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Teaching Case

BRICKHOUSE BREWERY

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BRICKHOUSE BREWERY

Cynthia Gannon was trying to keep a smile as she sat at the restaurant's huge bar just before the lunch crowd typically came in. It was late March, and Cynthia— who was known to her friends and co-workers as Cindy— was rifling through a stack of guest receipts and cradling the phone between her head and her left shoulder.

“I understand that it's the first warm Saturday of the spring, Holly, and that your friends are taking the ferry over to Fire Island. I need you here, though. Jamie just called. She has a migraine, and I need you to cover her shift.”

After a brief silence that seemed to Cindy to last longer than it actually did, she got up from her stool at the bar, her smile broadening, and blew away the blonde bangs from her eyes with a deep sigh. A tall woman who radiated with confidence, Cindy was the General Manager of the BrickHouse Brewery, a restaurant in Patchogue, New York. Only in her late twenties, she had considerable responsibilities.

Practically all of the staff at the BrickHouse consisted of high school and college students who worked part-time for the work experience and also for the spending money. Holly and Jamie were typical employees. Being just a few years older than them, Cindy needed to exert both her authority as well as a bit of finesse in managing her staff, which clearly was one of many responsibilities that she had as General Manager. In addition, Cindy was a single mother of a two-year old daughter.

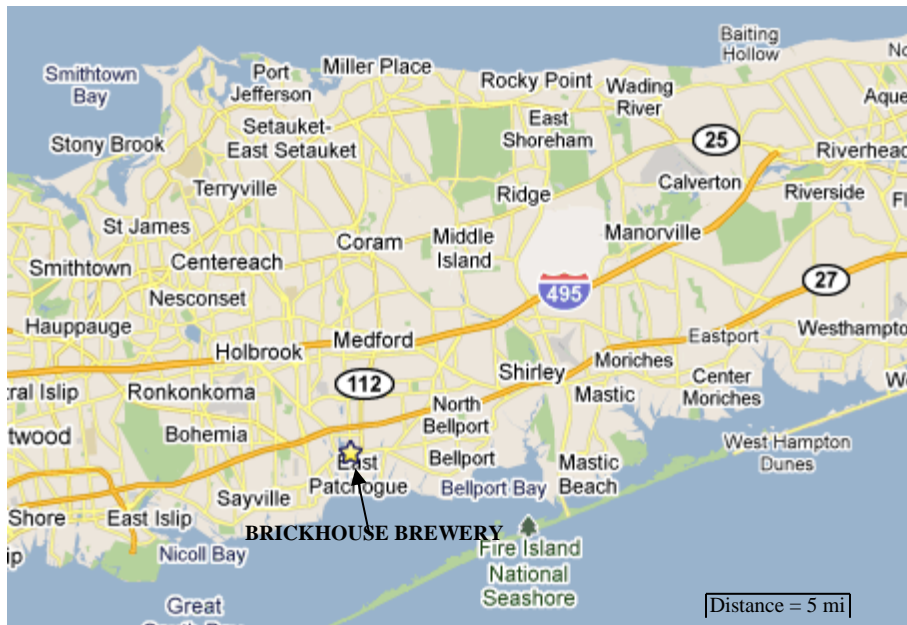
Cindy glanced to the front of the restaurant to see two guests enter, and she promptly grabbed a couple of menus from the bar and walked over to greet them. Cindy was cool, particularly on this day, as she effectively distanced herself from an idea for a new promotional strategy that had just been proposed to her by one of the BrickHouse's owners earlier that morning. While potentially a catalyst for additional customers, the strategy also presented the risk of wreaking unnecessary havoc on a business that on all accounts was doing well.

History of the BrickHouse

Opened in 1995, the BrickHouse Brewery quickly became a respected establishment on the south shore of Long Island. It was located in the town of Patchogue, in the center of Suffolk County, about sixty miles east of New York City. Patchogue was about thirty miles west of the upscale towns of the Hamptons on Long Island's east end, which depended so heavily on tourism between Memorial Day and Labor Day. The BrickHouse drew its core customers from Patchogue and neighboring towns on the south shore, with additional customers in the summer months related to beachgoers traveling through the area. The restaurant's location is shown on the map in Figure 1.

This case was prepared as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

Figure 1. Central Suffolk County, New York



Source: www.maps.google.com

The restaurant was located in the oldest commercial building in Patchogue. The building had housed a dry goods store for more than a century. The Shand family, who operated the store, closed the business in 1990. The building sat vacant for five years, until three successful local businessmen— Richard Feldman, Bob Goldstein, and Jerry Gottherer—decided to purchase it and convert it into a restaurant. Following a poll of Patchogue residents, the three new owners of the BrickHouse agreed to preserve the building’s history by keeping the old sign on its west side intact, as shown in Figure 2.

Figure 2. The BrickHouse Brewery



Source: Photo taken by the author.

The foundation of the building was built from ship ballast, which was plentiful in the 1800s when Patchogue was largely a ship building community. The early owners were abolitionists, and during the Civil War the building was a stop on the Underground Railroad where escaped slaves were hidden in the basement.

The Restaurant

The owners wanted to ensure that the restaurant had an extensive menu. Appetizers included nachos, chicken wings, and potato skins. A raw bar was added, featuring blue point oysters, littleneck clams, and peel-and-eat shrimp. There was a wide variety of soups; salads; pastas; specialty pizzas such as Buffalo, Mexican, California, and Tennessee Titan; and build-your-own burgers. Some of the main courses were bbq ribs, yellow fin tuna, jambalaya, and the New York strip steak. The restaurant soon built a reputation for good quality food at affordable prices in a friendly, neighborhood environment. See Appendix 1 for a sample of the BrickHouse Brewery's menu items.

The sizable floor space and the unique layout allowed the owners to supplement the business from the restaurant with two rooms dedicated to catering operations. The large front room could accommodate up to 85 guests. The loft in the rear, with its original exposed brick walls and oak bar, could accommodate smaller parties of up to 45 guests. The seating capacity of the BrickHouse Brewery provided a competitive advantage over other local restaurants.

Perhaps the most important way that the restaurant differentiated itself, though, was that it was also a functioning brewery. The tanks that contained the beer that the restaurant produced were displayed through the four large windows in the front of the restaurant, as shown in Figure 3.

Figure 3. The BrickHouse Brewery



Source: Photo taken by the author.

The Brewery

The owners determined that the BrickHouse would create four flagship beers. These were named Street Light, Boys Red, Hurricane Kitty, and Nitro Boom Stout. A description of each of these beers is shown in Figure 4.

Figure 4. The BrickHouse's Flagship Beers

	<u>O.G. Degrees Plato</u>	<u>% Alcohol by Volume</u>	<u>Brewer's Description</u>
Street Light	12.4	5.2	Smooth blonde ale
Hurricane Kitty	13.0	5.5	Hoppy, IPA style, whole leaf cascades
Boys Red	13.5	5.5	Amber ale, malty
Nitro Boom Stout	13.9	6.0	Creamy, nitrogen pour

Source: www.brickhousebrewery.com

Note that Original Gravity Degrees Plato is a measure of the malt sugars, some of which are fermented into alcohol and some of which remain in the finished beer for sweetness and body. For example, Hurricane Kitty (a light amber Indian Pale Ale) contained slightly lower sugar levels than Boys Red (an amber ale) and slightly higher sugar levels than Street Light (a blonde ale).

In addition to its flagship beers, the restaurant also featured other hand crafted beers that would be available on tap depending on the season of the year. These seasonal beers included Blitzen and Summer Buzz. Guest beers would also be available, subject to frequent changes, as the reputation of the BrickHouse among beer connoisseurs began to grow.

The beer production process is reviewed in Appendix 2.

Entertainment

The BrickHouse was open seven days a week. On six of the seven nights, live entertainment was featured. The type of music featured varied according to the night of the week. For example, some bands played acoustic music, some played blues, and some played alternative rock. Some of these bands would attract a crowd where typically the age was forty and older. Larger audiences came to see the bands that tended to play to a twenties crowd, but the key for the BrickHouse was to diversify in order to appeal to as much of the community as possible.

Entertainment promotions such as Ladies Night, Open Mic Night, Karaoke, and Movie Night were offered on a regular basis. The BrickHouse could boast of its impressive sound system, further demonstrating the management's commitment to building its reputation as a premiere destination for area residents and strengthening its competitive advantage over other local restaurants.

To ensure that patrons would be able to enjoy this entertainment in a safe environment, two bouncers (referred to as doormen by the BrickHouse) were employed. The owners were well aware that the BrickHouse was the type of establishment where customers could get unruly. However, the BrickHouse prided itself on the fact that scuffles rarely occurred on the premises. The restaurant was situated on the main commercial thoroughfare in Patchogue. Parking was available in the nearby municipal lot; the police routinely patrolled the lot and police cars were a consistent presence driving up and down the street on any given Friday or Saturday night. For customers' added peace of mind, the county's largest taxi company, Lindy's, had a dispatch office next door.

Organization Structure

As General Manager, Cindy reported directly to the three owners of the BrickHouse. Cindy's direct reports included the kitchen manager, the bar manager (who also doubled as the entertainment manager), the brewmaster, and three shift managers.

The restaurant employed forty-five to fifty employees who served as kitchen staff, wait staff, and bartenders. Most of these employees were young, in their twenties as well as in their teens. Although this sort of job is often a transition to some other form of employment, Cindy took a lot of satisfaction in the relatively low turnover at the BrickHouse. She recognized the importance of hiring dependable people and she was dedicated to promoting from within.

A college graduate, Cindy had a couple of other restaurant jobs before taking the General Manager position at the BrickHouse Brewery two years earlier. The owners were immediately impressed with her management skills, and she appeared capable of juggling many tasks without losing focus. Perhaps most important, she had the respect of her staff.

"I like her because she's firm, but fair," said Mandy Evans, a college student who bartended and waited tables, depending on what Cindy felt was most needed on a given day. Mandy also reported that she looked up to Cindy as a role model.

"Cindy can be a lot of fun, but at the end of the day, she goes her way and I go mine," said Nick Anderson, another college student who bartended on most weekends. "Besides," he continued, "She's got a lot going on, with her kid and all."

Cindy worked anywhere from forty to sixty hours a week. Cindy's mother, who lived about twenty minutes away, sometimes watched Cindy's daughter. Other times she used a babysitter.

Only she and her direct reports were paid an annual salary. Cindy earned \$50,000 per year, and was the highest paid employee at the BrickHouse. At Christmas, the owners had brought up the idea to Cindy of her also receiving incentive-based compensation of up to 2.5 percent of the restaurant's annual net profit, but the subject hadn't come up again since.

Performance

About 60 percent of the BrickHouse's sales came from food sales and 40% were beer/bar business. The number of bar customers was greater, but clearly the 60-40 split was a function of the significantly higher relative prices for many of the food items, such as steak and seafood. (Note that catering, which was tracked separately, accounted for roughly 20% of total sales.)

The flow of customers varied somewhat according to the day of the week, the time of day, and also the season of the year. For example, the clientele tended to be considerably younger on weekend nights and also somewhat younger in the summer season. Of course, the mix of customers changed for certain entertainment promotions.

From Monday to Thursday, the restaurant served approximately 60 lunch customers between 12:00 noon and 2:00 pm. There would then be a lull until 5:30 pm. The restaurant then served on average 100 dinner customers who would come in until about 9:30 pm.

On weekends, food sales were considerably higher. Approximately 100 lunch customers were served on each of the weekend days. The restaurant served up to 400 dinner customers on Friday and Saturday nights and another 150 customers on Sunday nights.

Seasonal customer volume also varied. Spring and fall were largely predictable, whereas winter and summer performance were driven more by the weather. A harsh winter could have a negative impact, and certainly snow tended to keep customers home. Sales were about 10 percent higher in summer than in the other seasons, but not when the weather was good and customers were at the beach. Business improved on rainy days in the summer. Thursday night was generally a better drinking night during summer months, while Saturday nights in the summer saw a definite drop-off in drinking business.

Cindy needed to take all these variables into account when it came to staffing. She knew the habits and the tastes of her customers, and that knowledge served her well.

In the most recent calendar year, the BrickHouse reported the following financials:

		<u>% of Total Sales</u>
Sales		
Food	\$1,449,038	47.8
Bar	<u>996,094</u>	<u>32.8</u>

Subtotal Food & Bar Sales	\$2,445,132	80.6
Catering	<u>588,535</u>	19.4
Total Sales	\$3,033,667	100.0
Cost of Goods Sold		
(food, alcohol, soft drinks)	<u>884,270</u>	<u>29.1</u>
Gross Profit	\$2,149,397	70.9
Payroll	670,968	22.1
Operating Costs		
(glassware/china/flatware, promotions)	162,578	5.4
Occupancy Costs		
(mortgage, taxes, insurance, repairs)	<u>274,555</u>	<u>9.1</u>
Net Profit	\$1,041,296	34.3

The owners of the BrickHouse Brewery were pleased to see each component of sales increasing at a faster rate than costs. After dividing about 15 percent of the net profit among themselves, they were able to reinvest the remainder back into the business, further strengthening it in every way that could think of.

Competition

There were dozens of restaurants that customers could choose from within a fifteen minute drive of the BrickHouse. There was considerable variety of cuisines (e.g., Chinese, Greek, Mexican, Pizza) and there were a number of familiar chain restaurants (e.g., Outback Steakhouse, Friday's, Ruby Tuesday) among these restaurants. Expensive, upscale restaurants were rare in this area. (Louis XVI, a French restaurant along the Great South Bay in Patchogue, which was one of the highest rated restaurants on all of Long Island, would close down in 2009.)

Two of the restaurants in Patchogue that competed for the same customers as the BrickHouse were the Oar House Steak and Seafood Grill and the Harborside Restaurant. The Oar House, opened in 1989, featured special events, a raw seafood bar, and waterfront dining. The Harborside, opened in 1990, offered extensive lunch and dinner menus and also catered private parties. What these and the other restaurants in the community tried to emphasize was good, quality food at reasonable prices. The BrickHouse, however, was a little larger, it had more menu items, it had entertainment six nights a week, and it had the novelty of the brewery on site. Among the restaurants in the area around Patchogue, it had been the most successful at cultivating a dedicated base of regular customers.

Shifting Demographics

Business at the BrickHouse Brewery was dependent in large part on the town, and like a lot of towns across the country, Patchogue's glory years as the main shopping district for the east end of Long Island had long passed, eclipsed a generation earlier with the advent of shopping malls. Retail storefronts had become empty, the types of jobs that prevailed in town had changed, and the composition of the population had shifted.

The population of Long Island surged between 1950 and 1960. Both of Long Island's counties— Nassau (the western part of Long Island that bordered New York City, consisting of roughly 300 square miles of land) and Suffolk (consisting of roughly 900 square miles of land)— both were transformed from ostensibly rural areas to urban areas during that period. This period reflected significant economic development, and by the 1990 Census, the population of Long Island had grown to over 2.5 million people.

Note that Queens and Brooklyn, two of the five boroughs that make up New York City (the others being Manhattan, the Bronx, and Staten Island), technically are part of Long Island because of geography, since people don't need to drive over a bridge or through a tunnel to reach them. For practical purposes, however, Long Islanders have historically only thought of Nassau and Suffolk, which are largely suburban, to represent Long Island (as opposed to Queens and Brooklyn, which, like the rest of New York City, are largely urban). Nonetheless, given the close proximity to Nassau-Suffolk, New York City residents certainly offered an opportunity for the BrickHouse, particularly during the summer.

With Long Island's growth came wealth— some of its towns (particularly in Nassau County) had become among the wealthiest in the country. The growth also brought poverty, and poorer towns experienced difficulty keeping up. The shifting demographics from 1950 to 2000 for Nassau County and Suffolk County, as well as for Patchogue, are shown in Figure 5.

Figure 5. Comparative Population Data: 1950, 1960, 1990, 2000

	1950	1960		1990	2000
New York State	14,830,192	16,782,304		17,990,455	18,976,457
			<u>% Chg</u>		
Nassau County, NY					
Rural Population	48,663	4,521	-91%		
Urban Population	<u>624,102</u>	<u>1,295,650</u>	<u>108%</u>		
	672,765	1,300,171	93%	1,287,348	1,334,544
Suffolk County, NY					
Rural Population	154,246	184,943	20%		
Urban Population	<u>121,883</u>	<u>481,841</u>	<u>295%</u>		
	276,129	666,784	142%	1,321,864	1,419,369
Patchogue, NY	7,361	8,838		11,060	11,919
				90%	81% % White
				3%	4% % Black
				<u>7%</u>	<u>15%</u> % Other
				100%	100%

Source: www.census.gov

Additionally, the Census data revealed that the percentage of Patchogue's population that was Hispanic increased from 14% in 1990 to 24% in 2000. Note that persons that are of Hispanic ethnicity may be of any race. Their origin was Mexican-American, Chicano, Mexican, Mexicano, Puerto Rican, Cuban, Central or South American, or other Hispanic.

The Census data revealed that while per capita income in 2000 was \$32,151 and \$26,577 in Nassau County and Suffolk County, respectively, it was \$22,962 in Patchogue. Moreover, the percentage of the population living below the poverty line in Patchogue had increased from 7.3% in 1990 to 10.7% in 2000.

The nearby towns, which along with Patchogue represented a sizable share of the BrickHouse Brewery's customer base, experienced similar economic difficulties. To the east were the towns of East Patchogue and Bellport, and farther east were Shirley and Mastic. To the west were the towns of Blue Point and Bayport. To the north was the town of North Patchogue, and farther north were the towns of Medford and Farmingville. All of these towns felt the effects of the shifting demographics, perhaps most notably Farmingville, which had become plagued by protests by residents concerning the large numbers of day laborers who gathered daily on its street corners.

Notwithstanding these issues, sales at the BrickHouse had not slowed. Two external factors helped to drive the business. First, new waterfront condominiums had recently been constructed in Patchogue. Second, the events staged at the Patchogue Theatre, the largest theatre for the performing arts in Suffolk County, regularly drew people into the area. (A recent calendar of events for the theatre included Connie Francis, Arlo Guthrie, the Amazing Kreskin, the Gateway Playhouse production of *Hairspray*, and the Miss Long Island Pageant, among others.)

The attitude of the owners of the BrickHouse Brewery about the restaurant's future was extremely positive. They would not view a new restaurant in town as a threat. Instead, they would view it as an opportunity because of the people that it would attract to the area, many of whom would then discover the BrickHouse. Clearly, all three of the owners would be financially successful with or without the BrickHouse Brewery. However, they were passionate about their restaurant, and they were equally passionate about the sense of community that the restaurant had helped to build among area residents.

The New Promotional Strategy

That morning, Cindy had been running a little late, having to wait for her babysitter before she could get to work. When she arrived, at around 9:30, she was surprised to find Richard Feldman in the restaurant waiting for her. Cindy got along well with each of the owners, but of the three she felt closest with Richard.

"Cindy, at the Chamber of Commerce meeting the other night we discussed an idea to help bring more business into Patchogue this summer. It would be tricky for you, though." She looked at him attentively and he continued. "You'd really have to put in a

lot of overtime to work with vendors and to juggle staffing. It'd be a big undertaking. It might be good for the BrickHouse, but I just don't know if the additional costs are going to generate enough of a benefit." He paused and studied Cindy's reaction.

"What would it involve?" she responded

Richard led her over to an open table at the back of the restaurant to discuss the proposed strategy.

The promotion was called Alive After Five. Four Fridays during the summer would be identified in advance where the streets in Patchogue would be closed after 4:00 pm. Various music and food locations would be set up to attract pedestrians, allowing vendors to entertain the community and generate business for themselves and for the town.

"It would essentially be a big block party," Richard said. "A lot of cities around the country are doing these... Jacksonville, Baton Rouge, Boise... They all seem to have been successes."

"How would the BrickHouse figure in this?" Cindy asked.

"The Chamber wants to get a half dozen restaurants in town to participate. You'd need to obtain tables and chairs—probably plastic—and you'd need to obtain umbrellas, too, since the Suffolk County requires them in public places where there is direct sunlight."

"Would I buy the equipment or would I rent it?"

Richard rubbed his chin and twisted in his seat. "I'm not sure," he replied. "I'd like for you to think about whether it makes sense to purchase it."

Cindy smiled, seemingly sarcastically. "Wouldn't we need to obtain licenses to do this?"

"Sure. You need to get one from the Department of Health. You'd need to get a special catering license. You'd need to get one from the State Liquor authority to serve alcohol outside." He paused. "And don't forget you'd need to get Porta-Potties."

"What about security?"

"Well, remember the streets are going to be closed down. The Chamber knows that extra security would need to be added. There'd be lots of activities for kids there and it might be best to not let anyone under 18 be walking around without a parent. No bicycles. And no skateboarding either."

"Sounds ambitious," Cindy said. "Who pays for the entertainment?"

"The BrickHouse would split the band expenses with the other restaurants."

“Aren’t we the biggest player?”

“Absolutely,” Richard said, reaching into his pocket to check an incoming message on his cell phone. “You’d have to negotiate all that with the other restaurants. If we back out, they’d all back out.”

“What about staffing? We could add 50 percent to our usual Friday night dinner business outside. We could triple our Friday night bar business.” She looked down, appearing to be doing some calculation in her head. “We’d need to staff and pay at least 10 additional people to work outside. But then again, we can’t be certain how much of a bump in business we’d be getting.”

“I know. I think that’s the toughest piece of this to project.” He reached into the breast pocket of his navy blazer and handed her a sheet of paper. “Take a look at this. I typed up some rough estimates on my laptop during the Chamber meeting. Look it over. Let me know what you think. Who knows— I could be way off.” As Cindy glanced at the numbers, he added, “And let me know if you think we should do it.”

See Appendix 3 for the cost estimates for the promotion that was provided to Cindy.

Cindy grimaced. “Richard, you don’t have anything on this that addresses emotional costs. Staffing this would be a real nightmare for me. In the summer, I have a hard time getting enough staff to come in. I can tell you that the people that I’d staff inside the restaurant would be griping that they want to work outside.” She took a breath. “Even though I seem to always have a problem when I ask someone to wait tables and they’d rather bartend, one thing is certain: Morale is pretty good right now. I don’t know how this strategy might affect it.”

“You’d have to manage that, then.”

“And what if it starts to rain?”

“Well, then you’d probably have to think about sending some staff home.” He smiled. “Hey, it could be really humid, and it could get really buggy with insects, too. But that’s part of the fun of a summer festival, right?” He looked at his watch and stood up. “Listen, I need to get to an appointment. Why don’t you mull this over? You and I both know that business has been pretty steady at the BrickHouse. We’ve been doing a lot of things and we’re holding our own. Think about how much this can help the town. That benefits us, too. This can really be a win-win situation.”

“Richard, remember that I’m a stakeholder in all this, too. I’m happy at the restaurant. I just wouldn’t want this idea to work against us.”

“Okay, I can’t tell you that this would be worth it for us. I know the last thing you want right now is a promotion like this, which could be daunting. Let me know in a couple of

days... I really need to go... That last call... He looked back at Cindy as he walked out the door. "Hey, it could be fun."

She watched him get into his car. "Right...Fun," she said to herself.

Appendix 1. Selections from the BrickHouse Brewery Menu

APPETIZERS

STEAMED MUSSELS

Tossed with white wine, garlic and lemon butter -11

BAKED CLAMS

Served with lemon – 7

CRAB CAKES

Homemade lump cakes served with a side of remoulade -12

BRICKHOUSE CLAMS

Steamed and sauteed with grape tomatoes, garlic and BHB Street Light Ale- 12

BEER BATTERED SHRIMP

Homemade BHB Street Light tempura, served with cocktail sauce – 12

POTATO SKINS

Served with sour cream – 8

BRICKHOUSE NACHOS

Loaded with NITRO STOUT chili, Monterey and Cheddar cheeses, jalapenos, black olives and diced tomatoes. Served with sour cream and salsa – 10

BEER BATTERED ONION RINGS

Homemade BHB Street Light tempura, served with Cajun cream sauce – 7

CLASSIC BHB WINGS

One dozen wings served with your choice of mild, medium, hot, death, honey garlic or habanera BBQ sauce – 9

BEER BATTERED MOZZARELLA

BHB Street Light tempura dipped mozzarella with our marinara – 7

BREWERS SAUSAGE

Twin German style beer sausages served with homemade apple sauerkraut and spicy dijon mustard -8

RAW BAR

BLUE POINT OYSTERS

Dozen -15 Half Dozen-8

LITTLENECK CLAMS

Dozen-12 Half Dozen-7

PEEL

EAT SHRIMP

Half Pound – 12

SALADS

MASH TUN SALAD

Diced turkey, ham, bacon, hard boiled egg, Cheddar cheese and Monterey jack cheese atop a bed of romaine and iceberg lettuce with grape tomatoes and cucumbers. Served ranch dressing – 9

THE WEDGE

A quarter head of crisp iceberg, bleu cheese dressing, chopped Applewood bacon, tomatoes, red onion and hard boiled egg – 8

SPINACH SALAD

Baby spinach, Craisins, almonds, apples, red onions, bacon, button mushrooms, hard boiled egg and crumbled bleu cheese tossed with our bacon vinaigrette – 8

FAJITAS

Served with four flour tortilla shells, shredded jack and Cheddar cheeses, pico de gallo, sour cream, guacamole, rice and beans

STEAK -18 CHICKEN- 16 VEGGIE – 14 SHRIMP-18

Appendix 1 (cont'd)

PIZZAS FROM AROUND THE WORLD

All pizzas are a traditional 12" pie with homemade sauce. All specialty pizzas -14

NEW YORKER

Pepperoni, Italian sweet sausage and meatball.

BUFFALO

Grilled Buffalo chicken and crumbled bleu cheese.

PHILLY

Thinly sliced steak, button mushrooms, sweet yellow onions and green peppers.

TENNESSEE TITAN

Grilled BBQ chicken, red onions and smoked Gouda cheese.

NEW ORLEANS

Cajun blackened chicken, andouille sausage, green peppers, green onions and dashes of Tabasco.

CALIFORNIA

Grilled chicken, artichoke hearts and sundried tomatoes with dollops of pesto.

MEXICAN

Taco seasoned ground beef, Monterey jack and Cheddar cheeses, diced tomatoes, shredded lettuce, cilantro and pico de gallo.

BURGERS- 9

Choice of a freshly ground 8 oz. burger, 6 oz. turkey or 6 oz. veggie burger marinated or lightly seasoned on a fresh baked roll with lettuce, tomato, pickle and one side. ADD-ONS .75 each: American, Shredded Cheddar & Monterey Jack, Crumbled Bleu Cheese, Mozzarella, Swiss, Smoked Gouda, Fried Onions, Pico de Gallo.

FROM THE LAND & SEA AND BREWERY FAVORITES

NEW YORK STRIP

Hand cut 14 oz. Certified Angus Beef steak marinated or lightly seasoned -19

RIBEYE

Hand cut 14 oz. Certified Angus Beef steak marinated or lightly seasoned – 20

BOURBON ST. CHICKEN

Boneless breasts, Cajun seasoned and topped with a Jack Daniels Sauce and crispy onions -15

BRICKHOUSE BBQ RIBS

Slow cooked falling off the bone!!! In our BBQ sauce topped with crispy onions -19

BRICKHOUSE JAMBALAYA

Chicken, sausage, shrimp and mussels served over yellow rice with Cajun spices – 20

BEER BATTERED FISH & CHIPS

BHB Street Light tempura battered cod loins served with BrickHouse fries, homemade coleslaw and tartar sauce – 16

BRICKHOUSE CHICKEN POT PIE

Chicken and vegetables in a creamy gravy topped with puff pastry. Served with a side salad -15

FISH TACOS

Grilled Mahi Mahi, mixed greens, pico de gallo, roasted red pepper aioli, fresh lime juice and cilantro. Served in three warm flour tortillas – 16

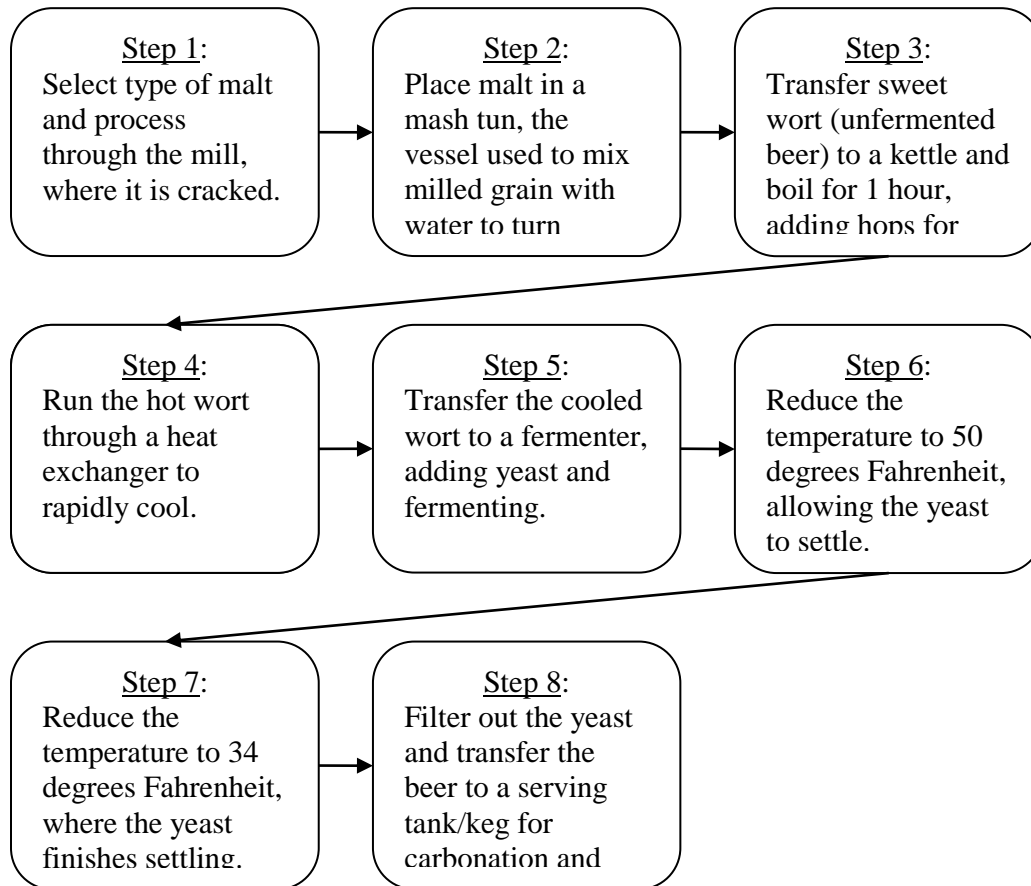
YELLOW FIN TUNA

Tuna Steak, pan seared rare on a bed of baby field greens tossed in a light lemon vinaigrette and topped with a balsamic glaze served with rice - 20

Source: www.brickhousebrewery.com

Appendix 2. The Beer Production Process

The BrickHouse Brewery followed an 8-step process for beer production. The period of time required for producing the BrickHouse's various beers in this process was relatively brief, taking between two and a half to three weeks from the start to finish.



Steps 1 through 4 (i.e., the brewing process) were all completed on the first day of production, and Step 8 was completed on the final day of production. The intermediate steps (i.e., the fermenting process) lasted approximately two weeks, although the process could take a few days longer depending on the differences among the beers.

The beer production process used by the BrickHouse was consistent with the process used throughout the brewing industry, which in the United States dated back to the English and Dutch settlers of the mid-seventeenth century. Beer production continued to expand, but breweries were small and only served local markets until the mid-nineteenth century, when German immigrants introduced lager beer. Industry production and per capita consumption grew significantly, and during the 20th century the industry became more consolidated among a few large national breweries. Later in the 20th century, microbreweries emerged as an alternative to the large breweries, competing based on unique product characteristics rather than on price or advertising. Firms like the BrickHouse re-emphasized locally produced beer, which appealed to customers.

Appendix 3. The Cost-Benefit Estimate Provided to Cindy for the Alive at Five Promotion

Benefits	Notes
Increased Food Sales:	\$1,000 (50 add'l customers) – \$4,000 (200 add'l customers)
Increased Bar Sales:	\$500 – \$2,000

Incremental Costs	Notes
Staffing \$ 750	minimum of 10 additional wait staff/bartenders
Food/Beverages \$1,125	30% of average estimated increase in food and bar sales
Entertainment \$1,000	% of total shared with participating restaurants to be negotiated
Equip. Rentals \$ 500	consider purchasing tables, chairs, and umbrellas
Porta-Potties \$ 200	% of total shared with participating restaurants to be negotiated
Licenses ?	Cindy to follow up
Security ?	Cindy to follow up to find out if this will be provided by the town

Additional Notes:

- Estimates are for 1 night only
- Benefits do not include goodwill for the community