

The major costs in the operation of a club foodservice establishment are food and staff, and these operating expenses will continue to rise. The planning and development of a kitchen layout for the club are vital, so that food and staff costs will be controlled and the patron will receive the best possible food and service.

To achieve these goals, the club manager must give special consideration to the designing or redesigning of his kitchen facilities. Poor kitchen layout will cause excessive costs, confusion, and an unhappy foodservice staff.

Unfortunately, the kitchen area

usually does not receive the priority it should when the club is being planned. Some kitchens in club foodservice today have had little advance planning. In other cases, either through lack of knowledge or in an effort to skimp on costs, the kitchen is allocated too little space and the arrangement is poor. The result is frequently a club foodservice establishment with excellent dining facilities but with a kitchen that is a hodgepodge of equipment, randomly located.

It is possible for club managers to improve their foodservice facilities, but careful planning is obligatory.

#### Practical guidelines for planning

Planning a club kitchen for efficient operation involves the following:

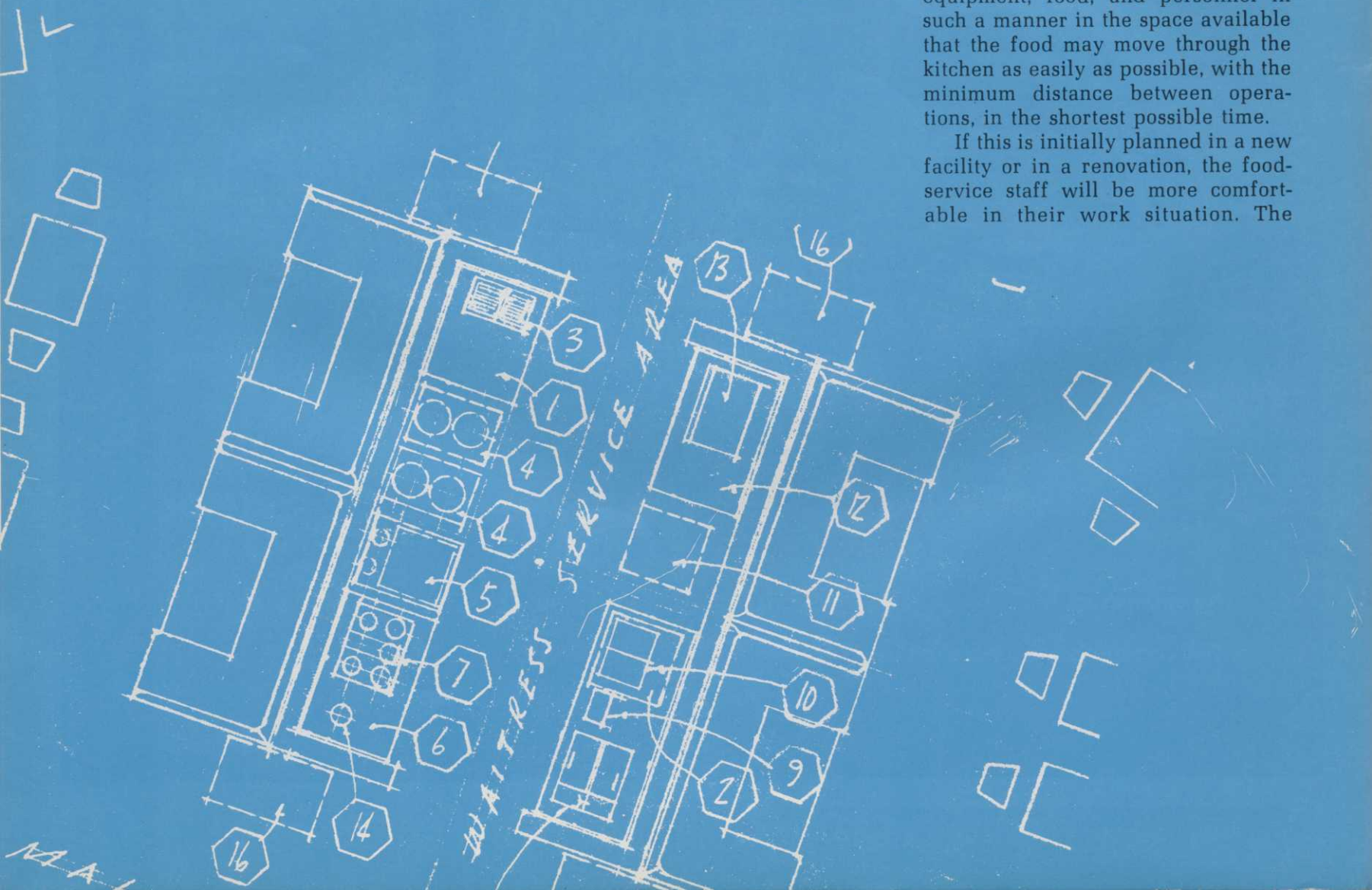
- 1) Proper placement of foodservice equipment to facilitate time, distance, and ease of movement for personnel.
- 2) Serving quality food.
- 3) Proper placement of personnel.

The objective is to coordinate the equipment, food, and personnel in such a manner in the space available that the food may move through the kitchen as easily as possible, with the minimum distance between operations, in the shortest possible time.

If this is initially planned in a new facility or in a renovation, the foodservice staff will be more comfortable in their work situation. The

## Blueprint for club kitchen planning

by Herman Zaccarelli, contributing editor



result, of course, will mean reduced food cost with better quality food served.

The efficient kitchen makes the best use of space available.

There are complications in club foodservice planning which must be considered. Unlike most businesses — where the functions of manufacturing, distributing, and selling are performed separately in different places — foodservice combines all of the functions at the same location, with the kitchen the major focus of activity. In club foodservice, there are special needs to maintain quality in preparing food and to provide sanitation safeguards. A well-planned kitchen layout will result in the following positive aspects of the club foodservice facility:

- >Greater customer satisfaction.
- >Improvement in handling of the materials.
- >Improvement in employees' working conditions.
- >Reduction in operation expenses.
- >Better overall control of the entire kitchen operation.

**Expert consultants pay for themselves**

Consultants and architects have a place in planning a kitchen layout. In most cases, the manager can benefit from employing a consultant when planning a new kitchen. Foodservice consultants can be utilized on a part-

time basis, or the entire job can be turned over.

Such outside assistance from a reliable and capable foodservice consultant can provide guidance on the layout of the kitchen and on the equipment needed and its costs — with a saving in money and time for the manager.

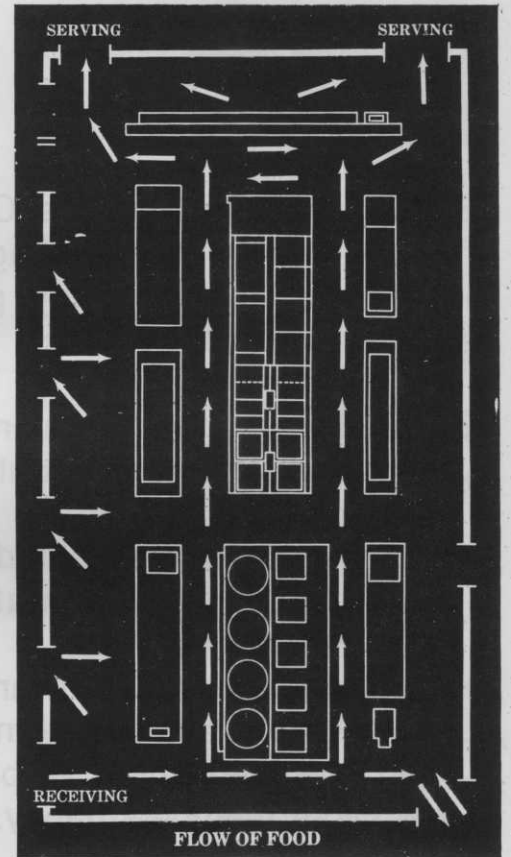
An architect who is familiar with planning foodservice kitchens can provide guidance in selecting the types of construction needed, with a considerable cost savings as a result. He can also provide valuable advice on such vital subjects as compliance with building plans and specifications, and making changes in building construction.

It is essential that the consultant and the architect be qualified to deal with problems of club foodservice kitchen planning and layout, if the plans are to meet the needs of the operation.

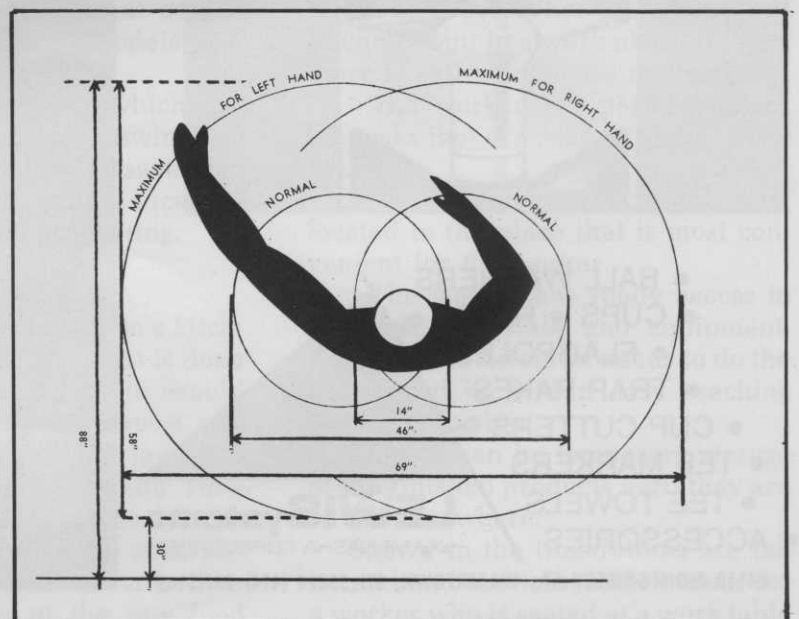
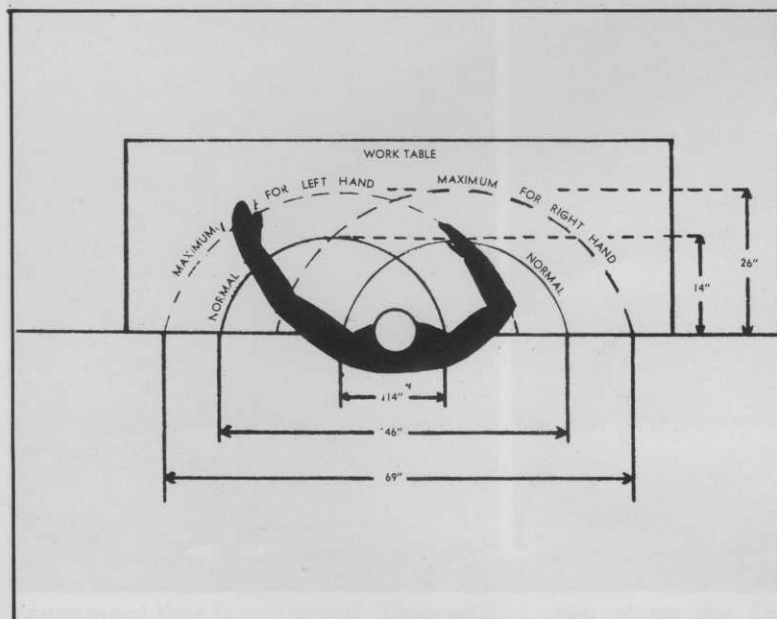
So, employment of a consultant and an architect is suggested for kitchen changes of any substantial nature; and plans should be approved by a qualified foodservice consultant and an architect.

**Preparation of preliminary layout**

In planning a kitchen, it is necessary first to plan the kitchen on paper. Make accurate drawings of the kitchen area. If the original construction plans are available, they can provide



Flow diagram above shows movement of food through typical kitchen. Drawing a layout like this can help you better plan your own kitchen before actually building it. Diagram below left illustrates normal and maximum working distances for person at a kitchen worktable. Diagram directly below shows similar information for a kitchen worker standing. Use these as a guide in arranging kitchen elements for most efficient use of space and manpower.



substantial savings in both cost and time. If they cannot be obtained, then a new plan of the kitchen can be drawn to scale, using  $\frac{1}{4}$  inch to represent each foot.

The layout is a plan for placing equipment and locating other elements of the kitchen. It offers a way in which ideas on what should be done in a new or improved kitchen can be developed and changed before the final plans are made. It is a visual translation of those ideas into arrangements of the parts of the kitchen and the kitchen equipment. It offers a picture of the total results of changes in a total kitchen, rather than a view of just parts of the total.

By using a layout, it is possible to determine the most efficient locations for equipment. Models or templates of the equipment can be used to try various combinations to determine which are the most efficient. These arrangements show whether the needed equipment is going to fit into the available space, whether there is enough aisle space, and whether workers in the kitchen can do their jobs without interfering with one another.

Work centers are the basic parts of the layout. Operations of the same type are performed in one work center. For example, there can be a work center for mixing operations, and another for slicing meat. The work centers that are closely related to one another in terms of the kind of work performed, or the kind of workers who perform the work, are grouped together into sections. Then these sections are linked to each other according to the flow of the work.

The work flow is the sequence of operations that takes place when food materials are processed and the other tasks performed in the kitchen are done.

**Use of models, templates, and overlays**  
The use of templates or models of equipment and fixtures makes it easier to do good planning of kitchens.

Models provide a 3-dimensional effect that makes it easier to visualize the plan. They show the relationships of the equipment and fixtures on a reduced scale, and they provide a chance to see and evaluate the arrangement that is proposed. They add

## SOME REMINDERS

To attain maximum efficiency in producing a layout and so accomplish the goals, these basic requirements are essential:

Know the present and future requirements of the club foodservice operation.

Know the potential for growth of the establishment.

Draw a preliminary plan for the kitchen on paper.

Analyze each operation that occurs in the kitchen.

Relate the various operations and determine the efficient flow of work.

Estimate in detail the cost of the project for which the layout is being made.

Relate the projected changes to the needs and goals and evaluate how well the proposed changes meet those needs and goals.

Have a qualified consultant or architect help develop the final plans and do the final drawings.

the important concept of height to the consideration. This helps to detect poor arrangements and to avoid serious mistakes in the final plans. Scale models add to cost, but that cost is more than repaid if the models prevent planning mistakes.

Overlays are tracings which are made over the original drawings or plans. Use of overlays will save considerable time and will reduce the possibilities of error in drafting.

### The flow of food

The sequence of operations in a kitchen is related to food and what is done to it and with it, so the layout should show the flow of food. Arrows and lines can be drawn on the layout to show in what direction the flow moves. Different color lines can be used to show the movement of different kinds of materials. One color line can show the flow of the raw food

materials, and another color line can show the movement of the prepared food.

Determining how the food flows is related to the specific kitchen, since kitchen layout differs so much from one foodservice operation to another. The flow that is best in one kitchen may not be at all satisfactory in another.

In determining where the lines and arrows should go on the layout, the following should be done:

>List the various kitchen operations.

>Use a process chart to show the sequences.

>Use flow diagrams to show travel.

>Adapt the flow lines to the kitchen plan.

The flow lines integrate people, equipment, food, and the supporting activities. Through this kind of integration, it is possible to move the food to the various locations necessary in the shortest possible distances between the different operations.

### Layout of the work space

Space must get considerable attention in the making of the layout. Wherever a worker performs an operation, there should be enough space for him to do his job efficiently. It pays to plan carefully the location of tools, materials, and supplies which the worker needs to perform his particular tasks.

When equipment is involved in the operation, there are some other factors to consider. When there is a piece of equipment in a work place, be sure there is sufficient space so that:

>The worker can perform all of the tasks that are related to that work space.

>The tools the worker uses can be located in the place that is most convenient for the worker.

>The worker has ready access to his tools, materials, and equipment. All of the materials he needs to do the job should be within easy reaching distances for him.

>There can be temporary storage of the finished products until they are moved elsewhere.

Shown in the illustrations are the normal and maximum work areas for a worker who is seated at a work table



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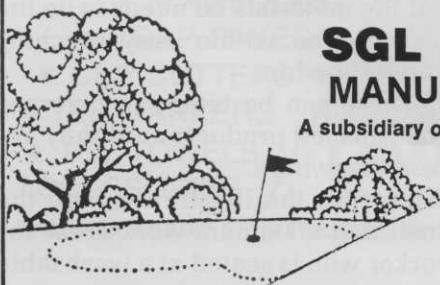
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and for one who is standing while performing his job. The distances are for a medium-sized man. A medium-sized woman would have about 10 percent less normal work area.

The idea is that workers should not have to reach or travel farther than the maximum work areas, and most of their motions should be within the normal work areas. The work areas are determined by the limitations of the human body.

In making the layout, there is value in drawing the work space to scale and being sure that there is enough space for all that is required in that particular work space. Remember that too much space is as bad as not having enough space. But be certain that enough space is being provided for servicing the equipment, cleaning the equipment, and loading the equipment — and for the worker himself.

**An operations analysis chart**

The operations analysis chart used by industrial engineers to analyze the work done by an employee is of value here. If the overall operation is to be done efficiently, then the working methods of the individual worker must be efficient. So, observation of those working methods is important. Notice that the chart calls for observation of both hands of the employee. If both hands do equal amounts of work, the total time of the operation can be reduced.

**The final check**

When all of the ideas and recommendations have been considered and evaluated, and what will be the layout is agreed upon, it is well to review carefully the materials for the proposed layout to see if it provides all of the objectives that were in mind when the planning started.

Also it is well to check at this point to be sure that the proposed layout is justified from the cost point of view. Generally, a new layout will result in increased savings, since it eliminates some of the known inefficiencies that were in the old layout. But find out if:

- >The kitchen as laid out is within the proposed budget.

- >The anticipated savings in labor and equipment justify the proposed layout.

- >The capital required and the return on investment justify the new layout.

- >The overall profit of the club will increase if the new layout is used.

Remember that the purpose of preparing a kitchen layout is to provide an efficient arrangement of equipment and workers so that production can be streamlined and the kitchen area can be used most effectively. □