

The Gravity Food Cost, Inventory & Purchasing System

A controlled path from purchase and count evidence to food-cost correction.

SYSTEM FAMILY	GRV-F01-GRV-F30
DOCUMENT	Operating Manual
EDITION	Founding Year Release 1.1 August 2026

TRUTH -> COST -> SYSTEM

Published by Thomas Monroe Books
Author: Thomas Butler

1. Purpose and Operating Promise

Creates one controlled path for buying, receiving, counting, yielding, portioning, producing, wasting, reviewing, and correcting the food-cost truth before it becomes an unexplained profit problem.

Truth	Use controlled evidence to establish what is actually happening.
Cost	Name the operational, financial, safety, guest, or people consequence of leaving the gap uncorrected.
System	Assign ownership, frequency, evidence, decision rules, corrective action, and verification.
Renewal	Retest the result, update the controlled standard when needed, and set the next review date.

2. The Gravity Control Standard

- Every active tool has one official ID, one named owner, one stated frequency, and one current version.
- Every management conclusion points back to a defined source, period, and limitation.
- Forms and workbooks organize evidence; they do not become the legal, accounting, payroll, health-department, or other source record unless the applicable authority says they do.
- A failed check produces a decision: correct, escalate, accept with documented authority, or stop.
- No metric may be improved by quietly weakening safety, legality, quality, hospitality, or approved operating standards.
- Local copies must not drift from the controlled master without documented approval and version change.

3. Architecture and Boundaries

This system owns a specific operating subject. It references neighboring Gravity systems without rebuilding their records.

Connected system / authority	Boundary
GRV-P Performance & Profitability	Uses verified food-cost and recipe inputs for profit decisions; it does not own ordering, counts, receiving, waste, or recipe records.
GRV-FS Food Safety & Sanitation	Owns safety authority, employee health, time/temperature, contamination, sanitation, and inspection evidence. GRV-F owns cost and product-control evidence.
GRV-SF Sales Intelligence & Forecasting	Provides demand forecasts that may inform ordering and prep assumptions. GRV-F owns the approved order, par, count, waste, and

Connected system / authority	Boundary
	production decisions.
SOP Library / GRV-S	Provides task procedures. GRV-F verifies that the required food-cost and product-control records are completed, reviewed, corrected, and retained.
Accounting / POS / Vendor records	Remain source systems. GRV-F does not replace invoices, POS records, accounting ledgers, or supplier contracts.

4. Roles, Authority and Escalation

Role	Control responsibility
Owner / Executive Sponsor	Approves the system objective, authority boundaries, high-risk exceptions, resources, and quarterly priorities.
System Owner	Maintains the active system, source map, tool versions, dashboard, review cadence, and open corrective actions.
Manager on Duty / Department Owner	Uses the required records, acts within approved authority, escalates exceptions, and verifies shift-level completion.
Record Owner / Trainer / Specialist	Creates accurate evidence, follows the current standard, corrects known errors, and flags uncertainty.
Qualified Reviewer	Handles matters requiring legal, accounting, payroll, food-safety, HR, insurance, regulatory, or other specialized judgment.

ESCALATION RULE: *When authority, source validity, safety, legality, or required evidence is unclear, pause the affected decision when feasible and route the issue to the appropriate qualified owner rather than inventing a local rule.*

5. Source Control and Evidence Quality

- Record the source system or document, report name, period/as-of time, owner, and whether the information is preliminary or final.
- Preserve corrections rather than silently overwriting material history. Note what changed, why, by whom, and when.
- Use one approved definition for every recurring metric. If a definition changes, mark the effective date and do not compare unlike periods without disclosure.
- Retain supporting evidence according to the restaurant's approved records policy and any applicable legal or regulatory requirements.

- Do not collect sensitive personal or health information merely because a form has space for it. Record only what the approved process needs.

6. Operating Cycle

Step	Management question	Output
1	What is the approved rule?	Authority / target
2	What actually happened?	Source-backed record
3	What is missing or outside control?	Exception list
4	What must change now?	Decision
5	Who will do what by when?	Owned action
6	Did it work and what changes?	Closed evidence / next review

7. Food Cost Governance & Source Control

TOOLS: GRV-F01 through GRV-F05

Management questions

- Are food-cost inputs tied to one period and source?
- Are count units, storage areas, and calculation definitions controlled?
- Does management know which numbers are estimated?

CONTROL RISK Different formulas create different “truths” for the same week.

Tool	Owner / frequency	Operating use
GRV-F01 Weekly Food Cost Tracking Checklist	GM / Kitchen Manager Weekly	Confirms the period, source reports, beginning inventory, purchases, ending inventory, food sales, and unresolved adjustments before management interprets food cost.
GRV-F02 Core Calculation Worksheet	GM / Kitchen Manager Weekly	Calculates approved food-cost measures from documented source values and records the definition used so different managers do not calculate the same metric differently.
GRV-F03 Inventory Area Setup Checklist	Kitchen Manager At setup and quarterly	Defines every count area, ownership, count sequence, storage boundary, and exclusion before inventory is used as management evidence.
GRV-F04 Storage Area Map Worksheet	Kitchen Manager At setup and when changed	Maps where controlled products are stored so count sheets, pars, transfers,

		receiving, and accountability use the same physical boundaries.
GRV-F05 Unit of Measure Setup Worksheet	Inventory Manager At setup and when products change	Standardizes purchase, count, recipe, and usage units so conversions are documented instead of guessed.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

8. Inventory Setup & Count Accuracy

TOOLS: GRV-F06 through GRV-F10

Management questions

- Can a second count team reproduce the inventory result?
- Are unit conversions and pack sizes current?
- Are unusual movement and negative usage investigated?

CONTROL RISK Bad counts create fake food-cost problems or hide real ones.

Tool	Owner / frequency	Operating use
GRV-F06 Inventory Count Sheet	Inventory Team Weekly	Captures item-level quantity and unit-cost evidence for a controlled count period.
GRV-F07 Weekly Inventory Routine Checklist	Inventory Manager Weekly	Verifies count timing, count team, area sequence, open-item rules, recounts, extensions, review, and filing.
GRV-F08 Inventory Accuracy Review Form	GM / Inventory Manager Weekly	Tests count quality through recounts, unusual movement, unit-cost changes, missing items, negative usage, and unexplained extensions.
GRV-F09 Ordering Responsibility Checklist	GM / Kitchen Manager At setup and quarterly	Clarifies who forecasts, builds orders, approves exceptions, submits orders, receives product, resolves credits, and updates pars.
GRV-F10 Sales Forecast & Ordering Planner	Ordering Manager Before each order cycle	Connects an approved demand assumption to on-hand quantity, expected usage, par, lead time, and order decision.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

9. Purchasing, Ordering & Receiving

TOOLS: GRV-F11 through GRV-F15

Management questions

- Is the order based on approved demand, on-hand, par, lead time, and storage capacity?
- Are price/substitution changes visible before they become normal?
- Are credits and receiving exceptions closed?

CONTROL RISK Ordering by habit converts forecast error and price movement into excess inventory.

Tool	Owner / frequency	Operating use
GRV-F11 Par Level Builder Worksheet	Kitchen Manager At setup and monthly	Sets and reviews item pars using demand, lead time, delivery rhythm, storage capacity, safety stock, waste risk, and service requirements.
GRV-F12 Order Guide Template	Ordering Manager Each order cycle	Creates one controlled item list with vendor, pack, unit, current on-hand, par, suggested order, approved order, and exception notes.
GRV-F13 Supplier Order Review Form	Ordering Manager Each order cycle	Reviews order value, unusual quantities, substitutions, price changes, minimums, unavailable items, and approval before submission.
GRV-F14 Receiving & Invoice Check Form	Receiver / Manager Each delivery	Matches delivered product to order and invoice, records shortages, substitutions, damage, price differences, credits, and management follow-up.
GRV-F15 Daily Waste Log	Shift Manager Daily	Records discarded product by item, quantity, value estimate, reason, station, shift, and immediate response.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

10. Waste, Spoilage & Remakes

TOOLS: GRV-F16 through GRV-F20

Management questions

- Can management separate overproduction, spoilage, trim, error, remake, and service recovery?
- Are repeated items and stations visible?
- Does every material pattern get an owner and retest?

CONTROL RISK Waste logs without category and review become paperwork instead of prevention.

Tool	Owner / frequency	Operating use
GRV-F16 Food Waste Category Tracker	Kitchen Manager Weekly	Groups waste into controllable categories such as overproduction, spoilage, trim, error, remake, expired product, or service recovery so patterns become visible.
GRV-F17 Spoilage & Expired Product Log	Shift Manager As found; weekly review	Documents product lost to date control, storage failure, quality breakdown, missed rotation, or purchasing error and assigns correction.
GRV-F18 Returned Food & Remake Tracker	FOH / Kitchen Manager Daily	Separates guest returns and remakes from ordinary waste and identifies whether the cause was quality, accuracy, timing, specification, or service recovery.
GRV-F19 Weekly Waste Pattern Review	Kitchen Manager Weekly	Summarizes repeated waste by item, reason, station, shift, dollar exposure, and root-cause hypothesis before selecting corrective action.
GRV-F20 Portion Tool Checklist	Kitchen Manager Weekly	Verifies scales, scoops, ladles, cups, cut guides, dispensers, and other portion tools are available, identified, usable, and matched to current standards.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

11. Recipe, Portion & Production Control

TOOLS: GRV-F21 through GRV-F25

Management questions

- Do recipes, portions, prep quantities, batch yield, and production evidence agree?
- Are tools and standards physically available at the station?
- Is overproduction being caught before closing inventory?

CONTROL RISK Recipe standards that are not verified at production do not control cost.

Tool	Owner / frequency	Operating use
GRV-F21 Recipe Portion Standard Page	Chef / Kitchen Manager For each recipe; at change	Defines approved yield, portion, ingredient quantity, unit, production notes, and verification method for one recipe or batch.
GRV-F22 Portion Audit Form	Kitchen Manager Weekly and spot checks	Samples actual portions against the approved standard and records variance, cause, coaching, equipment, and retest evidence.
GRV-F23 Prep List Builder Worksheet	Prep Lead / Kitchen Manager At setup and menu change	Builds a repeatable prep requirement from forecast, on-hand usable quantity, par, batch yield, carryover, and approved buffer.
GRV-F24 Daily Prep Plan	Prep Lead / Kitchen Manager Daily	Turns the approved prep requirement into assigned quantities, priorities, completion times, batch owners, and unresolved shortages.
GRV-F25 Production & Usage Tracker	Kitchen Manager Daily	Compares produced quantity, transfers, carryover, waste, and estimated usage so overproduction and unrecorded movement can be investigated.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

12. Variance, Corrective Action & Renewal

TOOLS: GRV-F26 through GRV-F30

Management questions

- Can management explain the gap between theoretical and actual?
- Are vendor price and yield changes quantified?
- Do corrective actions close with evidence and feed the 90-day plan?

CONTROL RISK Variance analysis without corrective closure repeats the same loss.

Tool	Owner / frequency	Operating use
GRV-F26 Theoretical vs. Actual Food Cost Variance Review	GM / Cost Owner Weekly or monthly	Compares theoretical food cost from verified recipes and sales mix with actual food cost, states limitations, and routes material variance to investigation.
GRV-F27 Purchase Price & Vendor Variance Tracker	Purchasing Owner / GM Weekly	Tracks current versus prior or contracted pricing, pack changes, credits, substitutions, and estimated cost impact before accepting the change as normal.
GRV-F28 Recipe & Batch Yield Verification	Chef / Kitchen Manager At recipe setup and quarterly	Measures actual usable yield against the approved recipe or prep yield and records cost, portion, and specification effects.
GRV-F29 Food Cost Corrective Action Log	GM / Kitchen Manager Weekly	Closes a verified food-control failure with cause, required correction, owner, due date, evidence, retest, and final disposition.
GRV-F30 Monthly Food Control Scorecard & 90-Day Improvement Plan	Owner / GM Monthly and quarterly	Combines inventory accuracy, food cost, waste, price variance, portion compliance, yield, receiving exceptions, and open actions into the next controlled 90-day plan.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

13. Digital Control Center

The workbook is the live management control center. It should summarize approved source data and active decisions; it should not become a shadow POS, payroll system, accounting ledger, health-department record, or personnel file.

Editable input cells are intentionally separated from formula and control cells. Managers should resolve failed checks before interpreting dashboard results.

The dashboard is designed to answer five questions: What changed? Where is the largest exposure? Which control failed? Who owns the correction? Has the result been verified?

14. Forms, Record Handling and Version Control

- Use the editable DOCX forms only for controlled customization. Preserve the official tool ID and system meaning.
- Use the fixed PDF forms for normal printing and blank-field distribution.
- File completed records in one named location by period or subject so review evidence can be found without searching personal folders.
- Archive replaced versions and clearly identify the effective version. Do not keep several unlabeled “final” copies in active use.
- Restrict sensitive records to the minimum people who need them and follow applicable privacy, employment, health, and records rules.

15. Management Review Rhythm

Rhythm	Required management use
Shift / event	Complete event-based records, correct immediate failures, escalate safety/legal/authority issues.
Daily	Check required logs, exceptions, unresolved actions, and handoff items.
Weekly	Review patterns, key variances, open actions, overdue items, and one to three priority corrections.
Monthly	Review system scorecard, source quality, recurring causes, training needs, and cross-system effects.
Quarterly / 90 days	Retest priorities, update pars/targets/coverage/standards as applicable, close stale actions, and approve the next improvement plan.
Annual / major change	Reconfirm source authority, ownership, system boundaries, document versions, major assumptions, and required qualified review.

16. 60-Day Guided Installation Plan

Days 1-30 | Stabilize

Assign the system owner. Confirm sources and definitions. Launch only the highest-risk three to five tools. Train record owners. Remove uncontrolled duplicate forms. Establish the weekly review.

Days 31-60 | Standardize

Expand the tool set, validate the workbook, correct weak fields, calibrate managers, document exceptions, and begin monthly scorecard review.

Days 61-90 | Verify & Renew

Audit evidence quality, measure outcomes, close failed checks, confirm cross-system handoffs, approve the next 90-day priorities, and freeze Release 1.1 local configuration.

17. Complete Tool Directory

ID / Tool	Owner	Frequency	Purpose
GRV-F01 Weekly Food Cost Tracking Checklist	GM / Kitchen Manager	Weekly	Confirms the period, source reports, beginning inventory, purchases, ending inventory, food sales, and unresolved adjustments before management interprets food cost.
GRV-F02 Core Calculation Worksheet	GM / Kitchen Manager	Weekly	Calculates approved food-cost measures from documented source values and records the definition used so different managers do not calculate the same metric differently.
GRV-F03 Inventory Area Setup Checklist	Kitchen Manager	At setup and quarterly	Defines every count area, ownership, count sequence, storage boundary, and exclusion before inventory is used as management evidence.
GRV-F04 Storage Area Map Worksheet	Kitchen Manager	At setup and when changed	Maps where controlled products are stored so count sheets, pars, transfers, receiving, and accountability use the same physical boundaries.
GRV-F05 Unit of Measure Setup Worksheet	Inventory Manager	At setup and when products change	Standardizes purchase, count, recipe, and usage units so conversions are documented instead of

ID / Tool	Owner	Frequency	Purpose
			guessed.
GRV-F06 Inventory Count Sheet	Inventory Team	Weekly	Captures item-level quantity and unit-cost evidence for a controlled count period.
GRV-F07 Weekly Inventory Routine Checklist	Inventory Manager	Weekly	Verifies count timing, count team, area sequence, open-item rules, recounts, extensions, review, and filing.
GRV-F08 Inventory Accuracy Review Form	GM / Inventory Manager	Weekly	Tests count quality through recounts, unusual movement, unit-cost changes, missing items, negative usage, and unexplained extensions.
GRV-F09 Ordering Responsibility Checklist	GM / Kitchen Manager	At setup and quarterly	Clarifies who forecasts, builds orders, approves exceptions, submits orders, receives product, resolves credits, and updates pars.
GRV-F10 Sales Forecast & Ordering Planner	Ordering Manager	Before each order cycle	Connects an approved demand assumption to on-hand quantity, expected usage, par, lead time, and order decision.
GRV-F11 Par Level Builder Worksheet	Kitchen Manager	At setup and monthly	Sets and reviews item pars using demand, lead time, delivery rhythm, storage capacity, safety stock, waste risk, and service requirements.
GRV-F12 Order Guide Template	Ordering Manager	Each order cycle	Creates one controlled item list with vendor,

ID / Tool	Owner	Frequency	Purpose
			pack, unit, current on-hand, par, suggested order, approved order, and exception notes.
GRV-F13 Supplier Order Review Form	Ordering Manager	Each order cycle	Reviews order value, unusual quantities, substitutions, price changes, minimums, unavailable items, and approval before submission.
GRV-F14 Receiving & Invoice Check Form	Receiver / Manager	Each delivery	Matches delivered product to order and invoice, records shortages, substitutions, damage, price differences, credits, and management follow-up.
GRV-F15 Daily Waste Log	Shift Manager	Daily	Records discarded product by item, quantity, value estimate, reason, station, shift, and immediate response.
GRV-F16 Food Waste Category Tracker	Kitchen Manager	Weekly	Groups waste into controllable categories such as overproduction, spoilage, trim, error, remake, expired product, or service recovery so patterns become visible.
GRV-F17 Spoilage & Expired Product Log	Shift Manager	As found; weekly review	Documents product lost to date control, storage failure, quality breakdown, missed rotation, or purchasing error and assigns correction.
GRV-F18	FOH / Kitchen Manager	Daily	Separates guest returns

ID / Tool	Owner	Frequency	Purpose
Returned Food & Remake Tracker			and remakes from ordinary waste and identifies whether the cause was quality, accuracy, timing, specification, or service recovery.
GRV-F19 Weekly Waste Pattern Review	Kitchen Manager	Weekly	Summarizes repeated waste by item, reason, station, shift, dollar exposure, and root-cause hypothesis before selecting corrective action.
GRV-F20 Portion Tool Checklist	Kitchen Manager	Weekly	Verifies scales, scoops, ladles, cups, cut guides, dispensers, and other portion tools are available, identified, usable, and matched to current standards.
GRV-F21 Recipe Portion Standard Page	Chef / Kitchen Manager	For each recipe; at change	Defines approved yield, portion, ingredient quantity, unit, production notes, and verification method for one recipe or batch.
GRV-F22 Portion Audit Form	Kitchen Manager	Weekly and spot checks	Samples actual portions against the approved standard and records variance, cause, coaching, equipment, and retest evidence.
GRV-F23 Prep List Builder Worksheet	Prep Lead / Kitchen Manager	At setup and menu change	Builds a repeatable prep requirement from forecast, on-hand usable quantity, par, batch yield, carryover, and approved buffer.
GRV-F24 Daily Prep Plan	Prep Lead / Kitchen Manager	Daily	Turns the approved prep requirement into

ID / Tool	Owner	Frequency	Purpose
			assigned quantities, priorities, completion times, batch owners, and unresolved shortages.
GRV-F25 Production & Usage Tracker	Kitchen Manager	Daily	Compares produced quantity, transfers, carryover, waste, and estimated usage so overproduction and unrecorded movement can be investigated.
GRV-F26 Theoretical vs. Actual Food Cost Variance Review	GM / Cost Owner	Weekly or monthly	Compares theoretical food cost from verified recipes and sales mix with actual food cost, states limitations, and routes material variance to investigation.
GRV-F27 Purchase Price & Vendor Variance Tracker	Purchasing Owner / GM	Weekly	Tracks current versus prior or contracted pricing, pack changes, credits, substitutions, and estimated cost impact before accepting the change as normal.
GRV-F28 Recipe & Batch Yield Verification	Chef / Kitchen Manager	At recipe setup and quarterly	Measures actual usable yield against the approved recipe or prep yield and records cost, portion, and specification effects.
GRV-F29 Food Cost Corrective Action Log	GM / Kitchen Manager	Weekly	Closes a verified food-control failure with cause, required correction, owner, due date, evidence, retest, and final disposition.
GRV-F30 Monthly Food Control	Owner / GM	Monthly and quarterly	Combines inventory accuracy, food cost,

ID / Tool	Owner	Frequency	Purpose
Scorecard & 90-Day Improvement Plan			waste, price variance, portion compliance, yield, receiving exceptions, and open actions into the next controlled 90-day plan.

18. Official Sources and Use Limitations

The sources below support the control design. The restaurant must still use its own verified operating records and the current authority applicable to its location. Source pages and laws can change; verify them before relying on a legal, regulatory, health, payroll, tax, or compliance conclusion.

Reference	Official source / use
Restaurant source records	POS sales reports; inventory counts; recipes; invoices; credits; receiving records; production and waste records; approved vendor agreements.
FDA Retail Food Protection	https://www.fda.gov/food/guidance-regulation-food-and-dietary-supplements/retail-food-protection
U.S. Small Business Administration - business financial planning	https://www.sba.gov/business-guide/manage-your-business/manage-your-finances

FINAL OPERATING STANDARD Use trustworthy evidence, face the cost of the gap, make one controlled decision, assign the correction, and verify the result before calling the system healthy.