuguese. Maine has been packing a sardine in cotton-seed or peanut oil, which I don't think can equal the old-time corn oil pack, now apparently gone from the market. Sizes of these fish are not important because a number of them may be put on a sandwich. However, there is a choice in foreign sardines between those with skins and the boneless, or boneless and skinless. In restaurants, the regular sardine with skin and bone is cheaper and just as good.

Salmon. Canned salmon may be either pink or red. In pound cans, the price is lower than the smaller sizes, com-

paratively. When this is served as a salad, you will want the red, but for a mixed salmon salad with celery and mayonnaise, the pink will do, especially as the addition of a small amount of sweet paprika aids the appearance.

Tuna Fish. A very popular sandwich spread, real tuna fish is expensive, but the same species, with the same flavor, bonita, a smaller relative, is as desirable and much cheaper. Good brands come from South America.

Rock Lobster. African rock lobster is white and has a real American lobster taste. While fairly expensive, it can bring a higher selling price, and makes a popular sandwich spread mixture when made with celery and mayonnaise.

Dry Groceries

Mono-Sodium Glutamate. This is *first* on my list of groceries because it is the prime factor in bringing out the flavor of food. It is a harmless granular chemical which improves the taste of anything it is added to, from soups to cooked meats and salad mixtures.

Baking Powder. Use the best for baked goods and pancakes.

Baking Soda. Used for buttermilk pancakes. Do not add it to vegetables to keep their color—it decreases the vitamins.

Flour. Regular “hard” and pastry flour.

Salt. In pound boxes for table use—buy the grade which has “iodine added,” an important health factor to all. In bags, coarse and fine, for cooking.

Pepper. Use pure white pepper for cooking and salad preparation; it blends without the particles being noticed. But for table use order pure black, so diners will know when they have put on enough.

Barley. Small pearl for soups.

Hominy Grits. A cereal, popular in some sections with eggs or gravy.

Salad Oil. For frying or mixing. Corn oil is odorless in frying, while peanut oil, cotton-seed oil, and others may become unpleasant.

Rice. Whole grain. May be bought in boxes or bags.

Raisins. Seedless, in pound boxes, for desserts and pies.

Prunes. Smaller size is cheaper. Oregon prunes have a more tart flavor. Pound packages are less subject to vermin attack.

Pea Beans. For soups or as a vegetable.

Lentils. For soups.

Gelatin. For desserts, in varied flavors.

Peanut Butter. For sandwiches.

Grape Jelly, Preserved Fruit.

Bread Crumbs. For breading, or already prepared breading with seasoning added may be obtained.

Coffee. Buy the best in the proper grind for your equipment, but never too coarsely ground.

Tea Balls. The best is still cheap, and a reputation for serving good tea is valuable.

Chocolate. For serving hot chocolate, it is available in individual packages.

Cocoa. Get the best if you plan to make your own fountain syrup.

Breakfast Cereals. Assorted, in individual or large packages.

Garlic Powder, Dry Mustard, Allspice, Bay Leaves, Cloves, Hot Chili Powder, Cayenne Pepper, Sweet Paprika (Hungarian), Thyme, Celery Salt, Olive Oil, Vinegar (Cider and White).

Maple Syrup or Mapleine.

Spaghetti, Macaroni, and Noodles. Do not buy broken.

Frozen Foods

The list of frozen foods, including meats, fish, and vegetables, is expanding at a rapid pace. Unless you own a deep freeze cabinet, few of these products are available for your use. Investment in this piece of equipment enables the small restaurant to include items in his menu never before possible without waste and expert preparation. Portioned meats, shrimp, fish-sticks, and other fish portions, pies, waffles, orange-juice, and many other foods can be purchased from wholesale frozen food merchants in quantities small enough for one day's service. Only the limit of your price range curtails the list. Names of these dealers are in your local telephone book. Remember that this type of food must be kept at zero degrees Fahrenheit at all times, until used. Frozen orange juice has deteriorated if you shake the can and hear the liquid swishing around.

Fish

Shrimp. Both fresh and frozen are sold by the count of pieces to the pound—"jumbo" running about twenty, but the smaller shrimp are less expensive. Somehow, I have always favored Atlantic Coast shrimp because I have found that a strong taste of iodine is present in those caught in the Gulf of Mexico. While iodine is a valuable adjunct to the human body, and most people know this, the taste is often disagreeable. With the great shrimp-beds in Gulf waters providing the main supply because of the newly found electronic method of locating them, it is not as easy to purchase the coastal variety, which I would try to buy nevertheless. Frozen shrimp may be bought boiled and cleaned. Broken shrimp for use in cooked dishes are cheaper.

Crab-Meat. Crab-meat is sold in one-pound tins, and is graded by the size of the lump. The largest lumps are "Back-fin" exclusively. "Lump" crab-meat may contain some larger lumps on top and smaller bits underneath, while the lowest grade has shreds blown from where the meat is loose. Fresh crab-meat has a sweet odor, and a can should be dumped to see if the bottom is as sweet smelling. If not, don't buy it. It should be used quickly. Maryland supplies the best and whitest on the East Coast.

Clams. Hard clams are sold in three sizes—the largest called chowder clams, the next size cherrystones, and the smallest little necks. Gaping clams are dead and must be discarded. Large clams should be full of meat and juice to give chowder its best flavor. It takes about a quarter of a bushel for fifteen gallons of chowder. Soft clams are used for New England clam chowder, and may be fried, or sold as "Steamers," with a cup of the broth.

Filletts. Cod, Haddock, Flounder, and other fish are skinned and separated from head and bones, leaving a chunk of solid meat. This is sold by the pound and becomes a food item easy to handle, without labor for cleaning, and perfect for portion control.

Scallops. Sold fresh or frozen, they are the muscle which holds together the scallop shells; the rest of the scallop is not used. They come in two sizes: large, called "deep-sea," and the small, called "bay." When fresh, they are soft, tender, and slightly sticky from the juice. Do not wash them; it will impair the flavor. When older or over-cooked, they become tougher. Actually they may be eaten raw.

Oysters. May be bought in the shell, but for frying or in stews, they are packed shucked, in half-gallon or gallon cans. Large ones, running from 70 to 120 to a gallon, are called "counts," because they can be counted easily. Smaller ones are tedious to handle and lose their juice in the breading.

Other varieties of fish are found in different sizes, fresh or

frozen, at all times of the year. The frozen ones are less expensive because they are processed when the run is largest and do not require constant icing enroute, and they also may be fresher when thawed than the others.

Fountain Supplies

Ice Cream. Sold everywhere by large dairy companies and ice cream manufacturers in large cans holding two and a half, five, and ten gallons. The quality is determined by the butter-fat content. In Philadelphia ice cream is sold by weight, for actually the weight is the dominant factor in the cost. All ice cream begins with the mixture which is whipped up, inflating it. The more air introduced, the larger the volume, although the weight has not changed. And once the product is frozen, the bulk remains, giving the appearance of quantity which is deceptive, for when soft, it is easily depressed, the air squeezed out, or "shrunk." Most manufacturers expand their product only 80 per cent, but some have an "over-run" of 100 per cent. Cream weighs about 9 pounds to the gallon, which is $22\frac{1}{2}$ pounds to a $2\frac{1}{2}$ -gallon container, before inflation. If the full $2\frac{1}{2}$ -gallon container of ice cream weighs $11\frac{1}{4}$ pounds not counting the weight of the paper holding it, there is an over-run of 100 per cent.

Syrups. Sold by grocery companies or syrup manufacturers. If you wish to make your own, you can buy the extracts of flavors and add the prescribed amount to simple syrup.

Citric Acid. Is obtainable in crystal or powder form; a derivative of fresh lemons. Added to certain syrups, and in cooking.

Heavy Cream. For whipping, preferably by the "gas" method in closed containers. Whipped-cream may be purchased in exchangeable containers.

Fudge and Marshmallow. Already prepared, ready for heating.

Concentrated Fruit. Pineapple, peach, strawberry in jars. Dilute with simple syrup to the desired consistency.

Cherries, Nuts.

Malted Milk Powder. Buy the best in large twenty-five-pound cans, which may be kept tightly covered if not used rapidly. The cost of one portion is too small to try to save with an inferior product lacking in richness and body.

Milk. Keep at about 32° for best utility in shakes, etc.

Bar

Whiskey. Buy only the popular brands which far outsell others. A lower-priced whiskey will not move unless you offer a "special" low price. The law forbids refilling or pouring from one bottle to another.

Rums and Liqueurs. Slow movers, but may be ordered in single bottles. It is not necessary to buy a case of each.

Wines. Only in expensive restaurants are "Vintage" brands necessary. Sherry, port, muscatel, as well as the dry wines, are sold in gallon or half-gallon bottles at a lower price, and may be poured from them.

Beer and Ale. Best sold "on draught," if you can sell a half-barrel quickly. Bottled beers may be stocked according to their popularity.

Soda and Ginger Ale. Dispensers which mix the ginger ale syrup at the bar with the soda-water charged by a carbonator save storage room which cases of carbonated-water demand.

Coca-Cola. Gallon bottles of pure Coca-Cola syrup are sold for dilution with soda water.

Cherries, olives, cocktail onions, lemons, oranges, sliced pineapple in cans, orange and Angostura bitters, grenadine.

Dairy Products and Cheeses

Milk. Supplied by local dairies. I prefer it in five- or ten-gallon cans and dispensed from an electrically refrigerated cooler. It saves icing of individual bottles or paper cans, as well as storage, washing, and paper disposal. One can of milk is easier to handle and haul than 160 eight-ounce bottles. Besides, you may have to serve less than eight ounces, which is the standard individual size. Use no raw milk.

Cream. "Light" if it contains 20 per cent butterfat; "heavy" if 40 per cent.

Butter. The best flavor is found in the "93 Score" or higher. Below that is found lack of flavor, more watery content, or rancidity.

Oleomargarine. Use only in cooking. Butter is preferable but more expensive. In most cities you must post a sign that you are using oleomargarine if it is spread instead of butter.

Evaporated Milk. Sold in small or large No. 10 cans. Some brands have a more pungent "canned" flavor, so select the one which tastes more like sweet milk. Used in cooking or in "coffee-cream" mixtures.

Eggs. Sold by the size. Large weigh more than 24 ounces per dozen or 45 lbs. net weight by the case; medium, 21 ounces per dozen or 40 lbs. net weight by the case; small, 18 ounces per dozen or 34 lbs. net weight by the case. Should be bought candled, which means that bad eggs and those with blood spots have been culled. Fresh egg yolks stand up firmly; older ones begin to sag and spread when broken into a pan, or the yolk mixes with the whites. At certain times of the year there is only a few cents' difference between large and medium, because of the special demand from supermarkets for certain sizes to meet a price range. The color of the shell is of no importance, except that some customers

prefer white, but the flavor of the egg is determined by the feed.

Buttermilk. Attractive if flecks of butter are floating on top.

Sour Cream. Appeals to some in hot weather for berries or salads.

Swiss Cheese. As an old Swiss-cheese lover, I am very finicky about it. Of the American brands, I have used only the Wisconsin State, which I consider the best here at certain times of the year, but only when it is fragrant and flavorful. Most American Swiss has no Swiss-cheese flavor. Naturally, real Switzerland cheese is ideal. It is quite expensive for the popular-priced sandwich shop, but not out of reach of the ones charging slightly more. Finnish, Austrian, and Danish Swiss cheese, I think, is priced only about 20 per cent higher than American, and has a delicious flavor.

American Cheese. Slices nicely for sandwiches. Because of the loaf form, it is perfect for cost control. Yellow American cheese is a processed cheese which melts readily.

Muenster Cheese. Low in price, it is a type of farmer cheese which slices nicely. The loaf form is preferable to the round.

Cream Cheese. Packed in three-pound boxes, the cream cheese is the richer grade of Neufchatel.

Baked Goods

Rolls. Rolls for sandwiches come in large sizes. Smaller round rolls, much softer, are used for hamburgers, and the same type in long narrow shape, for frankfurters. Many bakers are slicing the hamburger and frankfurter rolls before delivery, saving time for the restaurant. Bread and rolls have increased in price until they have become an important part of the food cost.

Bread. Bread for sandwiches, restaurant size, is sold wrapped and sliced in two- and three-pound loaves, and may be had in white, whole wheat, sour rye, rye, raisin, pumpernickel, and long one-pound French. Kept in a closed bread-drawer, it will keep for more than one day, but is best when fresh. Loaves left over may be used the next day for toast or to be served with dinners, leaving the new fresh loaves for sandwiches.

Pies, Cakes, and Pastry. Few sandwich shops, small diners, or drive-ins are set up to do their own baking. Aside from the task of supervision, the cost of equipment and the salary of a competent baker make the saving over bought cakes small, if any. And the space needed for oven, tables, pan-racks, proofing cabinet, refrigerator, and ingredients can rarely be found. So we turn to commercial bakeries for supplies.

My main gripe against them is that the products they turn out for restaurant use are not tasty, as a rule. While they have their own problems and expenses, I feel that the cost of their ingredients, like that of a restaurant, is a minor part of the total cost which includes equipment, labor, delivery, etc. A little better quality would not add too much. And if you have roamed over the country, as I have, eating in all kinds of restaurants, you, too, know that you can rarely find an acceptable cruller or doughnut or piece of pie. The fried products are often made in a burned frying compound which has an off-odor. Little shortening is mixed in the dough; mace and other seasonings add strange flavors. Pies have hard and thick crusts, with fruit heavily laden with filler and gelatin.

Shop around for the best you can get in your price range, and even if your customer is size-conscious, a smaller but better piece of cake or pie must win approval. I would say that if you must sacrifice a few percentage points in your food cost, it should be on baked goods. Perhaps you can in-

fluence your wholesale baker to make your wares a little better than the others.

Poultry

Chickens. Buy high quality chickens to get the best taste when cooked. These may be bought fresh, packed in ice, or fresh-frozen, and can be had dressed, ready to cook whole, or in parts. Broilers are the youngest, weighing 1½ to 2 lbs. each; fryers, 2½ to 3½ lbs. each; pullets, 3½ to 4½ lbs. each, are best for roasting, as are capons which weigh 8 to 12 lbs. each. Fat fowls provide the most breast for chicken sandwiches, and "O.C.s" are cooked to provide only meat for salads, hash, and croquettes.

Turkeys. "Young Toms" are used for turkey dinners and sandwiches. There are new mutations with more leg meat and breast.

Meat

*Meat Manual**

The United States official grades, in their respective order for the different kinds of meat, are:

| <i>Beef</i> | <i>Veal</i> | <i>Lamb</i> | <i>Mutton</i> |
|-------------|-------------|-------------|---------------|
| Prime | Prime | Prime | |
| Choice | Choice | Choice | Choice |
| Good | Good | Good | Good |
| Commercial | Commercial | | |
| Utility | Utility | Utility | Utility |
| Cutter | Cull | Cull | Cull |
| Canner | | | |

*National Live Stock and Meat Board.

Since the grades known as Cutter, Canner, and Cull are seldom sold in retail markets, the consumer need remember only the five grades (1) Prime, (2) Choice, (3) Good, (4) Commercial, and (5) Utility.

Grade and brand names are applied to meat with a roller stamp which leaves its mark the full length of the carcass, or if cuts are being graded, the full length of the cuts. The marking fluid is similar to that used for the inspection stamp and is harmless.

Following is a brief description of each of the seven grades of beef. These descriptions also apply quite closely to veal, lamb, and mutton. Veal, however, does not have the firmness of flesh or as much fat, either as an outside covering or deposited in the lean, as the comparable grades of beef.

Prime grade beef carcasses and wholesale cuts are thick-fleshed, blocky, and compact. The fat covering is firm, brittle, and somewhat waxy. It is fairly smooth and uniformly distributed over the outside of the carcass. The cut surface of the meat has a smooth, velvety appearance with a pronounced intermingling (marbling) of fat with the lean. The color of the meat may range from a pale red to a deep blood red but it is uniform and bright. The feather bones (spinous processes of the backbone) are usually soft and red, terminating in white cartilages called "buttons."

Choice grade beef carcasses and wholesale cuts are moderately thick-fleshed, blocky, and compact. The fat covering of the carcass varies, depending upon the age of the animal, from slightly thin in young animals to moderately thick in mature animals. The marbling in the rib eye varies from moderate to moderately abundant, depending on the age of the animal. The color of the meat usually ranges from a light red to slightly dark red. It is usually uniform in color but may be slightly two-toned or shady. Chine bones vary from soft and red in color to tinged with white.

Good grade beef carcasses and wholesale cuts are slightly thick-fleshed, slightly compact and blocky in appearance. The fat covering of the carcass may be somewhat soft or slightly oily and varies from thin in young animals to slightly thick in more mature animals. The marbling in the rib eye varies from a slight to modest amount. The color of the meat varies from light red to slightly dark red but may be two-toned or slightly shady. Chine bones vary from soft and red to tinged with white depending on the maturity of the animal.

Commercial grade beef carcasses vary, over a fairly wide range, in conformation, finish, and quality. Young animals are angular and slightly thin-fleshed; mature animals are slightly thick-fleshed but irregular in contour. Fat covering varies from thin in young animals to moderately thick in mature animals and may be patchy or wasty. It is moderately soft or oily in young animals and usually firm in mature animals. The rib eye muscle of young animals is soft and watery and has little if any marbling, whereas in mature animals marbling may be rather abundant but coarse and prominent. The color of the meat varies from slightly dark red to dark red but may be two-toned or shady. Chine bones in the young animals are red and in mature animals are hard and white.

Utility grade beef carcasses and wholesale cuts may be rangy, angular, and irregular in conformation. They are thinly fleshed and the fat covering varies from very thin in young animals to moderate in mature animals and is usually soft. The cut surface of the lean muscle is usually soft and watery in the younger animals, fairly firm but coarse in mature animals and shows practically no marbling. Color varies from light red to very dark red and may be two-toned or shady. Bones are usually hard and white.

Cutter and Canner are the lowest grades of beef. The meat is less tender but nutritious and wholesome. It is gen-

erally cured, canned, or used in making sausage and many other meat specialties.

Aging of Meat

The purpose of aging meat is to develop certain factors of palatability, particularly tenderness and flavor. The two meats most frequently aged are high quality beef and mutton. Aging does not improve veal and pork. Lamb of high quality is sometimes aged. To be suitable for aging the meat must have a fairly thick covering of fat to prevent discoloration of the lean and to keep evaporation at a minimum. This means that only the higher grades of beef, mutton, and lamb have a sufficiently thick fat covering to stand aging for the necessary period of from three to six weeks at temperatures of from 34°F. to 38°F. Those who like aged meat usually prefer to buy it already aged at their retail markets.

Guides to Meat Cookery

Every grade and cut of meat can be made tender and palatable by following certain cookery guides which have been developed as a result of extensive experimentation and research. These guides are: (1) the basic principles of meat cookery, (2) the control of temperature in cooking, and (3) the specific methods for cooking meat.

Principles of Meat Cookery

Meat cuts are tender or less tender, according to their location in the carcass, the grade of the meat, the amount of aging they have undergone after slaughter (applies especially to beef), and the age of the animal when slaughtered. In most cases, the tenderness of a meat cut determines the method or methods which may be used for cooking it.

Certain cookery methods are adapted to the tender cuts, while others are especially suited to the less-tender cuts.

In general, tender cuts are best when cooked by dry heat methods, such as roasting, broiling, panbroiling, and frying. On the other hand, less-tender cuts are made tender by cooking with moist heat, as braising and cooking in liquid where the meat is surrounded by either steam or hot liquid. It requires long slow cooking in moisture to soften connective tissue—the part of meat which may not be tender. Braising is the method by which pot-roasts and Swiss steaks are cooked. Large cuts and stews are cooked in liquid.

There are a few exceptions to the general rule of dry heat for tender and moist heat for less-tender cuts. Some thin cuts of meat, such as chops, steaks, and cutlets of pork and veal, need to be cooked well done. They are better when braised or fried, rather than broiled or panbroiled. Braising or panfrying cooks them well done without drying them out.

Temperature Control

During cooking, meat shrinks or decreases in size and weight, regardless of the method used. Water and other volatile substances evaporate from the surface; some fat, water, extractives, and other food constituents also escape, but are retained in the pan drippings. This loss in weight is spoken of as shrinkage or cooking losses.

Studies of the factors determining the amount of shrinkage or cooking losses, through evaporation and pan drippings, and the effect of this shrinkage on the quality of the cooked meat show that cooking losses are of great importance. They affect the appearance and the palatability of the meat as well as the amount of meat there is to serve—the greater the shrinkage the less desirable the product.

A number of factors affect the cooking losses or shrinkage in meat. Two of the most important of these can be controlled. They are:

1. The temperature at which the meat is cooked. (The higher the cooking temperature, the greater the shrinkage.)
2. The internal temperature of the meat, or its degree of doneness. (The higher the internal temperature of the meat, the greater the shrinkage.)

Cooking temperature. Proof that low temperature pays has been demonstrated by thousands of experiments conducted in research laboratories of universities, state colleges, and the United States Department of Agriculture. These tests show definitely the results obtained by cooking meat at low temperature as compared with high. Low cooking temperatures save meat, whether roasting, broiling, frying, braising, or cooking in liquid. From 15 to 20 per cent of the meat shrinkage in many homes and institution kitchens, as a result of high cooking temperatures, can be prevented by the use of low temperatures.

Meat is a much better product when it is cooked slowly—more tender, juicier, and more flavorful; it is also more uniformly cooked. Less fuel, too, is required to cook meat at low temperature, even though the cooking time is longer. This is particularly true of roasting.

Another advantage of low temperatures for cooking meat is that there is less work involved—less watching of the meat during cooking and less work in cleaning equipment afterward, since there is less burning of the fat on pans, racks, and ovens.

Low cooking temperatures also mean easier and more economical carving. While meat cooked at low temperature is more tender than that cooked at high, the muscle fibers hold together better and there is less crumbling and falling apart. Thus there is less waste in carving.

Meat Thermometer.

The degree of doneness or internal temperature to which meat is cooked may influence its shrinkage as much, or even

more in some instances, than the cooking temperature. As the degree of doneness is increased, the shrinkage of the meat is increased. Pork must be cooked well done, but pork roasts become dry and shrink unduly when overcooked. When cooked to exactly the correct degree of doneness, they are juicier and more flavorful, and there is more meat to serve.

Cooking time has been used generally as a guide to the degree of doneness. It is a fairly accurate guide for certain tender meat cuts of definite thickness, such as chops, steaks, ham slices, etc. Tenderness, as tested by inserting a fork, is the practical guide to doneness for the less-tender cuts.

The research laboratory, however, has shown that the meat thermometer is the most accurate guide to the degree of doneness, especially of roasts. In other words, the internal temperature of meat, as shown by the meat thermometer, indicates its degree of doneness.

Cooking time is only an approximate guide to the degree of doneness. Many factors affect the cooking time of meat. Some of these are:

1. The cooking temperature. Even a slight variation in temperature affects the time required to cook the meat to a certain degree of doneness.
2. The size and shape of the cut. In general, the larger the cut, the fewer minutes per pound required to cook it; however, a chunky cut requires longer cooking time than a flat thin one of the same weight.
3. The style of the cut. A standing rib roast cooks in considerably less time than if the same roast is boned and rolled. As much as five to ten minutes per pound additional time may be necessary to cook the rolled roast.
4. The grade of the meat. The amount of fat covering on a meat cut affects its cooking time—the more fat the faster it cooks. Melting fat is an excellent conductor of heat. It also prevents some evaporation and thus speeds the rate of cooking.
5. The amount of aging. Cuts from aged beef require slightly less time to reach the desired degree of doneness than those which have not been aged. Only beef of high quality, however, is aged.

6. The degree of doneness desired. Some people prefer rare beef or medium done lamb while others want both cooked well done. The meat thermometer eliminates guesswork, since it assures any degree of doneness desired.

From the points discussed, it is seen that in most cases cooking time is only an approximate guide to the degree of doneness of meat. The meat thermometer is an accurate guide to the degree of doneness of all kinds of roasts and thick steaks and chops.

Specific Methods for Cooking Meat

There are six specific methods for cooking meat. Cuts may be cooked by roasting, broiling, panbroiling or griddle-broiling, frying, braising, and cooking in liquid. The method selected depends upon the tenderness of the cut, its size and thickness, personal preference, and the cooking facilities. Frying includes shallow (panfrying) and deep-fat frying.

Any tender cut of beef, veal, pork, or lamb may be roasted. The steps in this method of cooking are as follows:

- (1) Season with salt and pepper, if desired. It matters little whether a roast is salted before or during cooking because when it is done, the salt has penetrated only to a depth of about half an inch.
- (2) Place meat, fat side up, on rack in open shallow roasting pan. The rack holds the roast out of the drippings; with the fat on top, the roast will do its own basting.
- (3) Insert a meat thermometer so that its bulb is in the center of the largest muscle. The bulb should not touch bone or rest in fat.
- (4) Add no water and do not cover. Roasting is a dry heat method of cooking, and if the pan is covered or water added, the meat will become a pot-roast.
- (5) Roast in a slow oven—300° to 350°F. The oven may be started just as the roast is put in it.
- (6) Roast to the desired degree of doneness. There will

be no overcooking nor undercooking if a meat thermometer is used.

Tender beef steaks, lamb or mutton chops, sliced ham or bacon, and ground beef or lamb are suitable for broiling. Fresh pork and veal are seldom broiled. Steaks and chops should be cut at least an inch thick for best broiling and a slice of ham at least half an inch. These steps show how to broil: (1) Turn the oven regulator to "broil." The broiler may be preheated or not, as desired. With some broilers thick steaks or chops may be cooked without preheating the broiler. (2) Place meat on rack of broiler pan, two to three inches from the heat. Steaks or chops one and a half to two inches thick should be at least three inches from the heat; those one inch or less in thickness, about two inches. (3) Broil until top side is brown. The meat should be approximately half done by the time it is browned on top. (4) Season the top side with salt and pepper. For a slice of ham or bacon this step would be omitted. Steaks and chops brown better if browned before salting.

(5) Turn and brown the other side. For determining accurately the degree of doneness of a thick steak, a meat thermometer may be used; for thick chops or patties, it may be used in one of them. (6) Season and serve at once. To keep broiled meats hot, the platter should be heated.

The same tender cuts suitable for broiling may be pan-broiled or griddle-broiled. When cuts are very thin, pan-broiling or griddle-broiling may even be preferred. Pan-broiling is also a convenient method for a small steak or a few chops. Follow these steps, whether panbroiling or griddle-broiling: (1) Place meat in heavy frying-pan or on a griddle. Cook slowly. The pan or griddle need not be sizzling hot nor is it necessary to preheat it. The meat merely starts cooking more quickly if it is warm or hot at the beginning. (2) Do not add fat or water. Do not cover. Pan-

broiling or griddle-broiling is a dry heat method of cooking—therefore, no water nor cover; if a cover is used or liquid is added, the meat is braised. Most meat cuts have enough fat to prevent their sticking; if fat is added they will be fried. (3) Turn occasionally. Since the meat is in contact with the hot metal of the pan or griddle, turning more than once is essential for even cooking. (4) Pour off or remove fat as it accumulates. If fat is permitted to collect, the meat will fry instead of panbroil or griddle-broil. (5) Brown meat on both sides. It does not need to be seared or browned quickly at the beginning—searing does not hold in meat juices—a gradual browning is better. (6) Do not overcook. Season and serve at once. Fairly accurate cooking times have been determined for this method. A meat thermometer, however, is essential in experimental work; and for the inexperienced cook it will serve as an accurate guide to the degree of doneness of thick steaks and chops.

Comparatively thin pieces of tender meat, or that made tender by pounding, scoring, cubing, or grinding, and left-over meat may be fried. When a small amount of fat is added or allowed to accumulate during cooking, the method is called frying, panfrying or sauteing. When the meat is immersed in fat, it is called deep-fat frying.

To Panfry

(1) Use a heavy frying-pan. The fat will heat more evenly and the meat cook more uniformly if a heavy pan is used. (2) Brown meat on both sides in a small amount of fat. Any meat that has a coating of flour, meal or egg and crumbs will need fat added; also, meats that are very low in fat, such as liver or cubed steak, will need additional fat. On the other hand, it will not be necessary to add fat for a slice of ham or for a pork chop unless the chop is breaded. (3) Season with salt and pepper. If the meat is cooked with a coating, the seasoning may be added to the coating ingredi-

ents, otherwise the meat is seasoned after browning. (4) Do not cover the meat. If covered, the meat is braised, and its crispness, which is one object in frying, is lost. It is true that the meat will be less tender than if a cover is used; but in frying, there is some sacrifice of tenderness in order to obtain crispness and a desired flavor. (5) Cook at moderate temperature until done, turning occasionally. When fat smokes it is burning or breaking down. Such a temperature is not only too high for the fat but also for the meat. A frying thermometer is helpful in determining the temperature of the fat. The object in all frying is to cook the meat through while it is browning. Time may be used as a guide to the degree of doneness; also, for practical purposes, a gash may be cut close to the bone—if there is bone—to observe the color of the meat and juice. If the meat is thick enough, a meat thermometer may be inserted upright into it. This is done in experimental work; and for the beginner, it also may be used as an accurate guide to doneness. Turning is necessary in panfrying, as it is in panbroiling, to insure even cooking.

To Deep-Fat Fry

(1) Use a deep kettle and a frying basket. There should be enough fat to completely cover the meat; a wire basket is needed to lower the meat into the fat and to remove it from the fat when done. (2) Heat fat to frying temperature. Suitable temperatures for deep-fat frying meat range from 300° to 350°F., depending upon the size of the pieces and whether it is uncooked or leftover meat. A frying thermometer is essential to successful deep-fat frying, unless an automatically controlled fryer is used. (3) Using the frying basket, lower a few uniform pieces of meat at a time, gradually, into the hot fat. Before placing in the basket, the meat may be coated with egg and crumbs or a batter, or dredged with flour or corn meal. This increases the browning and

adds to the crispness and flavor. (4) Brown meat and cook it through. When the meat is covered with fat, no turning is necessary and both sides are cooked at once. The cooking time, therefore, is less than in panfrying. (5) When done, drain fat from meat into kettle before removing meat from basket. This is another use of the basket. (6) Strain fat through cloth and cool. Cover and store in refrigerator. The life of fat used for frying will be much longer if crumbs and other food particles are removed. The fat should be strained after each use.

Braising is a method for cooking less-tender meat cuts. Some tender cuts also are best if braised. These include the following: pork chops, steaks, and cutlets; veal chops, steaks, and cutlets; and pork liver. The following steps show how to braise, whether a large potroast or a thin cut is being cooked: (1) Brown meat slowly on all sides in heavy utensil. The browning develops flavor and color. To intensify the browning, the meat may be dredged with flour—then it is necessary to add fat to the pan. A slow brown stays on the meat better than a quick brown at high temperature. (2) Season with salt, pepper, herbs, spices and vegetables. In moist heat cookery, the seasoning penetrates the meat to a greater extent than in roasting. The less-demanded cuts and lower grades of meat are the ones adapted to this method of cooking, and seasoning is important with these cuts. (3) Add a small amount of liquid to less-tender cuts. The liquid may be water, soup stock, vegetable juice, sour cream, or marinade. Liquid is not essential in braising tender cuts. (4) Cover closely. A tight-fitting lid holds in the steam needed for softening the connective tissue and making the meat tender. (5) Cook at low temperature until tender. This means simmering—not boiling. It may be done on top of the range or in a slow oven—not above 300°F. (6) Make sauce or gravy from the liquid in the pan. The gravy is an essential part of any braised meat dish. It contains meat

flavors and soluble food nutrients, and should be used to accompany the meat.

Both large cuts and stews are prepared by cooking in liquid. This is another method adapted to the less-tender cuts. For variety, tender cuts also may be cooked in liquid. This is the method used, too, for preparing meat soups.

Large Cuts

(1) Brown meat on all sides, if desired. The browning develops flavor and increases color. Corned beef and cured pork, however, need not be browned. (2) Cover the meat with water or stock. The liquid may be hot or cold. By entirely covering the meat with liquid, uniform cooking is assured. The main difference between braising and simmering is the amount of liquid used. (3) Season well with salt, pepper, herbs, spices, and vegetables, as desired. Wisely used, seasonings add much to the variety and flavor of meats which are simmered. Some suggestions are: Bay leaves, thyme, marjoram, parsley, green pepper, celery and onion tops, garlic, cloves, peppercorn, allspice, tomatoes, chili sauce, ketchup, etc. (4) Cover kettle and simmer until tender. Overcooking and boiling shrink the meat and make it dry, flavorless, stringy and difficult to slice. (5) If the meat is to be served cold, let it cool, and then chill in the stock in which it was cooked. The meat is more flavorful and juicy and it will shrink less if cooled in its stock. (6) If vegetables are to be cooked with the meat, as in "boiled" dinners, add them whole or in large pieces, just long enough before the meat is tender to cook them.

Stews

(1) Cut meat in uniform pieces, usually one- to two-inch cubes. If desired, the meat may be cut into rectangular pieces or into long narrow strips. (2) If a brown stew is desired, brown meat cubes on all sides. Dredging in flour

intensifies the browning. If meat is floured, fat must be added before browning. If a light stew is preferred, browning is omitted. (3) Add just enough water, vegetable juices or soup stock to cover the meat. The liquid may be added hot or cold; however, if it is hot, the meat starts cooking at once. (4) Season with salt, pepper, herbs, and spices. Stews are much better when plenty of attention is given to seasonings. (See step 3 under simmering large cuts, above.) (5) Cover kettle closely and simmer until meat is tender. Do not boil. It will require from one to three hours to cook the stew, depending upon the kind, quality and cut of meat. (6) Add vegetables to the meat at the proper time so as not to overcook them. The vegetables may be left whole, quartered or cut in small uniform pieces. Carrots, onions, potatoes, and peas are standard, though no better than many other combinations which have variety in color, texture and flavor. (7) When done, remove meat and vegetables to a pan, platter or casserole and keep hot. The peas or other bright green vegetables may be cooked separately for garnishing the stew. When cooked separately, boil quickly to protect the green color. (8) Thicken the stock with flour made into a paste, using a small amount of cold water or stock. Use two tablespoons of flour for each cup of stock in the pot. Bring to a hard boil. (9) Pour hot gravy over the meat and vegetables or serve separately in a sauce boat. The gravy is an essential part of a stew but it does not necessarily have to be over the meat and vegetables when served. (10) If desired, make meat pie from the stew. A meat pie is merely a stew with a top on it. The top may be made of pastry, shortcake, biscuits, mashed potatoes, or cereal.

Beef and Its Cooking Methods

High quality beef has a smooth covering of firm, creamy white fat evenly distributed over the exterior. The lean of this beef should be uniform and bright. The color may range from pale red to deep blood red. It is well marbled with creamy white fat. The texture of the lean is firm, velvety in appearance and fine in grain. The bones in young beef are reddish and porous; in older animals, white and flinty.

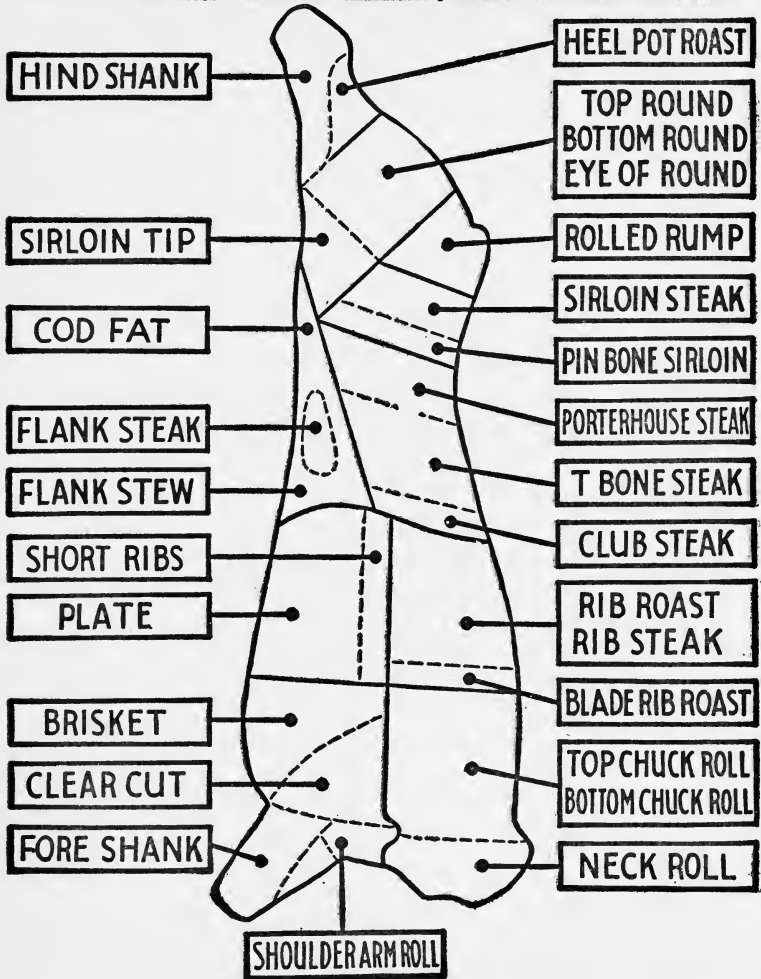
Different grades and cuts of beef vary greatly in tenderness. This is why it is necessary to select beef cuts with the cooking methods in mind, or adapt the cooking method to the cut selected.

All of the thick cuts of Prime and Choice grades of beef, excepting the outside round, the outside chunk, and the neck, are tender enough to be cooked by dry heat, especially if low temperatures are used. On the other hand, the cuts of Utility grade beef are best if cooked by moist heat. With commercial beef, the grade next to Good, the tender cuts—rib, short loin, and sirloin—are cooked by dry heat methods, such as roasting, broiling, panbroiling, and frying; while the less tender cuts are cooked by moist heat methods, such as braising and cooking in liquid.

Less tender meat may be ground and then cooked by the same methods as the tender cuts—roasting, broiling, panbroiling, or frying. Less tender steaks may be made tender by pounding, scoring, cubing, etc. Beef is cooked rare, medium, and well done.

BEEF CHART

RETAIL CUTS



TIME-TABLE FOR COOKING BEEF¹

| CUT | ROASTED AT 300° F. OVEN TEMPERATURE | | BROILED ² | | BRAISED | COOKED IN LIQUID |
|--|---|-------------------------|---|-----------------------|---------|---------------------|
| | Meat Thermometer Reading Degrees F. | Time Minutes per lb. | Meat Thermometer Reading Degrees F. | Total Time Minutes | | |
| Standing Ribs | 140 (rare) | 18 to 20 | | | | |
| Standing Ribs | 160 (medium) | 22 to 25 | | | | |
| Standing Ribs | 170 (well) | 27 to 30 | | | | |
| Rolled Ribs | Same as above | Add 10 to 15 | | | | |
| Blade, 3rd to 5th Rib (high quality only) | 150-170 | 25 to 30 | | | | |
| Rump (high quality only) | 150-170 | 25 to 30 | | | | |
| Tenderloin | 140-170 | 20 to 25 | | | | |
| Beef Loaf | 160-170 | 25 to 30 | | | | |
| Steaks (1 inch) | | | 140 (rare) 160 (medium) | 15 to 20 20 to 30 | | |
| Steaks (1½ inch) | | | 140 (rare) 160 (medium) | 25 to 35 35 to 50 | | |
| Steaks (2 inch) | | | 140 (rare) 160 (medium) | 30 to 40 50 to 70 | | |
| Beef Patties (1 inch) | | | 140 (rare) 160 (medium) | 12 to 15 18 to 20 | | |
| Pot-Roasts | | | | | | |
| Arm or Blade | | | | | 3 to 4 | |
| Rump | | | | | 3 to 4 | |
| Swiss Steak | | | | | 2 to 3 | |
| Corned Beef | | | | | | 3½ to 5 |
| Fresh Beef | | | | | 3 to 4 | 3 to 4 |
| Stew | | | | | | 2 to 3 |

² *Panbroiling or griddle-broiling requires approximately one-half the time for broiling.*

Veal and Its Cooking Methods

Veal has very little fat. In high quality veal, the fat is clear, firm, and white. The lean is light pink with no marbling. The texture of the lean is very fine, fairly firm—though not so firm as beef—and velvety in appearance. Since veal is the young of beef, the bones are porous and soft, with a reddish tinge; the ends of some of them are still in the cartilage stage.

Most wholesale veal cuts are very much like those of beef, except they are considerably smaller; consequently the retail cuts made from them are smaller. In general, veal cuts are from one-third to one-half the size of comparable cuts of beef. The cuts from the loin of veal are called loin chops instead of steaks, as they are in beef. The loin of veal is also sold as a roast. The chops from the rib section are known as rib chops.

Veal has certain characteristics which make its cooking somewhat different from that of the other meats. It lacks fat and, while it is tender, it has considerable connective tissue which means that it requires long, slow cooking. Veal is delicate in color, becoming lighter when cooked. It also has a fine delicate flavor. Cooking methods which intensify color and make the flavor more pronounced should be used. The best methods of cooking veal are roasting, frying, and braising. Veal is also cooked in liquid for stews. Veal chops, steaks, and cutlets are best if fried or braised. Rich, colorful sauces and gravies are delicious with veal. For broiling or panbroiling, only loin and rib chops from high quality heavy veal should be used; and a lower cooking temperature than that for beef and lamb is advisable. Always cook veal to the well-done stage.

TIME-TABLE FOR COOKING VEAL

| CUT | ROASTED AT 300° F. OVEN TEMPERATURE | | BROILED | | BRAISED | COOKED IN LIQUID |
|-------------------|--|-----------------|-----------------------------|------------|---------|---------------------|
| | Thermometer Reading | Time | Meat Thermometer Reading | Total Time | | |
| | Degrees F. | Minutes per lb. | Degrees F. | Minutes | Hours | Hours |
| Leg | 170 | 30 to 35 | | | | |
| Loin | 170 | 30 to 35 | Veal is seldom broiled | | | |
| Rack | 170 | 30 to 35 | | | | |
| Shoulder Whole | 170 | 25 | | | | |
| Rolled | 170 | 40 to 45 | | | | |
| Cushion | 170 | 30 to 35 | | | | |
| Breast Stuffed | 170 | 40 to 45 | | | 1½ to 2 | |
| Rolled | 170 | 40 to 45 | | | 1½ to 2 | |
| Loaf | 170 | 25 to 30 | | | | |
| Birds | | | | | ¾ to 1 | |
| Chops | | | | | ¾ to 1 | |
| Steaks | | | | | ¾ to 1 | |
| Stew | | | | | | 2 to 2½ |

Pork and Its Cooking Methods

The fat of pork indicates quality and is largely responsible for the desirable flavor of this meat. In high quality pork, the exterior is well covered with a layer of fairly firm white fat. The color of the lean of young pork is grayish pink, turning to a delicate rose color in older animals. The lean is well marbled with fat. The texture of the lean is firm and fine grained. The bones are porous and pinkish in color, since pork is usually young.

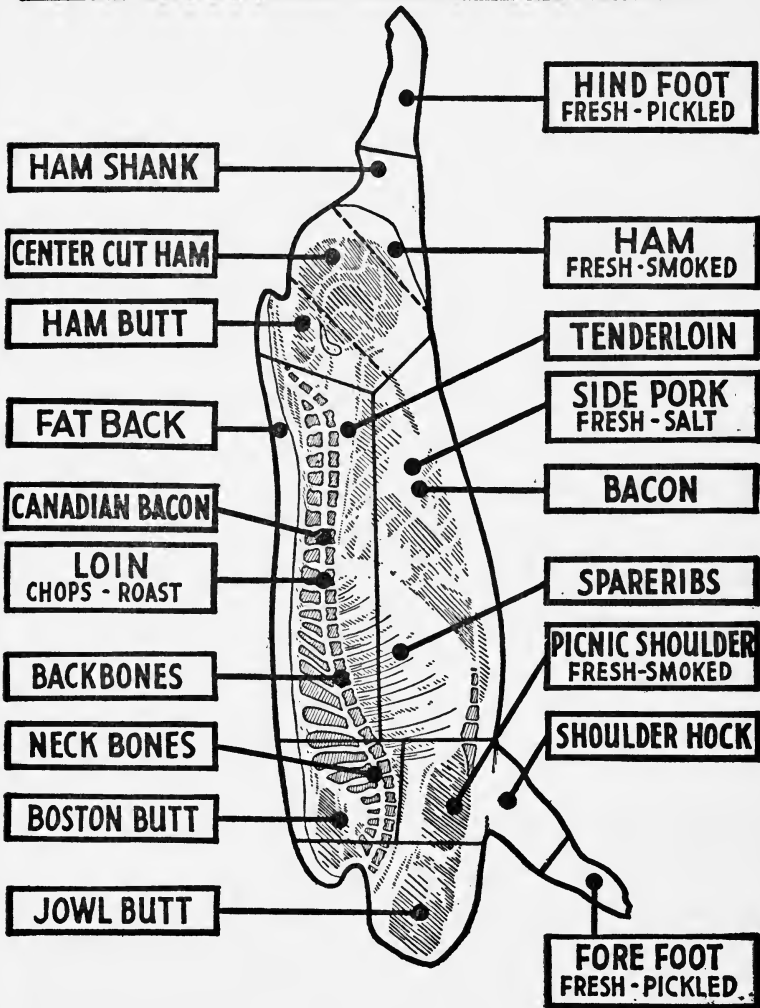
Some cuts are in demand as fresh pork, while others are in greatest demand as cured pork. Many pork cuts are sold both fresh and cured.

All cuts of pork are tender; therefore all large or chunky cuts, both fresh and cured, may be cooked by roasting. Fresh pork is usually roasted at 350°F., and cured pork at 300°F.

Pork chops, cutlets, sliced fresh ham or shoulder, and sliced pork liver are best if cooked by braising, rather than by broiling, panbroiling, or griddle-broiling. Braising cooks them well done without drying them out. They may also be cooked by frying. Sliced cured ham and bacon may be broiled, panbroiled, or griddle-broiled. Ham also may be panfried, and bacon may be panfried, deep-fat fried, or oven-cooked (on a rack in an open roasting pan, at 325°F.). Pork should always be cooked well done. The cooked lean of fresh pork should be grayish white without even a tinge of pink.

PORK CHART

RETAIL CUTS



TIME-TABLE FOR COOKING PORK

| CUT | ROASTED AT 300°-350° F. OVEN TEMPERATURE: | | BROILED | | BRAISED | COOKED IN LIQUID |
|--------------------|--|-------------------------|--|-----------------------|---------|------------------|
| | Meat Thermometer Reading Degrees F. | Time Minutes per lb. | Meat Thermometer Reading Degrees F. | Total Time Minutes | | |
| <i>Fresh</i> | | | | | | |
| Loin Center | 185 | 35 to 40 | Fresh Pork is never broiled | | | |
| Whole | 185 | 15 to 20 | | | | |
| Ends | 185 | 45 to 50 | | | | |
| Shoulder Rolled | 185 | 40 to 45 | | | | |
| Cushion | 185 | 35 to 40 | | | | |
| Boston Butt | 185 | 45 to 50 | | | | |
| Leg or Ham | 185 | 30 to 35 | | | | |
| Chops | | | | | ¾ to 1 | |
| Steaks | | | | | ¾ to 1 | |
| Spareribs | | 30 to 35 | | | 1¼ | 30 |
| Pork and Ham Loaf | | 30 to 35 | | | | |
| <i>Smoked</i> | | | | | | |
| Ham Large | 160 to 170 | 15 to 18 | | | | |
| Medium | 160 to 170 | 18 to 22 | | | | 18 to 20 |
| Small | 160 to 170 | 22 to 25 | | | | |
| Half | 160 to 170 | 25 to 30 | | | | 25 |
| Ham Loaf | 160 to 170 | 30 to 35 | | | | |
| Ham Slice (½ inch) | | | 160 to 170 | 15 to 20 | | |
| (1 inch) | | | 160 to 170 | 20 to 30 | | |
| Picnic | 170 | 35 | | | | |
| Shoulder Butt | 170 | 35 | | | | 35 to 45 |
| Bacon | | | | 4 to 5 | | |

3 350° F. oven temperature is recommended for fresh pork and 300° F. oven temperature for smoked pork.

Lamb and Its Cooking Methods

High quality lamb has a smooth covering of clear, white, brittle fat over most of the exterior. The lean is pinkish red in color; in yearling lamb and mutton it is a deeper red. The texture of the lean is fine-grained and velvety in appearance.

The bones are porous and reddish in color. In older lamb and mutton they become hard and white. In young lamb, the fore feet when broken off expose eight well-defined ridges, known as the break joint. In yearlings, the break joint is hard and white instead of porous, moist, and reddish. This joint cannot be broken by the time the mutton stage is reached. The break joint is a sure and simple way, therefore, of identifying lamb; however, about 90 per cent of the sheep in this country are marketed as lambs.

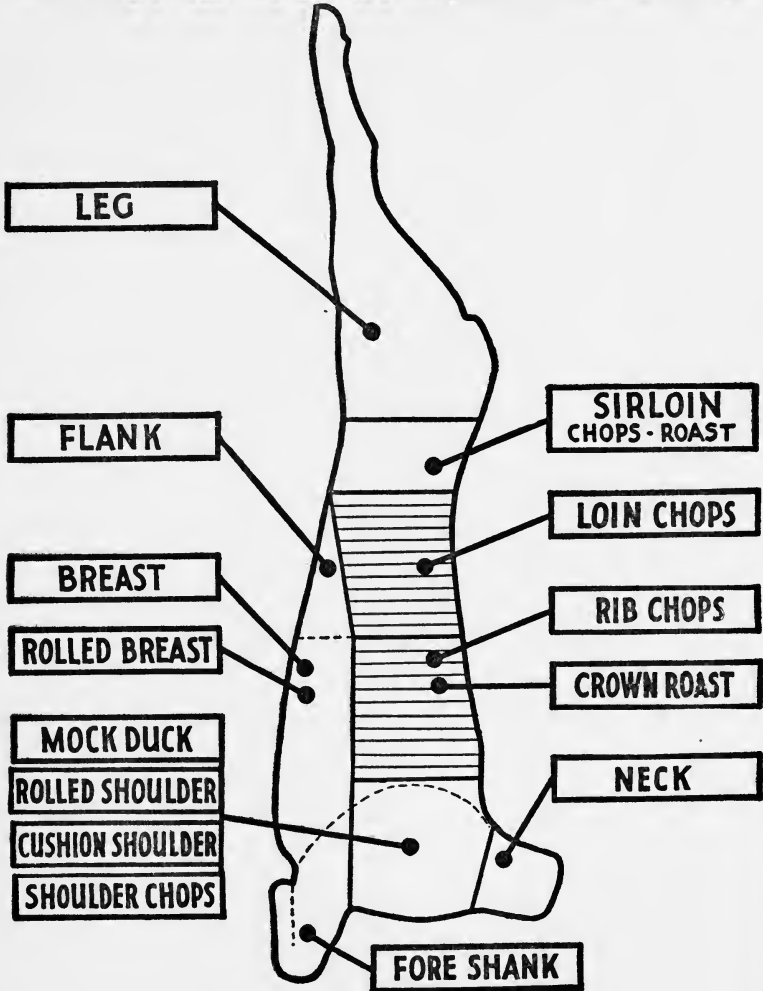
The thin, paper-like covering over the outside of the lamb carcass is known as the fell. It does not affect the flavor unless the lamb has been aged for some time. Under normal conditions the fell should not be removed from the leg, since this cut keeps its shape better, cooks in less time, and is juicier when the fell is left on. Chops, however, will be more desirable if the fell is removed before cooking.

Most cuts of high quality lamb are tender; therefore roasting, broiling, and panbroiling or griddlebroiling are the cooking methods most used.

The neck, shanks, and breasts may be prepared for braising or cut into small pieces for stew, which is cooked in liquid. The meat from these cuts also may be ground for patties or loaf, then cooked by dry heat. Most cuts of Utility lamb are best if cooked by moist heat. Lamb is cooked medium or well done. If cooked so that it is still slightly pink on the inside, there will be less shrinkage and the meat will be very juicy and delicious.

LAMB CHART

RETAIL CUTS



TIME-TABLE FOR COOKING LAMB:

| CUT | ROASTED AT 300° F. OVEN TEMPERATURE | | BROILED: | | BRAISED | COOKED IN LIQUID |
|-----------------------|--|------------------------------------|-----------------------------|----------------|--------------|---------------------|
| | Meat Thermometer Reading | Time | Meat Thermometer Reading | Time | | |
| Leg | <i>Degrees F.</i> 175 to 180 | <i>Minutes per lb.</i> 30 to 35 | <i>Degrees F.</i> | <i>Minutes</i> | <i>Hours</i> | <i>Hours</i> |
| Shoulder Whole | 175 to 180 | 30 to 35 | | | | |
| Rolled | 175 to 180 | 40 to 45 | | | | |
| Cushion | 175 to 180 | 30 to 35 | | | | |
| Breast Stuffed | 175 to 180 | 30 to 35 | | | 1½ to 2 | |
| Rolled | 175 to 180 | 30 to 35 | | | 1½ to 2 | |
| Lamb Loaf | 175 to 180 | 30 to 35 | | | | |
| Chops (1 inch) | | | 170 | 12 | | |
| Chops (1½ inch) | | | 170 | 18 | | |
| Chops (2 inch) | | | 170 | 22 | | |
| Lamb Patties (1 inch) | | | | 15 to 18 | | |
| Neck Slices | | | | | 1 | |
| Shanks | | | | | 1½ | |
| Stew | | | | | | 1½ to 2 |

Panbroiling or griddle-broiling requires approximately one-half the time for broiling.

Variety Meats and Their Cooking Methods

Variety meats is the term used to designate the following edible portions of meat animals: Liver, heart, kidney, tongue, tripe, brains, and sweetbreads. Liver, heart, kidney, and tongue are very flavorful; while brains, sweetbreads, and tripe are very delicate in flavor.

Most of the variety meats are slightly more perishable than other meats and should not be purchased far ahead unless given special care. Liver, heart, kidney, brains, and sweetbreads are always purchased fresh. Tongue may be purchased fresh, pickled, corned, or smoked. Tripe may be purchased fresh, pickled, or canned. Fresh tripe is partly cooked before selling.

Variety meats, like all meats, are cooked according to their tenderness. Liver and kidney from young animals, brains, and sweetbreads are tender. Tongue, heart, tripe, beef kidneys, and beef liver are less tender and need long, slow cooking in moisture. Pork liver also is at its best when braised.

Variety meats are usually cooked well done, with the possible exception of veal liver which may be served medium. Variety meats from pork are always cooked well done.

TIME-TABLE FOR COOKING VARIETY MEATS¹

| KIND | BROILED | | BRAISED ² | | COOKED IN LIQUID | |
|------------------------|------------|-----------------------|----------------------|---------|------------------|----------|
| | Total Time | Minutes | Total Time | Hours | Hours | Minutes |
| Liver | | | | | | |
| Beef | | | | | | |
| 3- to 4-pound piece | | | | | | |
| Sliced | | | | | | |
| Veal (Calf)—sliced | | 8 to 10 | | | | |
| Pork | | | | | | |
| Whole (3 to 3½ pounds) | | | | 1½ to 2 | | |
| Sliced | | | | | | |
| Lamb—sliced | | 8 to 10 | | | | |
| Kidney | | | | | | |
| Beef | | | | | 1 to 1½ | |
| Veal (Calf) | | 10 to 12 | | | ¾ to 1 | |
| Pork | | 10 to 12 | | | ¾ to 1 | |
| Lamb | | 10 to 12 | | | ¾ to 1 | |
| Heart | | | | | | |
| Beef | | | | | | |
| Whole | | | | | 3 to 4 | |
| Sliced | | | | 1½ to 2 | | |
| Veal (Calf) | | | | | | |
| Whole | | | | | 2¼ to 3 | |
| Pork | | | | | 2¼ to 3 | |
| Lamb | | | | | 2¼ to 3 | |
| Tongue | | | | | | |
| Beef | | | | | 3 to 4 | |
| Veal (Calf) | | | | | 2 to 3 | |
| Pork | | | | | | |
| Lamb } usually sold | | | | | | |
| ready-to-serve | | | | | | |
| Tripes | | | | | | |
| Beef. | | 10 to 15 ³ | | | 1 to 1½ | |
| Sweetbreads | | | | | | |
| Beef | | 10 to 15 ³ | | | | 15 to 20 |
| Veal (Calf) | | 10 to 15 ³ | | | | 15 to 20 |
| Lamb | | 10 to 15 ³ | | | | 15 to 20 |
| Brains | | | | | | |
| Beef | | 10 to 15 ³ | | | | 15 to 20 |
| Veal (Calf) | | 10 to 15 ³ | | | | 15 to 20 |
| Pork | | 10 to 15 ³ | | | | 15 to 20 |
| Lamb | | 10 to 15 ³ | | | | 15 to 20 |

¹ On top of range or in a 300° F. oven.

² Time required after precooling in water.

TABLE I—A GUIDE TO NUMBER OF POUNDS OF BEEF TO BUY FOR ROASTING TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|--------------|--------------------------------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Rib | Seven-rib standing | 2.5 | 44 |
| | | 3.0 | 50 |
| | | 4.0 | 67 |
| | | 5.0 | 88 |
| | | 6.0 | 100 |
| | | 8.0 | 134 |
| Round | Rump and shank off | 2.1 | 39 |
| | | 3.0 | 55 |
| | | 4.0 | 74 |
| | | 5.0 | 91 |
| | | 6.0 | 110 |
| Sirloin butt | Boneless | 2.1 | 26 |
| | | 3.0 | 32 |
| | | 4.0 | 50 |
| | | 5.0 | 63 |
| | | 6.0 | 75 |
| Ground beef | Meat loaf (all meat) | 2.1 | 24 |
| | | 3.0 | 35 |
| | | 4.0 | 46 |
| | | 5.0 | 58 |
| | | 6.0 | 69 |
| Ground beef | Meat loaf (with cereal filler) | 2.6 | 18 |
| | | 3.0 | 21 |
| | | 4.0 | 28 |
| | | 5.0 | 35 |
| | | 6.0 | 42 |

†University of Texas, 1942.

* If the roasting temperature is increased above 300° F. the number of pounds of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE II—A GUIDE TO NUMBER OF POUNDS OF LAMB TO BUY FOR ROASTING TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|----------|----------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Leg | Bone-in | 2.2 | 34 |
| | | 3.0 | 46 |
| | | 4.0 | 62 |
| Shoulder | Bone-in | 2.7 | 29 |
| | | 3.0 | 32 |
| | | 4.0 | 42 |
| Shoulder | Boneless | 2.7 | 27 |
| | | 3.0 | 30 |
| | | 4.0 | 40 |

†University of Texas, 1942.

* If the roasting temperature is increased above 300° F. the number of pounds of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE III—A GUIDE TO NUMBER OF POUNDS OF PORK TO BUY FOR ROASTING TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* † |
|-----------------------|----------|--------------------------|-----------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Loin | Bone-in | 2.5 | 37 |
| | | 3.0 | 44 |
| | | 4.0 | 59 |
| | | 5.0 | 74 |
| Loin | Boneless | 2.0 | 31 |
| | | 3.0 | 47 |
| | | 4.0 | 62 |
| | | 5.0 | 78 |
| Shoulder | Cushion | 2.8 | 38 |
| | | 3.0 | 41 |
| | | 4.0 | 54 |
| | | 5.0 | 68 |
| Fresh ham (leg) | Bone-in | 2.5 | 38 |
| | | 3.0 | 46 |
| | | 4.0 | 61 |
| | | 5.0 | 76 |
| Smoked or pickled ham | Bone-in | 1.9 | 35 |
| | | 2.0 | 37 |
| | | 3.0 | 55 |
| Canadian style bacon | | 2.7 | 21 |
| | | 3.0 | 23 |

†University of Texas, 1942.

* If the roasting temperature is increased above 350° F. the number of pounds of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE IV—A GUIDE TO NUMBER OF POUNDS OF VEAL TO BUY FOR ROASTING TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|----------|--------------------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Leg | Bone-in | 2.7 | 34 |
| | | 3.0 | 38 |
| | | 4.0 | 50 |
| Shoulder | Cushion | 2.4 | 22 |
| | | 3.0 | 28 |
| | | 4.0 | 37 |
| Shoulder | Rolled | 2.6 | 27 |
| | | 3.0 | 31 |
| | | 4.0 | 41 |
| Round | Rump and shank off | 2.0 | 27 |
| | | 3.0 | 41 |
| | | 4.0 | 54 |

†University of Texas, 1942.

* If the roasting temperature is increased above 300° F. the number of pounds of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE V—A GUIDE TO NUMBER OF POUNDS OF BEEF STEAK TO BUY TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|--------|---------------|--------------------------|---------------------------------|
| Round | Cubed steak | <i>ounces</i> 3.0 | <i>pounds</i> 26 |
| | | 4.0 | 36 |
| | | 5.0 | 45 |
| | | 6.0 | 54 |
| Round, | Steak (Swiss) | 3.6 | 31 |
| | | 4.0 | 35 |
| | | 5.0 | 44 |
| | | 6.0 | 52 |
| Loin | Steak | 3.8 | 33 |
| | | 4.0 | 35 |
| | | 5.0 | 42 |
| | | 6.0 | 53 |
| Flank | Steak | 2.7 | 24 |
| | | 3.0 | 26 |
| | | 4.0 | 35 |
| | | 5.0 | 43 |
| | | 6.0 | 61 |

†University of Texas, 1942.

* If the cooking is carried out at an excessively high temperature the amount of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE VI—A GUIDE TO NUMBER OF POUNDS OF BEEF TO BUY FOR BRAISING AND FOR SIMMERING TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|---------------------|----------|--------------------------|---------------------------------|
| Sirloin butts | Boneless | <i>ounces</i> 1.9 | <i>pounds</i> 13 |
| | | 2.0 | 14 |
| | | 3.0 | 20 |
| | | 4.0 | 27 |
| | | 5.0 | 34 |
| | | 6.0 | 40 |
| Chuck | Boneless | 2.4 | 25 |
| | | 3.0 | 30 |
| | | 4.0 | 41 |
| | | 5.0 | 51 |
| | | 6.0 | 61 |
| Plate or short ribs | | 4.6 | 38 |
| | | 5.0 | 42 |
| | | 6.0 | 50 |
| | | 7.0 | 58 |
| | | 8.0 | 66 |
| Brisket | Corned | 2.1 | 25 |
| | | 3.0 | 29 |
| | | 4.0 | 40 |
| | | 5.0 | 50 |
| | | 6.0 | 60 |

†University of Texas, 1942.

* If the cooking is carried out at the boiling temperature rather than at simmering the amount of meat required to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE VII—A GUIDE TO NUMBER OF POUNDS OF LAMB TO BUY FOR CHOPS AND RIBLETS TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|-------------|---------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Loin or rib | Chops | 2.8 | 36 |
| | | 3.0 | 38 |
| | | 4.0 | 51 |
| Breast | Riblets | 3.2 | 30 |
| | | 4.0 | 38 |

†University of Texas, 1942.

* If the cooking is carried out at an excessively high temperature the amount of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE VIII—A GUIDE TO NUMBER OF POUNDS OF PORK CHOPS, PORK CUTLETS, PORK SAUSAGE, AND BACON TO BUY TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|--------------|------------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Loin | Pork chops | 4.0 | 40 |
| | | 5.0 | 50 |
| Pork Cutlets | | 2.4 | 13 |
| | | 3.0 | 16 |
| | | 4.0 | 22 |
| | | 5.0 | 27 |
| Sausage | Bulk | 1.3 | 15 |
| | | 2.0 | 23 |
| | | 3.0 | 34 |
| Bacon | Sliced | 0.5 | 9 |
| | | 1.0 | 18 |
| | | 1.5 | 27 |

†University of Texas, 1942.

* If the cooking is carried out at an excessively high temperature the amount of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE IX—A GUIDE TO NUMBER OF POUNDS OF VEAL TO BUY FOR STEAKS, CHOPS AND CUTLETS TO SERVE 100†

| Cut | Style | Weight of Cooked Serving | Approximate Amount to Purchase* |
|------------|------------------------|--------------------------|---------------------------------|
| | | <i>ounces</i> | <i>pounds</i> |
| Tenderloin | Steaks | 2.6 | 24 |
| | | 3.0 | 30 |
| | | 4.0 | 37 |
| Loin | T-bone chops or steaks | 4.1 | 38 |
| | | 5.0 | 46 |
| | | 6.0 | 56 |
| Rib | Chops | 4.9 | 40 |
| | | 5.0 | 41 |
| | | 6.0 | 48 |
| Round | Cutlets | 2.6 | 24 |
| | | 3.0 | 30 |
| | | 4.0 | 37 |

†University of Texas, 1942.

* If the cooking is carried out at an excessively high temperature the amount of meat purchased to provide any certain weight of cooked servings will necessarily have to be increased.

TABLE X—A GUIDE TO THE BUYING AND USE OF VARIETY MEATS

| Kinds | Characteristics* | Food Value | Buying Guide | | Preparation |
|---|--|--|--|--|---|
| | | | Av. Weight | Servings | |
| Liver (beef, veal, pork, lamb) | Veal, lamb, pork livers more tender than beef. Calf and lamb livers milder in flavor than pork and beef. | Richest source of iron. High in phosphorus, A and B vitamins, quality protein. Some vitamin D. | 1 beef—10 lb. 1 veal—2½ lb. 1 pork—3 lb. 1 lamb—1 lb. | ¾ to 1 lb. for four | Braise, fry or broil. |
| Kidney (beef, veal, pork, lamb) | Veal, lamb and pork kidneys more tender, of milder flavor than beef. Veal and lamb kidneys sometimes cut with chops. | Rich source of iron, phosphorus. Good source vitamin A. Excellent for B vitamins, quality protein. | 1 beef—1 lb. 1 veal—¾ lb. 1 pork—¼ lb. 1 lamb—⅛ lb. | 4 to 6 3 to 4 1 to 2 ½ to 1 | Stew, braise, broil or grind for loaves or patties |
| Heart (beef, veal, pork, lamb) | Beef heart is least tender but all hearts must be made tender by proper cooking. | Rich source of iron and phosphorus. Excellent for B vitamins and quality protein. | 1 beef—4 lb. 1 veal—½ lb. 1 pork—½ lb. 1 lamb—¼ lb. | 12 to 16 2 to 3 2 to 3 1 | Braise, stuff and braise, stew or grind for loaves or patties. |
| Tongue (beef, veal, pork, lamb) | May be purchased fresh, pickled, corned, or smoked. Make tender by proper cooking. Pork and lamb usually purchased ready to serve. | Good source of iron, phosphorus, B vitamins and quality protein. | 1 beef—3¾ lb. 1 veal—1½ lb. 1 pork—¾ lb. 1 lamb—½ lb. | 12 to 16 3 to 6 2 to 4 2 to 3 | Simmer in seasoned water until tender. Remove skin; serve as desired. |
| Tripe (beef) | First and second stomachs of beef. Plain and honeycomb, latter preferred. Purchased fresh, pickled or corned. Make tender by proper cooking. | Good source of quality protein. | Plain—7 lb. Honeycomb—1½ lb. | ¾ to 1 lb. for four | Precook in water to make tender. Then broil, fry or braise. |
| Sweetbreads (beef, veal, lamb) | Divided into two parts: Heart and throat sweetbreads. Tender and delicate in flavor. | Good source of riboflavin (vit. B ₂) and quality protein. | ¾ lb. | ¾ to 1 lb. for four | Precook in water to help keep and make firm; broil, fry, braise or cream. |
| Brains (beef, veal, pork, lamb) | Very tender and delicate in flavor. | Good source of iron, phosphorus, B vitamins and quality protein. | ¾ lb. | ¾ to 1 lb. for four | Precook in water to help keep and make firm. Then scramble, fry or cream. |

* All variety meats are practically boneless and have high percentage of edible meat.

Cooking Hints and Recipes

You have access to any number of cookbooks and at least one should be part of your equipment. With it you are ready to direct anyone to prepare a passable menu should your regular cook be absent unexpectedly.

Tips: Thicken soups with cornstarch instead of flour.

All flour thickening in gravies must be brought to a boil, stirring often, then simmered.

Add butter or margarine to vegetables, canned and fresh, but do not add water.

In soups, add salt last.

Open canned foods several hours in advance of heating to avoid canned taste.

Mono-sodium glutamate improves everything, including soups. Follow printed instructions on can.

Gravy stock may be made quickly with skimmings from cooked meats, or even with beef-fat and water, or bouillon cubes dissolved in hot water, or perhaps an instant protein broth.

Hamburgers. Hamburgers have become the No. 1 sandwich in the country. This is not a matter of chance, but because the restaurant man has realized at last that a hamburger should contain only pure beef and nothing else—no extenders, eggs, bread-crumbs, potatoes, rice, or flour. And the diner, in turn, tasting the delicious meat flavor, feeling his hunger satisfied by food rich in proteins, buys hamburgers in increasing numbers.

More and more, the tendency is toward thicker hamburgers, instead of the paper-thin ones spread over with chili and dressings which are used because there is not enough meat in the sandwich to taste. Leading dieticians are recommending this thicker hamburger. What many restaurant men fail to remember is that they never want thin hamburgers at

home, yet they continue to sell thin ones. A thick one three inches in diameter tastes better than a thin one of the same weight five inches wide. As soon as a thin patty is put on the griddle, the valuable, flavorful meat juice cooks away. Try a piece of steak with the juices squeezed out—it is flavorless. Actually, a hamburger is a steak and should be treated as one. The cost is lower because less expensive cuts of high-grade meat may be used for grinding.

My own contribution to the field has been my invention of an electrically operated automatic food shaping and portioning machine which is used in restaurants and hospitals all over the country and which forms patties at speeds of from twenty to sixty a minute. My basic theory has been that the patty must not be compressed. Instead, my machine wipes the meat into a mould, leaving air cells between the tiny particles of meat. This not only results in a fluffier and more tender patty, but also permits the valuable meat juices to remain in the hamburger while it is cooking, improving the flavor.

So be sure never to squeeze your hamburger; handle it as little as possible. Mixing the meat with seasoning after it comes from the grinder toughens it, just as too much mixing toughens pie crust. Salt, pepper, and Mono-sodium glutamate may be sprinkled on the meat before grinding, or if mixing is done when the chopped meat is bought already ground, one or two swirls is enough. Or leave it entirely unseasoned, letting the customer do that to suit his taste.

For hamburgers, either chuck or round is considered the best. The meat should not be over 15 per cent fat, and, naturally, the higher the grade of meat, the better the flavor. See that no skin is on the beef before grinding. Put it through one coarse plate and then a finer one. Slow cooking is very important to reduce shrinking; so try to avoid the rush job by anticipating your orders. This can be done without overcooking if you put them on a griddle away from the flame,

but move them closer as you need them, turning them over only once.

I definitely disapprove of mixing pork with hamburger meat. It demands extra cooking to kill the trichinosis bacteria in the pork, and the flavor is inferior.

A good seasoning mixture for hamburgers consists of 25 lbs. of salt, $\frac{1}{2}$ ounce of white pepper, and $\frac{1}{2}$ cup of Monosodium glutamate.

Steaks. There are seven stages of cooking steak.*

1. Extra blood rare—the steak has been seared on each side for about one minute, and the meat is not cooked through.

2. Blood rare—seared on each side for two minutes, which leaves the steak cooked on each side about a quarter of the way down.

3. Medium blood rare—black on the outside, pink inside, red in the center.

4. Rare—cooked through, but pink all the way.

5. Medium rare—brown $\frac{1}{4}$ of the way down on each side, with the rest pink.

6. Medium—heavily and slowly cooked and light brownish inside.

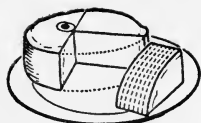
7. Well done—heavily and slowly cooked and dark brown all the way through.

Roast Beef. Top Round or Top Sirloin of a grade dictated by your price structure should be cooked under 300 degrees at all times. It must have an internal temperature of 140 degrees, and if rare is wanted, cook 20 minutes to the pound; medium, cook 25 minutes to the pound; well done—30 minutes. Add no water, and if the beef juice or fat evaporates, your heat is too high. Seasoning only penetrates one-half inch from the surface.

Virginia Ham. Round, boneless, and skinless ham, thoroughly cooked and ready to eat with a smoked flavor, is

* *American Restaurant Magazine.*

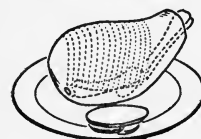
Carving



CENTER CUT HAM SLICE Divide into thirds and turn one of the sections on its side as shown in illustration. Make slices the desired thickness across the grain. Carve other sections in the same way. The bone must be removed from the end section before slicing.



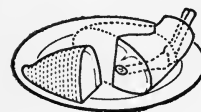
CUSHION LAMB SHOULDER This cut is boneless and easy to carve. Cut slices about three-eighths of an inch thick through the meat and dressing.



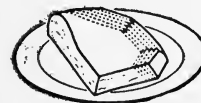
PICNIC SHOULDER Procedure is almost identical with that of the baked ham. Take slices from the smaller meaty side; turn the shoulder to stand on this surface. Slice to bone starting at shank end. Release slices by cutting along bone.



BEEF TONGUE Slice off excess tissue and cartilage from the large end of the tongue. Continue making thin, even and parallel slices. This gives lengthwise slices from the small end of the tongue, as in diagram.

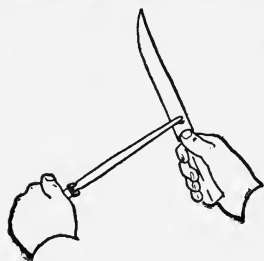


HALF HAM (Shank End) Remove the cushion section, turn it on the cut side, as shown in the illustration, and make slices beginning at the large end. For further servings from the remaining section, separate it from the shank by cutting through the joint; remove bone, turn and slice.



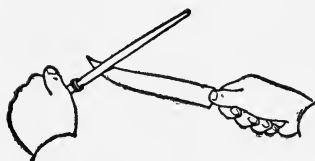
BEEF BRISKET Place on the platter with the round side away from you. Trim off excess fat. Make slices in rotation from three sides as shown in illustration. Slices should be thin and at a slight angle. Carving in this way makes all cuts across the grain.

Steeling the Knife *



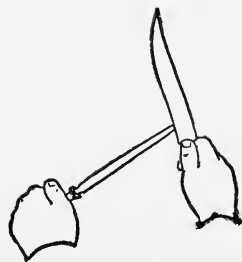
The steel is used to true the blade and keep the edge in perfect condition. Although there is a technique to handling the steel, it is easily mastered with practice.

- Hold the steel firmly in the left hand, thumb on top of the handle, with the point upward and slightly away from the body.



- Place the heel of the blade against the far side of the tip of the steel. (*first illustration*) The steel and the blade should meet at a slight angle, about twenty-five degrees.

- Bring the blade down across the steel toward the left hand with a quick swinging motion of the right wrist and forearm. The entire blade edge should pass lightly over the steel. (*second illustration*)



- Bring the knife into position again but with the blade against the near side of the steel. (*third illustration*) Repeat the same motion, passing the blade over the steel.

- Alternating from side to side, a dozen strokes will true the edge.

CARE OF THE TOOLS To get the full cooperation of your carving set you must give it good care. Keep it separated from other cutlery so the knife will not be dulled or nicked. A good blade needs only occasional sharpening but it should always be steeled before using. Well kept tools add to a carver's confidence.

Livestock and Meat Board

available. Called Shattuck-Ham in the East after the famous Schrafft chain, it may be covered with white or brown sugar, with cloves stuck in, and heated until the sugar crystallizes for the real "Virginia Ham" look. This ham may also be sliced cold for sandwiches. Do not confuse it with the hams that require extra cooking.

Quick Beef Gravy. Melt one pound of fat or butter in a deep skillet on the stove; add one cup of pastry flour; stir together thoroughly; add one gallon of stock made from cooking five pounds of cracked beef-bones, or bouillon cubes, or even instant protein broth, and then season. For *Thick Gravy*, add to this paprika, one cup of milk, puree, and a little sugar if the puree is unsweetened. Bring to a boil, while stirring, then simmer under a very low fire until ready to use.

Lyonnaisse Potatoes. To each quart of sliced potatoes, cooked in the skin, then peeled, add sliced onion, salt, pepper, and four tablespoons of cooking compound. Cook onions first in the fat until brown, then stir in the potatoes gently until brown, but do not let them break up.

Rice. Do not wash the rice. Put it into a pan and cover it with cold water to a depth of one inch. Boil rapidly for eight minutes, then reduce the heat and cook until the rice is tender, which is about fifteen minutes. It can be cooked in the stove similarly. When done, the grains of rice will be separate and all of the liquid will be absorbed. Can be used as a vegetable or for rice pudding.

RICE PUDDING

| | |
|-----------------------------|--|
| 8 eggs | 1 teaspoon of vanilla ($\frac{1}{2}$ if |
| $\frac{1}{4}$ lb. sugar | imitation) |
| $\frac{1}{4}$ teaspoon salt | 3 pints of milk |

Beat the eggs, then add the sugar, milk, vanilla, and salt. Pour over the cooked rice. Sprinkle with cinnamon and add raisins, if desired. Bake at 325 degrees for about 45 minutes.

CUP CUSTARD

| | |
|------------------------------------|---|
| 6 eggs | $\frac{1}{4}$ teaspoon of salt |
| 3 pints of warm milk | 1 teaspoon of vanilla ($\frac{1}{2}$ if imitation) |
| $\frac{3}{8}$ cup of sugar (6 oz.) | |

Beat the eggs thoroughly, and mix in the other ingredients. Put into custard cups or pan, which should be placed in larger pan of warm water. Bake in moderate oven at 350 degrees for about 35 minutes, until it is firm in the center and brown on top, or until a knife put in comes out clean.

PIE DOUGH

| | |
|---|------------------------|
| 5 lbs. Pastry Flour | $\frac{3}{4}$ oz. salt |
| 2 $\frac{1}{2}$ lbs. vegetable shortening (Never suet) | 1 quart cold water |

Blend the flour and shortening, leaving lumps of shortening throughout the mix. Add water with salt in it, a little at a time, mixing *very* lightly. Add 3 ounces of skim milk for a browner crust color. Let the dough stand for a couple of hours in a cool, but not cold, place.

Cooking Eggs. To avoid tough whites, place eggs in cold water, covering the tops completely, and bring to a boil. Then turn off the heat, cover the pot, and hold for about fifteen minutes, after which the eggs should be chilled thoroughly.

GRIDDLE CAKES

| | |
|-------------------------------------|-------------------------------|
| 1 quart milk | $\frac{1}{4}$ cup of sugar |
| 1 quart pastry flour | 2 eggs |
| 2 tablespoons of good baking powder | $\frac{1}{4}$ pound of butter |
| | 1 teaspoon of salt |

Mix flour, sugar, baking powder, and salt in a sponge bowl. Beat the eggs in another bowl and add the melted butter, then mix this with the milk. Add this to the flour mixture and mix with a whip, until smooth, and bubbles begin to rise.

Left-over batter is freshened by adding a small amount of baking powder. For *Buttermilk Cakes* use baking soda instead of baking powder.

FRENCH TOAST

| | |
|--------------------------------|----------------------------|
| 6 eggs | butter or margarine |
| $\frac{1}{2}$ teaspoon of salt | 16 slices of white bread |
| 2 cups of milk | dash of nutmeg or cinnamon |

Beat eggs and add salt, milk, and spice. With a fork, dip slices in and out of the egg mixture without letting them soak. Drain an instant, then fry on griddle greased with butter until brown on both sides. Serve with syrup, or jam, or even honey.

Heavy Simple Syrup for Fountains. Mix eleven pounds of sugar to each gallon of cold water, stirring until dissolved. Seventy pounds and six gallons of water will total ten gallons of syrup. A slightly lighter syrup formula is forty-eight pounds of sugar to six gallons of water.

For Flavored Syrups, fill gallon bottles within two inches of the top with simple syrup, then add extracts and citric acid according to the formula on each bottle.

PERFECT CHOCOLATE SYRUP

| | |
|--------------------------------|------------------|
| 10 lbs. imported Dutch cocoa | 70 lbs. of sugar |
| 6 gallons of water | 1 oz. of vanilla |
| $\frac{1}{2}$ teaspoon of salt | |

For a lighter and less expensive chocolate syrup, decrease the amount of cocoa to 6 pounds and the sugar to forty-eight pounds. Makes about 10 gallons.

Mix the sugar, cocoa, and salt. Add 2 gallons of water and make a paste until the cocoa is absolutely smooth and without lumps. Gradually add the remainder of the water; cook, stirring it constantly. When it begins to boil, watch

it carefully or it will suddenly boil over. As it froths, cut the heat, add the vanilla, and stir. Pour into large cans and refrigerate. Cost is slightly over \$1.00 a gallon for the heavy, less for the light. Inferior cocoa will produce an unsatisfactory result.

Chicken Salad. Dice chicken meat small; add $\frac{1}{2}$ of the amount of finely chopped celery, but not ground; mix with enough mayonnaise to hold the batch together. Add salt and white pepper to taste.

Salmon Salad, Tuna-fish Salad. For sandwiches, drain off juice or oil from can, mix with $\frac{1}{2}$ amount of celery, add mayonnaise, vinegar or lemon juice, and salt and pepper to taste. Add part of the juice or oil, if it appears too dry.

Boiling Shrimp. Add 1 teaspoon of salt to each quart of water; bring to a boil; wash shrimp, and if you wish, peel raw and slit the back to expose the vein. Immerse the shrimp in the water and again bring it to a boil, then turn down the heat to simmer in a covered pot for 2 to 5 minutes, never longer. Drain off the liquid. For cleaning shrimp cooked in the shell, remove the shell by tearing up, and scrape the vein free with the end of a teaspoon or other tool.

Spaghetti. Put into boiling salted water and cook until tender, usually 8-12 minutes; drain at once and rinse in cold water in collander; store in salted cold water until needed. This will keep in the refrigerator for several days. For reheating, put into a small collander and dip into boiling water three or four times until hot.

Spaghetti Sauce. Sauté four large diced onions in fat with some chopped ham or bacon; add four chopped peppers, celery, and $\frac{1}{2}$ teaspoon of garlic powder, until onions are brown. Add tomato paste or puree, then add $1\frac{1}{2}$ gallons of stock from pot, or made with bouillon cubes or instant protein broth. Bring to a boil and let simmer for at least a half-hour. Chopped meat may be sautéed and added.

FRENCH DRESSING

| | |
|---------------------------------|------------------------|
| 1 qt. salad oil | 4 teaspoons of salt |
| 1 cup of vinegar or lemon juice | 4 teaspoons of paprika |
| | dash of garlic powder |

Combine and shake thoroughly.

MAYONNAISE

| | |
|---------------------------------|----------------------------|
| 4 egg yolks | 1-4 teaspoons of cayenne |
| 1 qt. of corn oil | pepper |
| ½ cup of vinegar or lemon juice | 2 teaspoons of dry mustard |

Place egg yolks in a deep bowl, add the seasoning, and beat until well blended. Add chilled oil, a tablespoon at a time, beating after each addition until the mixture begins to thicken. Add vinegar or lemon juice a little at a time, then add the rest of the oil slowly, beating well.

Frying Compound. Store at low temperature, covered. Moisture in fat causes breakdown. Strain sediment often to avoid burning, and if there is a burned odor, discard the compound. If oil is used, wash gum from the kettle after using. Use raw potatoes every two hours to remove odors from the compound. When using a solid compound, heat at a very low temperature to keep the melted part from burning before it is all melted.

| <i>Temperatures for Deep-Fat Frying</i> | | <i>Cooking Time</i> |
|---|-------------|---------------------|
| Chicken, small pieces | 365 degrees | 8-10 minutes |
| large pieces | 300-325° | 14-16 " |
| Croquettes | 375° | 2- 3 " |
| Chops and Cutlets | 350° | 5- 8 " |
| Doughnuts (cake type) | 375° | 2 " |
| (Yeast type) | 350-360° | 2 " |
| Fish and shellfish | 350-360° | 1- 5 " |
| French Fried Onions | 340-350° | 5- 6 " |
| French Fried Potatoes | 375-385° | 6-10 " for |
| | 400° | blanching |
| Fritters | 350-375° | until brown |
| | | 3- 5 minutes |

When the fat smokes, it is breaking down. When heart-burn results from fried foods, it may be because the frying was done at a continuously smoking temperature. But the fat must be high enough in temperature to seal the outside of the food to prevent excess fat absorption. When already cooked foods are fried, just heat and brown. With uncooked foods containing egg, like doughnuts, lower frying temperatures may be used when egg is in the batter because the egg cooks quickly and still prevents absorption. Allowing coated foods to dry somewhat before placing in the fat also helps this. Few foods need more than 385 degrees. When no thermostat is available, test the fat by browning a one inch cube of bread for one minute. Do not hold the fat at frying temperature when not in immediate use. Never put salt on foods that go into the frying compound. Don't overload the fryer because that brings down the temperature, causing a greasy finished product. If you try to have pieces of one size fry at the same time, there is less danger of one being raw while the other is too well done.

French Fried Potatoes. Cut peeled potatoes into $\frac{1}{2}$ or $\frac{3}{8}$ inch strips with a machine. Pick out the thin end pieces. Fry at 375 degrees until done but not brown. A lower temperature will cause fat absorption. Drain and hold until needed. If kept in the refrigerator, permit to return to room-temperature before frying, which should be done to brown at 400 degrees.

French Fried Onions. Slice large Spanish onions thin and separate into rings. Dip into a batter made with 1 egg, 1 cup of sifted flour, 1 cup of milk, and fry in deep fat at 340-350 degrees for 5 minutes.

Fried Oysters, Scallops. For 1 qt. of oysters, use two eggs beaten slightly, dash of white pepper, 1 teaspoon of salt, and enough evaporated milk to be loose. Mix, and dip the oyster with the left hand and roll in crumbs gently with the right. Fry at 365 degrees to brown only.

Dredging Mixture for Chicken. One lb. of bread flour, ½ lb. of potato flour, 3 oz. salt, ½ tablespoon of white pepper, and blend.

Fried Chicken. Dip chicken in cold milk or water, put dredging mixture into a dish-pan, and shake the pan until the chicken is thoroughly coated, flipping it occasionally. For *Pan Frying* cut up the chicken and dredge. Heat ½ inch to 1 inch of frying compound until a drop of water sizzles in it, or 350 degrees. First, place in the more meaty pieces, skin side down, slipping in the less meaty pieces as the chicken browns, but do not crowd them. Use tongs to avoid piercing the skin. When brown, after 15-20 minutes, reduce the heat, add water, and cook until tender for 20-40 minutes, depending upon the thickness of the pieces. Turn twice to insure even cooking. Uncover for the last 5 to 10 minutes to recrisp it. *Deep-Fat Fried Chicken* should have only tender and small, but meaty, pieces. Fry at 300-325 degrees, slow, for thorough cooking to the bone, for about 15 minutes.

BARBECUE SAUCE

| | |
|--|--------------------------------------|
| 8 tablespoons of butter or good fat | onion |
| 3 teaspoons of white pepper | 4 tablespoons of sugar |
| 4 tablespoons of celery salt | 8 teaspoons of sweet paprika |
| 6 tablespoons of garlic vinegar | 6 cups of stock or bouillon broth |
| 2 teaspoons of tabasco sauce | 3 cups of chili sauce |
| ½ cup of finely chopped | |

Fry onions in butter or fat until tender. Add dry ingredients, then the liquids. Boil slowly for one hour. Yields two quarts.

Cooking Fish

Fish, either fresh or frozen, should never stand in water or the natural flavor will be dissipated. If the fish must be washed, dip it into cold salt water quickly, then dry with absorbent paper. Frozen fish should be thawed in the refrigerator, away from the freezing compartment for 24 to 48

hours before use, or it may be thawed quicker at room temperature. Wrap fresh fish tightly in large sheets of waxed paper and it will keep for several days.

Remember that the Japanese eat their fish raw; there is no need for prolonged heat. What makes fish taste good is the flavor given to it by the butter in baking, the creole sauce, or the dredging. Too much cooking only toughens it. Fish should be cooked only long enough to be flaked easily from the bone. Fat fish—like salmon, shad, and mackerel—should be baked or broiled, while lean fish like cod, haddock, bass, and flounder can be cooked in water or steamed. Fish-steaks are cut cross-section from larger fish; the lengthwise cut, freed from bone and head, is the fillet.

Broiling. Preheat the broiler and grease the broiler pan. Wipe the surface of the fish with melted or soft butter and season it with salt, pepper, and sweet paprika, using $\frac{1}{2}$ teaspoon of salt, $\frac{1}{16}$ of pepper, and 2 tablespoons of butter for each pound. Fish-steaks should be put on a pan about 2 inches from the heat and broiled for from 6 to 10 minutes. Baste lean fish as it cooks, and be sure thin pieces are not burned. It is only necessary to cook it until it browns slightly or flakes easily when tested with a fork. If the fish-steaks are more than 1 inch thick, set the pan 4 to 6 inches from the flame, turning at the end of 10 minutes, or as they brown; then brown the other side, basting with the melted butter. The same process is used for baking fish.

Soft Shell Crabs. Usually deep-fat fried, but they must be cleaned properly. Lift the flaps and pull off the feathery part, then pull out the sack at the pointed end of the shell.

Sauces

COCKTAIL SAUCE

| | |
|------------------------------|------------------------------|
| 1 pint of tomato ketchup | celery salt |
| 4 ounces of vinegar | 2 teaspoons of tabasco sauce |
| (or 8 ounces of lemon juice) | 2 ounces of horseradish |

Or lemon may be served with order.

TARTAR SAUCE

| | |
|-------------------------------------|-----------------------|
| 1 qt. pure mayonnaise | dash of chopped onion |
| $\frac{1}{2}$ pint of pickle relish | |

Fish Odor may be eliminated from hands or utensils by rinsing with vinegar or rubbing with damp salt before washing.

Portion Control

In a restaurant all percentages are based on the selling price. While other lines have a mark-up, which means so many per cent over the cost, our line takes the selling price and figures costs as a percentage of that. A foodcost of 40 per cent leaves 60 per cent for other expenses and profit; one of 45 per cent leaves 55 per cent.

So the selling price of parts of a meal are the cost of each item plus the fixed margin we allow for overhead and profit. The cost of the meat before cooking or trimming is used to determine the cost per pound by weighing the same piece when it is ready for service. For instance, a ten-pound boneless roast may cost \$8.00 at 80¢ a pound. But if this shrinks to seven pounds after trimming and cooking, it costs \$1.15 a pound ready to serve. At this price, if we wish our meat portion on the plate to cost 25¢, then we must get at least

four and a half portions for each pound. The labor and overhead is not figured.

And with a 40 per cent food cost, the added price must be 60 per cent for a total of 100 per cent. In this case, the price is 25¢ plus 37½¢, for a selling price of 62½¢. Add to this the vegetables, which may cost 4¢ each or 2 for 8¢, requiring an added 20¢, plus bread and butter costing 4¢, for 10¢. This adds up to $62\frac{1}{2}\text{¢} + 20\text{¢} + 10\text{¢} = 92\frac{1}{2}\text{¢}$, selling price complete.

In the average sandwich-shop, drive-in, or diner, a 40 per cent food cost is too low, and the owner may find that a 45 per cent food cost meets with less resistance because the customer is getting more. Where competition is keener, perhaps even a 48 per cent food cost may be dictated. But one higher than that is treading on dangerous ground, unless the volume is great, for what is termed "Old Man Overhead," the unchangeable other expenses, is reaching out for a slice of the income dollar.

I would venture to say that a new restaurant could start with a calculated 50 per cent food cost, until the accountant's figures were available for the first month of operation (which should be not later than the tenth of the next month). Then adjustments may be made for a better profit. Rarely does the first month show a profit anyway, because more help is needed until everyone's work becomes organized.

Some articles of food provide more profit because of a common, recognized selling price. Soup may sell for 20¢ a bowl and cost little, or a cup of tea at 5¢ while costing only a penny. This only evens up the underpricing of other items for the same reason.

Special care must be taken when meat purchased has bones, like rib-roasts, pork loins, pigs-knuckles, and the like. Then the number of servings must be checked carefully, for because the amount of meat on a chop is small, the tendency is to serve a larger portion, and you may be dismayed to

find that a pork-chop costs 40¢, or a pigs-knuckle with little edible meat 35¢, and the serving of beef from a rib-roast an incredible amount.

In some of the more lush restaurants, where precut, trimmed, highest grade sirloin steaks are served that cost as much as \$1.90 each, they cannot possibly attain their 15 to 20 per cent food cost when they must sell these steaks for \$4.50 or \$5.00, but must rely on chicken and other prepared dishes for greater profit.

Sandwich Counter

All items sold here which are not spread are sliced, so a constant check on the number of slices and portions to the pound is essential. In both cases, the size of the portion may be varied by measuring or by using thinner or thicker slices.

For example, a pan of chicken-salad consists of the cost of the chicken before cooking, and the ingredients, which when finished weigh a certain amount. Find how much this costs you an ounce. Dole out a liberal portion for a sandwich and weigh it to get your cost. Add your margin of gross over the cost to get your selling price. In other words, if the portion costs 17¢, add 3¢ for bread and lettuce, which makes a cost of 20¢.

If your food cost is 45 per cent, then the formula will look like this. Divide the 20¢ by 45 to get 1 per cent and multiply by 100 to get the selling price. $\frac{20¢}{45\%}$ times 100 equals $\frac{2000}{45} = 44.4$ selling price, or 45¢ in round numbers.

All salad spreads—salmon, tuna-fish, egg-salad—should be put on lightly and not pressed down. Pressing will push down any amount on a sandwich which has been put there, while light spreading slips the excess back into the pan. Besides, the sandwich looks larger when spread lightly.

Sliced cheese and bolognas, as well as hams, can be regulated in thickness by the indicator of the slicing machine. So a slicing machine is perhaps the most important part of sandwich equipment, and it is low in price. The busy place will want a slicer with a stacking device, for much time is saved if the sandwich man can wait on customers while the slices are stacking without handling. When the number of inches have been cut which requires additional positioning, the machine runs harmlessly until the customer is served, or until it is turned off.

Buttering only the top slice of bread of the sandwich saves half of the butter. Incidentally, iceberg lettuce, used for sandwiches, will be easier to handle if the core is cut out and a fast stream of water is permitted to enter into this core to separate the leaves. Shaking the wet leaves hard will remove the sand.

Sardine sandwiches should be cut by a knife kept exclusively for them, so that the fish odor will not be passed to another sandwich.

There are many fancy ways of cutting sandwiches, but the favorite is corner-to-corner, once.

Coffee Counter

Even with high coffee prices, a selling price of 10¢ for a cup provides no excuse for serving an inferior cup of coffee.

Using less water than is customary to get a coffee brew better in flavor adds little to the cost per gallon. Smaller cups, too, are being served, holding six ounces usually, instead of the seven- or eight-ounce cup used before. A five-ounce cup of coffee (the additional ounce is cream) will result in fifty cups of good coffee to the pound when the pound has been used with two gallons of water, even after water absorption by the coffee grounds. This is 2¢ a cup, at \$1.00 a pound.

If pure light cream is used, which contains 20 per cent butterfat, the cost is about 2¢ an ounce. But only a 15¢ cup of coffee rates this, as a rule. "Half and half," light cream mixed with equal parts of milk, costs little over 1¢ an ounce, and a mixture of evaporated milk and three parts of milk, a satisfactory "coffee cream," costs under 1¢.

A lot of hullabaloo has been spread about coffee making, when actually the quality of the brewed coffee depends on the kind of coffee you use and the time it takes to pass through the grind. There are blends that suit different tastes. Some coffees are bland, some more acid in taste, and the coffee may be roasted heavier or lighter.

You know that the finer the grind the more easily will hot water extract the flavor, for a coarse grind will have particles in the center of each bit that are not reached by the water and hence do not contribute any flavor. Pulverized coffee, however, when moistened, tends to form a mass which holds the liquid, preventing it from flowing through quickly enough. When this happens, the tannic acid which shows up after about ten minutes of water contact makes the coffee taste bitter. But if the water has gone through the coffee too quickly, it may have to be repoured.

Coffee Brewing *

Preparation

Flush stale water from boiler and water pipe. (Open boiler faucet and water supply valve.)

Fill boiler with fresh water and bring to a vigorous boil. Boiling water is indicated by a steady flow of steam from exhaust valve.

Fill jacket of coffee urn $\frac{3}{4}$ full.

Adjust heat under urn to maintain coffee temperature at 185°-190° F.

Rinse urn with hot water.

Rinse urn bag with clear, cold water and place in urn.

* The Coffee Brewing Institute, Inc.

Making the Coffee

1. Measure coffee accurately and spread evenly in urn bag. A uniform layer aids in uniform extraction.
2. Rinse gallon measure with boiling water.
3. Draw a gallon of boiling water and pour over the ground coffee gradually, with a circular motion. (Fast pouring will cause splashing or floating of grounds into the brew.)
4. Replace cover. This keeps heat and aroma in the brew.
5. Draw succeeding gallons of water and pour over the grounds, replacing cover each time.
6. Remove bag from urn directly after water has dripped through. If allowed to remain, steam from brew will extract bitter substances.
7. After removing urn bag, mix brewed coffee by drawing off one gallon and pouring into urn. This assures uniform strength. If batches are larger than 5 gallons, draw off a gallon for each 5 gallons or fraction thereof.
8. Taste the coffee. Check heat to make sure brew will stay at 185°-190° F.
9. Remove grounds from urn bag. Rinse bag thoroughly and place in container of cold water. Urn bags should always be kept submerged in cold water when not in use to keep them clean and sweet.

The foregoing directions are specifically for battery urns—basically they apply to any type of urn.

In combination urns, water for coffee making is between inner jar and outside casing. This water must be boiling to make good coffee. The coffee is protected by an air space between the urn jar and water compartment.

In urns having a "siphon" sprayhead, water is forced over coffee by steam pressure. Check gauge reading regularly for accuracy. When urn basket is used it may or may not employ paper filter. If paper filter is used be sure that paper and all parts of basket are dry before filter is inserted. Wet paper is apt to tear or split. Urn baskets and filters must be kept scrupulously clean. Clean urn between each use with stiff scrubbing brush. Never use steel wool.

Cleaning and care of urns

1. Always clean urn immediately after each use.
2. Add small quantity of hot water, brush sides and rinse with hot water until it runs clean. Urn is now ready for next batch.
3. At end of each day, after last batch of coffee is used, clean and

- brush urn several times, then rinse thoroughly with hot water.
4. Remove clean-out cap at end of coffee faucet (or take apart faucets which have no caps) and scrub pipe leading to center of urn.
 5. Scrub the spigot, then rinse it thoroughly with hot water.
 6. Place several gallons of fresh water in urn until next use and leave cover partly open.
 7. Remember to always empty and rinse the urn with boiling water before using again.

Semi-Weekly Cleaning Procedure

1. Be sure outer jacket is $\frac{3}{4}$ full of water.
2. Turn on heat and fill urn jar $\frac{3}{4}$ full of water; use only urn cleaning compounds, following manufacturer's directions; mix thoroughly and let stand about 30 minutes.
3. Clean out gauge glasses, pipe connecting with coffee faucet, plugs, etc., using long, thin brush. Use urn cleaning solution for scrubbing. Take faucet valve apart and clean thoroughly. Clean all tubes well.
4. Scrub inside of urn and inside of cover with long handled brush.
5. Rinse inside of urn three or four times with hot water—scrubbing each time. Also rinse parts well. Repeat until all traces of foreign odor and cleaning solution are removed.
6. Leave a few gallons of fresh water in urn with cover partly open until next use. If cold water is used, allow urn to cool to prevent cracking liner.
7. Urn baskets may be scoured with scouring powder or stiff brush and urn cleaner. Rinse thoroughly and let dry. Never use steel wool. Sprayheads should be checked to see that all holes are open. If any are clogged use stiff wire to open.

Vacuum Brewing Method

1. Clean and rinse upper and lower bowls.
2. Fill lower bowl with fresh cold water to mark on bowl. (Do not over-fill. Water expands when heated.) Place on high heat. If vacuum maker has a vented stem (a small hole in the side of tube above the hot water line) pot may be completely assembled before placing on heat. In latter type water in lower bowl will not start to rise until it boils. When water starts to rise reduce heat.
3. Adjust clean filter. Add measured amount of coffee to upper bowl. (If filter cloth is used rinse in cold water before using.)
4. When water in lower bowl is boiling briskly, reduce heat and

set upper bowl on lower bowl with a slight twist, making a tight seal.

5. When water has risen into upper bowl (a little always remains in lower bowl) stir thoroughly in both directions, for about 30 seconds and then shut off heat.
6. Serve immediately or place on warming unit to be held at 185°-190° F. (Never, never allow coffee to boil.)
7. Wash grounds from upper bowl and remove filter unit. If cloth filter is used remove from holder, wash in cold water, then place in cold water until next use.
8. Your coffee supplier can furnish unit packages of ground coffee containing the proper amount for each brew. If you prefer to use bulk coffee measure it accurately.

Be Sure To

Scrub upper tube regularly with stiff brush.

Remove rubber collars and wash all parts thoroughly.

Replace rubber collars when they become heat softened.

Iced Coffee

Freshly brewed double strength coffee poured hot into a tall glass filled with ice cubes makes excellent iced coffee. In this method the coffee must be brewed double strength to compensate for dilution by melting ice. Never use single strength coffee poured hot over ice cubes.

To prepare double strength coffee, use the regular amount of coffee and one half the amount of water employed in the usual brew.

Regular strength coffee may be used for iced coffee service if pre-cooled before pouring into glass containing ice cubes. Cool in non-metallic container. (Cover if placed in refrigerator.) Serve within three hours.

Tea

Use tea-balls, but buy the best, which contain less powder. Pour boiling water over the ball in the cup and *add* milk, if ordered, rather than put in the milk first.

Iced tea should be made double strength to allow for ice

dilution. Special large tea-bags for gallon batches save time and trouble.

Soda Fountain







There are a tremendous number of soda-fountains in our country selling ice-cream in sodas, malteds, and sundaes. I always feel sad watching a fountain owner trying to make money, because he seldom realizes that of all foods, ice-cream may be the lowest in profit, and may even bring a loss.

I have seen a clerk reach into a can of ice-cream, slash through four or five inches, and come up with a bulging ball, after which he may repeat the procedure on the same serving.

The diameter of the scoop is only about two inches, while the hole in the ice cream made by it may extend for four or five inches. Where has the extra ice cream gone that filled the big hole? The answer is that it is partly compressed in the scoop and partly in the bulk of ice cream in the can. What the man doesn't seem to know is that he is pushing together to its original cream solidity the inflated product which is ice-cream. If he works on a 50 per cent food cost, probably he has made nothing, or even lost the entire cost of his overhead. It is so much easier to "dip" ice cream when it is softer, and like so many other easy ways, there is a pit-fall, in this case, a loss. If the ice cream is too hard and non-compressible, it is almost impossible to get the scoop into it.

A gallon of ice-cream has 128 inflated ounces, liquid measure, but is only seventy ounces in weight, avoirdupois, as a rule, because it has been inflated 100 per cent. The higher specific gravity of the ice-cream mix adds the extra six ounces of weight. Now, since liquid measure and avoirdupois are equal, sixteen ounces, a pound, is equal to sixteen

DIPPING ICE CREAM

| | |
|---|--|
|  <p>RIGHT WAY</p> <p>First dipper is taken at edge, successive dips following around until an even layer is removed.</p> | <p>WRONG WAY</p>  <p>Jabs dipper into center, crushing out instead of cutting out a serving. Digs hole in center.</p> |
| <p>RIGHT WAY</p> <p>One layer at a time removed all the way down. Dipper cuts each serving out without crushing.</p>  | <p>WRONG WAY</p>  <p>Digs down in center, leaving ice cream plastered on walls of container. Scrapes down the sides only occasionally.</p> |
|  <p>RIGHT WAY</p> <p>Surface of cream lowered evenly. Container yields proper number of servings. No soft cream. No ice particles.</p> | <p>WRONG WAY</p>  <p>Small number of servings from container, not enough profit. Servings not uniform, of inferior quality.</p> |

Courtesy Bastian-Blessing Co.

ounces, a pint, and there are eight pints in a gallon, or 128 ounces, the relative weight may be compared to the price. So whatever your ice-cream cost per gallon, the price is about twice as much per pound.

If you are serving your ice-cream by the *size* of the scoop, begin to serve it by the weight of the scoopful. As a test, take a Number 20 scoop (which is supposed to hold 1½ ounces, liquid measure) and dip a ball of ice-cream and put it on a letter scale which is sensitive enough to weigh in ¼ ounces. If it actually weighs 1½ ounces, which is the liquid measure of the scoop, then you are serving by weight, not by measure. An inflated 1½ ounce measure at the 100 per cent inflation rate should weigh only ¾ of an ounce. The safest guide to "dips" is one published by the Bastian-Blessing Co.

PACKING ICE CREAM

Round Containers



The first step in proper packing is to make certain there is no surplus water on the spade. Tap it on a dipper pad or clean folded towel to prevent dripping water.

Cut the first portion of cream as near to the shape of the carton as possible. Lay the ice cream in the carton. Tap lightly with the sharp end of the spade to fill.



Cut the next portion slightly larger to fit the container without crushing. Run the spade under the ice cream and lift upward. Never pack the ice cream too hard.

Finish with a portion of ice cream of the right size to fit the remaining space. Never use the flat of the spade to pack ice cream down. Always use the sharp end.



The final step is to close the cover with a slight downward pressure to the top of the carton level. Remember, do not press ice cream more than is necessary.

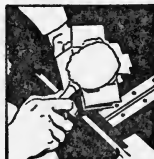
Square Containers

In packing square containers, first place package in metal form. Press all flaps down and hold three flaps with left hand. Do not let hand touch the ice cream.



Hold spade at right angles to side of can and cut in a circular motion enough ice cream to fill box one half. Then cut another like amount and place in box, leaving a little cream protruding.

With your spade in an upright position, gently press the ice cream with the sharp end of the spade. This fills the bottom and the lower corners. Never pack too hard.



Now take enough ice cream to finish off one corner. Do same on other three corners. The box in its metal form may be reated on the cabinet to allow your right hand to spade freely.

Pull the flaps of the box to an upright position. Do not close flaps. Remove box from the metal form or mold at this point. Proper packing insures satisfaction and profit.



| | | | | | | | |
|-----------------------|-----|-----|-----|-----|-----|-----|----|
| Size Ice-cream Dipper | #30 | #24 | #20 | #16 | #12 | #10 | #8 |
| Servings per Gallon | 62 | 51 | 42 | 35 | 26 | 24 | 22 |

As for malted milks, when you add milk to a malted at about 2/3¢ an ounce, and ice-cream, syrup, and malted powder, your cost may be too high.

Cost of malted milk

| | | |
|----------------------------|-------|-----|
| 8 ounces milk | about | 5¢ |
| #16 ice-cream dip | " | 6¢ |
| 1½ oz. choc. syrup | " | 1½¢ |
| 1 ounce malted milk powder | " | 1¼¢ |

total 13¼¢ selling price at 40 per cent

food-cost—30¢.

There are automatic individual computers on the market which can be moved from counter to counter for portion computation. Without portion control, you may be making money on one item and losing money on another. Each article should be calculated separately.

Liquor

Drinks of liquor are usually served in one-ounce glasses in cities which are subject to state taxes as well as federal, and even in glasses holding 7/8 of an ounce or 3/4, while mixed cocktails are served in glasses holding from 3 to 5 ounces.

A food-cost should be easy to maintain in such cases if the straight liquor is poured in glasses that, when full, contain the prescribed amount. But if the glass is larger, with a white line marking the measure, there is danger of pouring above this line, in a spirit of generosity. So a glass which may be filled to the brim will hold the food-cost in line.

Free drinks were discontinued in most places during the war when liquor was scarce. If free drinks are allowed, the

food cost figure will be dislocated unless some stringent record is kept and they are charged separately. Allowing bartenders to drink with the customer to boost sales, or for the owner to do likewise is suicide.

Refusing to serve customers who look shaky is only sound business practice, for while they may resent it at the time, the family, the employer, and you will be happier. As for selling drinks to minors—the law takes care of that.

MENU MAKING

Menus are your silent salesmen. In cafeterias and some hamburger shops, glass-covered menu-boards, with changeable lists and prices, are hung on the walls facing the customers. Items listed there should be neatly arranged, with the letters placed symmetrically one under the other for neatness.

Where printed menus are used, they may be made up by printers who specialize in this type of work, or, in smaller towns, by the local newspaper's job shop. Every restaurant you eat in supplies a menu which you can analyze for food cost and arrangement.

On the following pages you will find a number of menus selected from various types and sizes of sandwich shops, drive-ins, and diners. They are all reproduced from actual menus; only the names of the establishments have been removed.

APPETIZERS

| | | |
|--------------------------|------------------|----------------------|
| Ind. Tomato Juice 15 | Fruit Cup 20 | Orange Juice 10 & 25 |
| Ind. Grapefruit Juice 15 | Stewed Prunes 15 | Ind. Prune Juice 15 |
| | Grapefruit 20 | |

SOUPS

| | |
|--------------------------------------|----|
| Vegetable Soup (Country Style) | 20 |
|--------------------------------------|----|

CHEF'S SPECIAL

| | |
|---|----|
| Corned Beef, Cabbage, Boiled Potato | 95 |
| Boiled Frankfurters, Sauerkraut and Baked Beans | 75 |

SPECIAL DISHES

| | |
|--|-----------------------------------|
| Barbecue Spare Ribs, Tossed Salad, French Fries | 95 |
| Club Steak on Toast, French Fries, Tossed Salad | 95 |
| Fried Shrimps with French Fries and Tossed Salad | 95 |
| Fish N Chips with Tossed Salad .. | 85 |
| Grilled Franks, Beans, Pot. 75 | Salami and Eggs, Country Style 75 |
| Hot Pastrami Plate, French Fries, Baked Beans | 95 |
| Chopped Sirloin of Beef, Two Vegetables and Cooked Onions | 80 |
| Hot Beef Tongue, Mashed Potatoes and Baked Beans | 95 |
| Roast Sirloin of Beef with Mashed Potatoes and Vegetable | 95 |
| Fried Scallops, Tossed Salad, French Fries | 95 |
| Country Sausages, Mashed Potatoes, Gravy, Vegetable | 85 |
| Chili Con Carne Made the Mexican Way 50 with Rice | 60 |
| Breaded Veal Cutlet, Tomato Sauce, Potatoes and Vegetable | 90 |
| Spanish, Cheese or Ham Omelette, French Fries | 75 |
| Chicken or Tuna Salad Plate, Sliced Egg, Potato Salad, Tomato .. | 85 |
| Tuna or Salmon Steak Plate, Sliced Egg, Potato Salad and Tomato .. | 95 |

VEGETABLES

| | | | |
|-----------------|-----------------|-----------------|------------|
| Baked Beans 15 | Potato Salad 15 | Tossed Salad 30 | Carrots 15 |
| French Fries 15 | Cole Slaw 15 | String Beans 15 | |

DE LUXE SANDWICHES

| | |
|--|----------------------------|
| Golden Buck, an Egg and Cheese Delight 40 | Minced Ham 35 |
| Pastrami Burger on Toasted Bun with Relish | 55 |
| Three Decker Pastrami & Salami 75 | Corned Beef 60 |
| Grilled Country Sausages on Toast 50 | Club Steak on Toast 60 |
| Grilled Frankfurter 30 | Roast Beef 60 |
| Hamburger Special with Chili Con Carne 45 | Tuna Steak 55 |
| Three Decker Chicken Salad with Bacon and Tomato | 65 |
| Cream Cheese on Date Nut Bread 35 | Club 90 |
| Tunafish and Sliced Egg 50 | Chicken Salad and Bacon 55 |
| Bacon & Tomato 45 | Breaded Veal Cutlet 55 |
| Egg Salad, Bacon and Tomato 55 | Liverwurst 30 |
| Salami 30 | Ham 45 |
| Tunafish Salad 35 | Salami and Egg 45 |
| Peanut Butter and Bacon on Rye 45 | Imported Sardines 45 |
| | Chicken Salad 40 |
| | Turkey on Toast 65 |

(Pickle Served with all Sandwiches)

HOT SANDWICHES FROM THE GRILL

| | |
|--|---------------------------------------|
| Cheeseburger on Toasted Bun 40 | Ranchburger 35 |
| Cheese Burger with Bacon Strips on Toasted Bun | 55 |
| Grilled American Cheese, Open Sandwich with Tomato | 40 |
| Grilled American Cheese and Crisp Bacon, Open Face .. | 45 |
| Western Sandwich 40 | Open Hot Turkey Sandwich, Potatoes 95 |
| Hot Open Roast Beef Sandwich, Mashed Potatoes | 85 |
| Hamburger | 30 with Onions |
| Baked Bean Pot with Diced Ham 35 | Junior Club 65 |
| Virginia Ham Steak with Baked Beans 75 | Turkey Club 90 |

DESSERTS

| | | |
|-------------------------------|------------------------------------|---------------------------|
| Plain or Raisin Pound Cake 15 | Fruit Cup 20 | with Whipped Cream 25 |
| Creamy Rice Pudding 15 | Whipped Cream 20 | Stewed Prunes 15 |
| All Fruit Pies 15 | with Ice Cream or Whipped Cream 25 | Fruit Jello 15 |
| Layer Cake per Cut 20 | | Assorted Danish Pastry 15 |

MINIMUM CHECK BETWEEN 12 & 2 P M 40c.

COCKTAILS AND SOUPS

| | | |
|----------------------------------|-----|------------------|
| Banana, Orange Cocktail | | .35 |
| Chilled Cranberry Juice Cocktail | | .20 |
| Chilled Vegetable Juice Cocktail | | .20 |
| Cream of Tomato Soup | .25 | Bowl of Soup .40 |
| Chicken Soup with Rice | | .25 |

SANDWICHES

TOASTED SANDWICHES .05 ADDITIONAL

| | | |
|---|--|------|
| Cheddar Cheese, Pimiento | | .45 |
| Chopped Corned Beef, Pickle Relish | | .55 |
| *Tunafish Salad Sandwich | | .60 |
| *Sliced Ham Sandwich, Cup of Cream of Tomato Soup | | .75 |
| *Chopped Egg, Bacon Sandwich, Vegetable Salad | | .85 |
| *Chopped Chicken, Celery, Gible | | .50 |
| *Club Sandwich | | 1.10 |
| *Sliced Tongue, Pickle Relish on Toast | | .60 |
| Knickerbocker Special Rye Bread Sandwich (Sliced Breast Turkey, Ham, Russian Dressing) | | 1.00 |
| *Chicken Salad Roll | | .75 |
| Sliced American Cheese, Tomato Sandwich | | .45 |

* MADE WITH MAYONNAISE

LUNCHEON SUGGESTIONS

(a la carte)

*Decanter (2 Glasses) American Type Sauternes, Claret,
Chablis or Rhine Wine .75*

| | | |
|---|--|------|
| Simmering Club Sandwich (Sliced Breast Chicken, Bacon, Tomato) with Cheese Fondue | | 1.40 |
| Spaghetti, Italiane Meat Sauce | | .90 |
| Baked Lamb Roll, Mushroom Sauce, Buttered Wax Beans | | .85 |
| Fresh Maine Lobster a la Newburg Omelet | | 1.30 |
| Broiled Deviled Ham, Mashed Potatoes, Baked Acorn Squash | | 1.35 |
| Creamed Chicken on Toast, Currant Jelly | | 1.15 |
| Vegetable Dinner (Buttered Peas, Wax Beans, Mashed Potatoes, Acorn Squash, Beets, Celery Hearts) | | .95 |
| Broiled Loin Lamb Chop, French Fried Potatoes (15 Minutes) | | 1.60 |

BREAD OR ROLLS SERVED WITH LUNCHEON SUGGESTIONS

SALADS

| | |
|---|------|
| Bartlett Pear Stuffed with Fruit Salad, | 1.00 |
| Bran Bread, Bleu, Cream Cheese Sandwich | .85 |
| Combination Salad, Tomato, Egg, Cole Slaw, Potato Salad | 1.30 |
| Chicken, Ham, Vegetable Salad | .85 |
| Waldorf Salad | .85 |

DESSERTS AND FRUITS

| | |
|---|-----------|
| Pumpkin Pie | .30 |
| Chocolate Layer Cake | .25 |
| Grape Juice Jelly, Whipped Cream | .30 |
| Assorted Cookies | .20 |
| Apple Meringue, Custard Sauce | .30 |
| Coffee Ice Cream | .20 |
| Danish Pastry | .15 — .20 |
| Apple Pie | .30 |
| Banana Split | .55 |
| Cherry Marshmallow Sundae | .30 |
| Ice Cream Eclair, Hot Butterscotch Sauce, Almonds | .40 |
| Baked Apple | .35 |
| Banana, Orange Cup | .35 |

ANY DESSERT SERVED A LA MODE .15 ADDITIONAL

ICE CREAMS

| | |
|---|-------------------------|
| Black Cherry Rum Ice Cream | .20 |
| Fruit Sherbet .20 | Chocolate Ice Cream .20 |
| Vanilla Ice Cream .20 | Coffee Ice Cream .20 |
| Assorted Ice Creams (Black Cherry Rum, Chocolate, Vanilla, Coffee) | .35 |
| Hot Fudge or Butterscotch Almond Sundae | .30 |
| Cherry Marshmallow Sundae | .30 |

LARGE PORTION OF ICE CREAM .35

SODAS AND FANCY DRINKS

| | |
|--------------------------------------|--------------------|
| Fresh Fruit Orangeade, Fruit Sherbet | .35 |
| Floats (all flavors) | .35 |
| Malted Milk .25 | with Ice Cream .40 |
| Crushed Strawberry Ice Cream Soda | .35 |
| Chocolate Mocha Ice Cream Soda | .30 |
| Crushed Raspberry Ice Cream Soda | .35 |
| Crushed Pineapple Ice Cream Soda | .35 |

BEVERAGES

| | |
|-------------------------------------|----------------|
| Special Blend Coffee, cup .15 | Sanka, cup .15 |
| Orange Pekoe Tea, Pot | .20 |
| Luxuro Hot Chocolate, Whipped Cream | .20 |
| Buttermilk .15 | Milk .15 |

Appetizers

| | | | |
|--------------------------|-----|-----------------------------|-----|
| Fruit Cocktail | .25 | Tomato Juice | .15 |
| Fruit Juices | .20 | Fresh Shrimp Cocktail | .80 |
| Crabflake Cocktail | .85 | | |

Soups

| | | | |
|--------------------------------------|-----|-------------------|-----|
| Chicken Broth, Rice or Noodles | .20 | Consomme | .20 |
| Vegetable Soup | .20 | Tomato Soup | .20 |

Sea Food

| | |
|---|-----|
| Fried Scallops, Tartar Sauce, Cole Slaw and Julienne Potatoes | .85 |
| Crab Meat Cake, Tomato Sauce, Cole Slaw and French Fried Potatoes | .90 |
| Southern Fried Shrimp, Cole Slaw and French Fried Potatoes | .85 |
| Fried Filet of Sole, Tartar Sauce and Cole Slaw | .80 |

To Order

| | |
|---|------|
| Broiled Sirloin Steak with French Fried Potatoes | 2.25 |
| Ham or Bacon and Eggs | .75 |
| Bacon or Ham Omelette | .75 |
| Breaded Veal Cutlet with Vegetables and Potatoes | .90 |
| Country Sausage with Fried Potatoes and Apple Sauce | .85 |
| Fried Canadian Bacon and Potatoes | .90 |
| Chopped Sirloin Steak with Onions and Potatoes | .85 |

Cold Suggestions

| | | | |
|--|-----|--------------------------|------|
| Cold Sliced Ham | .85 | Assorted Cold Cuts | .95 |
| Sliced Chicken | .90 | with Chicken | 1.10 |
| Roast Beef with Sliced Tomato.. .90 | | | |
| (Potato or Beet Salad, Rolls and Butter Served with Cold Plates) | | | |
| Russian Dressing: 15c. | | | |

Vegetables

| | | | |
|--------------------|-----|-----------------------|-----|
| String Beans | .20 | Stewed Tomatoes | .20 |
| Green Peas | .20 | Corn Saute | .20 |

Potatoes

| | | | |
|--------------------|-----|----------------------|-----|
| French Fried | .20 | Boiled | .15 |
| Au Gratin | .30 | Hashed Browned | .20 |
| Mashed | .15 | Home Fried | .20 |

Hot Sandwiches

| | |
|---|------|
| BAR-B-QUE BEEF OR PORK ON HOT ROLL | .65 |
| with French Fried Potatoes and Cole Slaw | |
| Roast Sirloin of Beef with Gravy and Potatoes | .75 |
| Grilled Club Steak with French Fried Potatoes and Sliced Tomato | 1.40 |
| Baked Sugar Cured Ham with Gravy and Potatoes | .90 |
| Hot Chicken with Gravy and Potatoes | .90 |
| Grilled Cheese and Bacon with Sliced Tomato | .55 |
| Hot Turkey with Gravy and Potatoes | .90 |

Sandwiches

| | |
|--|-----|
| CLUB: Chicken, Bacon, Tomato, Lettuce and Mayonnaise | .90 |
| COMBINATION: Swiss Cheese and Ham | .50 |
| Lettuce, Tomato and Mayonnaise | .35 |
| Chicken Salad Sandwich | .50 |
| Cream Cheese and Jelly | .25 |
| Bacon, Tomato and Lettuce | .50 |
| Sliced Egg and Lettuce | .30 |
| Sliced Ham | .35 |
| Fried Ham | .50 |
| American Cheese | .20 |
| Swiss Cheese | .40 |
| Sliced Chicken | .65 |
| Peanut Butter | .20 |
| Fried Egg | .25 |
| Sardine | .25 |
| Cream Cheese | .20 |
| Western | .40 |
| Ham and Egg | .50 |
| Bacon and Egg | .40 |
| Tunafish Salad | .45 |
| Hamburger | .25 |

(On Toast 5c. Extra)

Salads

| | | | | | |
|--|-----|--------------------------|-----|-----------------|-----|
| Fruit | .60 | Lettuce | .25 | Crab Meat | .90 |
| Shrimp | .85 | Chicken | .90 | Tunafish | .85 |
| Hard Boiled Egg, Sliced Tomato | .45 | Lettuce and Tomato | .45 | | |
| Potato Salad with Hard Boiled Egg and Tomato | .60 | | | | |
| DRESSING: Russian | .15 | Roquefort | .20 | French | .15 |

Desserts

| | | | |
|---|-----|------------------------------|-----|
| Pies (per cut) | .15 | Half Grapefruit | .20 |
| Pie a la Mode | .35 | Rice Pudding | .20 |
| Fruit Jell-o with Cream | .20 | Cruller (1) | .05 |
| Ice Cream | .20 | Stewed Prunes | .15 |
| Sliced Pineapple | .20 | Elberta Peaches | .20 |
| Bartlett Pears | .20 | Fresh Fruits in Season | |
| Bread and Butter Pudding with Sauce | .20 | | |

Beverages

| | | | |
|---------------------|-----|---------------------------|-----|
| Coffee (cup) | .15 | Buttermilk (bottle) | .15 |
| Tea (pot) | .10 | Hot Chocolate | .15 |
| Milk (bottle) | .15 | Iced Tea | .10 |
| Postum | .15 | Iced Coffee | .15 |

JUICES

| | small | large |
|--|-------|-------|
| Fresh Orange Juice | 20 | 25 |
| Tomato, Grapefruit, or Prune Juice | 20 | 25 |
| Pineapple Juice | 20 | 25 |
| Welch's Grape Juice | 25 | 30 |

BREAKFAST SPECIALS

(Served Between 7:00 & 11:00 A.M.)

| | |
|------------------------------|----|
| Buttered Roll or Bagel | 10 |
| Toasted English Muffin | 10 |
| Corn Muffin | 10 |

(Served with Jelly or Marmalade on Request)

| | | | |
|---|----|------------------------------------|----|
| Cream Cheese on Bagel | 20 | Fried Egg Sandwich | 30 |
| Cream Cheese & Lox on Bagel | 35 | Danish Pastry, (pure butter) | 15 |
| Bacon or Ham and Egg Sandwich | 45 | | |
| Assorted Selection of Jelly Doughnuts, Crullers, Cup Cakes, Cookies | 10 | | |

BEVERAGES

| | |
|---|----|
| DYKE'S SPECIAL COFFEE WITH PURE CREAM | 15 |
|---|----|

(5c. Deposit for Glass)

| | | | |
|------------------------|----|--------------------------|----|
| Orange Pekoe Tea | 15 | Hot Chocolate | 15 |
| Milk | 15 | Buttermilk | 15 |
| Postum | 15 | Iced Tea or Coffee | 20 |

TRIPLE DECKER SANDWICHES

(PLEASE ORDER BY NUMBER)

| | |
|---|----|
| 1 Cream Cheese, Jelly and Walnuts | 50 |
| 2 Sliced Egg, Lettuce and Tomato, Russian Dressing | 50 |
| 3 Ham, Swiss Cheese, Lettuce and Tomato, Dressing | 65 |
| 4 Anchovies, Egg Salad, Lettuce and Tomato, Mayonnaise | 60 |
| 5 Grilled American Cheese, Crisp Bacon and Tomato | 60 |
| 6 White Meat Tunafish, Sliced Egg, Lettuce and Tomato | 60 |
| 7 Sliced Chicken, Crisp Bacon, Lettuce and Tomato, Dressing | 90 |
| 8 Sliced Tongue, Wisconsin Swiss Cheese, Tomato and Relish | 75 |
| 9 Yellow American Cheese, Sliced Ham, Lettuce and Tomato | 65 |
| 10 Liverwurst, Lettuce and Tomato, Crisp Bacon, Mayonnaise | 55 |
| 11 CREAM CHEESE ON DATE NUT BREAD | 40 |

DELICIOUS SANDWICHES

| | | | |
|---|----|-----------------------------------|----|
| Fresh Shrimp Salad | 40 | | |
| Tunafish Salad | 35 | Tongue and Swiss Cheese | 60 |
| Cream Cheese | 30 | Chopped Liver | 45 |
| American Cheese | 30 | Peanut Butter | 30 |
| Chopped Egg | 35 | Liverwurst | 30 |
| Fresh Chicken Salad | 45 | Sliced Egg | 30 |
| Salami | 35 | Grilled American Cheese | 35 |
| Swiss Cheese, (Imported) | 35 | Ham and Cheese | 50 |
| Grilled Virginia Ham Steak | 55 | Grilled Bacon | 35 |
| Bologna | 30 | Bacon and Egg | 45 |
| Lettuce and Tomato | 30 | Ham and Egg | 45 |
| Fresh Chopped Liver | 45 | HAMBURGER | 35 |
| Roast Beef | 45 | Cream Cheese and Olive | 35 |
| Hot Pastrami | 55 | Peanut Butter and Jelly | 30 |
| Sliced Tongue | 55 | Columbia River Salmon Steak | 55 |
| Corned Beef | 55 | Grilled Canadian Bacon | 45 |
| Cheeseburger | 50 | Cream Cheese and Jelly | 35 |
| Western, (in Butter) | 40 | Cream Cheese and Lox | 50 |
| Boiled Ham | 35 | Bacon and Tomato | 40 |
| Canadian Bacon and Egg | 55 | Chicken Salad and Bacon | 50 |
| Sliced Turkey, (White Meat) | 70 | Chopped Egg and Anchovies | 50 |
| Boneless and Skinless Imported Sardines | 40 | | |
| Grilled American Cheese and Bacon | 45 | | |

(Sliced Tomato on any Sandwich 10c. extra)

HOT SOUP SPECIAL

20

Ask For Our Daily Dessert Special

| | | | |
|--|----|------------------------------------|----|
| Jello | 15 | with Cream | 20 |
| Rice Pudding | 15 | with Cream | 20 |
| Chocolate Pudding | 15 | with Cream | 20 |
| Stewed Prunes | 15 | with Cream | 20 |
| Assorted French Pastries | 25 | Baked Apple with Cream | 25 |
| Butter Danish Pastries | 15 | Fruit Pie a la Mode | 30 |
| Plain or Raisin Cake | 15 | Delicious Cheese Cake | 20 |
| Fresh Fruit Cocktail | 25 | Iced Honey Dew or Cantaloupe | 25 |
| Ice Cream Cake Roll with Whipped Cream | 25 | | |
| Home Made Apple or Pineapple Pie | 20 | | |
| Home Made Cherry or Blueberry Pie | 20 | | |

JUICES

| | |
|-------------------------------|----|
| Fresh Orange Juice | 20 |
| Pineapple Juice (Individual) | 20 |
| Grapefruit Juice (Individual) | 20 |
| Tomato Juice (Individual) | 20 |
| Pruze Juice (Individual) | 20 |
| Apple Juice (Individual) | 20 |
| Welch's Grape Juice | 25 |

BREAKFAST SPECIALS

Delivered 8 A.M. — 11:00 A.M.

| | |
|--|----|
| Buttered Roll or Bagel | 10 |
| Toasted English Muffin | 10 |
| Buttered Toast | 10 |
| Corn or Bran Muffin | 10 |
| (Served with Jelly or Marmalade on Request) | |

| | |
|-------------------------------|----|
| Cream Cheese and Lox on Bagel | 30 |
| Fried Egg Sandwich | 30 |
| Bacon or Ham and Egg Sandwich | 55 |
| Danish Pastry (Assorted) | 15 |
| Butter Strip | 15 |
| Breakfast Doughnut | 10 |

BEVERAGES

| | |
|--|----|
| Coffee with Cream (12 oz container) | 20 |
| Postum | 20 |
| Milk (Homogenized) (Individual) | 15 |
| Chocolate Milk | 20 |
| Orange Pease Tea | 20 |
| Hot Chocolate with Whipped Cream | 20 |
| Buttermilk | 20 |
| Iced Tea | 20 |
| Iced Coffee with Cream | 20 |
| Beverages Served in Plastic Containers | |

TASTY SANDWICHES

| | |
|---------------------------|----|
| Cream Cheese and Jelly | 35 |
| Bacon, Lettuce and Tomato | 50 |
| Peanut Butter and Jelly | 35 |
| Salami (Kosher Style) | 40 |
| Liverwurst (Gooseneck) | 35 |
| Lettuce and Tomato | 30 |
| Cream Cheese (Breakstone) | 30 |
| American Cheese | 30 |
| Swiss Cheese, Imported | 40 |
| Roast Beef | 70 |
| Virginia Ham | 65 |
| Turkey (Sliced) | 75 |
| Chicken Salad and Bacon | 65 |
| Cream Cheese and Olives | 35 |

Tomato Slices — 10c. Extra

"GIANT SIZE" Hamburgers

| | |
|--|----|
| HAMBURGER: Broiled to order with Bermuda Onion with Julienne Potatoes | 45 |
| HAMBURGER SPECIAL: Broiled to order, Bermuda Onion, Julienne Potatoes, Lettuce and Tomatoes | 65 |
| CHEESEBURGER: Delicious Hamburger and Cheddar Cheese with Julienne Potatoes | 55 |
| CHEESEBURGER SPECIAL: Broiled to order, Bermuda Onion, Julienne Potatoes, Lettuce and Tomatoes | 65 |
| BACONBURGER: Hamburger with Crisp Bacon, Lettuce and Tomato, Bermuda Onion | 75 |
| DE LUXE BURGER: "Everything Goes" — A meal in itself with Julienne Potatoes, Lettuce, Sliced Tomatoes, Cole Slaw, Onion | 70 |
| | 75 |

DESSERTS AND FRUITS

| | |
|------------------------------------|----|
| Baked Apple with Cream | 30 |
| Ice Cold Melon (in season) | 30 |
| Floridian Fruit Salad | 30 |
| Layer Cakes | 20 |
| Butter Danish | 15 |
| Fruit Pies | 20 |
| Pineapple Cheese Pie | 20 |
| Cherry Cheese Pie | 20 |
| Chocolate Pudding | 20 |
| Rice Pudding | 20 |
| Fruit Jello | 20 |
| Plain or Raisin Cake | 15 |
| Creamy Cheese Cake | 30 |
| Todd's Special Large Pan Apple Pie | 20 |

A La Mode 10c. Extra

FROM OUR FOUNTAIN

| | |
|-------------------------------|----|
| Ice Cream Sodas (all flavors) | 30 |
| Malted's (all flavors) | 30 |
| Floats (all flavors) | 40 |
| Milk Shakes (all flavors) | 30 |
| Plain Sodas | 15 |
| Coca Cola | 15 |
| Fresh Fruit Lemonade | 25 |
| Fresh Fruit Orangeade | 25 |
| Plate of Ice Cream | 30 |
| Fruit Sundae | 40 |

All Sundaes made with 2 heaping scoops of your favorite Ice Cream, syrup, chopped nuts, whipped cream and topped with a Cherry.

FROM OUR GRILL

| | |
|-------------------------|----|
| GRILLED AMERICAN CHEESE | 40 |
| with Tomato | 50 |
| with Bacon or Ham | 60 |

Side Dishes

| | |
|----------------------|----|
| Cole Slaw | 20 |
| Potato Salad | 20 |
| Julienne Potatoes | 20 |
| Lettuce and Tomatoes | 25 |
| Baked Beans | 20 |

HOT SANDWICHES

| | |
|--------------------------|----|
| HOT PASTRAMI | 70 |
| WESTERN EGG | 50 |
| SALAMI AND EGG | 50 |
| HAM AND EGG | 55 |
| BACON AND EGG | 55 |
| EGG (Fried or Scrambled) | 30 |

Shrimp Cocktail on Dinner 55¢ Extra

JUMBO SHRIMP COCKTAIL...55¢...80¢ FRUIT JUICES...15¢...25¢

100% FRESH FRUIT COCKTAIL.....20¢

GREEN SPLIT PEA SOUP...BOWL...20¢.....CUP.....15¢

PLATTER: INCLUDES
2 VEG. ROLL-BUTTER

DINNER: Choice of SOUP OR JUICE OR
FRUIT CUP.SALAD, B&B, BEV. DESSERT

Dinner

Platter

| | | |
|--|---------|------|
| GRILLED TENDERLOIN STEAK..... | \$ 2.40 | 2.00 |
| GRILLED SIRLOIN STEAK..... | \$ 2.20 | 1.80 |
| (2) GRILLED PORK CHOPS..... | \$ 1.65 | 1.25 |
| ROAST TURKEY - FILLING - GIBLET GRAVY..... | \$ 1.60 | 1.20 |
| GRILLED HAM STEAK - PINEAPPLE RING..... | \$ 1.55 | 1.15 |
| ROAST PORK with SAUERKRAUT..... | \$ 1.35 | -.95 |
| GRILLED TENDERIZED CUBED STEAK..... | \$ 1.35 | -.95 |
| BREADED VEAL CUTLET..... | \$ 1.35 | -.95 |
| GRILLED LIVER - onions..... | \$ 1.35 | -.95 |
| GRILLED HAMBURGER STEAK..... | \$ 1.30 | -.90 |
| BAKED Indiv.BEEF POT PIE en crust..... | \$ 1.25 | -.85 |
| TWO EGG HAM OR CHEESE OMELETTE..... | \$ 1.20 | -.80 |
| BAKED STUFFED PORK CHOP..... | \$ 1.15 | -.75 |
| GRILLED COUNTRY SCRAPPLE..... | \$ 1.10 | -.70 |
| GRILLED FRANKS - BAKED BEANS..... | \$ 1.10 | -.70 |
| ALL FRESH VEGETABLE PLATTER..... | \$ 1.00 | -.60 |

SEAFOOD

| | |
|--|---------|
| FRESH SHAD ROE WITH BACON..... | \$ 2.00 |
| BROILED LOBSTER TAIL - DRAWN BUTTER..... | \$ 1.90 |
| HOT COMB SEAFOOD PLATTER - TARTAR SAUCE..... | \$ 1.80 |
| JUMBO FRIED SHRIMPS - TARTAR SAUCE..... | \$ 1.80 |
| (3)-FRIED OYSTERS & CHICKEN SALAD..... | \$ 1.65 |
| (3)-FRIED OYSTERS..... | \$ 1.35 |
| FRIED DEEP SEA SCALLOPS - TARTAR SAUCE..... | \$ 1.30 |
| DEVILED LUMP CRABMEAT CAKE..... | \$ 1.30 |
| FRIED FILLET OF FRESH FLOUNDER..... | \$ 1.15 |
| OYSTER STEW WITH CRACKERS..... | \$ BOWL |

SALADS:

| | |
|---|---------|
| CHICKEN SALAD BOWL..... | \$ 1.25 |
| TUNA FISH SALAD BOWL..... | \$ 1.25 |
| 100% FRESH FRUIT SALAD BOWL, WHIPP.CREAM..... | \$ 1.20 |

| | | | |
|---------------------|----|----------|-------|
| HOT TURKEY SANDWICH | ** | POTATOES | --.90 |
| HOT PORK SANDWICH | ** | POTATOES | --.75 |

| | | | |
|---------------------------------|--------------|-------------|----------------|
| MASHED OR FRENCH FRIED POTATOES | LIMA BEANS | BAKED BEANS | PICKL.BEETS |
| PEAS | STRING BEANS | APPLE SAUCE | COLE SLAW |
| PICKL.CABBAGE. | | FILLING | COTTAGE CHEESE |
| | | | SAUERKRAUT |

DESSERTS:.....SEE OUR DESSERT MENU.....

TUESDAY**SOUPS**

CHICKEN BROTH WITH RICE....20¢
 SPLIT PEA SOUP.....20¢

ENTREES

BAKED BREAST OF VEAL.....85¢
 CHICKEN POT PIE.....95¢
 HUNGARIAN BEEF GOULASH WITH NOODLES....95¢
 PASTRAMI WITH BAKED BEANS.....\$1.00
 KNOCKWURST WITH SAUERKRAUT.....80¢
 CHICKEN LIVERS WITH SPAGHETTI....75¢
 BAKED MEAT LOAF WITH ONIONS.....75¢
 BAKED VIRGINIA HAM.....\$1.10
 BREADED PORK CHOP..TOMATO SAUCE.....80¢
 LEADED VEAL CUTLET..TOMATO SAUCE.....90¢
 BROILED LIVER WITH ONIONS..90¢ WITH BACON....\$1.10
 LONDON BROIL WITH MUSHROOM SAUCE.....\$1.00
 FRIED CHICKEN..BACON..APPLE SAUCE.POT.VEG..95¢
 CHICKEN CROQUETTES...70¢
 BAKED SAUSAGES.....80¢
 VEGETABLE DINNER.....65¢
 GRILLED FRANKS WITH BAKED BEANS.....70¢
 MEAT BALLS WITH SPAGHETTI..75¢
 MEAT RAVIOLI WITH MEAT SAUCE.....75¢
 CHOPPED STEAK WITH ONIONS...85¢
 VIRGINIA HAM & EGGS.....85¢
 HOT TURKEY..BEEF..CR..VIRGINIA HAM SANDWICH..\$1.00
 BROWNED CORNED BEEF HASH WITH EGG....75¢

FISH

FILET OF SOLE...75¢
 FRIED SCALLOPS....85¢
 FRIED OYSTERS...90¢
 FRIED SHRIMP.....\$1.00
 BROILED HALIBUT STEAK..90¢
 SWORD FISH.....90¢

STEAKS & CHOPS

LARGE SIRLOIN STEAK...\$2.50
 VIRGINIA HAM STEAK....\$1.25
 2.BROILED PORK CHOPS.....\$1.10
 2.BROILED LAMB CHOPS.....\$1.50
 VEAL CUTLET..PARMIGIANA.....\$1.10

VEGETABLE

CARROTS & PEAS..BAKED BEANS..SPINACH
 STRING BEANS..TURNIP...SAUERKRAUT..SUCCATASH

DESSERT

JELLO..DANISH..MACARON TART..FRUNES.15¢
 HOME MADE APPLE CAKE OR TURNOVER....20¢
 RICE OR BREAD PUDDING..CARAMEL CUSTARD.20¢
 MUFFIN OR CRULLER..10¢ FRUIT SALAD..20¢

BEVERAGE

COFFEE..TEA..10¢ BEER..35¢ MILK...15¢
 PEPSI COLA..COKE OR SEVEN UP....10¢
 SANKA...POSTUM...10¢

5. Employees

The selection of employees in a restaurant may be a matter of choice or chance. Like all cycles, there are times when employees are scarce and other times when there are more people than jobs. When newcomers into this country are abundant, there is a freer choice by the employer; otherwise, there must be sufficient inducement for the kind of employee you want to enter into your employ.

A restaurant has need of both educated and uneducated personnel. The management must be educated, or at least have a moderate education and be intelligent, while the staff that serves can have a native intelligence with less book learning; the group whose duty is solely that of maintaining cleanliness needs only to understand and to be able to carry out orders properly.

To get the workers you need, you may have to depend upon several sources of labor supply. Advertisements in newspapers may find managers; local employment agencies will supply counter workers, dishwashers, and porters. Part-time workers may be found in schools and colleges, or your own employees may have friends who want to earn extra money in their spare time.

In cities where restaurant labor unions exist, it may even be wise to contact their officers for the purpose of running a union shop. In such cases, labor is supplied for each position except that of cashier and manager. If you are afraid that this may embroil you in a situation you may find uncomfortable or undesirable later, let me say from my experience that the employer who is willing to meet a union rate of pay may find himself in a better condition, with less strain, because of

the feeling of security of the union employee. An unsatisfactory employee sent by a union may be discharged within a trial period of a week or two, although after that it becomes difficult unless the employee's conduct is detrimental to the business.

On the other hand, the union keeps the employee in line, too, for dishonesty precludes any benefits for unemployment; and since the union is anxious to maintain its members in jobs, it must help a business to prosper. In times of stress it is possible to have exceptions made in the union scale of wages. I do feel that in a union shop there is a lack of personal incentive, for there is present a jealousy that thwarts the rise of one employee greater than the next, but that is a deep problem that the unions must work out. Yet, this does not interfere with the efficiency of the individual, or his pride in his work, or his satisfaction with praise.

There are certain persons who are unadaptable to restaurant work, who are always dropping dishes, who are always getting into accidents or cutting themselves, or are unable to show a pleasant countenance, and these have no place in this industry. A restaurant needs efficiency, carefulness, cheerfulness, and cleanliness, and these unfortunates, as sorry as we feel for them, must be weeded out for the good of the rest, who depend upon the success of the business for their own welfare.

The able employee should win suitable recognition in the matter of responsibility and a feeling of security in the permanence of his job. Above all, he should be able to enjoy his work and be happy to come daily. This can be helped by the attitude of the employer.

Courtesy to employees is a good investment. Courtesy, the kind shown by one good human being to another, is the balm that raises the spirits of everyone. A cheery daily greeting to each employee by name, a hand on the shoulder, a sympathetic approach to all difficulties that arise in the course of a

day's work, will bring loyalty beyond the imagination, even in the lowliest of employees.

There are times when criticism is necessary, but it must be from a kind critic. The decision must be gentle, yet firm. A silent reprimand, a dark face, an impending outburst, leaves the employee disturbed, waiting for the ax to fall. Outspoken irritation or petulant harping helps no one. Bawling out the culprit before others is the worst humiliation we can inflict, while indirect criticism by sarcastic side remarks cuts deeply.

Direct, constructive, gentle criticism tells the employee just where he was wrong and how to improve himself. Sometimes it pays to mix the criticism with praise about the general tone of his work, but when it is necessary, by all means criticize justly. First, though, be sure that the error was not due to another error on the part of someone else, and criticize in proportion to the seriousness of the fault. Whatever it is, don't hound the person. Forget it by the end of the day, and show by your approach to him on the next day that the affair is over.

Split shifts are an abomination to the worker—that is when his eight hours are divided so that he works four hours during one part of the day and, after a lapse, must return for another four hours. Most unions insist on a nonsplit day of eight hours for the male worker and a maximum of seven and one half hours for women. And contracts call for seven paid holidays a year (Christmas Day, New Year's Day, Washington's Birthday, Decoration Day, the Fourth of July, Election Day, Thanksgiving Day) and a week's vacation for each year of employment with the same employer, although never more than three weeks.

An over-abundance of help can make work easier, but may cut profits drastically. Only with great volume can you afford it, for a \$2500 a year helper who is unnecessary means a loss of the gross profit from more than \$5000 worth of sales

annually. If the \$5000 of sales is a small proportion of the total yearly sales, it is not important, but smaller sales bear a heavier burden.

In a small business we often see a man and wife team. I have never liked this idea. The saving of wages is not sufficient reason unless the woman has something special to offer, either as an unusual cook or hostess. There are cases when the husband may have to leave the store for short periods and no suitable substitute is available, but this should only be an emergency solution.

Where the business is a little larger, the owner should try to train a manager. The responsibility often makes the man, and extra salary or even a share of the profits to a longtried and indispensable man will keep him when otherwise he would leave you. Money is not the sole recompense for your work. You want a little freedom, an opportunity to do other things in your community, or with your family, and a good manager is your key to that door.

Training of Employees

The biggest turnover of employees comes in the first few weeks of their job. If the worker looks good, and you keep him, he wants to feel he belongs to the organization with the rest. A careful explanation of duties, whether of counterman, waitress, or dishwasher, will be helpful and will dissolve the natural confusion. And it is not enough to do just that. Personal greeting, frequent contact, casual suggestions, and a little praise of their progress will help immeasurably.

Employees responsible for jobs that have to be done daily may like to have a written schedule of their work, such as what has to be cleaned on different days of the week, or even at different times of the day. This will also help you to be sure that nothing is neglected.

Counter workers and waitresses must learn how to serve

customers properly. Carefulness in handling of food, never allowing fingers to come in contact with anything touched by the customer's mouth, grace, and a bit of flourish in serving will win approval. Anticipation of everything the customer will want during his meal, suggested by what has been ordered, means thoughtfulness—not day-dreaming. Remember, when the party is two or more, who ordered what, by numbering each seat at a table and on the written order, is a sign of efficiency appreciated by the connoisseur. Above all, quick removal of all signs of the previous customer's service is essential, even if it means that a special bus-boy must do the work in busy times. Remember that your turnover of customers depends on how quickly your waitress can serve; so don't waste the waitress's time by making her clean up if a bus-boy can do the job. Heavy trays of dishes will tire her, too, and make her less efficient. In fact, anything that can be done to speed up service by the actual ones who serve should be considered.

When it comes to vacations and special holidays which are double-time pay days for union workers, I can see no reason why non-union employees, without the coercive force of the union behind them, should not be entitled to the same. If employers had granted the scales and privileges later won by the unions, they would have saved themselves a lot of trouble—but perhaps that is asking a little too much of people with human frailties.

One of the best written schedules covering employee conduct that I have seen was issued by Hody's Drive-in and Restaurants of Los Angeles. Hody's is one of the best examples of large scale operation I know. Their restaurants are a tribute to the elder Mr. Hoedemaker and his son Sidney Hoedemaker, the President. Elegantly furnished, beautifully operated, and with good food moderately priced, Hody's leaves the average restaurant man like myself slightly awed.

Hody's Instructions for Car Hops*

Uniforms—Personal Appearance

Only prescribed articles of uniform may be worn.

Uniform *clean* and *pressed* at all times.

Hair well *groomed*.

Hair net must be worn.

Nails *clean* and *manicured*—polish may be worn if applied properly.

Hands should be washed as often as necessary to keep free of money *stain*.

Make up and lipstick should be applied *conservatively* and *neatly*, and *only* in dressing room.

Caps to be worn in a prescribed manner.

Jackets, when worn, will be buttoned *at all times*.

Shoes *polished*.

No *white socks* will be worn; color to be as prescribed.

White tailored blouses only.

No *jewelry* or *pocket handkerchiefs*.

Only approved dark glasses may be worn.

Service Procedure In General

—Keep Smiling—

Greet all customers in a pleasant, friendly manner—Present a menu, then if customer does not immediately give order, tell customer you will be *right back*. Then return as soon as possible.

Take outside tray with water setups.

While taking order do not use any part of car as prop to write on and do not lean on car or place foot on running board.

Upon taking order—*repeat* order to customer to avoid mistakes. Turn in order immediately—then if necessary proceed

* American Restaurant Magazine

to set up your car. Bear in mind that each customer who will use a knife and fork or has food and drink should have an inside tray.

Check all silverware and glassware thoroughly for cleanliness. Use only one straw and one napkin per customer unless more are requested.

When order is served check to see that each customer has proper silverware and that all water glasses are filled.

All food checks will be left at car.

Check each customer at least once during course of meal to find out if dessert or a re-order on food is desired.

All items must be carried on service tray.

When picking up, *present* check to customer—make certain customer sees and examines check.

When making change, place change in customer's hand—*Do not drop change on tray.*

Thank You, Good-bye-nite, Come in again.

—Eating—

Each employee is allowed 30 minutes to eat during a shift.

Caps will be removed while eating.

Employees should always eat before coming on shift.

Onions should not be eaten before or during a shift.

Smoking at counter allowed only at eating break.

Employees will eat only at allotted time.

Carhops must clear all cars before eating.

Lot Department

Hops will stand at designated stations.

Do not lean against building.

Cars will be hopped only when completely clear of pickups.

All trays must be scraped and thoroughly wiped and returned to proper receptacles carefully before taking another car so as to keep trays stacked properly.

Glasses must be kept separated from dishes in bus trays.

All waste paper must be put in paper receptacles and kept out of bus boxes.

Keep lot clean and free of paper.

Dishes are very expensive; please handle carefully.

When unavoidably absent, keep someone watching your cars or station.

When customers indicate service is wanted—if you are busy, acknowledge by nodding your head to let them know you are aware that they want service.

Service counter and tray compartments will be kept clean and in good order by everyone at all times.

Hops will see that cars will at all times be parked properly in between white lines and front bumper of car even with white line near curb drive-in.

Cars may be hopped only when *completely* clear of bus-sing trays and food orders going out.

Get rid of sitters on lot—Keep cars turning as rapidly as possible.

Place pie cards on windshields upright so that they may be read.

HELP ONE ANOTHER.

Don'ts

1. *Don't* chew gum on duty.
2. *Don't* talk in loud tone of voice.
3. *Don't* encourage lengthy conversation with customers.
4. *Don't* lean on counters.
5. *Don't* congregate.
6. *Don't* discuss personal problems with other employees while on duty.
7. *Don't* be late to work.
8. *Don't* argue with customers or fellow employees; if questions arise call manager.
9. *Don't* hesitate to change an order if customer is not pleased.

10. *Don't* read newspapers on duty.
11. *Don't* converse with counter men or cooks while on duty.
12. *Don't* pick up glasses or cups by placing fingers inside.
13. *Don't* scratch your head, pick teeth or clean nails in presence of guests.
14. *Don't* go into kitchen.
15. *Don't* handle food with fingers.
16. *Don't* serve any customer without *first* writing a check.
17. *Don't* jeopardize your job by giving away *food* or *drinks* to friends or relatives.
18. *Don't* toss pie cards at windshields.
19. *Don't* touch part of silver that customer places in mouth.
20. *Don't* let dirty dishes stand on counters or booths.
21. *Don't* let ash trays fill with cigarette stubs and ashes. Try to keep them clean at all times.
22. *Don't* place or leave bar towels on back counters; keep them well folded and from customers' sight.
23. *Don't* let menus lie around; when customer has finished ordering, place menu back in its proper place.
24. All purses and any articles of clothing must be kept in lockers at all times. (We cannot assume responsibility.)
25. Employees should refrain from frequenting the stand when on off duty hours.

A Message to Hody's Waitresses

Order of Service

1. Greet Customers Immediately regardless of whether the order is ready to be taken or not.
 - (a) Pour Water.
 - (b) Present Menu—(If Hostess is absent or busy.)

2. Suggest Cocktails:
 - (a) "May I serve you something from the Bar?"
3. Appetizers:

Serve with Croutons or Crackers.

 - (a) Check on the proper silverware to be used with the specified appetizer.
4. Bread and Butter Plates:
 - (a) Place on the left above the fork.

Bread Baskets:

 - (b) Special Rolls and Hot Rolls—(1 of Each per Guest).
5. Entrees:
 - (a) Place the "Portion of Meat" directly in front of the Guest.
 - (b) Remove all entree dishes at the Same Time (After all the guests have finished entree).
6. Crumb Tables:
 - (a) Especially, before serving dessert or giving check.
7. Dessert:
 - (a) "What may I serve you for dessert?"
 - (b) Know the Special Ice Cream and Special Desserts for each day—for "Ready Suggestions."
8. "After Dinner Drinks"
 - (a) Suggest the Special Beverages that are available.
9. And last but not least—
 - (a) "It was a Pleasure to Serve You."

Check Constantly On

1. Extra:
 - (a) Butter, Rolls
 - (b) Coffee (Beverage)
2. Keep tables Cleared of:
 - (a) Empty creamers
 - Empty casseroles

- Empty milk bottles
- Empty milk glasses
- Cocktail glasses and decanters
- 3. Water Pitchers:
 - (a) Keep filled with "Ice and Water."
- 4. Rolls: Supply—
 - (a) Pass the Rolls to your guests rather than just placing basket on table.
- 5. Check and Follow:
 - The General Regulations of the House Consistently.

Specific Points of Service (In The Framed Form)

1. French Pastry:
 - (a) Remove paper underliners in serving (at the tables).
 - (b) Use "Salad-size"—Underliner—(6 inch).
2. Ice Creams:
 - (a) Ice Creams are A la Carte excepting on request for small size, but not by suggestion.
 - (b) Use 5 inch Underliners and Doilies.
3. Cutting Pies and Cakes:
 - (a) Cut on the Marked Lines.
 - Treat all Customers alike as to the Size of Portions.
 - (b) Use spatula with knife or fork (No Fingers) when lifting from plate to individual dish.
4. Paper Doilies (Round):
 - (a) Are used only under dishes which are not picked up by guest—as: Ice Cream, Malts, Fruit; Cocktails; Fish Cocktails, etc.
5. Spaghetti:
 - (a) Serve about $\frac{1}{2}$ of the Portion from the casserole at the table with Serving Spoon and Fork.

6. Pot Pies:
 - (a) Use Knife to cut Completely around and under Crust.
 - (b) Cut Once across the Top.
 - (c) Serve $\frac{1}{2}$ of Crust (Brown Side UP) with $\frac{1}{2}$ Portion of Pot Pie ingredients.
 - (d) Place "Serving Spoon" on Underliner along side of the Pie Dish.
7. Use Paper Cuffs:
 - (a) On Chicken.
 - (b) On Lamb Chops.
 - (c) On Duck Legs.
8. Trout:
 - (a) Give the Customer the Choice of boning the fish himself—If You Should:
 - (b) In Boning:
 1. Cut down the Back full length.
 2. Pull bone up and out—beginning at tail.
 3. Cut off Head and leave Tail Portion.
9. In Serving Drinks from a Decanter:
 - (a) Leave a Small Portion in the Decanter.

"Suggestions For Satisfying Customers"

1. Know Today's Menu:
 - (a) Know the Prices.
 - (b) Know the Special Items.
 - (c) Know Something Concerning the Foods Listed.
2. Avoid Mistakes in "Taking Orders."
3. Be Prompt and Pleasant to Exchange Undesired Orders.
 - (a) Never argue—Call Hostess or Manager.
 - (b) When a hot dish is returned for replacement or other reason, replace whole order and not just portions or certain items.

4. Know Regulations on Substitutions.
5. Hot Food Dishes must be Served Hot.
 - (a) Keep Orders under the Infra Red light until ready to be Served.
 - (b) Soups—should be stirred before dipped into the cups.
6. Know—or Refer to the Special Price List
 - (a) Items to Go
 - (b) Items not listed on Menu.
7. Serve
 - (a) No cracked or chipped glass or china.
 - (b) Inspect silver and glasses for cleanliness.

“Personal Service Suggestions”

1. Do Not Handle Any Food with Fingers:
 - (a) Butter—(To place Butter on Plates at Side Stands).
(To place Butter in Baked Potato, etc.).
 - (b) Cutting and dishing Pastries use Spatula and Knife or Fork.
 - (c) Rolls at the Steam Table.
2. Cups are taken from Heating Cabinet by the handles—(not the rims).
 - (a) Handles are turned toward the guest in Serving.
3. In Carrying Milk Bottles and Glasses to the Tables
 - (a) Do not handle by the rims or tops.
 - (b) Do not carry the glasses over the milk bottles.
4. When Carrying
 - (a) A number of Creamers—
 1. Place on an Underliner.
 2. Do not Leave the Underliner on the Table.
 - (b) Bread Baskets on Trays—
 1. Use an Underliner in place of letting the Basket rest on the Guest's food.

- (c) Several Dishes of Food—
 - 1. Do not rest one dish of food on another.
- 5. Fountain Orders:
 - (a) Know the Method or Manner of ordering to avoid confusion and delay.
- 6. Report "Lack of Supplies" Immediately to Manager or Hostess.

6. Accounting

Because of taxes on gross receipts and income, no business can operate today without records of sales and profits. However, a small business does not require the detailed entries and breakdowns needed by larger enterprises.

I would say that any business whose owner is not himself an accountant should enlist the services of a capable (though not necessarily expensive) restaurant professional. This man would be able to take the simple records of daily transactions, receipts of merchandise, sales, and payments, and with payroll accounts, and inventory, provide at the end of each month a suitable profit and loss statement, and at the end of each year a balance sheet to answer all ordinary purposes—all on a reasonable monthly basis. In addition, he would make out all necessary tax-forms.

A monthly report is important to show you whether you are making money or not, whether your individual expenses and costs are in proportion to your sales, and whether your margin of profit is in line with the average in the field.

You may be figuring costs on individual items and setting your sales price on a fixed mark-up scale, but that is no guarantee that your profit will be the aggregate of the number of items sold. There may be waste, or a loss on some article you had not figured so closely, and only your accountant's sheet, with the cold facts added up, will tell the final truth.

If possible, it is highly desirable to keep certain departments separate, like ice-cream fountains, or liquor bars, for to throw these sales in with general food is likely to conceal the true results of the sales there. That is why many stores endeavor to keep sales in these departments so they may be

tabulated, either by giving separate checks, or by marking them on the general check in such a way that they may be figured daily without too much trouble. The items bought for these counters are easier to separate.

Your monthly statement may look like this:

PROFIT AND LOSS STATEMENT. April 19——

| |
|------------------------|
| Sales |
| Cost of Sales |
| <hr/> |
| Gross Profit |
| Labor (including food) |
| FICA |
| Unemployment Insurance |
| Sales Tax |
| License Fees |
| Operating Expenses * |
| Maintenance ** |
| Rent, etc.*** |
| <hr/> |
| Total Expenses |
| <hr/> |
| Net Profit |
| Purchasing Discounts |
| Other Income |
| <hr/> |
| Net Profit |

* OPERATING EXPENSE
Detail

Laundry
Cooking Fuel
Water
Cleaning Supplies
& Exp.
Telephone
Rubbish Removal
Supplies

** MAINTENANCE
Detail

China
Utensils
Repairs

*** RENT, ETC.
Detail

Rent
Officer's Salary
Officer's FICA
Officer's Unemployment
Insurance
Employees Pension Fund
Employees Health
Insurance
Employees Clinic Fund
Legal and Auditing
General Expense
Office Expense
Insurance
Ice
Charity
Depreciation

| | |
|----------------|-------|
| Inventory | |
| March 30th 19— | _____ |
| Purchase | |
| April | _____ |
| Total | |
| Less Inventory | |
| April 30th | _____ |
| Cost of Sales | |

For your own work, you will need only a few simple books and a couple of box files. The files are for all bills that come in with current receipts of merchandise, one box for the present month and another for the next month.

Then you should purchase two book-diaries, one for daily cash receipts and one for daily cash expenditures. In the daily cash book you will enter, at the top of the page, the cash left from the day before, which is usually the amount of silver and small bills kept on hand for the cashier's use in making change. This is the floating amount found necessary for this purpose. Then, under the proper date, you add together the amount of the sales of food, the liquor, beer and fountain sales, and cigarettes and candy. Next take from that the cash expenditures you have made that day. The balance should be deposited in full, so that the bank deposit slip will show the net sales. It will look like this:

| | | |
|--------------------|-------|--------------------|
| Sales—Food | | |
| Liquor | | |
| Beer | | Cash on hand |
| Fountain | | |
| Cigarettes | | |
| Candy | | |
| Telephone | | |
| commission | | |
| (or juke box) | | |
| | <hr/> | |
| Total | | |
| Less cash expenses | | |
| | <hr/> | |
| Deposit | | |

All other payments will be made by checks which are numbered, in order. As an extra record, for quick information, I would suggest another book, with columns for the date on the left, and on the right for dollars and cents only. On the left hand page of this I would put, at the top of the page, the balance in the bank, and under it the daily deposits. On the right hand side I would enter the disbursed checks, first the number, the date, the name to whom the check is issued and then the amount. After the name you may want to put the date for which this payment is made. In this way you can always tell the exact amount you have in the bank by subtracting the checks from the deposits. Some like to keep these figures in their check books, adding deposits and subtracting checks by the page, but this is too public if you are writing a check while a dealer is waiting. Moreover, when check books are full, they are usually filed away, but with your other book, you can go back for months to see when you last paid for a service, or for any product.

Another reason for this book is that you are in personal touch with every check issued, for, when your statement comes from the bank, you should check off each cancelled check, first on their statement, and then, sorting them in numerical order, check them off against your own book. The checks issued that have not come in by the first of the month are outstanding, and the bank balance will be increased by such amount, as compared with your own book, which counts each check issued as paid. Otherwise, the accountant would be the only one who sees them after they are returned, cancelled, by the bank the first of the month, and strange things have happened to such checks which you may never know about unless you see each one again.

Inventories should also be made personally. Taking a large ruled pad, you should go from storeroom to icebox to counter, writing down every single item of food. You may omit papergoods because they do not affect food costs. In this way you

are more in touch with the condition of your wares and can see more readily what is in short supply, particularly in canned goods. Your big job then will be to extend the figures for this inventory, adding them up to find your total inventory. The benefit of this to you is that this check-up will keep you in touch with current prices which you may not have noticed when the merchandise came in, because bills with prices are sometimes mailed later than the delivery slip.

With your completed statement in hand, you can check percentages and labor costs and, together with the accountant, discuss your situation.

The only other book you will need is a payroll book. Get one large enough to list all of your employees and any substitutes or part-timers. In this is put the name, address, social security number, and class, for deducting the withholding tax of each employee. Weekly payroll lists are made up and a check drawn for the exact amount, which you can cash at the bank for the denominations of bills to pay handily. Then you will have to make out a pay-roll envelope, in duplicate, keeping one for your own records and giving one to the employee for his. You must get a withholding slip signed by every employee, showing his or her name, social security number, address, and withholding class, even if only a single day part-time worker, and it is mandatory that the withholding tax and social security tax be deducted.

7. Keep Your Customers Healthy

Success in the business of serving food to the public depends in a large part on the pleasurable feeling of well-being your customer has after eating your food. The combination of good food and careful service insures the regular patronage of old customers and the winning of new customers by recommendation.

Nothing is more important than the quality of your food, whether it is high-priced or low, but with it you need to know how to avoid any possibility of contamination. Again, this needs constant vigilance, for an unfortunate occurrence of food poisoning can ruin you. Although this extreme may never happen, negligence, too, has its effect on trade in some degree.

Sometimes it is a lot of little things that are overlooked—a new sandwich mix put into the same unwashed pan that held the depleted older one; perhaps spoiled mayonnaise or dressing, or pork products served which have not been cooked thoroughly to remove all danger of trichinosis. The resulting stomach ache or even discomfort will not help business. You have no right to serve what you would not want if you were a customer, and an evil odor or a slimy condition will warn you quickly.

Most restaurant men will take such losses as dish-breakage and missing silverware in their stride, considering these replacements as part of their cost of operation, but they hate to throw away food. There are too many in whose refrigerators are left-overs for use at a later time without regard to condition, or what its addition to fresh food will do. Discarding deteriorated left-overs, instead of using them, can be less ex-

pensive in the long run than even the other expenses which are accepted as normal.

It is almost impossible to run a restaurant without left-overs of some kind, and these must be kept properly. A large-sized deep-freeze cabinet keeps them in the best condition for future use. As a matter of fact, a cooked item, put there, will be in practically the same state when reheated even a few days later.

On the other hand, it is a good feeling for a restaurant man, walking around among his customers, to see them clean their plates. In such cases, usually, I stop to ask the customer how the food was, knowing that I will get the right answer. This, I feel, helps to emphasize to him that the food is good, something he may have taken for granted otherwise. Where a customer has left most of his food on the plate, I question him, and if he just wasn't too hungry, I'm satisfied. But if there is any other reason, or even if he doesn't like the dish, I have always substituted something else without additional charge.

Therefore, in the dishwashing-room and among the waitresses and even bus-boys, there should be a rule that any sizable left-over on a plate must be reported. In no other way can you immediately find out whether something has gone wrong with the portion in question. This is also true about coffee, and whenever much coffee is left in the cup, that batch should be tasted, at the urn, to find out whether it is up to par.

Perhaps the greatest mistake that leads to left-overs is the idea that there must be a long menu. This must result in some food being unsold which cannot be used the next day for fear that it would be recognized as a left-over, and so is held over for a third or fourth day. Besides, this extended list of foods on hand requires a lot of cooking, refrigeration room, pots, pans, and moving back and forth. And four or five vegetables, two or three cooked specials, and a number of

short-orders which may be prepared quickly by broiling or frying, taken from a deep-freeze or refrigerator, will provide as much net income in most cases. Just because a few people want an item is not enough reason to stock it, for usually their appetites can be steered into foods that sell in greater volume. The sandwich shop or tea-room with a limited menu should be able to avoid a large assortment of left-overs.

But care must be taken in other ways, too. Fresh meat must be handled carefully. Unwrap most meats before putting them into the cooler for closer contact with cool air, usually between 40° and 45°. Keep meat juices from dropping on articles below, and if possible put the meat on wire racks to prevent soaking in moisture or juices. With hamburger patties, provide space between the rows for circulation of cool air. Chopped meat stored should be spread to a depth of one inch or formed into a circle with a hole in the middle. Never put it into crocks or cans where air circulation cannot penetrate to the very center. Veal, on the contrary, should be wrapped because of its delicacy, and bought fresh, because it is not helped by aging. All pork, especially ground pork, should be frozen or kept under the cooler coils and used quickly. Smoked meat products should be wrapped and dry to prevent mould formation, while all sliced meat and cheeses should be put into small piles in waxed paper to prevent dehydration.

Meats like liver, sweetbreads, tripe, and kidneys should be frozen or par-boiled for better keeping. Poultry is better kept in another box to prevent off-odor contamination. If eviscerated and frozen, it should be thawed out in the refrigerator over night, or immersed in cold water on preparation day. Cooked chicken or turkey may be removed from the bones and frozen for sale within a few days. Incidentally, cooked meats should be allowed to reach room temperature before being put into the cooler, but no longer than that, for bacteria begin to form within a couple of hours. If you use canned

hams or other slicing meats, they will slice better and keep better if left in the refrigerator from the time they are received. Therefore refrigeration—counter, deep-freeze, and storage—is important.

Since pork is a particular cause of trichinosis, I have never used any hamburger meat mixed with pork, especially because many customers prefer their hamburgers rare or medium, in which case all the pork bacteria may not be killed. Rather than risk this I have always insisted on a pure beef hamburger, and I am sure that advertising a pure beef hamburger must result in more sales.

Frankfurters made from a combination of beef and pork which are government-inspected are sterilized according to U.S. Public Health standards, and unless I had the positive assurance that these same safeguards were taken, I would be wary of a plant which sells only locally and therefore is not subject to this rigid standard.

This also means that any fresh hams or other pork roasts should be tested by interior thermometer while cooking for a temperature of 212°, which is usually accomplished after cooking for about thirty minutes to a pound. Without a thermometer, by plunging a long pronged fork into the center, you can determine by the color of the juice that oozes when the fork is removed whether it is thoroughly cooked.

Care must be taken in many other ways, too, to prevent trouble. Cream-filled pies and cakes which are made from frozen cracked eggs that could have gained a larger bacteria count in storage or transport are a possible source of illness. Fresh eggs are safer, though more expensive.

Dirty hands, open cuts which have become infected and touched by the same hand that touches the food, unclean nails, and towels that have wiped perspiration and hands are risks of contamination. Licking whipped cream or icing from fingers is dangerous for customers, and for counter-workers, too, especially if they have picked up two or three glasses in

one hand, with fingers touching the inside where the saliva left from the drinker's lips adheres. Everyone knows that open food, subject to contact with bacteria through coughing or sneezing, is a source of infection.

Touching silverware at the eating end, or putting fingers into washed cups or soup bowls should be forbidden. Such practices can lose a lot of customers who are health conscious, as will the sight of a counter-man or waitress picking up a cake, doughnut, or pat of butter by hand. Some owners even insist that sandwich bread be untouched, but if hands are thoroughly clean, this is only an accepted part of food preparation, and the public doesn't resent it as they would the other.

Sometimes we forget that a swollen can of vegetables is a sign that bacteria-laden air has gotten in, spoiling the food, or that any artificial coloring that is used must be "certified" as being in accordance with health standards, for most colors are coal-tar products and affect the human body unless purified.

Cooking utensils must not have any copper which can come into contact with the food. Copper kettles or pans must be tin-plated carefully, and the same applies to steel pots, but not to stainless steel. Porcelain-coated pans are liable to chip dangerously. Where the handles or other parts of utensils are soldered to metal, usually after they have been riveted through holes, it is imperative that the solder used be 100 per cent pure block tin and not any solder containing lead, and that no cadmium plating be used on any food equipment. Both of these are detrimental to health.

Often, at soda-fountains, especially the older ones, brass or copper tubing or connections, tin-plated, are used. However, this plating wears off and produces a bad chemical reaction when it comes in contact with carbonated water. All tubing should be pure block tin and the connections, stainless steel. Stainless steel and approved alloys of aluminum have

been most helpful to the restaurant operator from a health standpoint.

It goes almost without saying that all vermin must be exterminated. The easiest way is by paying for regular professional service provided on a monthly basis. Even this did not always accomplish the desired results in the old days, but it can almost be guaranteed now with the comparatively harmless Chlordane sprayed into all cracks for roaches, and Warforin for eliminating mice.

The health department, too often, is looked upon as a dreaded nuisance by the average restaurant man, when actually it is the authorized expert that advises him for his own benefit. Most experienced inspectors of this department are aware that public health is one of many restaurant problems, and they are generally sympathetic in allowing ample time to correct any bad situation. Following their rules can only help you.

Lately there has been a movement to codify the standards of all health departments, and New York City has taken an active part in making this possible, sending men to confer with others all over the country. One of the ways they have found to assist restaurant owners is by issuing a check list for "Self Inspection," which covers practically all of the features needed in a restaurant. This list should be kept handy at all times to refresh your memory.

Suggested by
CITY OF NEW YORK
DEPARTMENT OF HEALTH
125 Worth Street, New York 13, N.Y.

CHECK LIST REPORT FOR THE SELF-INSPECTION OF RESTAURANTS

| Address | Borough | Name or Trade Name | Date |
|-------------------------------------|---------|-----------------------|------|
| Person Assigned for Self-Inspection | | Type of Establishment | |

Mark with (x) in bracket provided next to each item *which is not complied with*.

OPERATION AND MAINTENANCE

- All perishable foods kept at 50° F. or less (); salads in wells of food units filled to rim only ().
- Custard filling rapidly chilled after preparation to 50° F. or less within 1 hour (); stored below 50° F. until used (); custard pastries, doughnuts, cakes, etc. kept below 50° F. prior to serving ().
- Hollandaise sauce prepared fresh for each mealtime and kept for maximum period of 2 hours after preparation ().
- Pork and pork products thoroughly cooked until there is no trace of pink color to prevent trichinosis ().
- Milk dispensed in single service containers or from approved dispenser (); within 48 hours age limit (); milk and cream can tags filed for 60 days ().
- The use of milk and cream cans and bottles for storing other foods prohibited (); rinsed when emptied ().
- Shellfish received from approved sources (); shellfish tags filed for 60 days ().
- Blue or Green Fluoride (the only poisonous insecticide permitted) or any mixture containing fluoride carefully applied to prevent contamination of food and utensils ().
- Use of silver polishes or dips which contain cyanide prohibited ().
- Premises free of: rodent infestation (); insect infestation ().
- Ice cream dippers or scoops kept in clear, running water ().
- Dry sweeping of floors prohibited ().
- Metal slicers, grinders, fruit juicers, cream urns, ice cream dippers, pumps and fillers taken apart, washed and cleaned daily (); surfaces free of corrosion, pitting, or dents ().
- Bins, shelvings, containers, etc. cleaned before refilling ().
- Kitchen knives, forks, ladles, beaters, etc. clean and free of corrosion ().
- Unwrapped foods (cakes, pies, breadstuffs, etc.) kept inside clean show-cases or covered trays, protected from dust, flies, handling, etc. ().
- Stoves, griddles, broilers, fryers, etc. clean of grease and soot (); properly hooded and vented to the outer air ().
- Fans, hoods, and ducts clean (); and in good repair ().
- Steam tables clean (); and in good repair (); proper temperature maintained ().
- Space between fixtures or counters, behind slicers, tables, or shelving, or under fixtures and cutting boards clean and free of food particles or scraps ().
- Unused equipment kept clean or removed ().
- Planned daily cleaning program used ().
- Brooms, mops, brushes, pails, soap and detergents, etc. available (); and properly stored ().

WASHING AND STERILIZING FACILITIES

Equipment adequate to 1) Pre-scrape and pre-rinse, 2) wash, 3) rinse, 4) sterilize all eating and drinking utensils after each use (); or single service used.

Adequate supply of running hot water for washing at peak periods ().

Facilities provided for maintaining water at 180° F. for sterilization ().

Sufficient number of properly constructed baskets provided to prevent overloading and permit utensils to be placed so that all parts can be sterilized ().

Adequate supply of glasses, silverware, cups, and plates for peak periods () suitable holders for paper cups provided ().

Dishwashing Machine

Clean and free of corrosion (); in good repair (); thermometers on wash and final rinse lines ().

All surfaces of utensils adequately sprayed under pressure (); spray and wash jets or slots free from clogging ().

Utensils exposed for sufficient time to washing and sterilizing process ().

Utensils properly racked (); overloading of racks avoided ().

Wash water changed frequently (); detergent added frequently (); automatic feeder in good working order ().

Scrap trays or strainers cleaned frequently ().

Washing and Sterilizing Operation

Eating and drinking utensils thoroughly washed and sterilized after each use (); visibly clean to sight and touch ().

Scraped, pre-flushed, then washed in clean hot water (110°-120° F. by hand; 130°-140° F. by machine) with detergent or washing compound, and rinsed in clean water ().

Then sterilized at 180° F. or higher (); set aside to drain and dry so that towelling is unnecessary ().

Stored, inverted, on clean shelves protected from rodents, insects, dust, splash, etc. ().

Chipped or cracked utensils discarded ().

Personal Habits of Food Handlers

Clean hands and fingernails (). Hands washed frequently, especially after using toilet ().

Clean, washable outer garments worn () also caps or hair nets (). Spitting prohibited (); smoking prohibited where food is prepared ().

Hands kept away from nose, mouth, pimples, hair, etc. ().

Moistening fingers with lips to pick up paper napkins or wrappers prohibited ().

Street clothing kept inside clean closet or locker ().

Soiled linens, aprons, coats, etc. kept in closed container ().

Food handled unnecessarily (); appropriate utensil supplied ().

Signs "Wash Hands Before Starting Work" posted (). "Wash Hands After Visiting Toilet" ().

All Equipment

Sanitary construction readily taken apart and easy to clean—no open seams, dead ends, rough or pitted surfaces, etc. ().

Tops of worktables smooth (): free of cracks and crevices ().

Equipment in good repair (); no rust, corrosion, or defects ().

Refrigerators and ice boxes—temperatures properly regulated below 50° F. ().

Water supplied equipment and ice boxes properly drained ().

Equipment installed so as to facilitate cleaning of surrounding area ().

Walls, Floor, Ceilings (throughout premises).

Walls: Clean (); free from holes, cracks, crevices (); scaling (); holes around pipes, cable, etc. ().

Ceilings: Clean (); free from holes, cracks, crevices (); scaling ().

Floors: Clean and dry (); free from holes, cracks, and crevices (); holes around pipes, cables, etc. (); eroded to obstruct the pitch to drain (); floor drains, if any, in good working order ().

Lighting and Ventilation

Lighting fixtures in good repair (); bulbs, and globes free from grease and dust (); glass in fixtures over exposed foods protected from breakage (); lighting adequate ().

Skylights clean (); in good repair (); protected against rodent invasion ().

Fans free from dust and grease (); in good repair ().

Toilet Compartments

Properly lighted (); window in good repair (); duct, if any, unobstructed (); fan, if any, in good working order ().

Clean seats (), clean bowls (), clean urinals (); provided; bowls tight at base (); all plumbing in good repair (); doors self closing ().

Handwash basins clean (); provided with running hot and cold water ().

Soap (), individual towels (), and toilet tissue provided (). Sign "Wash hands before leaving toilet" posted ().

Locker Rooms

Properly lighted and ventilated (); clean ().

Lockers clean (); in good repair (); rat proof (); no materials or refuse stored on top or underneath ().

Adequate number provided (); completely separated from rooms where food is stored or prepared ().

Food Storage Rooms

Rooms free from rodent infestation (); free from insect infestation (); stored materials neatly arranged ().

Floor racks or platforms removable (); at least 12 inches from floor ().

Bins, shelves, and containers clean ().

Overhead soil, waste, or water lines inspected to detect drip onto foods ().

Food Stock

Foods raised off the floor ().

Loose and unwrapped foods stored in proof and insect proof containers ().

Foods free from rodent (), and insect () infestation, spoilage (), or other contamination ().

Foods inspected at least weekly (); perishable foods inspected daily and kept refrigerated ().

Unwholesome foods immediately separated, *denatured*, marked "Condemned," and removed promptly ().

Garbage Receptacles

Garbage kept only in metal receptacles with tight covers (); emptied and cleaned daily ().

Adequate number provided (); not leaking or broken (); stored away from foods ().

Garbage station clean, rat proof, free from flies and odors ().

Cellar

Free from rubbish, ashes, and useless material ().

Stored material neatly arranged (); away from walls and off the floor ().

Gratings, louvres, windows, doors, and other openings to the outer air rat-proof ().

Covers of sewer traps and clean out pit tight and in place ().

Rear Yard

Clean, free from debris, loose garbage, stagnant water, etc. ().

Preparation and storage of foods in any rear yard, alleyway, public hall, etc. prohibited ().

Additional Recommendations or Remarks:

Received Report

Operator or Person in Charge

Instructions

1. Inspections of these premises must be made at not more than monthly intervals by a qualified person.
2. The findings of these inspections shall be kept on file on the premises for a period of 12 months.
3. These inspection reports shall be open to inspection by representatives of the Department of Health at all times.
4. Objectionable conditions found shall be immediately corrected.

Unsanitary Practices and Conditions Commonly Found During Restaurant Inspections

1. Dirt and refuse under fixtures (sinks, fountains, refrigerators), in corners and inaccessible places.
2. Dust and grease on hoods, vent pipes, kitchen ranges and grills.
3. Dirt and refuse on top of equipment (cabinets, lockers, refrigerators).
4. Disused equipment (such as refrigerators) not kept clean.
5. Rubbish at bottom of dumbwaiter or elevator shafts.
6. Locker rooms and toilets unclean.
7. Dirt on shelves, floor and under racks in storerooms.
8. Interior surfaces and racks of refrigerators unclean, encrusted or corroded.
9. Machinery and equipment not dismantled and cleaned each day, (valves on stock pots, slicers, fillers, scoops, etc.)
10. Accumulation of dirt in dishwashing machine interior, especially on undersurfaces not easily visible—Spray jets plugged.
12. Dishes not properly scraped before cleaning.
13. Dishes left unwashed overnight, permitting soil to "cake" thereon.
14. Inadequate sterilizing rinse temperatures. (should be 180° F.)
(a) Wash water should not exceed 140° F. to prevent "baking" or soil on dishes.
15. No thermometers on dishwashing machines to indicate wash water and rinse temp.
16. Glasses not properly washed and brushed and not sterilized in 180° F. water.
17. Unprotected loose foods in stockroom. (Should be in covered, gnaw-proof containers.)
18. Milk and shellfish tags not kept on file for 60 days.
19. Milk overaged (48 hours is time limit).
20. Use of prohibited cyanide silver polishes and dips.
21. Soap, hot water and individual towels not always provided for washing hands of employees.
22. Milk cans used for storage of food.
23. Roach infestation (Blue insecticide powder must be carefully spread).
24. Presence of mouse or rat infestation. (See mimeographed bulletin on this subject) (a) Eliminate all rodent harborage and rodent access.
25. Unsound foods—(Must be segregated and denatured immediately).

Control of Rodent Infestation and Harborage

In combating rodent infestation the use of cats, traps, and poisons are only temporary expedients and do not eliminate rodent life completely from your premises. The Department of Health of New York City has proved that the best method of permanently eliminating them is the "build them out."

Rodent life exists in buildings because of favorable conditions that permit them to hide, nest, and breed. They will not remain where safe shelter or food is not available.

To combat infestation in your premises, it is necessary to be able to recognize rodent harborages or hiding places, both actual and potential, as they are the conditions favoring rat life and propagation. There are three general types of rodent harborages: temporary, incidental, and structural.

Temporary Rodent Harborages

These are conditions arising out of failure to maintain premises in a clean and sanitary condition, or out of faulty methods of operation, housekeeping, or storage of stock.

Examples:

Mass storage of office supplies and old records, materials for repairs, food products or other store merchandise; boxes, crates, or cartons that are left undisturbed for periods of time and not rotated in use (using up older stock first).

Unused or obsolete fixtures or equipment, especially those having drawers, compartments, or other hollow enclosures.

Miscellaneous junk, trash, odds and ends placed in closets, cellars, boiler rooms, or out-of-the-way-places, or portions of premises not in daily use having very little or no light.

Garbage cans left uncovered overnight, or having poorly fitting covers, or in a defective condition.

Passageways used in transporting or storing garbage cans for removal, with spilled particles of food on floors, especially in corners.

Accumulations of rubbish at bottoms of airshafts, dumbwaiter or elevator shaft pits, under sidewalk or cellar window gratings, or other parts of premises not cleaned regularly.

Prevention:

Unused materials should be stored neatly and away from walls, allowing enough space for a man to pass around in cleaning and should

preferably be stored sufficiently high above the floor to permit cleaning underneath. The amount should be minimized as much as possible, and should be disturbed or position changed at least every three weeks (to prevent nesting).

Avoid mass storage by arranging in rows with two-foot wide aisles. If placed on shelves, raise the lowest shelf about 10 inches above the floor. Remove all rubbish that usually accumulates about unused materials. Promptly clean up food scraps that spill from garbage cans, or that falls under or behind slop sinks, equipment, and stock bins. (Rodents feed more readily on these than on bagged or packaged food supplies.) Store all garbage in non-leaking metal receptacles with tight-fitting covers.

Place soiled linen in suitable containers.

Maintain clean and sanitary conditions at all times.

Incidental Rodent Harborages

These are conditions arising from installing fixtures or equipment in such a manner that hollow spaces, enclosures, and inaccessible places are formed.

Examples:

Fixtures, refrigerators, ovens, etc., not installed flush against walls but leaving a small space that is too narrow for proper inspection and cleaning.

Narrow spaces left between bottoms of counters, back bars, or other fixtures or equipment, and the floor.

Small spaces existing between ceiling and tops of fixtures, clothes lockers, refrigerators, closets and cabinets, large overhead pipes and ventilating ducts suspended a few inches from ceilings.

Hollow partitions (double wall space).

Hollow furniture or fixtures with inaccessible enclosures.

Boxed-in casings or sheathing around pillars, pipes, radiators, etc., forming hollow enclosures.

Bottom shelves, stock platforms, or skids that are not set directly on the floor but allow a space of a few inches to exist underneath.

Defective insulated sections of large refrigerators or pipe coverings (hollow enclosed spaces formed by damage to cork or asbestos). Loose foods stored in low, thin, wooden food bins, boxes, cartons, burlap bags, etc.

Partially enclosed spaces behind open metal grills used on housings of motors or other mechanical equipment.

Prevention:

Eliminate narrow, inaccessible spaces behind fixtures or equipment by placing flush against wall or leaving a space wide enough for in-

spection and cleaning. Solidly block out narrow spaces underneath, or install flush on floors, or raise high enough for cleaning.

Avoid providing undisturbed rat runways in narrow space between ducts or long hoods, and the ceiling. Ducts should be placed flush against ceilings and preferably be round in shape, instead of square.

Remove decorative boxing-in around radiators, columns, etc., to avoid hollow enclosures, or protect gnawing margins with metal flashing extending at least six inches above the floors. If they must be sheathed for appearance, use sheet metal.

Repair and securely close all breaks in insulation around pipes, refrigerators, or cooling cabinets.

Line interiors of wooden bins with sheet metal, or store foods in rodent-proof metal containers with tight covers to prevent fouling with rodent excreta or urine (resulting in condemnation of the food and possible court prosecution).

Protect openings of ducts or grills against entry with rodent proof screening (mesh openings not greater than $\frac{1}{4}$ inch).

Eliminate hollow spaces formed by false bottoms in counters, lockers, cabinets, back bars, etc.

Alter hollow fixtures so that enclosures are exposed for easy cleaning.

Structural Rodent Harborages

These are present when the design or construction of a building is defective from a rat-proof standpoint, or when there has been a failure to make proper repairs or use rat proof materials.

Samples:

Openings made in outside building walls, around beams, or in interior walls, floors, or ceilings for installation of pipes, cables, or conduits. They are made by plumbers, electricians, or other workmen, and are usually larger than necessary and unused portions of holes are not closed up.

Holes, large cracks, loose bricks, or other openings in floors, walls, or ceilings.

Hollow spaces in double walls, between floor and ceiling of lower story, and in double ceilings of cellars.

Enclosed hollow spaces formed by sheathing and undersides of stairways, by installation of false floors in toilets, or by raised wooden floors over earthen floors of cellars.

Entrance and cellar doors that are not tight-fitting or not provided with a proper door sill or saddle, permitting openings over $\frac{1}{4}$ inch to exist, and not protected around gnawing edges with metal flashing at least six inches above floor level.

Openings around ceiling or floor beams, or risers, where they pass through partitions.

Openings of fans, ventilators, and louvers on the outside of buildings, or fancy metal grilles with openings over $\frac{1}{4}$ inch, not protected by rodent-proof screening.

Floor drain and sewer trap pits not kept clean and not provided with solid metal covers or covers with perforations not exceeding $\frac{1}{4}$ inch. Cellar floors of earth, enabling rodents to burrow underneath.

Prevention:

Promptly seal up all holes or openings around pipe lines or cables where they enter the building, with concrete mortar or cement mortar to which ground glass may be added for better results.

Place tight-fitting metal collars or flanges around pipes and risers. Provide escutcheon plates for all risers where they pass through floor slabs, unless same are waterproofed by pockets of mastic.

Seal up all openings around beams.

Avoid using double-wall type construction with hollow interior spaces, or hollow tile block, hollow cement block, or similar material for partitions or walls of storage compartments or in cellars.

Inspect all parts of premises for holes and seal every opening in walls and ceilings with cement plastered smooth. Move away fixtures and stock that may hide holes in floors and use a flashlight so as not to miss any. Look for loose bricks, cracks, or other openings in cellar foundation walls. Find all openings before rodents do. Inspect regularly and repair weak spots before actual breaks occur.

Eliminate enclosed hollow spaces existing within the structure from failure to use rodent-proof design; or protect gnawing margins with metal flashing extending at least six inches above the floor. Repair possible points of entry or breaks with metal patches or metal strips.

Block out hollow spaces under raised floors with concrete. Refrigerators, ranges, ovens, etc., should be solidly based on concrete. Protect entrance, cellar doors, and windows with metal flashing around gnawing edges, and maintain in good repair.

Replace earthen cellar floors with a floor of concrete at least three to four inches thick and tied securely into foundation walls.

Securely anchor window and door screens to the frames.

Rodent Infestation Surveys

In addition to trapping, surveys by operators will indicate presence and approximate extent of infestation, of which the following are some signs.

Excreta or Pellets:

Physical state will indicate recent or old infestation. Soft moist droppings indicate live rats or mice present, while hard and dry ones indicate old. Amount of droppings indicate heavy or light infestation. The size of pellets will show if rodents are large or small; if different sizes are present, it indicates litters of young are being reared.

Gnawings:

If recent, will show fresh appearance of gnawings, shavings, debris, or marks on food bags or containers, or damage to other merchandise, supplies, or fixtures.

Rat Run:

Difficult to tell by appearance if new or old. Use white chalk or paint on suspected rat run. The rat is a creature of habit and will continue to use same pipe or beam. It will leave marks caused by dirt or grease on feet or fur.

For Permanent Control Measures

Try to maintain permanent freedom rather than resort to temporary reduction of rat population by periodic drives employing trapping, poisoning, or fumigation.

After carrying out all rat-stoppage measures, have a reliable employee inspect entire premises weekly to insure cleaning and upkeep and to repair any temporary breakages in windows and doors to the outside. Allow no accumulations of rubbish to form. Watch sky-lights, air shafts, dumbwaiter and elevator shafts, and all other means of ingress from outside, for breaks. Immediate repairs to be made to eliminate openings and harborage, with rat-proof material (impervious to gnawings). Relocate or alter fixtures with hollow enclosures. Prevent careless employees or workmen from leaving lower windows or cellar doors open overnight or weekends to rodent ingress from outside sources.

Include in the specifications for all new construction and repair contracts a specific provision that work to be done is to leave the building in a ratproof condition. Specifications may read as follows:

This building is planned and detailed, and it is the intent of these specifications, to provide a structure that will prevent the penetration by rodent vermin of any vacant space where they might find a harborage. The contractor will be held responsible for securing this condition by the closing of all points of access to such spaces,

including the passage of piping and conduits through all walls, partitions, ceilings and furred off spaces, the closing of access to voids in hollow tile blocks, etc. There shall be a special inspection of the building with regard to this matter before final acceptance.

All permanent measures are aimed at eliminating the rodents' food supply and shelter. Architects need to be made more cognizant of conditions that prevent rodent harborage and infestation, so as to change design of new buildings to eliminate unnecessary enclosed spaces. Rat-proof construction should receive greater attention in the future.

8. Guarding Against Dishonesty

Can you guard against dishonesty? Only by unfailing alertness, for the proprietor of a restaurant has a lot of employees to watch, while the looter has only one person to look out for—the boss.

While most cases of stealing involve only trifling amounts each time, they can add up to an enormous sum—enough to endanger the security of the owner, especially if there is more than one larcenist.

Perhaps the main reason for dishonesty is opportunity, which makes the thief. High pay is no guarantee against it, for sometimes that brings high living, with more cash needed. In fact, those on a lower scale often have learned to manage on less.

Of course, the necessity for some means of cash handling has resulted in cash registers, but even these are far from perfect for their purpose. In our own search for some system, extending over many years, we have even sold tickets in small denominations which were exchanged for food. But the counting of these tickets got to be very tedious, and they could be sold if stolen, so this was abandoned.

However, an inventory of daily merchandise can be helpful, just as the regular monthly inventory is important. A tabulation of the amount of food used for the day, including coffee, milk, ice cream, meats, bread and cakes, gotten from slips showing the dealer's deliveries, and a quick check-up with a scale and a paper, morning and night, should tell you whether the food used is in proportion to the receipts.

As for monthly reports, no restaurant man can tell whether his business is well or sick without an experienced account-

ant, or at least a knowledge of how to keep his own books. The cost of hiring one is low, if the records and entries are made daily according to his instruction. Upon receipt of these figures the percentage of food cost can be ascertained, and rarely will this vary if the mark-up is uniform. A difference is a sign of danger. Food may be stolen. Eggs and butter have been found in pocketbooks, small cans of imported sardines in pockets, and even hams or whole fowls disappear.

Quite often there is the danger of your food being given away for larger tips. Few restaurants can afford the elaborate kitchen system where all food is checked by a special checker. Some owners insist on a cup to hold all tips for counter workers on the back shelf in open view, and they count the amounts to determine whether they are excessive. Some want a pooling of tips, which, although it may interfere with the incentive of an extra-courteous girl, also eliminates the reason for the extra-large tip. Especially where liquor is served at bars is it wise to have a tipping cup subject to surveillance and an insistence that no cash be put into the bartenders' pockets. Also, the cash register should be checked periodically for cash compared with the amount rung up. Sometimes the bartender either fails to ring up a sale or underrings the amount when two or more checks come in at once, saving the money in dribbles to pocket in one large bill.

One reason that I object to the new large liquor glass with the white line marked on it at a prescribed measure is that it allows the bartender, for a bigger tip, to exceed the line, sometimes by a good bit because the wider mouth holds more volume as you go up.

In the restaurant this matter of checking cash-registers against checks should be done at odd times and, if possible, the practice should begin with each new employee to make it a matter of course instead of a pointed accusation. Where

checks are issued to customers without duplicates remaining in the back, it is possible for a cashier to reduce the pencilled amount without anyone being the wiser. Or if they are not carefully numbered and dated each day, checks may be removed entirely, or other checks substituted. By picking up the cash and checks occasionally, giving the cashier a new sum of working cash meanwhile, you make such deprecations more risky.

Where checks are punched, it is more important to have the numbers carefully tabulated. Colors are changed daily, and the unused checks should be carefully stored. A large sheet on which all the numbers are noted, with the amounts to be entered for a permanent record, can be checked against the numbers missing. After use, the checks may be destroyed under your personal supervision.

Most eating places prefer to have the customer pay the cashier, although in many cases like drive-ins and special types of restaurants, the waitress or waiter pays for the food as it is received and then charges it to the customer. Here complaints have arisen that the wrong check has been presented. In such cases the waiter usually hands out a larger check for payment, usually one belonging to another party. If the error is noticed by the customer, he apologizes; otherwise the difference is pocketed and again this check is presented to the one to whom it belongs. This becomes a serious reflection on the integrity of the management and should be dealt with more severely. Customers are hard enough to get.

Not only employees are responsible for restaurant losses. Often the supplier of food is the guilty one. A good set of scales, counter-type, hanging and platform, are necessary parts of equipment. Coffee may arrive in underweight packages, even if not adulterated by cereal. (This adulteration may be detected when a light sediment shows in the coffee grounds where the hot water has washed off the

coloring from a cereal.) Or meat may be short in weight, remembering that butchers get an allowance for shrinkage by evaporation but do not pass it on. Chickens that are dressed are charged sometimes at a larger original weight because it is difficult to tell how much the cleaned out part weighed.

Milk or cream should never be accepted in a dented or battered can, for the dents take away from the volume. Measure your empty can with an accurate gallon measure, using water, to see if it is correct. One of our restaurants had a liquor bar and I found that beer barrels, too, should be checked. Once it occurred to me to weigh the full beer barrel on our platform scale, marking the total weight in chalk on it, and then to weigh it again when it was empty. The difference in weight would determine how many gallons of beer the barrel contained (a gallon of beer weighs eight pounds). I found a considerable discrepancy, and I puzzled over it until the answer came to me. Beer was delivered then in wooden barrels, and since these barrels were subject to leakage between the staves when they dried out, hot pitch had been put in to caulk them. But hot pitch has volume and the result was like a false bottom in some measuring devices—it looks full size from the outside but it holds less. We collected a considerable amount of money from the brewer, but I am sure it was not enough to compensate for all the shortage.

Ice cream should be bought by weight. Ice cream mix is frozen to within a pouring temperature after whipping and put into cans of various sizes, bricks, or containers or cups. The longer the ice cream is mixed at a low temperature, the fluffier it becomes, a procedure called over-run. So that, instead of getting the full amount of ice cream, you get a volume but not a density. When the cream thaws slightly at your fountain or is firmly packed into a scoop or box, it is pressed back toward its original liquid volume and the seller

is the big loser. The dealer admonishes his customers, unless he wants a greater volume of sales, to keep it hard and not to press it, which, if it is light in weight, simply passes this shortage to the customer. The suggestion to keep it hard is a good one, but also put the ice cream on the scale. The cream mix weighs about nine pounds to the gallon originally, and if it weighs only four and a half pounds in ice cream form there is a 100 per cent overrun, which is too high and you are being cheated. In addition, butter-fat content helps determine the cost, because butter fat means cream, which is expensive. Find out how much butter-fat your ice cream has; then shop around among other dealers for their proportion.

When making deliveries, some drivers may take things out of the icebox which they are putting their supplies in. Once when I missed a couple of cans of lobster meat, I climbed the platform of an ice-truck while the driver was making another delivery and, dumping a bucket of freshly chopped ice I found there, saw the two cans in the bottom. In another case we had been buying mayonnaise from one concern for a great many years, and we permitted the driver to put the gallon bottles in the icebox, himself. He would stop on his way in to permit checking the number of gallons, and on his way out he passed with the empties. One day I happened to count the number of gallons we had on hand for inventory shortly before he made his delivery. When he left, I had occasion to go into the icebox again and found the total did not add up properly. The next time we caught him with the goods, and we changed dealers.

Vegetables were sold to us by a huckster who delivered semi-weekly, or if necessary more often. Every once in a while his monthly bill did not coincide with the original copies that we had of these deliveries. But he showed us the carbon duplicate with my signature on it and the natural assumption was that somehow the original of that bill was

mislaid, so we paid in full. But this began to occur rather frequently and I asked him to leave his entire set of duplicates for checking. After a careful examination of these slips I discovered his scheme. No one ever signs his name exactly the same or in the same position on a slip twice. By superimposing a suspicious slip, I found my signature exactly the same under a magnifying glass, and in identically the same position, on two slips, one of which was the missing one. He had taken my signature and traced it onto a blank bill, filling in the articles above it.

To check every delivery is normal practice, but to omit it through laxity or trustfulness is to provide the opportunity that may make a man a thief. Remember, however, that no worker can be happy in an atmosphere of constant suspicion.

If all this sounds as if we are especially gullible, let me state that this extends over more than sixty years of business. I always wonder what pleasure these people can buy with their ill-gotten gains which is half as precious as the things they sell for them—opportunity for advancement, honor, and peace of mind. I have never heard of a happy thief.

9. Some Ideas for Increasing Business

There are so many restaurants today and hence such stiff competition that various means must be used to build business. First of all, it is necessary to have an attractive place if prices are about the same as those of other restaurants. When my wife and I are driving over the country and it comes time to eat, we never stop at a place that looks dingy for lack of paint, feeling that a sloppy exterior denotes careless management, although we know that this is not always true. Often there is good food there, but a bad first impression always loses some potential customers. When a reputation for exceptionally good food is gained, the exterior or even the interior becomes unimportant. Some so-called "dives" pack their places with patrons who will suffer many inconveniences—which proves again that good food ranks first with the public.

If your surroundings are mediocre and your food no better than your competitors', then you will have to lower your prices. By increasing the volume of business you can make a greater profit. If you are located in a section where restaurants are scarce and volume is small, you can set a higher selling price for your food. But you will find that most people resent this form of "robbery" and often will ride miles farther, or eat lightly, rather than submit to such imposition. . . . And I, for one, don't blame them.

A lower price usually produces greater volume and thus enables you to serve fresher food. It is also an insurance against hard times, when scarce money will pinch your competitor who charges more. My father's policy was to serve food at the lowest possible price to attract customers who

would overlook a lot of expensive service to save money. After all, our country has been built on mass production and the constantly decreasing prices it makes possible. I feel that the same principle applies to food. The supermarket's growth is proof of this.

Aside from the price of food, there are other ways to improve sales. Advertising in many forms aids growth. For roadside restaurants, billboards are necessary. On automobile trips, I have followed billboards for fifty miles to some restaurant, and usually those that were freshly painted and attractive, for this suggested an appetizing eating place. A single billboard close to the restaurant hardly gives anyone time to make up his mind or even stop if he is going at a rapid clip. Instead, some restaurants number their signs in the scores and even hundreds, spending as much as 5 per cent of their total sales in advertising. In any case, at least 1 or 2 per cent should be allotted for some form of advertising.

For family dinners in towns, newspaper advertising is advisable. In the copy, mention special foods or special occasions such as holidays when the family wants to relieve Mother of her chores. And when the family does come, remember the children. A little toy, a lollypop, or a ginger ale "cocktail" will make the children want to come again, and it's hard to deny them when they make up their minds. Witness the demand for products aroused by children's programs on radio or television.

If your eating place is near a factory, you may get permission to put an attractive sign on the bulletin-board because it is in the interest of the owners to have their employees well fed. Sometimes the manager of a company will allow circulars to be distributed; or if the workers usually eat on the premises, he will let someone take orders and deliver food.

Children become a large source of added income if a

school which doesn't serve lunch is close by. In that case your menu should include items children like, but in smaller portions and at a lower price. You may even provide free lunch to a child on his birthday, or a little special gift.

Off-hour specials may be advertised to increase sales during slack hours just as the movies quote lower prices in the morning. Or signs may be made for seasonal dessert specials and posted in the windows without cluttering them up. Sometimes these desserts are displayed where they can be viewed by the customer before he begins his meal, whetting his appetite and making him buy a dessert when he didn't intend to.

Combination breakfasts or lunches will increase sales when there is a definite saving on the prices of the items if bought separately. But if smaller portions are served—like tiny glasses of juice instead of the regular ones, or smaller pieces of melon and dessert—the effort will be wasted, after the first time. In combinations the food cost will naturally be slightly higher, but the greater volume gives you more profit in the end.

Greater sales to customers once they are in your restaurant can be made when you arouse their appetites by little notes on your menu, or by suggestions from counter-men. Even the wording of the item is important, because one may turn down a hamburger but cannot resist a "delicious grilled chopped-beef-steak," or pass up dessert and yet finally be won over to a "home-made luscious strawberry short-cake with pure heavy whipped-cream," not knowing that "light" cream can't be whipped. These promising appetite-awakening adjectives can be used on almost every kind of food and are particularly effective in the morning when "fresh farm eggs with sizzling country ham or bacon" make you want them dished right up. The fact that eggs or pigs are raised not in apartment-houses and only on farms and in the country has nothing to do with the way people react

to suggestion. And for a customer who orders only juice and coffee, try giving him a small sample hot-cake with a dab of butter and dash of syrup as a reminder for the next day.

In some small towns advertisements are shown on movie screens to suggest an after-theatre snack or other special. And in this connection a special dish or dessert may be named after the film or its leading character. Another dessert special may be in the form of some gigantic concoction, at a high price, which is more than the ordinary person would eat if not challenged by the name "Super Atomic Sundae," for instance, adding "not more than one to a customer," when it is obvious that even one is almost impossible to finish. It soon becomes talked about and visitors always want to see it.

Wherever I have traveled, I have noticed how the atmosphere of a restaurant was enhanced by the use of an especially attractive uniform worn by waitresses and counter-girls. In some cases Dutch caps, governesses' bonnets, even straw hats are used, matched by unusual dresses of the accompanying style. Blouse handkerchiefs of many colors and designs lend a dressed-up appearance. Counter-men in Bolero jackets and other designs help, too, as do clean white shirts in summer, with starched white trousers and caps that cover bald heads or unruly hair. And badges with first names are wonderful.

With these may go small table vases with flowers, or background music, low enough not to disturb conversation, yet lending a sense of relaxation for the few moments away from the bustle of the working day. This music may be piped in or may come from a juke box with a special attachment which permits the owner to play it continuously without the use of coins.

Some restaurants create their atmosphere by the use of special decorations or pictures. A fish-specialty house may want all sorts of mounted fish, sport-fish pictures, and fisher-

man's proverbs around. In other cases, early American prints or framed old clippings may provide the feel of an old establishment, and it is surprising how, once started, a collection of this kind grows.

Few strangers will enter a restaurant unless they have some idea of the range of prices and food. A posted menu on the window outside the store will surely bring in additional customers who might have passed timidly by. And strangers become loyal customers if in some way the owner can acquaint himself with their names, if only the first names. This can be picked up by listening to them talking to each other at a table or counter, or by direct question when they come in often. This tie is likely to grow strong—as you will realize if you remember how you patronize the same newspaper man, grocer, or other shop-keeper, afraid you may hurt his feelings by going to another. Besides, everyone likes to be recognized and addressed by name.

However, few things attract as much as free gifts or services, such as lucky numbers of checks for free meals—the numbers known only to the cashier, honestly administered and happily discovered by the diner on his way out. The size of the checks may even grow in the hope of “sticking” the restaurant for a larger amount. Advertising like this should boost sales. Free chewing gum or peppermints are always welcome, as is a free cigarette. Speaking of cigarettes, since the margin of profit is only a couple of pennies, cutting the price of a package of cigarettes by a penny will draw attention, although I have never liked to do this in competition with a nearby cigar store owner who depends on the sale of tobacco for his livelihood.

Try a free pencil, short size with an eraser, for men and women's pockets. These may even be imprinted with the restaurant name by specialists who can be found in the classified telephone book. Matches bearing an advertisement may be distributed, but these should emphasize some

specialty or price or they become worthless because there is nothing to distinguish them from those given away by other restaurants. Match companies will acquaint you with this means of advertising. Be sure your town and address are on them.

Openings and anniversaries can be celebrated by giving out free souvenirs, always a sure-fire business getter, or cut-prices of meals for that day. Other free gifts that cause the customer to remember you are straw fans in summer, as well as fly-swatters, which are always appreciated by drive-in customers. (Incidentally, the fly-swatters should be the wire-mesh type, which are more effective than the plastic or rubber ones that do not have the deadly swish.) Paper sun shields are good when lunch boxes are bought for picnics. A polyethelene strip made into a covering to protect women's hats or hair may be handed out in rainy weather to that appreciative sex. Bought inexpensively by the yard, they should be cut seventeen inches wide and twenty-two inches long, with the ends gathered together by a run-proof ribbon to tie under the neck. This is the same stuff in which many food articles are now wrapped. Again, the classified telephone directory will tell you where to buy it.

In season when they are cheap, small fruit like plums or peaches may be put on a dessert plate free, or in summer, small plum-tomatoes can be put on every sandwich plate at little cost instead of a pickle. A sprig of parsley served with every hamburger with raw onion will help to remove onion odor from the breath, and this can even be a regular service, with a notation on the menu.

A week before every Christmas I always arrange with my bank to procure hundreds of bright silver dollars from the Federal Reserve Bank, and these are stacked in shiny piles in plain view. Many customers use these silver dollars for little gifts to the children or to those who provide service during the year.

If you are losing business in rush hours because one or two persons are occupying a table which seats four, the situation may be helped by a little easel card placed there: "Nobody likes to wait. Your neighborly gesture to share your table will be appreciated."

Many other ideas can be gotten from food salesmen. I have never brushed any salesman aside, or kept him waiting unnecessarily. They have a job to do and their time is money to them, which I have no right to spend. And I find they pick up many ideas on their extensive visits to competitors.

But all of these ideas are wasted if your restaurant is not clean and your food not top-rate. You can only cash in on the new customer by making him want to come again.

10. School Cafeterias

Few restaurant owners, of the great numbers in this country, are aware of the opportunity for serving their communities and their nation in the matter of the National School Lunch Program. Because this is a non-profit project, the program is sorely in need of expert assistance.

All over the country, where busses pick up children for schools, there are youngsters of all ages from kindergarten to high-school who have been carrying their lunches in boxes and bags. In most of them, or so it seems to the women in charge of school lunches, is a peanut-butter or jelly sandwich.

Many communities had local groups who began to feel the need for school lunches to supplement what was brought from home, or to substitute for the unnourishing food a lunch that would supply the minerals, vitamins, and nutrients needed so badly. That idea evolved into the National School Lunch Program.

Now, when finally the plan is spreading into every corner of our land, it meets with an unhappily poor serving situation—lack of suitable equipment, space, and trained personnel. The good food catches on after the first few days. By subterfuge—giving little tastes first to overcome the strangeness of the new item—the child's hesitancy is overcome.

Everything is being done to foster this plan. Federal and state funds assist in the operation of non-profit school lunches, and surplus foods from the Department of Agriculture are donated when available to sponsoring agencies who are responsible for carrying this out. All public and non-

profit schools, and even non-profit private schools, may apply for federal aid.

The primary purpose is to serve to the nation's school children a wholesome, appetizing lunch every school day, for it is universally recognized that these meals can make an important contribution to the good nutrition so vital during a child's growing and developing years.

If the child cannot pay the full price of the lunch, it must be served free or at a reduced cost without discrimination. To help this, cash payments are given schools for making local food purchases, as well as donations of supplies purchased under market stabilization programs. Technical assistance is offered on food purchases, use, and on food management problems, but here, which is the crux of the whole matter, expert assistance is spread very thin.

Parent, teacher, and pupil associations are helping in every way they can. Interest is being stimulated to provide adequate diets; personal health checks are made; cooperative gardens are fostered; education in food preparation and preservation is advanced. The first step has been directed toward the development of a favorable attitude toward important foods. Many children who refuse to eat things at home when urged by parents eat them imitatively in school when they see others enjoying them. Candy and carbonated beverages with syrup are left out of school menus because it is felt that they interfere with eating other foods. Also, parents receive letters or visits explaining what is planned and inviting them to discuss the dietary needs of their children.

Where it is feasible, lunchrooms (called "cafeterias" to differentiate them from lunchrooms in which only one or two supplementary dishes or no food at all is prepared) are installed. Here the woman manager must be well trained or must work under the direction of experienced restaurant men. In some schools teachers serve as managers, and with

the help of pupils plan menus, keep books, and take turns as waitresses and at cleaning up, all on a volunteer basis.

Again, the restaurant man can teach precautions in food handling to avoid the spread of disease, conservation of vitamin content of food, acceptable standards for dishwashing, disposal of waste, and the number of other things which every restaurant man has as part of his own commercial experience. After all, each school lunchroom is a miniature or large restaurant, requiring the expert knowledge that is lacking in the novice.

What equipment is needed and how it shall be obtained; where the cooking units, serving units, and dishwashing apparatus shall be set; where supplementary food shall be bought and how it shall be stored; how the work shall be assigned or divided; and how waste should be curtailed are all questions best answered by the restaurant man.

A community project of this nature is an opportunity for us to share our knowledge. The School Lunch and Nutritional program can be expanded, and further information may be obtained by any community from the Department of Agriculture and the Federal Security Agency in Washington, D. C.

There is also a Special School Milk Program which permits a child to drink as many half-pints of milk a day as he wishes, and reimbursement payments to schools are made monthly. Here, dairymen can work with schools in planning delivery schedules.

But, good as this program is, there is another angle to be considered. That is whether private management of these lunch cafeterias would do a better job. There are many such cafeterias which are now run by concessionaires, and because their tenancy depends upon their ability to serve well, they must be doing a satisfactory job, in many cases.

The fact is that teachers and pupils do not have the time, or the experience in efficient operation of a dining room, and

it becomes a chore, even if it is done valiantly. Besides, there must be waste in food which a private owner would save, and certainly even surplus foods should not be wasted. Somewhere people need it. As for the non-profit angle, the cost is there in labor, even if it is given voluntarily without charge, for it becomes a donation which sometimes cannot be afforded.

I would venture to say that while paid help may add 25 per cent to the cost of a meal, with management as an expense that must be expected even in non-profit organizations, the final cost to the children or the governments, local, state, and federal, would be no more, but the results would be superior to the other.

11. Check List for Establishing a Restaurant

(As Recommended by the U. S. Department of Commerce)

I. POINTS TO CHECK WHEN PLANNING TO START A RESTAURANT

Not everyone can successfully operate a restaurant of his own. Some special knowledge, experience, and know how is essential in every line of business. Adequate capital in hand or in sight is also necessary. In addition there are personal factors which help or hinder the man who wants to be his own boss. Honest self-appraisal is always difficult but must be made. The points which follow should help you in your preliminary thinking about starting your own business.

A check or notation in this column
will show you have considered
each point.

A. Your personal qualifications:

1. Have you had previous experience in the restaurant business? _____
2. Have you considered working for some one else to get more experience if you need it? _____
3. Have you ever bought food in quantity? Do you know food-purchasing methods? _____
4. Do you know anything about food preparation? Service? Menu arrangement? Other technical skills of restaurant operation? _____
5. Do you know anything about bookkeeping? Cost controls? Other items of restaurant management? _____
6. Have you ever supervised the work of others? Do you know principles of personnel management? _____
7. Have you ever hired people? Do you think you could meet a pay roll? _____
8. Have you ever dealt with the public? Do you like to meet people? _____
9. Have you ever sold? Do you think you can sell your restaurant to the public? _____
10. Can you boss yourself? Drive yourself to do what is necessary? Are you a self-starter? _____

11. Do you have imagination? Energy? Initiative? _____

12. Can you take advice and evaluate it properly? Do you have the courage to stand by your decisions? _____

13. Are you willing to work long hours? _____

14. Can you overcome obstacles? Fight down discouragement? Keep plugging? _____

B. Your financial qualifications:

1. How much have you saved which you can put into the business immediately? _____

2. How much do you have in the form of other assets which you could, if necessary, sell or on which you could borrow to get additional funds? _____

3. Have you some source from which you could borrow money to put in the business? How is your credit rating? _____

4. Have you considered saving more money before starting for yourself? _____

NOTE.—You will want to compare these figures with the more detailed estimate of requirements you will make later.

C. Income from the business:

1. What are your present earnings? _____

2. How much can you make as the owner of a restaurant? _____

3. Have you compared this with what you could make as an employee? _____

4. Are you willing to take lower earnings while getting started? For how long? _____

5. Are you willing to risk uncertain or irregular income for the next year? Two years? _____

NOTE.—When more specific estimates are made you will want to review these questions.

D. When to start your business:

1. Are general business conditions favorable for the establishment of a new restaurant? Are costs in line? Is help available at wages you can afford? How about rents? _____

2. If conditions are not favorable do you think they will improve in the near future? _____

3. Is your personal situation right for a start now? Do you anticipate unusual family expenditures in the near future? _____

II. POINTS TO CHECK WHEN DECIDING ON LOCATION

A check or notation in this column
will show you have considered
each point.

A. Economic factors in the community:

1. Is the source of the community's purchasing power well diversified or is it a one-industry community? _____
2. Are conditions in the industry or industries supporting the community improving or getting worse? _____
3. Are the major industries old and well established or new and uncertain? _____
4. Are the industries stable or subject to periodic shut-downs? _____
5. Is the population of the community growing? _____
6. Do enough families earn an income sufficiently high to support the type of restaurant you want to open? _____
7. Are transportation facilities, professional services, banking facilities, schools, etc., available to the community of such caliber that it might be regarded as progressive? _____
8. How active are civic associations in the community? Is there a restaurant association? _____

B. The need for a restaurant in this community:

1. Have you canvassed the community to determine the number of restaurants in operation? _____
2. Are restaurants in the general vicinity busy enough to indicate that patronage is available? _____
3. Have any restaurants in the general vicinity closed recently? Why? How long had they been in operation? _____
4. Do you believe your restaurant will fill a community need that is not being met by existing restaurants? _____

C. Competition:

1. Are competitors old and well established? _____
2. Are competitors' restaurants modern? Attractive? _____
3. Do you think existing restaurants will offer any competition? If so, how much? _____
4. Are you taking your competitors into account in planning the type of restaurant to open? _____

D. Advice from others:

1. What do the suppliers think of the prospects for a restaurant in this community? _____
2. What do the manufacturers' representatives think of the prospects for a restaurant in this community? _____
3. Have you talked to a banker? What does he think about your plan? _____
4. Would he think enough of the venture to loan you money? _____
5. What do local businessmen in noncompeting lines think of the prospects? _____
6. What do the representatives of the companies selling restaurant equipment or fixtures think of the prospects for a new restaurant? _____

E. Buying a going business:

NOTE.—These are some additional points to consider when buying a going business.

1. Why does the owner wish to sell? _____
2. Have you checked his claims about the business with his copies of his income-tax returns? _____
3. Have you consulted a lawyer to be sure that the title the owner gives you is good? _____
4. Has your lawyer checked the public records to see if there is any lien on record against the assets which you are buying? _____
5. Are there any accumulated back taxes to pay? _____
6. Is this a bulk sale? Has the bulk sales law been complied with? _____
7. Does the restaurant have good will to offer or are many people in the habit of not trading there? _____
8. Are the fixtures and equipment the modern type you would select now? Or would they be unsuitable? Overvalued? In poor condition? _____
9. Would you assume the liabilities? Are the creditors willing to have you assume the debts? _____

III. POINTS TO CHECK WHEN STARTING YOUR RESTAURANT

A. The building and its location:

1. Does the site meet the requirements for the type of operation you have in mind? _____

2. What kind of restaurants, if any, are nearby? _____
3. Is the neighborhood attractive and growing?
How about the class of people? _____
4. Is the section zoned for commercial occupancy? _____
5. Have you measured the potential patronage of the site? What sales volume can you expect? _____
6. Is the space adequate to accommodate the required sales volume? How about future expansion? _____
7. Is the front modern and suited for restaurant use or will alterations be required? _____
8. Is there a rear or side entrance for deliveries? _____
9. If most patronage will come by automobile, is there sufficient parking space available? _____
10. Is the building in good repair generally?
Of sound construction? _____
11. Are there adequate plumbing, heating, electrical, and ventilating facilities? If not, can they be readily installed? _____
12. Are there any built-in fixtures or equipment you can use? _____
13. Is the floor of the intended kitchen area strong enough to stand up under the weight of kitchen equipment? _____
14. Can enough space be set aside for preparation, store and locker rooms? How about wash-rooms? _____
15. Will local business and building codes permit the physical and operating requirements? _____

B. Rental terms:

1. Is the term of the lease long enough to protect you? Even if you make major alterations? _____
2. Are there provisions in the lease for cancellation? For subleasing? For renewal? _____
3. Does the lease provide for reimbursement for alterations? _____
4. Is the rent a fixed dollar amount? Or a percentage of sales? _____
5. Is the amount of the rent in proper proportion to the estimated sales? _____
6. Is the rent in line with rents on other sites? _____
7. Have you read the lease *carefully*? _____

C. Equipment and fixtures:

1. Have you determined your equipment needs?

Your fixtures? _____

2. Have you planned for expansion and future additions to your equipment and fixtures? _____

3. Have planned purchases been held to a minimum without omitting essentials? _____

4. Are your fixtures and equipment properly suited to the needs of the restaurant? Do they harmonize with the atmosphere and type of service contemplated? _____

5. Is your investment in fixtures and equipment in proper proportion to your financial structure? Are you leaving enough funds for working capital? _____

6. If you are going to pay for equipment or fixtures on the installment plan, have you decided upon the maximum monthly payment you can safely afford? Has the amount of such installment purchasing been reduced to a minimum? _____

7. If buying fixtures and equipment as part of the purchase of a going business: Are they a good buy in terms of similar fixtures offered for sale as second-hand material? Is there a lien on them? Have you checked to make sure they are in operating condition? _____

D. Planning your stock:

1. Have you estimated how much your total stock should be? _____

2. Have you broken down this estimate into perishable and nonperishable foods? Into various kinds of goods? _____

3. Has your food selection been guided by an analysis of consumer preference in your potential patronage? By considering the type of operation and menu composition? _____

4. Have you set up a model-stock assortment to follow in your buying? _____

5. Have you worked out any stock-control plans to avoid overstocks, understocks, out-of-stock? _____

6. Have you set up your storeroom to permit easy access from delivery? _____

E. Your sources of supply:

1. Have you made arrangements with wholesalers? With restaurant supply houses for linens, uniforms, etc.?

2. Will you concentrate your buying from wholesalers or shop from day to day in order to obtain lower prices where possible?

3. Will you buy any merchandise from farms? From manufacturers?

F. Selecting your help:

1. What is the method of paying employees in the community?

2. What is the prevailing wage scale? What do you plan to pay?

3. Do you want to hire men, women, part-time, experienced, or inexperienced people?

4. Are satisfactory employees available locally?

5. Would it be advantageous or disadvantageous to hire someone now employed by a competitor?

6. What skills are necessary?

7. Will employees supply skills you lack?

8. Have you obtained or designed personnel questionnaires in order to facilitate hiring and obtain information on employee backgrounds?

9. Have you considered a short training period for new personnel? Rotating jobs?

G. Your accounting records:

1. Have you planned a bookkeeping system?

2. What additional records are necessary?

3. Do you have a cash register? Adding machine?

4. Do you need any special forms or records? Can they be bought from stock? Must they be printed?

5. Are you going to keep the records yourself? Hire a bookkeeper? Have an outsider come in periodically?

H. General policies:

1. Have you decided your service policy, that is, whether cafeteria, counter, restaurant, combination counter and cafeteria, etc.?

A check or notation in this column
will show you have considered
each point.

2. Will you handle hard liquors, beer? _____
3. What kind of atmosphere will you try to cultivate? Will you have music, tablecloths, etc.? _____
4. How about menu policies? Will you have special plates, dinners, etc., or all à la carte? _____
5. Will you handle variety foods or specialize in such items as sea food, roast chicken, steaks, etc.? _____
6. Have you considered installing a fountain for the noon-time sandwich trade? _____
7. What are your competitors' policies and how do they fit in with yours? _____
8. What hours will you remain open? Would you attract trade by opening earlier or later? How about Sundays and holidays? What are competitors' hours? _____
9. What advertising will you do? Any chance of utilizing window displays? Are overhead signs permitted? _____

I. Your financial arrangements:

1. Have you made an estimate of the capital you will need? _____
 - a. How much will you invest in merchandise inventory? _____
 - b. How much will you invest in equipment? _____
 - c. How much will you invest in fixtures? _____
 - d. How much will you need to pay operating expenses (rent, salaries, supplies, light, etc.) for 2 months? _____
2. How long will it be before the business will start making profits? _____
3. Have you funds to pay the operating expenses until the business pays its way? _____
4. Have you funds for your own living expenses during the period the business is getting started? _____
5. Have you figured out where you can get additional capital? _____
6. Is there any reserve available for unexpected needs? _____

J. Estimate of sales and profits:

1. What are the sales you can reasonably plan to make the first month? _____

2. What are the sales you can reasonably plan to make the first 6 months? _____
3. What are the sales you can reasonably plan to make the first year? _____
4. What is the gross profit you can make on this volume of business? _____
5. What expenses can you forecast as being necessary? _____
6. Is your own salary included in these expenses? _____
7. Is the net profit and salary adequate? _____

NOTE.—The answers to these questions are the acid test of the feasibility of the proposition, your ability to finance it, and your desire to go ahead. Everything which has gone before is tested here.

IV. POINTS TO CHECK WHEN GETTING READY FOR THE OPENING

A. Are your equipment and food supplies ready?

1. Is the kitchen ready to function efficiently?
The dining room? _____
2. Have you received the stock ordered? _____
3. Have the menus been prepared? _____
4. Dishwashing supplies? _____
5. Telephone? _____
6. Sugar bowls, salt and pepper shakers, napkins, etc., on the tables or counter? _____
7. Other table condiments available? _____
8. Tobacco supplies and after-dinner candy at cashier's booth? _____
9. Employees' uniforms and linens on hand?
Dish towels? _____

B. Have you bought the necessary insurance?

1. Has fire insurance been purchased? Wind-storm? Cyclone? _____
2. Has insurance protecting against damage suits and public liability claims been purchased? _____
3. Has workmen's compensation insurance been provided? _____
4. Has burglary and hold-up insurance been considered? _____
5. What other hazards should be insured against? _____

C. Have you complied with regulations and other legal matters?

1. Is a license to do business necessary? State? _____
City? _____

2. Is a license necessary to handle special commodities? _____

3. Have you checked the police and health regulations as they apply to your business? _____

4. Have you obtained a social-security number? _____

5. Have you worked out a system for paying the withholding tax for your employees? _____

6. Have you worked out a system for handling sales taxes? Excise taxes? _____

D. Are the accounting and sales forms ready?

1. Have you a supply of sales checks? _____

2. Do the employees know how to write them out? _____

3. Has the cost-control system been set up? _____

E. Have you made your promotion plans?

1. Has the opening advertising been prepared? Newspapers? Handbills? Direct mail? _____

2. Have inducements to customers who come in on the first day been planned? Specials on menu? _____

3. Are the signs announcing the opening ready? _____

4. Is your window display arranged? _____

12. Conclusion

The need for security is basic. A profitable restaurant operation provides this security. But nothing remains the same. Equipment ages and begins to look shabby and serve poorly. Restaurant owners become so accustomed to seeing the same things, day after day, that they do not actually notice them anymore. They fall into the rut of their daily work and become blind to appearances, to new methods, to new labor-saving devices, and they are liable to fall by the wayside when other, more alert competitors begin to draw away their customers.

Learn to look at everything with fresh eyes every day. Carelessness cannot be condoned in yourself or your workers. Think, every night, about what happened during the day and how you can improve your business.

Picture yourself a success and plan ahead for your advancement, high in the end, but with small steps in between, not impossible of achievement. This constant goal in mind will motivate your actions and lead you, surprisingly sometimes, if you do not put unnecessary obstacles in the way, to the threshold of your dreams.

Appendix

Trade Publications

(Selected by circulation figures at time of writing)

Commercial Restaurants

Restaurant Management

71 Vanderbilt Avenue
New York City, New York

American Restaurant

5 South Wabash Avenue
Chicago 3, Illinois

Lunch Rooms, Diners and Drive-Ins

Diner, Drive-in and Restaurant

104 East 40th Street
New York City, New York

Fountain and Fast Food

386 Fourth Avenue
New York City, New York

Chain Store Age Fountain Restaurant Magazine

2 Park Avenue
New York City, New York

Fountain, Luncheonette and Diner Magazine

P.O. Box 30
Rahway, New Jersey

Institutions and Other Public Mass Feeding Establishments

Institutions Magazine

1801 Prairie Avenue
Chicago 16, Illinois

Institutional Feeding and Housing
205 East 42nd Street
New York City, New York

Factory Cafeterias

Inplant Food Management
230 East Ohio Street
Chicago 11, Illinois

Weights Into Measures

| | |
|-------------------|-------------------------|
| Baking Powder | 1 oz. = 2½ tablespoons |
| Baking Soda | 1 oz. = 2 tablespoons |
| Cinnamon | 1 oz. = 4½ tablespoons |
| Cocoa | 1 lb. = 4¼ cups |
| Eggs, whole (10) | 1 lb. = 2 cups |
| Eggs, Yolks (24) | 1 lb. = 2 cups |
| Eggs, Whites (18) | 1 lb. = 2 cups |
| Flour, sifted | 1 lb. = 4½ cups |
| Lemon juice | 1 oz. = 2 tablespoons |
| Ice | 8 lbs. = 1 gallon water |
| Milk | 1 lb. = 2 cups |
| Milk, powdered | 1 lb. = 2½ cups |
| Mustard, dry | 1 oz. = 4½ tablespoons |
| Pepper, ground | 1 oz. = 3 tablespoons |
| Salt | 1 oz. = 2 tablespoons |
| Sugar, brown | 1 lb. = 3 cups |
| Sugar, granulated | 1 lb. = 2¼ cups |
| Vanilla | 1 oz. = 2 tablespoons |
| Water | 1 lb. = 2 cups |
| Yeast | ½ oz. = 1 cake |

(Tablespoons are standard measure only)

Liquid Measure

| | |
|---------------|---------------------------------|
| 60 drops | = 1 teaspoon |
| 3 teaspoons | = 1 tablespoon |
| 1 tablespoon | = ½ oz. |
| 1 cup | = 8 oz. |
| 2 cups | = 1 pint |
| 2 pints | = 1 quart |
| 4 quarts | = 1 gallon, 128 fluid oz. |
| ½ barrel beer | = 15½ gallons, 124 lbs. net wt. |

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