

# Today's Restaurant

FLORIDA'S FOODSERVICE INDUSTRY NEWSPAPER

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AUGUST 2019

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Make plans now to attend the...

## 2019 Florida Restaurant & Lodging Show and Healthy Food Expo

Orlando, FL - On Sunday, September 15th and Monday, September 16th, thousands of restaurant and foodservice industry professionals will gather at the Orange County Convention Center in Orlando for the Florida Restaurant & Lodging Show, the only comprehensive industry event devoted to the Southeast U.S. restaurant, foodservice and hospitality market. Attendees will also have access to Healthy Food Expo Florida, bringing together the leading purveyors of healthy, natural, and organic products. Both events are sponsored by the Florida Restaurant & Lodging Association, and produced and managed by Clarion UX, the global leader in trade show management.

The 2019 Florida Restaurant & Lodging Show will provide access to the hottest menu trends, state of the art design and decor, a renowned education program, special events including the Rapid Fire Challenge, Hip Sip Florida: Battle of the Modern Bartender, the Torch and Beacon Awards, The American Culinary Federation's Central Florida Chapter Culinary Arts Competition, culinary demonstrations, and an exhibitor list boasting 400+ vendors from food & beverage products, equipment, services, distributors, technology, and more.

Healthy Food Expo Florida will bring together restaurant, foodservice and retail operators' food and beverage options for healthy menu and shelf items, nutritional information, preparation techniques and access to the latest healthy products from organic, vegan,



gluten-free and allergy-safe to hormone-free, non-GMO, plant-based, low-sodium, low-fat, and more. The Healthy Food Expo offers education sessions which will focus on such hot topics as trending healthy ingredients, plant-based seafood, food allergies, lifestyle diet & nutrition, sourcing local food, healthy beverages, probiotics, spice sourcing, and much more.

### Event Highlights include:

◆ Dozens of Complimentary Educational Sessions will be offered across six separate tracks covering operational excellence, social media & marketing, hot topics, health & diet, building a winning team, and bar & beverage.

See **THE SHOW** page 10

## Grumpy's Restaurant launches East Coast expansion plans

Americana family-friendly breakfast restaurant looks to bring dining 'back to its roots'



Jacksonville, FL - As the rising consumer demand for wholesome diets promotes breakfast as the most important meal of the day, more and more restaurants are looking at developing and adding breakfast offerings to their existing menus. Grumpy's Restaurant, a traditional full-service Americana breakfast diner, has been successfully leading the breakfast daypart since 2001 and is perfectly positioned to service the country's "Breakfast Boom." Grumpy's is now looking to bring its signature southern diner food to more communities throughout the East Coast.

With their flagship location currently open and operating in

See **GRUMPY'S** page 10

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# Appell Pie

## Vote them out

Howard Appell ♦ Today's Restaurant Publisher

This column is very scary, Why? Because I wrote it in 2004 and nothing has changed. The gridlock in Congress is even worse. I wish I had a job that paid \$180,000 per year and gave me August and December off and provided me with free health care and a full pension after one term. Where else can you make millions after you are voted out of office by writing a book on how you lost.

While having lunch with some friends and discussing the upcoming Presidential election, one friend asked for help. She asked for someone to tell her who to vote for because she couldn't make up her mind. How many of us are in the same situation?

While watching President Bush on Larry King Live years ago, Larry King asked the President if this was the most important election in history. President Bush smiling said "It is to me!" A little presidential humor.

Before I continue I want it to be known that I will not endorse either candidate. Who I vote for is private and it should have no effect on anybody's vote.

The political split in this country today is too wide. Republicans and Democrats alike have lost sight of their jobs in Congress and the Senate, to serve us, the people. They are voted into their "jobs" by us to act on our behalf. Instead they become rulers of their own little kingdoms and spend their time protecting it. The Federal Government is too large and needs a complete over-all. If we had a single agency overseeing Intelligence would 911 have happened?

In America today we need to streamline our government and put the voters back on top as the number one concern. We have so many agencies that have overlapping responsibilities and areas of jurisdiction. We could save a fortune by combining them and save millions of dollars.

I don't care about the war record of a candidate from 30 years ago. None of us are the same person we were 30 years ago. I want a candidate who knows what it's like to start from nothing and build a business or work a job

and has had experiences that most of us have had dealing with government rules, regulations and life's little annoyances. To be President today you have to come from a super wealthy background and be able to spend millions to be elected to a job that pays \$200,000 per year. Why? Think about it.

The major areas of concern for most people now are Security, Money and Medical coverage.

1. Security issues have been addressed by the 911 Commission and changes are being made but many more are needed.

2. Money - So many items fall under this topic, but all of them are directly affected by the cash flow of the Federal Government. The tax laws need to be completely re done. Even if it means a common tax rate for all individuals regardless of income, or a national sales tax on all consumer purchases. Something has to change to simplify the rules and change the cash flow of the Treasury so we have a surplus not a deficit to pay back by cutting services to us.

3. Medical Care - We are the greatest country in the world yet we have a health care system that leaves millions of people without the necessary services of medical attention. This system is broken and needs to be mended. "Physician heal thy self." No citizen should be without medical care.

4. Job Creation. This country should be giving tax credits to companies in the U.S. willing to start factories in the steel belt, the garment industry and many others where millions of jobs were lost to foreign workers. What about oil and alternative fuel sources. We have the ability to change the world.

There are so many other areas that need bold, intelligent thinking to change, that no one party will be able to correct them. Study the issues and vote for the person you feel will do the job best for everyone. If you feel that you are not being served by your elected officials now, vote them out! Send a message to government that they will have to read.



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# What's Going On

Important new products, corporate news and industry events

## Georgia News

**Georgia Franchise Group**, the Atlanta-based franchisor, announced recently that it has acquired Crazy Dough's Pizza of Boston, Mass. The acquisition of this award-winning artisan pizza concept signals a new beginning for the brand, including a new store design, logo, website and expansion into the Atlanta market with a new franchise program. Elements of the rebrand are centered around the award-winning dough, which is produced by Atlanta-based H & F Bread Co. and delivered fresh to stores daily. Todd Broaderick is the President of GFG. Crazy Dough's opened its newest store in Buford, located at 3730 Buford Drive Suite 400 in June. Visit crazydoughs.com for all information. Visit georgiafranchisegroup.com for detailed info.



**Roll On In**, a quick-service sushi burrito and bowl franchise, is under construction in Marietta. Monte and Suzanne Jump are the franchisees.



**Captain D's**, the nation's leading fast casual seafood restaurant, announced the opening of its newest franchised location in Hazlehurst, marking the brand's 105th restaurant in the state of Georgia. Located at 5 W. Coffee Street, the new Hazlehurst restaurant is owned and operated by multi-unit franchisee Robert Wiggins of Rocket Enterprises, LTD, who also operates several food service franchise concepts throughout the Southeast and plans to open two additional Captain D's restaurants in Georgia by 2021. Headquartered in Nashville, Tenn., Captain D's has more than 530 restaurants in 22 states and can be reached at captains.com.

The first location will open in a couple of months at 1100 Johnson Ferry Road, in the Woodlawn Point shopping center. With a secured deal, they plan on opening several more.



## North Carolina News

**Hook & Reel Seafood Restaurants** are opening several locations in North Carolina. Some are the following: 500 SW Greenville Blvd in Greenville; at the Jacksonville Mall, Western Boulevard in Jacksonville; and at 1498 Skibo Rd in Fayetteville and 2608 Erwin Rd Ste. 104 in Durham. The first Hook & Reel Restaurant was opened in Lanham, Maryland in 2013, by founder Miller. One of

his food explorations in 2008, centered around the flavorful and spicy cuisine of Louisiana. He so enjoyed the Southern flavor profile, and spin on French Seafood, that he found himself often cooking many of the specialties he first had in New Orleans, for his friends and family. His pledge to all is that each Hook & Reel will only use the finest and freshest seafood, coupled with fresh garlic, lemon pepper, herbs and spices, and chili powder. Hook & Reel is a rapidly growing casual family dining restaurant chain, with new locations opening at a brisk pace. Visit hookreel.com.



The co-owners of downtown Raleigh's Pharmacy Café have announced a new restaurant they'll launch in Wendell later this year. Farmhouse Café is slated to open in September inside The Farmhouse, the community center at Wendell Falls. Farmhouse Café will serve breakfast and lunch along with a "social menu" of shareable small plates in the evenings. The menu will feature Pharmacy favorites, like its salad bowls, along with new menu items sourced from local farms. Farmhouse Café will also be known for its community events, such as planned foodie dinners, crawfish boils and wine tastings.



**A new Sprouts Farmers Market** will open August 7th in Greensboro at 3357 Battleground Ave.



**A new Burgerim** is coming to The Shopping Center at Midtowne Park in Burlington, NC sometime this year. The company is rapidly expanding nationwide and adding many new restaurants. Based out of California, the main office can be reached at 818.650.8307.



See **WHAT'S GOING ON** page 6

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# Digital systems bring big benefits

Manik Suri ♦ Today's Restaurant Contributor

Many industries have embraced digital technology to streamline and improve their quality and safety processes. The restaurant industry, however, has been reluctant to transition from the pen and paper systems they've traditionally used. Some restaurant owners are simply change-adverse. They want to keep doing things the same way they've always done them – on clipboards with pencils. Others fear that

implementing technology will be time-consuming, expensive, and difficult to learn; they're just overwhelmed by the process.

There are serious problems with the antiquated pen and paper systems that many restaurants still use. Utilizing the "clipboard method" for important elements within the restaurant, such as ordering, inventory, and food safety, means a higher risk of human error. In

fact, in many restaurants, employees are cheating on their paper forms – "pencil-whipping" through check boxes without actually completing the tasks – because they're too busy to do the work. And their chefs or managers have no way of knowing whether their team members completed the work correctly – or at all.

In addition, it can be challenging to access specific files from an overstuffed filing cabinet or paperwork piles sitting on the GM's desk. If your restaurant had a customer complaint or foodborne illness outbreak and you had to provide paper line check documentation from a particular date, would you be able to immediately locate the necessary records?

significant benefits after adopting technology in their restaurants, including:

♦ Measurable operational improvements. ThinkFoodGroup attributes their tech tools to measurable operational improvements across the board, from online ordering speed to consistent recipe prep, allowing them to elevate their business practices and systems.

♦ Safer practices. When restaurants use paper and pen systems for line checks and temp logs, there's a high risk for human errors (e.g., failure to complete the inspection correctly, cheating on answers, not actually doing the inspection at all, etc.) ThinkFoodGroup's team relies on digital systems (including the CoInspect app) for more convenient, accurate and efficient food safety processes. Staff members can use the cell phones in their pockets to record important data, while their leadership team can access the results in real-time, from anywhere. This ensures that critical tasks are completed accurately and on time. Better daily inspections help ThinkFoodGroup prevent foodborne illness incidents, which means healthy and happy guests.

♦ Increased accuracy. Sensor technologies help ThinkFoodGroup with everything from monitoring food temps to getting notified immediately about a power outage. Digital thermometers are a simple way to ensure that foods have been cooked to proper temperatures – a critical step in food safety protocols. Equipment monitoring sensors can detect a change in temperature, for example, if the walk-in cooler door has been inadvertently left open or the power goes off and the walk-in rises to unsafe temperatures. These tech tools are instrumental in reducing product loss and food safety issues. And they're increasingly affordable and easy to implement.

♦ Less food waste – Food waste is a huge, expensive problem in the U.S. Our nation's restaurants generate 11.4 million tons of food waste per year, costing an astonishing \$25 billion annually,

*In many cases, restaurant owners and operators could improve restaurant performance if they could analyze data to determine trends.*

It's also difficult (or impossible) to analyze data from paper forms. In many cases, restaurant owners and operators could improve restaurant performance if they could analyze data to determine trends. For instance, they could review their ordering history and sales data on a calendar basis to help them decide how much food to order at various times of year, potentially saving significant money by reducing food waste.

ThinkFoodGroup is a great example of a restaurant group that has successfully embraced and implemented technology across their enterprise. This fast-growing organization, an early technology adopter, has incorporated user-friendly digital solutions across more than 30 restaurants – and they have found technology to be a game-changer for their business growth.

ThinkFoodGroup has seen

See **DIGITAL SYSTEMS** page 14



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# What's Going On from page 3

## South Carolina News

**The Delaney Oyster House is opening this summer in Charleston.** Delaney Oyster House, operated by The Neighborhood Dining Group, the company behind Charleston favorites Husk, McCrady's and Minero is opening its newest outpost. Located at 115 Calhoun St. in close proximity to Marion Square and nestled in an historic Charleston. Neighborhood Dining Group can be reached at 540.314.8089 or visit the website at neighborhooddininggroup.com.



**Butcher & the Boar is coming to Mount Pleasant.** It will be located at 730 Coleman Blvd. It has been awarded one of the Winning | Top 100 Steakhouses and Bourbon Bars in America. [www.butcherandtheboar.com](http://www.butcherandtheboar.com).

**Coming soon to the Columbia, S.C. market will be robot-run yogurt stations** that will be placed in malls, shopping centers and



other places throughout the Columbia areas. Many will be installed by mid 2020. The first ones should begin showing up this month. According to Generation Next, its parent company, "Reis & Irvy's is the first fully automated frozen yogurt/ice cream robot vending machine to ever hit the market. Through an interactive touchscreen ordering system, the customer chooses the flavors, then toppings, and the robot does all the rest — in 60 seconds or less!"

**Eco-Products®** recently announced that it is increasing its use of post-consumer recycled plastic and has become an "APR Recycling Demand Champion." The designation is part of a campaign -- launched by the Association of Plastic Recyclers (APR) in 2017 -- to expand market demand for recycled resins and improve recycling in North America. Without companies committing to use post-consumer content in products and packaging, the recycling industry can face challenges in making the economics work. APR Demand Champions are "forward-thinking, proactive organizations (that) are playing a prominent role in expanding the market for mixed residential plastics," according to the APR website. "This is all part of our commitment to a Zero Waste future for our planet," said Sarah Martinez, director of marketing for Eco-Products. "We're dedicated to creating positive change by using resources wisely and keeping waste out of landfills." With the goal of Zero Waste as part of the company mission, Eco-Products is using business as a force for good. Visit [www.ecoproducts.com](http://www.ecoproducts.com) for more information.



smallest particles from flowing into the cup. The Primo Tea Pot features single-wall construction and is designed for brewing any type of tea while preserving the purity of the beverage. The Primo Tea Pot is made of 18/10 stainless steel that is neutral to taste. With a distinctive, tapered silhouette, it features classic styling that can complement a wide variety of décor options or table settings. Offering fresh solutions from around the world, Frieling has cultivated strategic alliances with European manufacturers to create a one-stop powerhouse of innovation and quality in tabletop and smallwares. The company's exclusive brands also include BLACK CUBE, Cilio, Durgol, Helios, Leonardo, Küchenprofi, Seltmann Weiden, Woll, Zassenhaus, and Zenker. For all info visit [www.frieling.com](http://www.frieling.com).



**Wilson Electronics**, an industry leader in cellular amplifier technology, has recently introduced an enhanced cellular signal amplifier providing the highest uplink and downlink power at its price point. The new amplifier will provide superior cell signal quality for its users thanks to its ability to reach cell towers that are further away and the power to cover up to 35,000 square feet of indoor square footage, making it a perfect solution for mid-sized restaurants. "We're thrilled to release the Pro 1100, the cell signal amplifier with the highest uplink and downlink power in its price range on the market," said Bruce Lancaster, CEO of Wilson Electronics. "Without support, cellular signal can be impeded by natural environmental barriers such as mountains or trees, as well as common building materials like brick, steel, concrete and LEED-certified windows. The Pro 1100's strong uplink and downlink capabilities ensure that it will reach faraway cell towers and cover a larger indoor area so users in commercial retail, restaurant and office spaces can enjoy the strongest cell signal possible." Visit [wilsonpro.com](http://wilsonpro.com).



Because the ideal tea pot combines practicality and style, Frieling presents the **Primo Tea Pot, for high-end restaurants and foodservice venues.** It comes with a micro-etched infuser with handle, plus a built-in tea leaf guard that prevents even the



See **WHAT'S GOING ON** page 12



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# Restaurants can stay afloat after floods

Emergency response plans in place needed

Justin Reese ♦ Today's Restaurant Contributor



Given the treatment we've received from Mother Nature so far this year, here's some risk management advice for restaurateurs in Florida and Georgia: If you don't have a flood emergency response plan in place, now's the time. And if you already have one, it would be well worth your time to review and update it.

Even before June arrived, two-thirds of the country faced historic flooding, and the south has been treading water since the year began. Heavy rains have caused flash floods and washed-out roads in parts of Georgia in February and again this month, and who knows what the hurricane season, just underway, will bring?

A flood emergency response plan (FERP) is an important way for any restaurant to anticipate the worst that can happen. An effective plan starts with identifying your specific risks and gauging how serious they are, and also charting out ways you intend to keep your patrons and staff safe. It also lays out what's required to ensure an effective recovery.

## Your plan should encompass five key areas of concern:

### 1. How serious are your risks? Identifying them is an important

### leg-up for your planning. Some areas to focus on:

- ♦ If your restaurant is located on a coastline or waterway, you already know you could be flooded in the event of a long thaw, heavy rains or a series of hurricanes. Don't be confident you're necessarily out of the line of fire, though, if your location isn't in an obvious danger zone. The Federal Emergency Management Agency (FEMA) has a flood hazard map that's worth checking to make sure at <https://msc.fema.gov/portal/search>.

- ♦ If your restaurant company is expanding, new locations under consideration for future restaurants should be evaluated for the extent of any flooding risk.

- ♦ If you do build in flood zones, fail-safes include installing electrical and mechanical equipment above grade level. Also important is to pitch drains and utilize sump pumps.

### 2. Understand and incorporate all the critical components of an effective FERP.

This means assigning responsibilities for specific functions. It also means outlining specific procedures and practices to be followed so everyone who may be displaced is kept safe during an emergency situation.

- ♦ Appoint a FERP coordinator from an individual on your management staff. This person is responsible for initiating the plan and directing resources during all stages of an emergency.

- ♦ Also identify other necessary team members and their assignments. Make sure they are aware of their responsibilities and will be up to performing them.

- ♦ Put effective communications approaches in place. These should be geared to FERP team members, to put them on stand-by for flood preparation activities. Also be ready to alert staff and guests if changing storm and flood conditions affect their safety, and their recommended precautions to take.

- ♦ Create procedures and processes for relocating guests, safely shut down equipment, secure front and back of the house equipment and other projected issues and needs.

### 3. Have your team on stand-by as situations are developing, taking precautions on a just-in-case basis so that everyone emerges safe and physical damages are mitigated as much as possible.

- ♦ Your FERP coordinator should closely monitor storms and activate the plan if necessary.

- ♦ Keep your key front and back of the

house staff in the loop to bring in as necessary.

- ♦ Have the necessary materials and supplies pulled together.

- ♦ Fuel tanks should be filled and emergency generators, vehicles and pumps ready to go so food storage and freezer needs can be maintained as necessary.

- ♦ Detailed records of all decisions are a must.

### 4. If and when a flood occurs, safety is your top priority. Your responsibility is to protect any guests, staff and locals who might seek shelter in your building as the weather changes.

- ♦ Keep everyone inside during hazardous conditions that can accompany the flooding, like heavy rain and lightning. Falling trees and flying debris can be as hazardous as rising, rushing floodwaters.

- ♦ Establish shelter locations in your building that are internal, above grade level and without windows.

- ♦ Evacuation orders by authorities must be followed immediately.

- ♦ Do not allow anyone to move or service wet electrical equipment.

### 5. Once the crisis has passed and

See **EMERGENCY** page 8



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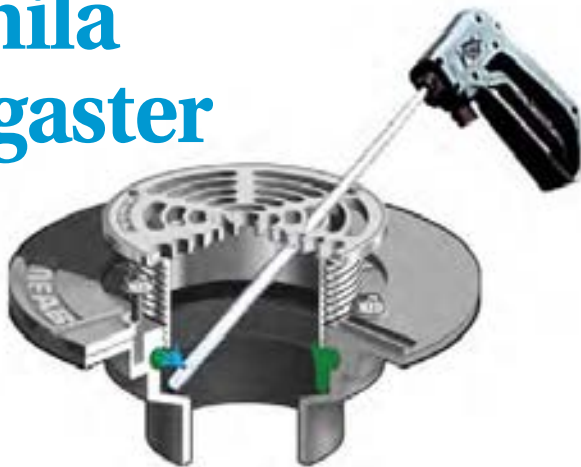
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# Do you have Drosophila melanogaster in your kitchen or bar?



Drosophila melanogaster (also known as the common fruit fly), is often found in restaurants, bars, night-clubs, fitness facilities or generally any location where a floor or sink drain can be found. The fly is drawn to many types of mediums such as fruit, sugars, soda, alcohol, organic matter, and numerous other substances.

As they “like” organic matter and sugars, the drains found in the floors of food preparation facilities and bar drains are a favorite “picnic spot” for these pests. The fly is very prolific (hatching several hundred eggs at a time), and left unmanaged, they can present a real problem. However, treatment can be very challenging as their favorite nesting location is often in hard to reach places, especially the inaccessible cavity found in floor drains. They also like to nest in bar drains, feeding off the “sugar snake” that builds-up over time in the line that leads directly from the sink strainer to the trap. The sugar snake is foul smelling and nasty; but, an ideal medium for fruit flies.

Interestingly, an experienced professional can often walk into a food preparation facility or bar and immediately tell if the location is a good breeding ground for the flies. There is a distinct odor that emanates from these facilities, which means that conditions are ripe to provide ideal harborage for the flies and their offspring.

In floor drains, there is an upside down “U-shaped” channel that collects and becomes a gelatinous mixture of fats and dirt. In time, the jelly-like substance becomes an ideal breeding ground for fruit flies, ants, roaches, etc. The challenge in eliminating this problem is getting to the recessed channel. Even plumbers

after removing the floor drains have difficulty in getting into this sequestered space.

The managers of facilities (kitchens, fitness clubs, hospitals, yachts, bars, night clubs) need to make drain hygiene a priority if they want to minimize the fruit fly population. Their removal is important for a larger reason than just these insects being pests. Unfortunately, these little bugs can carry harmful bacteria, which can be a serious source of cross contamination.

To minimize fruit flies or other unwanted insects, routine maintenance should be performed on floor and sink drains, drains that lead to floor drains, beer scuppers, bar gun drains, soda towers & drains, and counter-tops. Cracks in floor and wall tiles, grout, and missing caulking is another ideal place for unwanted insects to take harborage. The maintenance and correction of these conditions will help minimize the places that these unwanted critters can breed and become a nuisance or health hazard.

We found a tool which is excellent in removing the gelatinous sludge that builds up in floor drains, bar sink drains, and drain lines. The Drain Wizard is a simple and effective water pressure device (generating upwards of 125 p.s.i. at the tip), which easily removes the sludge that is home to bugs, dirt, grease, and other unwanted debris. It uses a standard garden hose type fitting, and as such, does not need a pressure cleaner to do its job both effectively and quickly. Also, the floor or sink drain does not need to be removed in order to access the drain line. What a great product!

For more information and videos, visit: [tubinnovations.com/product/drain-wizard](http://tubinnovations.com/product/drain-wizard)

# Relationships from page 1

the property is safe, your FERP recovery team can get to work on the recovery stage – assessing damage and starting the salvage that might be required.

- Staff needs to be notified of the recovery activities and their work status, including any shift personnel who have been off-duty, as well.

- Hazards such as down power lines should be checked for and reported to utility companies.

- If you intend to use vendors for any necessary cleanup and salvage, make sure they have been approved by your insurance carrier.

- Perishable foodstuffs must be reviewed and documented for contamination and spoilage before removal.

There's always something to challenge restaurateurs, including unpredictable weather conditions. By putting some rigor into your emergency planning, you'll be better able to deal with the surprises Mother Nature sends your way.

**About the author:** Justin Reese is a Vice President and Senior Risk Consultant for global insurance brokerage Hub International, providing customized risk services solutions to the restaurant and hospitality industry.



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# The Show from page 1

♦ There will be three educational workshops including Profitable Menu Design presented by The Restaurant Coach; AllerTrain Training, presented by MeuTrinfo; and Take Back Your Budget: The Key to Profitability presented by David Scott Peters Restaurant Prosperity Formula.

♦ The Beacon Award will be presented to Heather McPherson, Florida Restaurant and Food Publicist, Award-Winning Cookbook Author and Food Writer, and Florida Farms Advocate. The Beacon Award is given to a woman leader who has truly served as a Beacon for the restaurant industry through her leadership, contributions, and inspiration.

♦ Foodservice Council for Women will present a high-energy, action packed panel featuring industry leaders sharing their insights, resources and "secrets" for winning.

♦ Center Stage will feature culinary demonstrations from Mareya Ibrahim, The Fit Foodie, and Shaun O'Neale, Champion of MasterChef and more.

♦ The Rapid Fire Challenge: Meatless Monday Edition will offer three chefs the opportunity to prepare their most creative meatless dish and win the chance to be named Rapid Fire Champion, receive \$1,000 and gain national exposure. Event is supported by Meatless Monday.

♦ The Hip Sip: Battle of the Modern Bartender Rum Edition will judge bartenders on creativity, use of a Rum product, taste, presentation and flair. The finalists chosen to compete will battle for a chance to win \$1,000.

♦ The American Culinary Federation's Central Florida Chapter will host the ACF Culinary Arts Competition again for the 23rd year in a row featuring several culinary competitions.

♦ The Expo Hall will feature several Specialty Pavilions, where similar

products will be grouped together so that attendees can easily browse and make informed buying decisions. The specialty pavilions will include:


♦ Coffee Fest Marketplace will focus on coffee and tea products and everything found on either side of the counter in a coffee shop. oFood Trends Experience will take attendees through a tasting adventure providing direct access to products, flavors and ingredients driving the most exciting, emerging trends in the market.

♦ The Beer, Wine & Spirits Pavilion will showcase alcoholic beverages including craft beers, ciders, wines, spirits and more.

♦ The New Exhibitor Pavilion will feature 100+ new exhibitors to the Show floor.

♦ The International Showcase will allow restaurant and foodservice operators to stay on top of the growing demand and interest in international and ethnic ingredients, products and menu offerings.

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For more info and to register, visit [www.flrestaurantandlodgingshow.com](#). Register by August 16 to receive advance registration discounts. 

*The Florida Restaurant & Lodging Show and Healthy Food Expo are produced and managed by Clarion UX, and sponsored by the Florida Restaurant & Lodging Association. Clarion UX produces 37 events across 13 sectors of both trade and consumer events. Clarion UX, which is the U.S. division of Clarion Events, UK, and backed by The Blackstone Group has become one of the fastest growing event companies in the U.S. with aggressive growth through both acquisition and launch. Clarion acquired PennWell in early 2018, bringing 4 Tradeshows 200 events into the U.S. portfolio and super-charging the already rapid growth. Clarion UX has offices in Trumbull, CT; Kennesaw, GA; Boca Raton, FL; Tacoma, WA, and Fairlawn, NJ.*

# Grumpy's from page 1

Jacksonville, Florida; Grumpy's is focused on further expansion within its own backyard. Company plans call for at least three franchisee-owned locations open by end of 2020 in Northeast Florida.


"Grumpy's Restaurant was born out of passion and love for bringing family and friends together over great diner food," said CEO and President Daniel DeLeon. "I grew up just a short drive from the original Grumpy's Restaurant. When I saw that it was up for sale, I knew this was the perfect opportunity to use my expertise to further develop and perfect this home-style brand and bring more families and friends together."

Founded in 2001, the original Grumpy's was a dream of a U.S. Navy cook, known as "Chef Grumpy: The Bad Mood Dude." After retiring, the original "Grumpy" decided to take a leap of faith and continue to serve his community in a different facet.

Over the past 18 years, Grumpy's Restaurant has experienced changes in staff and locations, but the commitment to excellent home-style cooking, attention to detail, sweet southern hospitality and serving a hungry-person's portion at a working-class price,

has not waived. After a successful career as a multi-unit franchisee for various restaurant concepts and large franchisor representative, DeLeon has developed and launched Grumpy's as a franchise opportunity.

"We are so excited to bring our southern style diner and our commitment to delivering the highest quality dining experience at an affordable price to even more communities in the area," said DeLeon. "We have seen great success in Jacksonville where Grumpy's was recently voted Best Overall Restaurant and Best Breakfast, and we know future locations will receive similar acclaim."

Menu items are fresh, made to order and always made from scratch. Grumpy's offers an array of daily and weekly chalk board specials which include a variety of sandwiches, home-made soups, salads, signature coffee, fresh squeezed juices, homemade hot chocolate and desserts. 

*Founded in 2001 and franchising since 2019, Grumpy's Restaurant – [grumpysrestaurantco.com](#) - is a traditional Americana, full-service restaurant offering breakfast, lunch and brunch. Today there is one location open and operating in Jacksonville. Grumpy's CEO is Daniel DeLeon and his wife, Morgan is the VP of Operations.*



# The ins and outs of calculating your food cost

David Scott Peters ♦ Today's Restaurant Contributor



Let's talk about calculating your food cost, one of the most important numbers you need to know in your business. In this article, I'm going to walk you through the food cost calculation and then give you even more tools so you can dig deeper into that number to ensure your cash is in the bank and not on your shelves.

To start, I want to be very clear that calculating food cost is not your purchases divided by your sales. Why? You might order a lot of product and then not use it, so it's left on the shelves. When you pay for all that and then you look at your sales, your food cost will look really high. The next month, because you have so much food on the shelves, you order very little. This makes your food cost look low. But that is not food cost. Food cost is based on inventory. Did you just groan out loud or roll your eyes at the idea of doing inventory? You're not alone. But the fact is to properly calculate food cost, you must start with your beginning inventory.

The food cost calculation is:

Beginning inventory + Purchases = Total Available

– Ending Inventory = Product Used / Sales = Cost of Goods Sold %

Beginning inventory is what you have on your shelves at the end of last period, the last time you took your inventory. Next, you have your purchases based on accrual accounting – earn or use. That means it doesn't matter whether you paid for it. If you signed for it, it's an expense today. Your beginning inventory plus your purchases gives you total available of what you could sell at the end of the period. Ending inventory happens at the end of the last day of the period. Your inventory period could be a week, a month, a day, or a year. (Further on in this article, I'll explain why you should do inventory weekly.)

So, let's go with a weekly inventory period as an example. If it's Sunday, the last day of your week at the close of business or before you open the next morning before anyone starts using products, that is the ending period. Beginning inventory plus purchases gives me total available, minus any inventory, gives me my use. Now, what is use? Use is what leaves the shelves. What's the number-one way you hope to lose product? Sales! You're in business to sell. There is also spoilage, waste and theft.

♦ Spoilage: if you bought too many tomatoes and have to throw them away, that's spoilage, and you paid for those, so you have to account for them. That's cost of goods sold.

♦ Waste: picture a server who is supposed to use a two-ounce portion cup of dressing for salads grabs a four-ounce portion cup and leaves it there. For the rest of the night, everyone who pours dressing pours four ounces. That's waste, right? Or eyeballing handfuls of cheese on the pizza instead of using a portioning tool, there is likely waste happening. As long as it's more

than what the recipe costing card counts, it's waste.

♦ Theft: I know what you're thinking, "I don't have any thieves in my business, David. We're a family business." Look, there is theft in the restaurant business. Period. What I want to do is put systems in place and management on the floor to keep honest people honest and get the dishonest guy.

♦ Comps (not rung up in the POS): Last but not least are comps that are not in the POS system. This is you taking tax advantage of your business and taking product home for personal use. This is different from comps that are rung up because if I comp that burger, chef gets the full \$10 credit for food costs. No problem.

Beginning inventory plus purchases minus ending is use. Use divided by gross sales gives you your food cost (also referred to as cost of goods sold). For instance, if I calculate a 30 percent food cost, that means for every dollar I bring in, I put out 30 cents in product. So, if a dollar comes in, I used 30 cents of it.

Now, we can stop here, and you've done more than a lot of independent restaurant owners. But some of you are thinking, "David, I've been doing this," or, "But David, I want to do more." That's where the four extra calculations come in. With these four calculations, you put more and more money in your bank account.

Before I explain the four calculations, let me assure you nothing I give you is too tough. There's no Pythagorean Theorem, no coefficient of friction formula. There's nothing fancy. It is literally just addition, subtraction, multiplication, division. You just have to understand where the numbers come from and how to use them.

Calculation No. 1: The first equation is your average inventory: beginning inventory plus ending inventory divided by two. How do you use that? That is the second calculation.

Calculation No. 2: Remember that product we use? I'm going to use average inventory to come up with an inventory turn. What is an inventory turn? If you fill your shelves and empty them and then refill them, that's a turn. But it's a theoretical turn because you don't actually empty your shelves 100 percent. It's a dollar value turn. If you fill your shelves with \$3,000 in product, then use and replace \$3,000 in product, that's a turn. This is true even if you have items that move very slowly and are still sitting on the shelves for months at a time.

How many inventory turns do you think a restaurant should have in a calendar month? It's four to six. For breakfast places, it could be as many as six to eight because there's just not enough room to store all of the eggs. That means at any given time you should have at the most three to four days' worth of food on your shelves. You're not going to run out because you're receiving orders all the time. You're not going to deplete down to where you have almost nothing


on the shelves. You have three days you could make it at your lowest point. But you're making better use of your cash, which I'll explain in a second.

Calculation No. 3: Look at your change in inventory. Ending inventory minus beginning inventory. Did your inventory go up and down? If you have less product on the shelves, it means you have more money in your bank account or pocket. If you have more product on the shelves, it's more money on the shelves at risk to be wasted, spoiled or stolen.

Calculation No. 4: The fourth calculation is a budget variance and you can't have a budget variance if you don't have a budget. The importance of having a budget is too big to be covered here but know that having one helps you dig deeper into your food cost and strengthen your cash position.

These four calculations go the extra mile in protecting your cash. Owners, what pays your bills? Cash or profits? CASH. Last time I checked, you can't go to the power company with a case of steaks. Cash is king so managing your cash flow is important.

All of calculating and examination should be done at a minimum monthly, but I really recommend you do it weekly. Here is why. Even if you do your

inventory and make these calculations monthly, you get your profit and loss statement on the 15th of every month (if your accountant is that timely). It's likely the numbers don't line up with what you thought, but it's 15 days into the next period, halfway through another month. You can't go back and fix the past six weeks and now you only have two weeks left in the current month. That means you and your managers have made the same dumb mistakes for 45 days in a row. With weekly inventories, you take a snapshot of what your food cost is that week. If there's a mistake, you've got a week to correct it. Better yet, if it's a big mistake, you've got three more weeks to turn the month around. When you calculate your food cost on a weekly basis, your managers should never miss budget and your food cost is on target. 

*David Scott Peters is a restaurant coach and speaker who teaches restaurant operators how to cut costs and increase profits with his trademark Restaurant Prosperity Formula. Known as THE expert in the restaurant industry, he uses a no-BS style to teach and motivate restaurant owners to take control of their businesses and finally realize their full potential. Thousands of restaurants have used his formula to transform their businesses. Peters is also a coach and principal in The Largo Group, an accounting firm concentrating on the specific needs of restaurants. To learn more about David Scott Peters, his formula, his online courses or The Largo Group, visit [davidscottspeters.com](http://davidscottspeters.com).*

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# What's Going On from page 6

**VITO X-Series**, the first patented vacuum filtration system in the Hospitality market is now available. "The industry needed a filtration solution for restaurants serving a high volume of fried dishes, food productions with larger fryers or catering operations requiring a time efficient and convenient way to filter their frying oil. We at VITO decided to fill this void by manufacturing the first ever vacuum filtration system called the X-Series. We are proud to announce the availability also in the United States." Stated, Mr. Andreas Schmidt, CEO of VITO AG, Germany. The X-Series works after a simple principle with a focus on oil savings and safety: The unit creates a vacuum, sucking out the used frying oil through a hose into a self-contained and closed tank. Oil savings up to 50% will be achieved by removing also the finest food and carbon particles. Vitofryfilter.com.



and exceptional versatility to meet their evolving needs. "The launch of Cutlerease provides Novolex customers with a tremendous opportunity as we expand our foodservice portfolio by offering a complete cutlery dispensing system," said Rich Mills, President, WNA. "Cutlerease continues our tradition of leadership with our latest entry into the dispensing system market that will provide our customers with more options to adapt and choose what's best for them and their consumers." Novolex™

develops and manufactures diverse packaging and food service products for multiple industries ranging from grocery, food packaging, restaurant and retail supplies and more. To learn more about Novolex, visit [www.Novolex.com](http://www.Novolex.com).

One of the most frustrating experiences facing restaurants, bars, and their patrons is now a thing of the past with the introduction of the **Rockless Table**, a patented wobble-free, self-stabilizing, and hydraulic-free table base. The new technology solves one of the most common complaints of customers in the hospitality industry, leading to better customer and employee experiences, along



with increased profits. "At some point, everyone experiences an unsteady, wobbly table," said Rockless Table President Nick James. "But Rockless Table solves those concerns – forever." With smart, uncomplicated technology, the patented pendulum base consists of two pieces of steel and a bolt, which reduces the cost by 50% or more when compared to competitors. Using hydraulic-free technology, Rockless Tables automatically adjust and stabilize to any surface with up to half-an-inch variation. Customizable, the table bases come ready to serve every hospitality establishment – from casual fast food to high-end craft bar – with bar, counter, and dining heights available.

The **Pastomaster HE** pasteurizers have received 3-A certification, along with the UL and NSF approvals, allowing American frozen dessert makers to use the most advanced Carpigiani technology designed for artisan frozen dessert production. Carpigiani Corporation of America, member of Ali Group, presented the machine at the 100th National Restaurant Association Show. The introduction of the Pastomaster High Efficiency to the American market represents an innovation in laboratories of artisan Ice Cream and Gelato chefs. The Pastomaster HE will give



Frozen dessert makers the freedom to control quality during the entire frozen dessert production process. This will give chefs the freedom to create mixtures and bases from a variety of ingredients of their choice. Ice Cream makers will now have technology at their fingertips to create Ice Cream, Custard and Gelato bases as well as Sorbet and premium Italian Ice mixtures.

## Hotel Happenings

**The former Park Inn by Radisson Resort & Conference Center - Orlando is now the Days Inn by Wyndham Kissimmee - Celebration** and will be converted into a full-service Wyndham resort in 2020, following a series of multimillion-dollar renovations and improvements to the property. "We're looking forward to the incredible changes that will be coming," said Rob Pici, General Manager of the Days Inn by Wyndham Kissimmee - Celebration. "With 436 newly updated rooms, upgraded banquet facilities with 30,000 sq. ft. of meeting space, an on-site Starbucks, a splash pad and an indoor playground, this resort will truly become the ideal one-stop shop for families and single travelers alike."

**Tanks from Frontline International** have gotten even better with the addition of upgraded touchscreen control panels — featuring easy-to-read displays,

See **WHAT'S GOING ON** page 13

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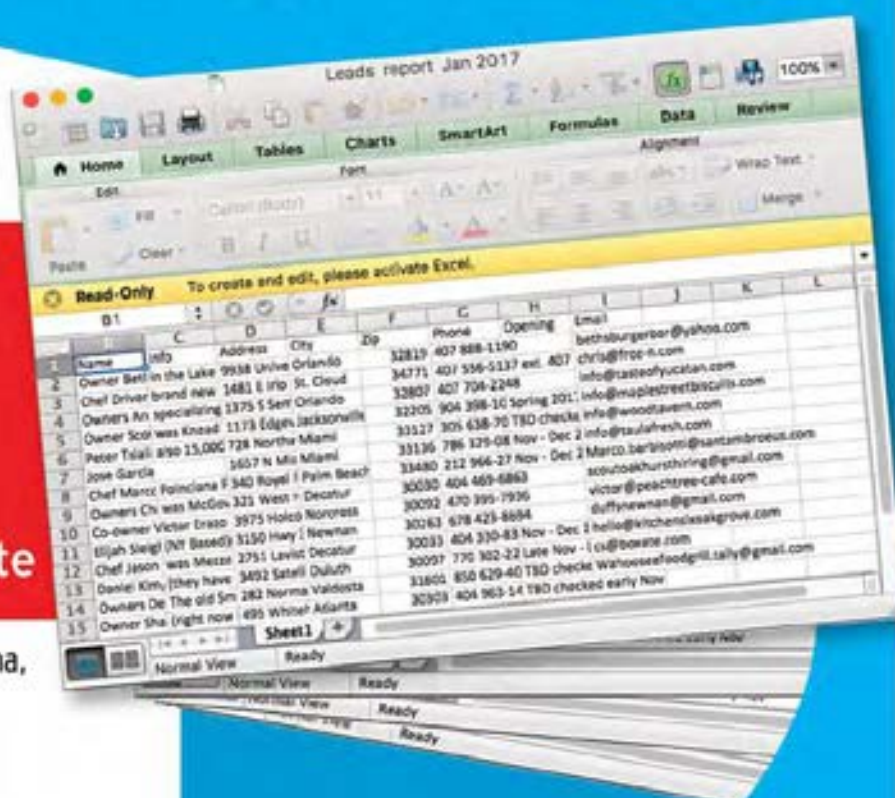
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# DOL issues proposed overtime rule

Tonya Fletcher ♦ Today's Restaurant Contributor



The U.S. Department of Labor (DOL) recently announced a proposed rule which would make more than a million American workers eligible for overtime pay.

Currently, employees with a salary less than \$23,660 per year (\$455.00 per week) must be paid overtime if they work more than 40 hours per week. This has been the standard since 2004. You may remember the Obama-era overtime regulation issued in 2016 that would have raised the salary threshold to \$47,476 per year (\$913 per week). The regulation was later invalidated by a federal judge in Texas just days before it was set to take effect.

## Key provisions of the new proposal include:

**Higher salary threshold** - Raises to \$35,308 per year (\$679 per week)

**Highly Compensated Employees** - Increases the total annual compensation requirement for “highly compensated employees” (HCE) from \$100,000 to \$147,414 per year

**Salary level** – Would allow non-discretionary bonuses and incentive payments (including commissions) paid at least annually to satisfy up to 10 percent of the standard salary level

**Future salary updates** – Does not implement automatic updates, but includes a commitment to periodic review

**Duties Test** - Does not change


Under the proposed rule, there would be no changes in the overtime protections for police officers, firefighters, paramedics, nurses, or laborers, including: non-management production line employees and non-management

employees in maintenance, construction and similar occupations such as carpenters, electricians, mechanics, plumbers, iron workers, craftsmen, operating engineers, longshoremen, and construction workers.

The public has 60 days to comment on the minimum salary requirement and related issues after the proposed rule is published in the Federal Register. The DOL estimates the rule would take effect in January 2020.

New York and California must already comply with higher salary thresholds. In New York City, for example, exempt administrative and executive employee must be paid \$58,500.00 per year. That's \$1,125.00 per week if you're an employer of 11 or more employees.

One of the most important steps in ensuring compliance with wage and hour laws is to determine whether employees are exempt or non-exempt. If you need guidance now or after the changes take place, consider consulting with an HR professional who can provide you with the pertinent information to help you decide about employee overtime eligibility.

FrankCrum provides clients a team of HR consultants, known as FrankAdvice. To learn more about FrankAdvice and the other PEO services offered at FrankCrum, call 800.277.1620 or visit FrankCrum.com. 

*About Tonya Fletcher SPHR, SHRM-SCP: Tonya is the Labor Compliance Manager at FrankCrum. In this role, she leads the FrankAdvice team and manages the delivery and content of best practice information to client owners and managers regarding all types of employment related topics. When she's not at work, Tonya enjoys international travel.*

## What's Going On from page 12

new capabilities, and advanced tech compatibility. A Frontline waste oil tank is a valuable part of creating a safer workplace, greatly minimizing the risk of accidents and hazards due to oil handling while enhancing sustainability and oil reclamation/recycling efforts. The control panel is how users customize tank functions, adjusting or programming specific settings to get the best value. The new touchscreen control panel improves operations by making a tough, messy job easier and cleaner. It has digital versions of instruction manuals stored for convenient call-up, a self-test mode and other troubleshooting capabilities, and generates reports that are downloadable to a jump drive. Using the password-protected touchscreen, users have clear and immediate access to information about system type, tank status, and tank level in an easy-to-read graphic display. Frontline International, Inc. designs, manufactures, and distributes superior commercial foodservice equipment for




the storage, handling, and disposal of cooking oil. Visit [frontlineii.com](http://frontlineii.com).

♦ ♦ ♦ ♦

♦ FirstBuild, the appliance incubator backed by GE Appliances and makers of the popular **Opal Nugget Ice Maker™**, launched the pre-sale for their newest product, the Forge Clear Ice System. The Forge not only creates a fun experience for patrons, but also has a luxuri-

ous, chic look that can sit atop any bar and offers a unique drinking experience. The first-of-its-kind Forge Clear Ice system includes a clear ice maker and the world's first ice press with integrated heaters. The clear ice maker

creates large, gem-shaped clear ice in just hours, while other methods can take about a day, and holds them at the ideal temperature. The heated press shapes the gems into crystal-like spheres in about a minute with virtually no preheat or recovery time needed. For all details visit [forgeclearice.com](http://forgeclearice.com). 

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## Emerging food trends is new interactive show

Green Bay, WI – Chef Dan Follese launched an interactive live show where successful national-chain chefs and innovative food manufacturers reveal what new trends are taking shape in the restaurant business. The show, Trends Translated Live, premiered on July 8 and will air periodically on LinkedIn Live.

As American tastes shift faster than ever before, both restaurants and food manufacturers are looking for new ways to pivot quickly to meet those demands. Trends Translated Live uses insightful data to unpack those changing tastes and features the new products and menu ideas chefs need to stay ahead of the curve. As a part of LinkedIn's new Live platform, viewers will be able to ask questions and participate throughout the show.

"It's probably the Live part of the name that excites me most," said Follese. "By taking advantage of LinkedIn's Live platform, we can

connect professionals all across the country and have a real dialogue with them on what trends they're seeing and how they adapt recipes and menu items to meet those customer expectations. The technology helps us all get smarter faster and in the restaurant business, that can be the difference between thriving and simply surviving."

Trends Translated Live is presented by Dan Follese of Food Trend Translator and Follese Culinary Consulting. Follese has, over the last 30 years, worked across the food industry doing everything from preparing white cloth gourmet celebrity meals to appearing on Food Network's "Best of Wine & Food" and works alongside food scientists and food manufacturers to convert recipes and support sales. He lives in Green Bay, Wisconsin. Visit [www.foodtrendtranslator.com](http://www.foodtrendtranslator.com) for more information. 

## Digital systems from page 4

according to ReFed. Technology can vastly improve the ordering, storage and prep process to help reduce food waste and save restaurants significant money. Using digital systems, ThinkFoodGroup's chefs and managers can easily access and analyze previous months' sales numbers to gauge necessary volume. Armed with this data, they can be much more accurate in what (and how much) they order. More accurate ordering means less food waste, which helps both the environment and the company's bottom-line. Win-win.


◆ Improved processes and accessing critical information – Tech tools help restaurant employees streamline and centralize information. If power goes out in the middle of night, chefs and GMs at ThinkFoodGroup can use digital alerts via CoInspect to instantly tell what time it went out and for how long. Alternatively, restaurant owners utilizing paper systems would show up at work the next morning with no idea that the power was out (or how long it was out), and no information about whether their cold food remained within the "safe temperature zone." They'd either have to either throw out the food (a huge expense) or risk serving compromised food to their guests (a potential foodborne illness hazard). Tech tools are instrumental in monitoring critical points of hazards, helping to reduce risks and expenses.

◆ A more holistic view. Since ThinkFoodGroup has numerous restaurants, from upscale to fast casual, they need to view sales and other key data points across their enterprise. The tech systems they use provide a holistic, big picture view – something that could never be achieved with paper records. Technology allows them to identify trends across their concepts, track ordering and inventory information, analyze key data points, and more.

◆ An integrated, consistent and scalable solution. One of the perks of working at ThinkFoodGroup is that

employees are able to move between concepts. As they transition from one restaurant to another within the ThinkFoodGroup family, the move is seamless thanks to the integrated, consistent tech system, which creates value and scale across all concepts. They've implemented a system that easily grows with them as they expand and add new restaurants.

◆ Allowing teams to focus on what they love. Very few food service professionals would say that ordering, inventory and inspections are their favorite parts of their job. But they also understand that these tasks are necessary to keep their restaurants running efficiently and safely. Tech tools make it faster, easier and more convenient to do the "less fun" parts of the job so they can get back to focusing on what they enjoy – cooking delicious food, developing new menu items, greeting guests, and providing exceptional hospitality.

All restaurants should understand the benefits (and necessity!) of upgrading to tech tools instead of antiquated paper record-keeping. Implementing digital systems isn't complicated, expensive or overwhelming – in fact, it's become much more mainstream, affordable, accessible and user-friendly to install and utilize digital solutions. While it's true there's a cost to buy and implement tech tools, many restaurateurs find this to be an extremely worthwhile investment. The ROI is high when you consider that these tools help improve efficiencies, safety, accuracy and productivity, while also reducing foodborne illness and food waste – all of which have a significant and positive impact to restaurants' bottom-line. 

*Manik Suri, Co-Founder and CEO of CoInspect, aims to make food safer and filing cabinets obsolete. CoInspect software powers food safety, quality assurance, and standards management for restaurants and food manufacturers. The company's obsession: Make food safety and quality management software that is fast, flexible, and easy-to-use. For more information, visit [www.coinspectapp.com](http://www.coinspectapp.com).*



# Esplanade at Aventura to open in Spring 2020

Miami — A new shopping and dining experience is coming to Aventura. The restaurants are also new to Miami. The development The Esplanade at Aventura, in the works for a while is coming along nicely. Below are the new dining establishments that are up and coming, one being a Colombian concept.

Carolo: This world-renowned restaurant will open its first location in America at Esplanade. Inspired by the life of Carlos Gómez, a young man with Down Syndrome who overcame the odds to make baking his specialty, Carolo has evolved and established itself as one of the premiere culinary destinations in Mexico. This upscale dining concept provides a uniquely fresh take on contemporary American fare in a modern setting, re-imagining plates for every meal of the day. Carolo prides itself on its focus on people, whether it be their own staff or those they serve, providing a personal experience like no other. Blanco Bistro: Carolo will introduce its elegant, fine-dining concept, Blanco Bistro at Esplanade. Blanco Bistro focuses on detail, both in its luxurious setting and its upscale fare. Their setting is a mastery of architecture, combining modern touches and classic ambience in



perfect harmony. With a culinary goal to always innovate, always create and always look to evolve, Blanco Bistro uses the freshest, highest-quality ingredients, and constantly changes its menu to deliver one-of-a-kind experiences to even the most expert palates with each visit.


Jarana: Peru's official culinary ambassador and celebrity chef, Gastón Acurio, will open his latest dining concept, Jarana at Esplanade. This will be Chef Acurio's second concept in South Florida; the first being Miami's beloved La Mar at the Mandarin Oriental. His legacy of success also includes helming one of the world's top 50 restaurants, Astrid y Gastón.

Mixtura Market Hall: This Medellin, Colombia concept will be the first of its kind in the South Florida region.

Featuring an eclectic mix of Latin cuisine and live music, visitors will be treated to wide range of the modern tastes, flavors and sounds in this sleek, contemporary setting. Mixtura Market Hall offers a wide-range of beverages and fare that are sure to please both expert and casual diners alike.

SU Japanese: Based off the immense success of one of Brazil's top Japanese restaurants, Kitchin, SU Japanese will bring its unique style of contemporary cuisine to Esplanade. Diners will be treated to truly artistic and fresh sushi and sashimi offerings in a casual, family-oriented atmosphere.

The Loyal: Michelin-Starred Chef John Fraser will make The Loyal his first offering outside of New York City at Esplanade. Established in NYC's West Village, The Loyal delivers a menu built

for comfort, but grounded by Fraser's trademark techniques. 

**About Seritage Growth Properties:** Seritage Growth Properties is a publicly-traded, self-administered and self-managed REIT with 198 wholly-owned properties and 27 joint venture properties totaling approximately 35.6 million square feet of space across 46 states and Puerto Rico. The Company was formed to unlock the underlying real estate value of a high-quality retail portfolio it acquired from Sears Holdings in July 2015. Pursuant to a master lease, the Company has the right to recapture certain space from the successor to Sears Holdings for reenacting or redevelopment purposes. The Company's mission is to create and own revitalized shopping, dining, entertainment and mixed-use destinations that provide enriched experiences for consumers and local communities and create long-term value for our shareholders. For more information please visit, <https://www.seritage.com/>

**About Esplanade at Aventura:** Esplanade is a signature development in Aventura. Located in the heart of one of the most visited and productive shopping trade areas in the country, the first phase of Esplanade at Aventura will feature the ground-up development of 215,000 square feet of experiential retail, unique entertainment and fine dining in a luxurious open-air setting. Located at the former Sears parcel in Aventura, which Seritage acquired in 2015. Totalling 12.3 acres, the property is situated in proximity to the William Lehman Causeway and Biscayne Boulevard, two major thoroughfares in the trade area. Phase 1 of Esplanade at Aventura received full development approval from the City of Aventura in December 2016. An additional 100,000 square feet of premier space is also planned. For more information visit [esplanadeataventura.com](http://esplanadeataventura.com).

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