

# Restaurant Operations Survey – 2023

## Survey Instructions

**For the entire survey, please provide information for a single restaurant location.** If you are a restaurant operator with multiple restaurants in your organization, please consider completing a separate survey for each location.

Please be assured that all information provided is anonymous and strictly confidential. It will only be used to compile totals for the report.

All survey respondents will receive a free electronic copy of the Restaurant Operations Report. Please include your email address to receive a copy of the report.

Please submit a completed survey by **October 20**. It can be faxed to **202-973-5379** or emailed to **survey@restaurant.org**

If you have questions about the survey, please email Bruce Grindy at [bgrindy@restaurant.org](mailto:bgrindy@restaurant.org)

## General/Demographic Information

1. In what state is this restaurant located? \_\_\_\_\_
2. In what zip code is this restaurant located? \_\_\_\_\_
3. Which segment best describes the restaurant for which you are completing this survey?
  - ☐ Family dining fullservice restaurant
  - ☐ Casual dining fullservice restaurant
  - ☐ Fine dining fullservice restaurant
  - ☐ Quickservice restaurant
  - ☐ Fast-casual restaurant
  - ☐ Coffee or snack (e.g., coffee, donut or ice cream shop)
  - ☐ Other (please specify) \_\_\_\_\_
4. Which of the following best describes the restaurant for which you are completing this survey?
  - ☐ Single-unit independent
  - ☐ Multi-unit independent
  - ☐ Single-unit franchisee
  - ☐ Multi-unit franchisee
  - ☐ Corporate-owned chain restaurant
5. How many years has this restaurant been in business?
  - ☐ Less than 3 years
  - ☐ 3 to 9 years
  - ☐ 10 to 19 years
  - ☐ 20 years or more
6. Which of the following best describes the community in which this restaurant is located?
  - ☐ Urban area / city center
  - ☐ Suburban area
  - ☐ Small community / rural area
7. Which of the following best describes this restaurant's primary menu theme?
  - ☐ Hamburger
  - ☐ Pizza
  - ☐ Chicken
  - ☐ Steak/seafood
  - ☐ Sandwiches/subs/deli
  - ☐ American (varied)
  - ☐ Mexican/Tex-Mex
  - ☐ Asian
  - ☐ Italian
  - ☐ Other (please specify) \_\_\_\_\_
8. What is the average guest check per person at this restaurant (Average across all meals, excluding taxes and tips)? \$ \_\_\_\_\_
9. What is the total number of indoor seats within this restaurant? \_\_\_\_\_ seats
10. What is the total indoor square footage of this restaurant (including preparation and storage)? \_\_\_\_\_ square feet
11. Which of the following best describes the type of building in which this restaurant is located (or attached to)?
  - ☐ Sole occupant of a building
  - ☐ Commercial building
  - ☐ Hotel
  - ☐ Shopping center or mall
  - ☐ Airport or other transportation center
  - ☐ Other (please specify) \_\_\_\_\_
12. Is the building in which this restaurant is located owned or leased?
  - ☐ Owned
  - ☐ Leased
13. Is the land on which this restaurant is located owned or leased?
  - ☐ Owned
  - ☐ Leased

14. Does this restaurant serve alcoholic beverages?
- ☐ Yes [continue to 15]
- ☐ No [skip to 17]
15. Which of the following alcoholic beverages does this restaurant offer? (please select all that apply)
- ☐ Cocktails / distilled spirits
- ☐ Beer
- ☐ Wine
16. Does this restaurant currently offer the option of including alcoholic beverages with takeout or delivery orders?
- ☐ Yes
- ☐ No
17. Does this restaurant currently offer delivery?
- ☐ Yes [continue to 18]
- ☐ No [skip to 19]
18. Which of the following describes this restaurant's delivery service? (please select one answer)
- ☐ It ONLY uses a third-party provider
- ☐ It ONLY runs its own delivery service
- ☐ It uses BOTH a third-party provider AND its own delivery service
19. Is this restaurant currently carrying any debt that it accumulated since the beginning of the COVID-19 pandemic in March 2020?
- ☐ Yes
- ☐ No
23. Does this restaurant currently employ bartenders or servers (waiters or waitresses) that earn tips?
- ☐ Yes [continue to 24]
- ☐ No [skip to Statement of Income and Expense section on page 3]
24. How many bartenders are employed at this restaurant? \_\_\_\_\_
25. How many servers are employed at this restaurant? \_\_\_\_\_
26. On average, how many hours does each server work during a typical week? \_\_\_\_\_
27. Are any of this restaurant's servers paid an hourly wage that is less than your state's regular minimum wage? In other words, does this restaurant utilize the tip credit?
- ☐ Yes
- ☐ No
- ☐ Tip credit is not available in this state
28. Please estimate the average HOURLY TIPS that this restaurant's servers currently earn in a typical hour. \$ \_\_\_\_\_
29. What is the average HOURLY WAGE (excluding tips) that this restaurant currently pays its servers? \$ \_\_\_\_\_
30. Please provide your email address if you would like to receive a free electronic copy of the Restaurant Operations Report.
- \_\_\_\_\_

## Employee Information

20. What is the average number of employees that work at this restaurant during a typical week in each of the following categories?
- Salaried: \_\_\_\_\_
- Hourly (35 hours or more): \_\_\_\_\_
- Hourly (20 to 34 hours): \_\_\_\_\_
- Hourly (less than 20 hours): \_\_\_\_\_
21. Please estimate the number of W-2s that this restaurant sent last year for the following employee categories.
- Salaried employees: \_\_\_\_\_
- Hourly employees: \_\_\_\_\_
22. Does this restaurant currently offer the following benefits to any of its employees? (please select all that apply)
- ☐ Paid vacation
- ☐ Paid sick leave
- ☐ Health insurance (where employer pays at least part of the coverage)

**PLEASE CONTINUE TO THE STATEMENT OF  
INCOME AND EXPENSE SECTION ON PAGE 3**

## Statement of Income and Expense

**For this entire section, please provide information for a single restaurant location.**  
Please be assured that all information provided is anonymous and strictly confidential.

**Please completely fill out all financial data for fiscal year 2022 (or most recent 12-month period available).** Enter '0' where appropriate. For a guide to the terminology in this section, please see the Explanation of Terms on page 4.

### SALES

**Please enter your sales for each category (enter '0' where appropriate):**

Food & beverage (non-alcoholic): \$ \_\_\_\_\_  
Beverage (alcoholic): \$ \_\_\_\_\_  
**Total sales:** \$ \_\_\_\_\_

### COST OF SALES

**Please enter your cost of sales for each category (enter '0' where appropriate):**

Food & beverage (non-alcoholic): \$ \_\_\_\_\_  
Beverage (alcoholic): \$ \_\_\_\_\_  
**Total cost of sales:** \$ \_\_\_\_\_

### OPERATING EXPENSES

**Please enter your operating expenses for each category (enter '0' where appropriate):**

Salaries, wages & employee benefits: \$ \_\_\_\_\_  
Direct operating expenses: \$ \_\_\_\_\_  
Music & entertainment: \$ \_\_\_\_\_  
Marketing: \$ \_\_\_\_\_  
Utility services: \$ \_\_\_\_\_  
Restaurant occupancy costs: \$ \_\_\_\_\_  
Repairs & maintenance: \$ \_\_\_\_\_  
Depreciation & amortization: \$ \_\_\_\_\_  
Other expense/(income): \$ \_\_\_\_\_  
General & administrative expenses: \$ \_\_\_\_\_  
Corporate overhead: \$ \_\_\_\_\_  
**Total operating expenses:** \$ \_\_\_\_\_

### CREDIT CARD PROCESSING FEES

Credit card processing is included in the 'General & administrative expenses' category.

If available, what is the total amount that this restaurant spent on credit and debit card processing fees in 2022?

\$ \_\_\_\_\_

### NON-OPERATING EXPENSES

**Please enter your non-operating expenses for each category (enter '0' where appropriate):**

Interest expense: \$ \_\_\_\_\_  
Other expenses (non-operating): \$ \_\_\_\_\_

### INCOME BEFORE INCOME TAXES

**Please enter your 'profit' as a positive number and 'loss' as a negative number:**

Pretax profit or loss: \$ \_\_\_\_\_

## Explanation of Terms

### Food sales

This category includes revenue derived from the sale of food in the restaurant. Food sales also include nonalcoholic beverages – coffee, tea, milk, fruit juice, bottled water and soft drinks – which usually are served as part of a meal.

### Beverage (alcoholic) sales

This category includes revenue from the sale of alcoholic beverages, including wine, spirits and beer. It does not include nonalcoholic beverages, which are considered part of food sales.

### Cost of sales

Included in this category is the combined cost of food and beverage products, as well as paper products in limited-service operations.

### Salaries, wages and employee benefits

This category includes employee salaries and wages, as well as employee benefits: payroll taxes, workers' compensation, health/medical insurance, and other employee expenses.

### Direct operating expenses

This category includes expenses directly involved in providing service to the customer, such as uniforms, laundry, linens, china, glassware, utensils, menus, drink lists, cleaning and other supplies. Also included are flowers and decorations, kitchen fuel, contract cleaning, auto or truck expense, parking, and licenses and permits.

### Music and entertainment

This category can vary across different types of restaurants, and includes applicable music licensing fees.

### Marketing

This group of expenses includes direct marketing: mailings, email and text message campaigns and social media. The cost of advertising is also included, along with public relations, loyalty programs, newsletters, customer databases, market research, promotions and merchandising.

### Utility services

This category is composed of the costs of electricity, fuel, water, and waste disposal. The exception is kitchen fuel, which is included in direct operating expenses. In addition, water and HVAC are sometimes included in rental costs of leased restaurants.

### Restaurant occupancy costs

Rent, taxes and property insurance are occupancy costs. These are sometimes called "fixed charges," since they usually are determined by the financial setup of the restaurant and usually not by the trend of its business.

### Repairs and maintenance

Expenses included in this category are costs of maintaining the interior and exterior building, as well as structural components like signage, landscaping, parking lot and grounds. It also included maintenance contracts for POS systems and other equipment, as well as repairs to furniture, bar, equipment, floors, etc.

### Depreciation

This category includes the cost of tangible fixed assets such as building, furniture and equipment spread over a time span that approximates the assets' useful life.

### Other expense/income

This category covers items that generally are outside the scope of normal or ongoing restaurant activities, and can include occasional receipts from grease/waste sales, gains and losses of investments, and canceled debts.

### General and administrative expenses

This category is commonly considered as overhead and includes items that are necessary to the operation of the business rather than costs connected to customer service. It includes expenses for accounting, legal, credit card charges, payroll processing, 3rd party delivery fees, office supplies and cash shortages.

### Corporate overhead

This category consists of costs or fees charged or allocated by the central office or a management organization of a chain operation for executive supervision and management.