This Service Manual is the property of one of the above restaurants, and is on loan to you for training purposes. Please bring it with you to our training meetings. You will be required to return it to your manager prior to taking the test at the end of training.

If you decide not to complete your training at the restaurant, you must return this handbook to your manager in order to receive your paycheck.

Thank you.
## TABLE OF CONTENTS

1 Welcome & About Training ..................................................................................................... 5

2 Our Guests ............................................................................................................................ 6
   Guest Perceptions ............................................................................................................... 7
   Guest Recognition ............................................................................................................... 9

3 Our Responsibilities ........................................................................................................... 9
   Positive Attitude .............................................................................................................. 10
   Professionalism .............................................................................................................. 11
   Team Service .................................................................................................................. 12
   Zones ............................................................................................................................... 13
   See the Big Picture ......................................................................................................... 14

4 Basic Dining Room Etiquette ............................................................................................. 15

5 Sanitation & Food Safety .................................................................................................... 16
   Basic Sanitation ............................................................................................................... 16
   Handwashing .................................................................................................................. 17
   Bare Hands Contact ...................................................................................................... 18
   Time, Temperature & Storage ....................................................................................... 20

6 Job Descriptions ................................................................................................................ 21
   Bussers or Server Assistants ......................................................................................... 22
   Food Runners ................................................................................................................ 25
   Kitchen Etiquette .......................................................................................................... 27
   Bartenders ....................................................................................................................... 28
   Hosts ................................................................................................................................ 31
   Telephone ........................................................................................................................ 32
   Reservations ................................................................................................................... 33
   Walk-In Guests ............................................................................................................... 34
   Door Planning ................................................................................................................ 34
   Seating .............................................................................................................................. 36
   Closing Procedures ....................................................................................................... 39
   Servers .............................................................................................................................. 40

7 First Things ........................................................................................................................ 41

8 The Service Sequence ......................................................................................................... 42
   Basic Service Standards ................................................................................................. 42
   Service Organization ..................................................................................................... 43
   7 Steps of High Quality Service .................................................................................... 43
   #1 Greeting ..................................................................................................................... 43
   #2 Cocktail Service / Appetizer Order .......................................................................... 45
   #3 Menu Presentation ..................................................................................................... 46
   #4 Taking the Order ....................................................................................................... 52
   #5 Food Delivery and Entree Check ............................................................................. 55
      Bread Service ............................................................................................................... 56
      Entree Check ............................................................................................................... 56
      Food Problems .......................................................................................................... 57
      Clearing the Entree ..................................................................................................... 58
   #6 Dessert Sales .............................................................................................................. 59
   #7 Check Presentation and Guest Cash Out .................................................................. 60
   More About Table Maintenance ..................................................................................... 64
9 Salesmanship .................................................................................................................. 63
10 Organization and Efficiency .......................................................................................... 67
11 Other Important Information ......................................................................................... 69
   Birthday Discount ........................................................................................................... 69
   Portion Control & Consistency ......................................................................................... 69
   Sidework ........................................................................................................................... 70
   Handling Guest Complaints ............................................................................................. 70
   Tipping .............................................................................................................................. 72
   POS System ...................................................................................................................... 73
   Gift Cards ........................................................................................................................ 74
13 Food Information ........................................................................................................... 77
   The Menu .......................................................................................................................... 77
   The Kitchen ...................................................................................................................... 77
   Raw Ingredients .............................................................................................................. 78
   Seafood Information ........................................................................................................ 81
   Meats ................................................................................................................................ 88
   Italian Foods ................................................................................................................... 89
14 Beverage Information ................................................................................................... 92
   Responsible Dispensing of Alcohol ............................................................................... 92
   Taking and Placing the Beverage Order ........................................................................ 93
   Service Bar ....................................................................................................................... 93
   Liquor Pouring Specifications ....................................................................................... 94
   House Brands ................................................................................................................. 94
   Cocktails ......................................................................................................................... 94
   Liquor ............................................................................................................................... 97
   Cordials ............................................................................................................................. 99
   Wine ................................................................................................................................. 101
   Wine Label Terminology ............................................................................................... 102
   White Grape Varieties ..................................................................................................... 105
   Red Grape Varieties ........................................................................................................ 106
   Wine Production ............................................................................................................. 108
   Sparkling Wine ............................................................................................................... 110
   Fortified Wines ............................................................................................................... 110
   Tasting Wine ................................................................................................................... 112
   Wine Service ................................................................................................................... 114
   Sparkling Wine Service ................................................................................................. 116
   Decanting ......................................................................................................................... 117
   Food & Wine Harmony .................................................................................................... 118
   Beer .................................................................................................................................. 119
   Coffee .............................................................................................................................. 122
   Cappuccino & Espresso ................................................................................................. 123
   Hot Tea ............................................................................................................................ 123
   Bottled Water .................................................................................................................. 123
1 WE WELCOME YOU

We hope that you are excited to have been chosen to become a member of our team. We search for people who are intelligent, professional, detail oriented and enthusiastic. We normally interview at least ten people to find the ONE that fills our qualifications. We are serious about our standards. We have high expectations and your efforts are essential in making this restaurant successful. We want you to know that those efforts will not go unnoticed and you will be highly appreciated.

About Training

Learning takes many forms. We realize that individuals learn differently, so we aim to provide information to you in a variety of formats to allow for each new employee to gain the most knowledge quickly.

You may be someone joining us with more or less skills than someone else. If you’ve mastered service skills elsewhere, we hope you’ll recognize that every business is different…even within our own company. Either way, we’d appreciate and expect your full attention and openness during the full training process. We hope you’ll appreciate our commitment to high standards and thoroughness.

Over the course of the next several days, you will be given all of the information that you need to be successful with us. What we ask during training is the following:

1. Arrive on time.
2. Bring the training materials with you.
3. Do the assigned homework each day.
4. Be attentive, ask questions and take notes daily.
5. Study the information that is provided to you.

PLEASE DO NOT WRITE IN THE MANUALS.

We will be collecting the training manuals from you on the day that you take your final test. You will also be provided some additional supplements specific to your restaurant and may take notes in that.

We have an additional training resource that you can use from your computer. It’s the MSV Employee Education Center site. You’ll find helpful training videos as well as the required wine training. The link is www.msvventures.com/elearn.

Let’s get started
2  Our Guests

Our business is to provide only exceptional service and food to the people who have chosen to dine with us. We want you to experience our culture, our service philosophy and understand both the requirements of your job as well as YOUR ROLE. We hope to see you adopt our standards as your own.

Our standards are not the minimum levels of performance we want to achieve, but the high degree of excellence we must reach for each of us to realize success. Our standards are the benchmarks we use to measure our performance.

Our mission is to consistently exceed guest expectations by providing memorable dining experiences in creative and distinctive restaurants.

Most businesses talk about quality, service, and value. They often don’t live up to those words. WE DO. To us, those words mean only one thing: EXCEEDING the expectations of our guests each time they visit us, so they want to return again and again. This is how we build long-term guest loyalty. We also understand that the guest’s perception of quality, service, and value is a highly personal matter and that it will, most often, be based on the guest’s most recent experience at our restaurant.

We need to ensure the QUALITY and CONSISTENCY of each guest’s experience every time they choose our restaurant over the many alternatives. We know that competition is fierce in the middle of the pack, so we make it our primary goal to stand above the others. Ensuring this takes the sincere commitment of each person involved, working together, and always keeping that in mind.

WE REFER TO OUR CUSTOMERS AS OUR ‘GUESTS.’ Please do not use the word “customer.”

We want to treat them just as we would treat guests in our own homes.

Think about what you typically do if you have invited guests to your home. Do you clean your home first? Do you get everything ready before they arrive? When they first knock on the door, do you let them wait or rush to welcome them in? What next? Isn’t your next concern getting a drink into their hands quickly? Do you then guide them to some appetizers or snacks? Don’t you want to do everything in your power to be sure your guests will feel welcome and thoroughly enjoy their time with you? This is always our goal in each of our restaurants as well.
Guest Perceptions

EVERYTHING WE DO AFFECTS OUR GUESTS

People LOVE to people-watch. Our guests WATCH each of us.

- THEY WATCH the service.
- THEY LOOK at our cleanliness and sanitation practices.
- THEY NOTICE the behaviors and interactions of the employees.
- THEY SEE other guests’ reactions to what we do.

There isn’t much that our guests’ eyes will miss. This is why we say you are always “ON STAGE” in front of guests. Have you ever been in a live stage performance? We are putting on a performance to create a fun and relaxing environment for our guests. The ‘part’ requires that we’re professional, upbeat and friendly, whether we feel like it or not. It’s what we want our guests to see!

This business is not simply a matter of dropping food and beverages in front of people. Everything they see and experience creates PERCEPTIONS that will make LASTING IMPRESSIONS.

A ‘perception’ is how something appears to a guest.

You probably realize that not everyone sees the same thing, even when looking at the same thing. Each person sees only through their own eyes, with their own beliefs, opinions and experiences. So, the way something is perceived by a guest is not always “real” or accurate, but once established, is what they will believe. It’s up to us to be sure that that these perceptions are positive!

The following are examples of actions or behaviors that can create perceptions. Consider what those perceptions may be:

1. Mr. Serras, a regular guest, is leaving the restaurant. Five different employees say “good night” and CALL HIM BY NAME as they pass him.

2. A group of employees are standing at the sidestand discussing last night's party.
3. Servers are “hanging out” at the host stand. As a guest arrives, they abruptly scatter.

4. A guest asks directions to the restrooms. The host replies, “I’d be happy to show you, right this way sir.” He then escorts the guest over to the location.

5. A server in the dining room is discussing a poor tip with another server and is overheard by a nearby guest.

6. A server is leaning on the service bar while waiting for drinks.

7. The food runner, smiling, brings dinners to the table, and places each dinner in front of the proper guest, repeating the name of each entree. She then asks if anyone would like wine with dinner, adding, “We’re featuring the Chateau St. Jean Chardonnay.”

8. Servers are looking stressed, without smiles on their faces.

9. A busy server is trying to quickly pass by a guest who is walking through the room, causing the guest to have to stop abruptly to let the server go by.

10. A busser, smiling, picks up the guest’s plates, then asks if they would like a coffee.

11. The hostess, smiling, pulls out a chair as she seats guests, and lets them know that “We are featuring the Maple-Glazed Salmon tonight”, and “It’s exceptional.”

12. An server pops an ice cube into his mouth at the service bar, then walks through the dining room while chewing.

13. The hostess, smiling, calls Mr. Boehm by name on his second visit.

14. The dining room manager smiles and stops at a table after overhearing that they are first time guests, to inquire how their first meal was.

15. Bussers are picking up glassware at the top of the glass or by sticking fingers in to pick up several.

There are hundreds of examples that are positive and negative, but realize,

**It is behavior that creates the most perceptions.**

An example: Consider when you are driving down the freeway and someone races by you and then cuts you off. Do you assume they are rude and a lousy, aggressive driver? What if you discovered that they were actually rushing someone to the hospital? Would your perception change? The scenario is the same, yet the perception can change based on what we know. If all we know is what we see, can you see how the perception can easily be skewed?
TWO NEGATIVE PERCEPTIONS THAT WILL DRIVE BUSINESS AWAY:

1. Rude or Unfriendly Personnel
   This may be real or simply an erroneous perception when employees don't smile, speak with a short tone of voice, or rush by guests when it's busy.

2. Poor Sanitation
   If guests see what they think are unsanitary practices, it can completely turn them off. They have no idea whether we're washing our hands or not, so handling dirty dishes properly, using utensils & gloves when appropriate AND washing hands frequently are practices we want to use.

Guest Recognition... The # 1 Positive Impression

People LOVE attention! If we can succeed in making our guests feel that they are getting special attention, they will become loyal regulars.

The easiest way to make guests feel special is to learn who they are and CALL THEM BY NAME. This makes them feel important, particularly if they are with friends or business associates.

It is quite simple to learn names. There are several ways:
- Check the Open Table notes at the door. Talk to the hosts.
- Look at credit cards and checks.
- Ask co-workers or the manager.
- Just ask! "I've seen you so many times here; may I ask your name?” Most guests will be flattered that you have noticed them!

When you learn a name, write it down! You may even keep some notes on preferences for cocktails, wine, food, etc. Talk to other employees so everyone can learn our regulars. If you do not know the name of someone who you have seen frequently, ask around. Someone else may know.

SAY HELLO TO REGULAR GUESTS whether or not they are in your station. They will then remember YOU. You will know that your efforts at guest recognition have paid off when guests begin to ask for you by name.
3 Our Responsibilities

We’ve learned over many years that the following are aspects that create a successful business for each of us. These are the requirements:

- Positive Attitude & Smiles
- Professionalism
- Team Effort
- See the Big Picture

Positive Attitude ~ SMILE

A smile can make or break our guest's first impression and it can actually make up for errors. Even if you personally believe you don’t have a great smile, do it anyway. If you struggle to smile, practice in front of the mirror! EVERYONE LOOKS BETTER WHEN THEY SMILE. A smile will automatically begin a positive rapport with your guests and they'll feel welcomed and at ease. This is the first important step to creating a memorable dining experience for each guest.

You could provide the most outstanding service details, be polite and cordial to guests, but if your smile is missing, both you and the restaurant will be perceived in a less-than-positive light. Some people will base their entire opinion of a business on their experience with a single employee, so each encounter must be positive.

Always remember that you are 'ON STAGE' when you’re working. Show only positive behavior. Don’t allow any problem to become an issue in front of guests. Keep personal problems out of the restaurant. Guests don’t want drama from those taking care of them and they don’t want to know about our problems when things go wrong. They’re paying for the entire exceptional experience, so it’s up to us to be sure they get it regardless of what’s happening around us.
Professionalism

Professionalism is defined as mastering the behaviors and skills to do an outstanding job, then demonstrating your expertise in the way that you treat and service your guests and interact with co-workers and management. There are several aspects and they ALL result in larger tips from guests.

- **SINCERITY** ~ Make your guests feel that they are your personal guests. They should be able to feel your concern for them.

- **MENU KNOWLEDGE** ~ When you can answer any question, you establish a trust and you earn their respect.

- **EXCEEDING GUEST EXPECTATIONS** ~ Stay one step ahead of guests by anticipating their needs. You must use observation, communication (asking questions) and good judgment to accomplish this consistently.

- **SHOW THE HIGHEST RESPECT FOR GUESTS** ~ This is our responsibility, even with ‘challenge’ guests. Never take a guest’s behavior toward us personally. We are the ones, not our guests, who have a responsibility to demonstrate ONLY professional behavior at all times!

- **FOCUS ON THE JOB** ~ Always have a proper sense of urgency. Learn the right timing for everything. Never allow personal conversations to take precedence over service to guests.

- **BE A PRO** ~ Pros accept the things which are inherent to the business. Always strive to do your best in spite of daily challenges. Guests will be challenging at times. Conflicts will occur. Stress can be a part of the job. Professionals handle these challenges without getting riled. It requires a mindset that it’s our job to properly service every guest, regardless of what occurs around us, even if things become chaotic. Remaining calm and staying focused is the fastest way out of challenges.
Team Service

This IS a team business!

There is NO successful restaurant that does not have strong teamwork. When we provide service to our guests, we do it as a team. This begins at the front door and continues until guests leave.

In addition to simply helping each other out, there are some specific details that make a huge impact on our guests that they’ll remember.

Team Seating: If guests are being taken to a table with chairs (not a booth), the host and any dining room employees who are near can help create an amazing first impression by pulling out chairs. This gives our guests the sense that they are about to be pampered!

If the server or server assistant is watering the table, others may jump in and assist if they have a water pitcher. This gets the table watered quickly and again, gives the perception of extra attention.

Team Serving:
When food is being served to a table with four or more guests, there should be 2 or more serving. One should be ‘in charge of the tray’ and communicate the seat number as they hand 2 plates to another. (This may be the food runner and the server, or two servers, or a manager and the server.)

- Food will be served quickly and stay hot.
- Guests feel extra attention…pampering!

Team Clearing:
When guests have all finished, two or more should be clearing the table. This makes it happen quickly and gives guests attention. It also saves time for the server, which makes for an overall smoother flow.

Team Effort:
Provide assistance to any other co-worker whenever you have any additional time. This makes the job less stressful and easier for everyone and sets the proper example for others to follow.
Zones
Servers work in groups we call ZONES. These are the stations surrounding your station. Watch over your entire zone in addition to your own station. This provides an extra set of eyes in each area. Help your zone partners and they in turn will be prompted to do the same.

SET THE EXAMPLE!

When in your ZONE:

- If you’re pouring coffee or water refills for your guests, make the effort to pour refills in your entire zone. (This takes less time than each server making their own trip to do the same thing.)

- When pre-bussing at your table, see if there are plates or other items you can pick up at other tables…fill your tray!

- If you see a table has been seated in your Zone and the server is busy at another table, greet and water or even get a cocktail order. (Be sure to communicate this to the server.)

Teamwork Examples:

- If you take the last of anything, restock it on the spot! (You’ll save co-workers lots of frustration!)
- When you take dirty dishes to the dish area, pick up some clean ones on your way out! (You’re walking that way anyway. You’ll save someone else an entire trip.)
- If you have room on your tray while headed to drop off dirty dishes and are passing someone with one or two dirty items on their tray, offer to take their items and save them the trip.
- When you’re waiting for drinks at the service bar, refill water pitchers or empty the glass washer or polish glassware while you’re standing there. (You’ll save someone a few seconds of time.)

Realize that each member of the team has their own level of organization. Some will be able to handle more teamwork than others. Even when you feel you may be doing more than someone else, remember that our real objective is to take care of our guests.
Service Manual

Everything YOU do to help someone else improves the overall level of service to our guests

It is the responsibility of each employee to contribute to the SERVICE TEAM!
The bottom line rule is, if you see something that needs to be done...JUST DO IT!

Your team effort and team service makes the job easier, lowers the level of stress, increases productivity, promotes positive attitudes and...increases income

See the Big Picture

Seeing the Big Picture refers to taking responsibility for areas which may not at first seem like a part of your specific job requirements, but they are a part of the overall level of service and positive perception of the restaurant. It is an awareness of things overall, not just your assigned tables and your assigned sidework. If we all take responsibility for things that we see, we are more likely to do an outstanding job in the eyes of our guests.

These are the responsibilities of every employee:

- If you see something that is wrong in any area, take the initiative to follow-up until it is corrected, whether it is a service problem or some other defect.
- Protect employees and guests. Adhere to all safety and sanitation guidelines. React appropriately in emergency situations.
- Protect the assets of the company. Use restaurant property correctly to prevent damage or waste. Prevent guest or employee theft by watching out for incidents and taking action when you see it occur.
- Be an ambassador of the restaurant. Always talk positively about it. No negative comments.
- Be knowledgeable of our other restaurants. Always recommend ours instead of our competition.
4 Basic Dining Room Etiquette

Proper etiquette will help keep our guest perceptions positive. Every detail is noticeable to someone dining with us. The following are areas to constantly be aware of:

1. **Guests have the right of way.** Stand aside to let them pass whenever they may be walking through the restaurant.

2. **Make eye contact, smile and acknowledge guests as you pass them.** Say “Hello,” “Good Evening,” “Goodnight,” “How are you this evening?” etc. Use names whenever possible.

3. **Escort guests** rather than pointing out directions to another area of the restaurant, (such as restrooms, bar, etc.).

4. **When conversing with guests, keep the discussions professional,** not personal.

5. **Use proper language.** Don’t refer to guests as “you guys.” Use “Sir”, “Miss” or “Ma’am.” (But use names whenever possible) Use “of course” or “certainly” instead of “yeah” or “ok.” Use “my pleasure” instead of “no problem.” You’ll sound much more professional.

6. **Always stand with good posture.** Don’t slouch or lean.

7. **If problems occur, keep your guests informed.** They will not feel neglected if they know what is going on. It can do wonders for their patience! **Stay visible!** If there is a problem in the kitchen, don’t hide from them. It is more reassuring to them when you are in sight.

8. **Profanity and discussions about guests are not acceptable in the restaurant.**
Sanitation & Food Safety

As purveyors of food and beverages, we all have a responsibility to keep our guests and employees safe from food-borne illness. To accomplish this, we must follow proper sanitation procedures in both the kitchen and the dining room. Your job and our overall business success depends on it! In addition to protecting guests and employees, guests viewing poor sanitation practices may prevent them from returning, but we’d never know the reason! Be aware and be diligent about sanitation!

Basic Sanitation Practices

1. Never touch a glass or cup by the rim. Pick up cups by the handles and glasses by the base. Keep your thumbs out of the plates and on the rims.

2. Do not place dirty dishes from one table onto a tray of food for another table.

3. Trays of dirty dishes should never be left sitting in the dining room, on sidestand counters or anywhere else. They must be taken directly to the dish area and broken down.

4. Pick things up off the floor whenever needed.

5. Brush crumbs off the table onto a plate or tray with a crumber or clean folded towel (serviette). Never wipe crumbs onto your hand, the floor or chair.

6. Use a sanitized towel to wipe trays after carrying dirty dishes.

7. Wash hands whenever you should.

8. Do not wipe your hands on your apron. Change it when it becomes dirty.

9. Don’t put clean silver directly on a tray. Use the Prep Plate to re-silver a table. Also don’t carry glassware upside down on an unlined tray.

10. Don’t touch your hair, face or mouth, particularly in view of guests. Don’t bite your nails or put fingers into your mouth. If you inadvertently do these things, wash your hands immediately.

11. Do not handle food such as bread with bare hands,. Use tongs, paper, or put on gloves.

12. Sneeze into your elbow, but still, immediately wash your hands.
13. Don’t apply makeup or touch your hair anywhere except in the restroom.

14. Always wash your hands immediately after eating, smoking or using the restroom.

15. You must be completely in dress code when walking through the dining room. No untucked shirts or untied ties, etc. If you enter the front door when arriving to work, you must be dressed completely or carrying your dress code on a hanger.

16. When getting ice, you must use ice scoops. Don’t take the ice bucket and scoop it in the ice bin. It was likely placed on the floor. Don’t stack ice buckets. The bottoms will have dirt on them, which will get in the lower bucket.

17. Make sure your station is always kept clean...tables, chairs, floors, walls, ledges and pictures. Remember that your last guests deserve the same environment as the first! When a busser clears and resets your tables, do a quick check to be sure things are right. It is easy to get sloppy when rushed during heavy volume. Alert a manager if there are problems.

**HAND WASHING**

Hand washing is a vital tool in preventing the spread of bacteria and viruses that can cause infections and food-borne illness. People can be a significant source of harmful microorganisms. Proper hand washing by food employees is necessary to control direct and indirect contamination of food, utensils and equipment.

When to wash hands -

- When first arriving at work.
- Before starting to work with food, utensils or equipment.
- When switching between raw foods and ready to eat foods.
- All other times necessary during food preparation.
Always After –
- Handling utensils and equipment that contact raw food or are soiled.
- Coughing, sneezing, using a tissue or using tobacco products.
- Eating or drinking.
- Touching your face, hair, or other areas of bare skin.
- Handling guest’s dirty dishes, flatware, glassware and napkins.
- Handling cash.
- Using the toilet room.

The Proper Way to Wash Hands
- Wash hands only in those sinks designated for hand washing.
- Do NOT wash hands in a service sink or one used for washing utensils.

Follow these 5 steps:
1. Wet hands and exposed portion of forearms with warm water.
2. Using soap, work up a lather that covers hands and forearms.
3. Vigorously rub hands together for at least 20 seconds. Pay particular attention to the areas under the fingernails and between fingers.
4. Rinse hands and forearms in clean water.
5. Dry hands and forearms.

Note on Hand Sanitizers: While they do have some benefit, the use of hand sanitizers is not a substitute for proper hand washing.

BARE HANDS CONTACT

We follow Michigan and other state food laws, which serve to prevent contamination of Ready-to-Eat Foods. Ready-to-Eat Foods are defined as-
“Food that is in a form that is edible without washing, cooking or additional preparation by the food establishment or the consumer and that is reasonably expected to be consumed in that form.”
When employees touch these foods, any contamination that is on their hands is highly likely to go
into a consumer’s mouth.
In addition to EFFECTIVE HAND WASHING it’s imperative that employees do not handle *Ready-to-Eat Foods* with their hands unless wearing latex gloves.

Since this is impractical for servers, it’s very important to USE TONGS when getting bread or garnishes on plates and to use picks for beverage garnishes.

Also remember that this is the reason we *never* want to touch glassware at the rim and handle plates only by the rim and silverware by the handles.

**Some Examples of How Food Handlers Can Contaminate Food:**

- A server busses a table of dishes not knowing that the guest with Hepatitis A did not wash his/her hands properly. The server then returns the dirty dishes to the dish drop, washes his/her hands and puts the tray away. Then another server grabs the dirty tray for coffee and dessert, laying teaspoons on the now contaminated tray and infecting our guest.

- A server sets the ice bucket, which has been on the floor of the basement, on the bar. The server dumps the ice in the ice bin but does not sanitize the bar top. Next, a server takes the ice buckets to get more ice, and uses the bucket to scoop the ice instead of using the ice scoop. Now, the bar service and all ice for the restaurant is contaminated with E-coli from an improper clean up of a raw meat spill by a delivery person in the basement earlier that day. Nearly 10% of the 400+ guests are infected.

Can you see how our practices can work to spread disease, or stop it? It is our responsibility to protect our guests and co-workers from threats.
Time, Temperature & Storage

First in- First out
This is a method of stock rotation in which new supplies are shelved based on the 'use by' or expiration date so that the oldest products are used FIRST. All products should be marked with the expiration date, when it was received or when it was stored after preparation.

Shelf Life: Time when a material may be stored and remain suitable for use.
- 5 days from storage which includes the date of prep- make sure a label of 'use by' date is on every product.
- Anti Misti: 3 hours after being put out.
- Dry storage should be labeled and rotated as well, as dust mites and other potential hazards may accumulate from long-term storage.
- Label all milk, creamer and other containers when you open them.
- Make sure containers are in good condition.
- Make sure that food is properly wrapped.

General Storage Principles:

Keep potentially hazardous food out of the temperature danger zone.
- Danger zone is 41degrees F to 140 degrees F
- Once an item has hit the danger zone, it must be reheated to 165F before it can be served.
- Keep milk for cappuccinos in a cooler at all times.
- Re-store dairy back in cooler after each use. Do not leave it on the counter to ever become hazardous and become a waste.
- Proper cooling of cooked food- Make sure that soup from the warmer is put in a shallow pan to cool for the night. Greater surface area allows heat to disperse faster.

Proper Storage of Products: Store foods in proper order:
- Raw meats at the bottom
- Raw meats from bottom to top should be poultry, ground meat, ham, beef, fish, shellfish, and ready-to-eat foods.
6  Job Descriptions

There are several different job titles within any restaurant. It is important to realize that there is not one that is more important than the other, as it’s the interaction as a total team that allows us to achieve our goals individually and as a company.

A server cannot properly do their job if the dishwashers did not properly wash the plates they’re serving on. Guests will never be happy with their experience if the person who cleaned the restrooms didn’t do a thorough job. A chef who makes wonderful, creative food cannot shine if the server doesn’t make guests feel welcomed.

Our restaurants use cooks, prep cooks and general utility people in the kitchen and hosts, bartenders, servers, food runners and bussers or server assistants in the dining room. As you work each shift, keep other’s perspectives in mind and treat each co-worker with common courtesy and consideration.

While there are basic job responsibilities for each, there will always be a tremendous amount of overlap in some functions. For example, servers will seat incoming guests if they happen to be near the door and the host is off seating someone else. Bussers may refill coffee and water for guests. Cooks may jump in and help in the dish area when they are backed up. There is no ‘norm’ in the business and we have to be prepared and willing to do what it takes to best take care of our guests.

We will always operate best as a team
Bussers or Server Assistants

Bussers or Server Assistants’ primary responsibility is to clear and reset tables quickly and perfectly. Their objective is to help servers turn tables more quickly. We have a short window of time to maximize the overall seating in the restaurant during meal periods.

Even though we may have bussers on the floor, servers are ultimately responsible for ensuring that tables are cleared and reset in a timely manner, particularly when the busser is busy at another table or with another task. Servers are also responsible for the final cleaning of their station.

Some of the restaurants use an expanded role of the bussers and they are more involved with service directly with guests. These would include greeting new tables and pouring water, and helping team serve. In these restaurants, they are referred to as ‘Server Assistants’. With either name, they should continually provide back-up for the servers when they need assistance as well as continually looking for things to provide additional service to guests. Each restaurant may have their own specifics as to proper bussing and resetting of tables.

Bus responsibilities:

- Clear and reset tables within 5 minutes or less.
- Use proper sanitation practices.
- Set up, maintain and break down bus station.
- Assist servers by refilling waters & team prebussing.
- Complete all assigned sidework.
- Keep floors clean.
- Assist hosts in completing half hour restroom checks.
- Complete any other tasks as assigned by a manager or supervisor.
- If watering newly seated guests, offering bottled water prior to pouring tap.
- Contribute daily to the entire service team!

Bussing Basics

Your organization can dramatically affect the overall volume of the dining room. If tables can be re-seated within a couple of minutes after each turn, we will be able to maximize our business volume. Since this is so important, clearing and re-setting is always your number one priority.

You’ll learn where to find the equipment you need to set up, as well as the basic set-up of tables.
The basic steps for clearing and re-setting are:

1. Take a tray to the table. On large tables, take a large tray and tray jack.
2. Clear napkins, dishes and glassware carefully, setting aside unused sugar and creamers. We save these.
3. Spray the table with sanitizer solution, if applicable, and thoroughly wipe the tabletop and sides. Be sure to move all condiments. Wipe all seats and straighten chairs.
4. Check the floor, pick up items and sweep if necessary.
5. Take the tray to the dish drop.
6. **WASH YOUR HANDS** and wipe your tray with sanitizer. Since you are handling guest's used napkins, and will then be handling clean glassware, plates and silverware rolls, this is a critical step.
7. Bring the settings. The fewer trips you need to make, the faster you will be. Once set, double-check *everything* before leaving the table to include sides of the tablecloth, floors, seats and surrounding walls.

In general, finish one table before starting another one. It may seem easier to clean and wipe several at once before setting them, but this makes things inefficient at the door. The hosts cannot seat the table until it is completely set. Clearing several at once before setting any will cause tables to sit empty for too long.

When several tables leave at the same time, set the most popular ones first, which are usually the booths or a manager may give you direction. If there is no real difference, set them in the order that they left.

**Do not trade off speed for neatness and cleanliness.** All are important but ultimately it is most important that the tables and surrounding areas are spotless for the next guests. It is easy to get sloppy when it is very busy. Guests will begin to form opinions about our restaurant the second they are seated. Above all, they **deserve** a clean table!
Sanitation

Although sanitation was reviewed previously in this manual, it’s particularly important in the busser’s role. Like the servers, you are handling many dirty dishes, and clean ones. Guests notice this and will watch you closely. It is very important that you maintain sanitary habits.

1. Never pick up glassware by putting your fingers inside them or by holding them at the top where guests drink from.
2. Pick up silverware by the handles only.
3. Wash your hands frequently, and always after you handle dirty dishes and used napkins. There is a lot of grease in any restaurant. You will want to avoid getting greasy smudges on clean dishes and glassware.
4. Use sanitizer solution on the tables, as applicable.
5. Keep your towel clean. Rinse it out frequently. When it becomes too greasy or dirty in appearance, get a clean one.

Busser Priorities

There are always multiple tasks to be completed in a busy restaurant. For the safety of our guests and employees, all spills take priority over everything else! When they occur, to minimize any service delays to guests, it’s the busser’s responsibility to clean these.

Beyond that, the following are the busser priorities, in order of importance:

1. Clear and re-set empty tables as guests leave.
2. Stock the bus station with silverware rolls, b&b plates and glassware.
3. Keep the floors free from trash and dry.
4. Assist host staff with 1/2 hour restroom checks, making sure the restrooms are clean and stocked. Initial the form at the host stand as these are completed.
5. Assist the servers with table maintenance.
6. If initially watering new tables is also your responsibilities, OFFER BOTTLED WATER prior to pouring tap water.
Assistance to Servers

As a busser, the more assistance you give the servers directly, the better the service to our guests which improves their experience. The better the overall service, the more often guests will return producing, more business volume for all of us.

These are some important ways you can assist:

- If a server is filling or carrying a tray of dirty plates and you have empty hands, offer to take it for them. It will save them a trip to the kitchen. This will keep the server on the floor to provide more attentive service to our guests.
- If a server spills something, take care of it for them so that they can keep their pace up and focus on guests.
- Keep water pitchers filled and distributed around the restaurant.
- Refill water, coffee and iced tea for guests.
- Pick up empty plates as guests finish, women first, always open handed, from the right at tables. Always ask, “May I?” before doing so.
- If a server is pre-bussing a table of 4 or more, you should jump in and help team clear.
- Take bread to tables.

Food Runners

The Food Runner will bring hot food to guests, as it’s ready. The primary purpose for utilizing a food runner is to ensure that food is served hot, properly garnished and presented. They must serve in order of PIVOT POINTS, or SEAT NUMBERS, although if the server is near the table, he or she should serve the food. Remember that when serving 4 or more guests, two should serve.

Having a food runner does not mean that servers do not have a responsibility to run food when an order is complete. ALL SERVERS are responsible for ensuring that hot food is run immediately. All servers will work food run shifts.
Hot food is a top priority
If food is ready to go, it must be run by whoever is there.

Specific responsibilities include:
- Properly side and garnish food and collect proper utensils/set-ups to be served with it.
- Run food in the order it comes up.
- Follow our specific service procedures.
- Complete all sidework assigned.
- Complete any other tasks as assigned by a manager or supervisor.
- Contribute to the entire service team!

Note: Cold appetizers and salads are primarily the server’s responsibility. However, the runner should be ready to set them up whenever they can and to run them when necessary.

Set-up

It is imperative that the station be ready to go prior to the rush, as once it is busy, there is little time for restocking supplies. Use all slower periods for this. Check the opening sidework and restock all dishes and utensils possible from the dish room.

Also be sure trays are spotless and sanitizer bucket and towels are stocked for wiping trays and plates.

Garnishing and Siding

The Menu Description Sheets explain the garnishes. Please memorize them. Many sides are placed directly on the plate. There may be exceptions for your specific restaurant.

When food is sitting in the window waiting for a complete order, cover items as they come up, if your restaurant uses plate covers. The exception is fried foods, which would get soggy.

Read tickets carefully to note any special orders. If we take the wrong special order out, we have a delay for 2 different tables. Double-check the ticket prior to running food.

Place the plates with position 1 at the 12:00 position on the tray and go clockwise. This will save time in serving.
Serving the Food

If the server is not in the station when an order is run out, the food runner must serve it. If the table has four or more guests, the runner and the server must serve it.

- Use the proper pivot points and announce the name of each item as you set it down. When serving specials, use the correct name. For example, do not say, “Special Pasta” when the name is “Mushroom Ravioli with a Garlic Cream Sauce”. In the Italian restaurants, you’ll need to know the Italian names of the specials.
- Serve open-handed, from the left at tables.
- Put the plate down with the entree nearest the guest.
- Serve women first.
- Pick up anything that should not be on the table, such as dirty plates or glassware.
- Ask if you may bring guests anything else prior to leaving the table. If they do ask for something, follow up to ensure they received it, even when you have relayed their request to their server. This is a double check.
- Smile and invite them to enjoy their meal!

Kitchen Etiquette for Everyone

Please Be Quiet! The expediter should not have to call food to the cooks over the talking of servers and runners.

When there is an expediter present, talk to the expediter when you have questions or special orders. Do not talk to the cooks! They are trying to concentrate.

Don’t “hang out” in the kitchen area unless you are specifically the Food Runner. You will be in the way. Stay visible to guests or find a way to be a team player instead.

If you can run food for someone else, you are expected to do so.
Bartenders

Bartenders have two primary functions. One is to service guests at the bar, (just as servers service guests in their station). The other is to fill bar orders for servers. Both are equally important. They must know everything the servers know, as many guests will order from the menu even when seated at the bar, as well as know drink recipes and proper pours. The bartenders also act as cashiers for the servers at the end of shifts. They will sometimes also act as hosts and answer the phones or handle the carryout orders. The demands can be great.

Specific responsibilities:
- Serve all guests according to our specific service system.
- Use established recipes and portion guidelines.
- Sell and “up sell” food and beverages.
- Collect payment of all food and beverages sold per our established system.
- Fill orders for servers, once ensuring they are rung, with the same urgency as for guests.
- Complete all sidework assigned.
- Set up, maintain and clean the bar area properly.
- Know and follow all POS procedures and act as the cashier.
- Uphold and enforce all local and state liquor laws.
- Complete any other tasks as assigned by a manager or supervisor.

Bartenders will be assigned a bank for use each shift. They will be required to sign a bank contract holding them responsible for the amount of the bank.

Cashier

In addition to providing beverages to servers and guests, bartenders have one other very important function. They are responsible for all of the cash collected during their shift. The servers will bring their cashout to the bar when they are finished. It is up to the bartenders to ensure they are collecting the proper amount or giving the servers cash back owed.

At times, there will be numerous servers waiting for the bartender to cash them out. GUEST SERVICE WILL ALWAYS REMAIN A PRIORITY OVER SERVER CASHOUTS.
No Chit, No Drink

- All drinks must be rung up properly by the servers before being poured. No chit, no drink.
- Orders from servers should be filled in the order they are rung up.
- Also, all drinks for bar guests must be rung up prior to being served.
- An updated copy of the bar check must be kept directly in front of the guest at all times.

Check Transfers

In our restaurants, we prefer to cash out all bar guests before they enter the dining room. On some occasions, a guest may want to transfer their tab to the dining room. We cheerfully honor this request whenever asked to do so. Follow the steps for transferring guest checks, per manager's instructions.

Mistake Checks or Drinks

All restaurants have an established way of tracking mistake drinks. It may be done in your bar log or it could be rung up on a mistake check. Either way, the bartender is responsible for tracking mistake drinks and every drink must be rung up.

Walkouts

Walkouts are rare. Bartenders are responsible for the collection of all food and beverages served at the bar. If there is a walkout, you are responsible, and if we feel there was any neglect on your part, there may be disciplinary action taken.

Handling of Intoxicated & Problem Guests

A guest who becomes intoxicated in our establishment is not only an insurance liability, but also a poor reflection of all of us. If a situation arises where a guest comes in or becomes intoxicated on our property, notify a manager immediately. We will do everything to diffuse the situation and make the guest comfortable and above all, safe. Serving an intoxicated guest is not only against state laws, but will also result in termination.
Carding & Serving Minors

We ask for I.D. of anyone who looks under the age of 30. If a person is not of legal drinking age or does not have proper I.D, they must NOT be served. Serving of a minor will result in dismissal. We could lose our liquor license and the person serving an underage guest can face stiff penalties.

Free Pouring

No free pouring of liquor is permitted. Jiggers or measured pourers will be used to measure liquor for every drink that is made. Do not fill the measure and pour a tail. This will result in over-portioning. Drink consistency is just as important as consistency with our food.

Wine Portion

There are two options for wine glass pours. 5 oz. and 8 oz. Wine is served in small carafes and poured into the glass in front of the guest. For 5 oz. pours, the entire carafe is poured into the glass. For 8 oz. pours, half of the wine is poured and the carafe set next to the glass. Sherries, vermouths, ports and dessert wines will be poured at 3 oz.

Bar Recipes

Each restaurant has standard beverage recipes that must be followed for all mixes and beverages served.

Liquor Pouring Specifications (most restaurants)

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highballs</td>
<td>1 1/4 oz. liquor</td>
</tr>
<tr>
<td>On the rocks</td>
<td>2.5 oz. liquor</td>
</tr>
<tr>
<td>Cocktails</td>
<td>2.5 oz. liquor total</td>
</tr>
<tr>
<td>Juice drinks</td>
<td>1 1/4 oz. liquor</td>
</tr>
<tr>
<td>Two liquor drinks</td>
<td>1 1/4 oz. base liquor + 3/4 oz. &quot;flavoring&quot; liquor</td>
</tr>
<tr>
<td>Blended cocktails</td>
<td>2 oz. of liquor (usually 1 1/4 oz. base liquor + 3/4 oz. flavoring liquor)</td>
</tr>
<tr>
<td>Single Malt Scotch</td>
<td>2 oz.</td>
</tr>
<tr>
<td>Cordials</td>
<td>2 oz.</td>
</tr>
</tbody>
</table>

Drink Prices

The liquor price list for your property must be followed without exception.
Hosts

The hosts have an important function in our restaurants. They are the very first contact guests have with us so they create the **first impressions**! This can set the tone for the entire evening. Our guests must encounter a smiling, professional person who can give them immediate direction or information.

The host stand can be a hectic area. With guests coming and going, other guests checking on tables, planning and seating reservations, answering the phone and communicating with managers and servers looking for information, it takes great patience and organizational skills to handle this position.

**The organization at the host stand will determine the overall flow of the dining room and the kitchen.**

The primary responsibilities are to greet and promptly seat guests, explain the Tablet Menus, plan for reservations, coordinate seating of walk-in guests, answer the phones and give guests a general professional, positive first and last impression.

Other functions include:
- Being knowledgeable about the restaurants and able to give accurate information.
- Following specific established service procedures.
- Following all safety and sanitation guidelines.
- Professionally representing the company and the management to guests.
- Assisting in any other area requested by management (such as clearing tables).
- Completing all sidework requirements including **RESTROOM CHECKS every 30 minutes**.
- Contributing to the entire service team!

If there is more than one host, one will run the door and the other will seat. Often, there may be only one.

*It is expected that servers and managers will assist with seating.*
Telephone

While normally a host or manager will answer the phones, we want the phones to be answered within 3 rings. All employees should answer the phone. If you are nearest, you should be the one to answer. **Be aware of the phone ringing!**

**Telephone Etiquette:**

1. Answer politely, “Good Evening! (Name of restaurant), This is (your name), May I help you?”

2. Smile when you are speaking. You sound better to the caller and look better to guests who may be watching you.

3. Be positive, well informed and give options to would-be guests. For example, if we don’t have the 7:00 reservation they are looking for, explain that we are filled at that time, but we DO have 7:30 or 6:30. DO NOT ask guests to call Central Reservations once they are already on the phone with you. If they are trying to make a reservation, take it for them.

4. Don’t ask guests to hold until they have first had a chance to speak. Avoid “Good Evening, could you hold please?” as it can be perceived as abrupt. You may pick up the line only to find they are trying to contact someone else. At that point you would have to put them on hold for a second time. This is frustrating to the caller.

5. When the caller asks for a manager, get the name of the caller but do not screen calls. (Don’t ask what the call is regarding. This is not your business.) Use the intercom whenever possible to transfer a call. It takes less time.

6. Answer a call left on hold with “Thank you for holding, how may I help you?”

7. If calls are for employees, take a message only. Employees may not take calls while they are working unless it is an emergency.

8. Always say, “Thank you for calling”

Important phone numbers and other information are listed at the host stand. Whenever there is a question or problem you are unsure of, get a manager.
Reservations

We accept reservations at all of our restaurants, some only for larger parties. Guests may make reservations three ways. First, by calling our Central Reservations number. Second, by calling the restaurant directly, or by booking online through OpenTable.com.

Central Reservations # is 1-888-456-3463 (or 1-888-456-DINE).

All reservations will be listed on the Open Table Screen. Check the notes for special requests. It’s also important to keep a close eye on updates, as they will simply pop up on the list when made through Central Reservations or online.

When taking reservations at the restaurant:

You will learn how to take a reservation on the Open Table terminal at the host stand. It's important to get all of the information to ensure that we can accommodate guests properly. You will enter the following:

1. Date of reservation
2. # in party
3. Time
4. Name (as you enter a name, if they're in the system it will automatically pop up.
5. Phone number
6. Special requests / Notes

You will also ask whether they are celebrating a SPECIAL OCCASION. This becomes important information to relay to the server.

For parties of 8 or more, get a manager.

When guests with reservations arrive at the restaurant :

- Seat all reservations as quickly as possible.
- If their table is not ready when they arrive, let them know it will be available shortly. Reservation guests should not have to wait longer than 10-15 minutes to be seated.
If there is a problem, keep them informed as to what is going on and alert a manager.

If a guest arrives and says they have a reservation which we have no record of, assume that the error is ours. This can be an awkward situation. Apologize to these guests and let them know that we will seat them as soon as possible. (When time permits, check other reservation days to see if you can find the error.)

Walk-In Guests

Our walk-in guests are as important to us as our reservation guests. However, they don't have the same seating priority. Because of this, once the restaurant is filled, it is important to give walk-in guests an accurate time that they will need to wait for a table. We do this by planning ahead for reservations and keeping a current update in the Open Table system on the status of guests already dining, to determine when they will be leaving.

For example, if a caller on the phone inquires as to how long the current wait is, simply say, “Currently the wait is 20 to 30 minutes, but that may change within minutes.”

Never put anyone on the waiting list over the phone! (We don’t do call-ahead seating.) This would be the same as taking a reservation.

The Door / Planning / Table Turns

The Open Table Terminal is primarily what we use to plan reservations and keep track of what is happening on the floor. It tracks the reservations, special requests, guest count, timing, etc. You will learn how to use this terminal when training at the door.

Once the restaurant is full we give guests an estimated wait time based on updated information provided by the seating host and managers. This information is entered into the terminal so it’s easy to see at what point each table is at.

When quoting a wait, use a range to give yourself some flexibility in case tables don’t turn as expected. For example, 10-15 minutes; 20-30 minutes; 45-60 minutes; 60-90 minutes. (The longer the wait, the larger the range should be.)
The most important function hosts have, after making a great first impression, is keeping seats filled without lag.

Proper planning and quick adjustments are important in accomplishing this objective. While we hold a table for 15 minutes for a reservation, this doesn’t always mean that we hold the *same* table for that time. The goal is to have all seats filled within 5 minutes of being ready…less if possible!

- Plan reservations according to what time the server arrives to each station as well as anticipated table turns. Make alternate plans for large parties in case tables don’t turn as expected.

- Always plan ahead for your next table. Be aware of seating rotation, particularly before the restaurant is filled. Ideally, you want to seat each server one table before seating 2 tables in one station.

- Continually re-evaluate your seating plans. As tables finish earlier or later than expected, adjust your plans to keep the tables filled as quickly as possible and guest waits as short as possible.

As guests are enjoying their meal, we track each stage they’re at. This information is needed to quote wait times accurately. We can generally assume that when guests are eating entrees, they should be finished in about 30 minutes. If they are eating dessert, 15 minutes. If the check is on the table, 5-10 minutes, etc. We keep tables updated on the Open Table screen so the door host can accurately quote a wait time. An update is done periodically once the restaurant is full to check how many tables are eating entrees, desserts, have a check, and are ready now. For example, If the current screen shows that four tables are eating entrees, and two are having dessert, then you would quote a 15-20 minute wait for the first two tables, and 30-35 minutes for the next four. Always give yourself some slack with quote times, with an extra 5 or 10 minutes, as in 15-20, or 20-30 minutes.
Sample Update:

<table>
<thead>
<tr>
<th>Entrees</th>
<th>Dessert/Ck</th>
<th>Bus</th>
<th>Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>54</td>
<td>21</td>
<td>12</td>
<td>33</td>
</tr>
<tr>
<td>38</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Once on a wait and taking names, direct guests to the bar area for cocktails and appetizers, and inform them that you will find or page them as soon as their table is ready.

As you receive information and updates from the floor, plan your seating. Seat walk-in guests only in the order of their arrival.

As guests leave, always thank them and say good night or goodbye. Solicit any comments if possible. If you ever encounter an unhappy or dissatisfied guest, get a manager immediately! Note comments on the Happening Report.

Seating

When seating the first table in a station, be sure the server has arrived and is ready. Servers are to check in with the host. Even though it is the server's responsibility to be on the floor and ready on time, it is also the host's responsibility to ensure that guests are seated so as to be promptly greeted and served.

Be aware of what is happening on the floor.

Use proper seating rotation to not over-seat a server whenever possible. This ensures the best
service possible to our guests. Proper rotation is a critical factor for the smooth, efficient dining room flow.

PLAN AHEAD SO YOU’LL KNOW WHERE THE NEXT 1-3 TABLES WILL BE GOING so guests aren’t forced to stand at the front door waiting for you do determine this unnecessarily.

Proper procedures for seating:

1. Greet guests in a professional way. *Always smile and make eye contact!* Call their name and ask them how they are.

2. When guests have been waiting in the bar, be sure to find out if they have an open bar tab. Politely ask them to cash it out, although they may transfer it if they would like to. Offer to carry their drinks or appetizers.

3. When seating, take clean Tablet Menus that have been turned on. (Try to have these ready ahead of time.) If you are using paper menus, be sure they are clean and without tears. Inform guests that you will show them to their table.

4. Walk slowly enough that they can stay with you. Chat with them along the way. We do not want them to feel rushed even when we are.

5. If a guest is unhappy with a table for any reason, offer another one if you know it is available. Otherwise, let them know you can seat them at the very next available table.

6. Once at the table, pull out a chair, preferably the best seat. If possible, pull out all chairs for them or make eye contact with other nearby employees to get their help team seating. As guests sit, hand them a menu with a smile. PLEASE DO NOT DROP MENUS ON THE TABLE AND DASH AWAY! This can result in guests feeling they’ve been treated abruptly.

7. Once guests are seated, hand each a Tablet Menu while asking, “Are you familiar with our Tablet Menus?” If they are not- Inform them they are very simple and then use one of their tablets to demo and explain the following:
Service Manual

- Tap the menu button in the top left corner. This pulls up the Table of Contents.
- Tap on any category for the menu list.
- Tap on a menu item and it will pull up a picture, description and recommended wine pairings.
- It’s optional to show that the pages may be swiped.

Let them know if they ever feel 'stuck' to simply tap the MENU button again.

Leave a page open to either Appetizers, Rawbar or Specialty Beverages. This way, at least one guest will be looking at this when the server arrives.

8. Let them know that their server (use the server name) will be right with them. **Pick up extra place settings.**

9. On the way back to the host stand, note any tables leaving and pick up menus that need to be returned to the host stand.

10. Anytime you have a free moment, help clear tables or see if you can assist a server by watering tables.

11. Do not seat a party at a table that is not properly set.

12. Do not remove guest checks books left by a previous party.

13. Be sure to pass any important information to the server, such as birthday or anniversary celebrations, special requests, etc.

**Wheelchairs:**

We accommodate wheelchairs and have wheelchair accessible restrooms. Reservations with wheelchairs or other handicapped guests should be assigned to a table as close to the front entrance as possible unless otherwise requested.

**Highchairs**

Always ask guests with children if they need high chairs or booster seats. Avoid putting them in aisles where they may be a safety hazard.
Children’s Menus

Children’s menus should be taken automatically to children under the age of 10. They should also be given a pack of crayons.

Restroom Checks

Hosts and Bussers are responsible for checking the restrooms each ½ hour. There is a form used at the host stand for recording this check.

When checking restrooms:

1. Be sure paper towels, toilet paper, and soap are stocked.
2. Pick up any trash off the floor.
3. Wipe the counters and mirrors if needed.
4. Empty trash if full.
5. Report any problems to a manager.

Closing Procedures

Many closing procedures can actually be ongoing through the shift.

1. The "Happening Report" must be completed with half hour counts and guest comments. Fill in any 86’d items. It is a good idea to also note any regular guests. This helps you to remember names and tracks the frequency of our regulars.

2. The host stand, lobby, front doors and restrooms are to be clean and stocked. There may be other assigned tasks, such as making copies of floor plans & Happening Reports.

3. Tablet Menus should be cleaned with sanitizer after each use, then cleaned at the end, turned off and plugged into the chargers.

4. Check out with your manager then clock out.

It is important that while you are doing closing work, you continue to say goodnight to all departing guests with smiles! You are the last impression!
Servers

Our servers’ basic job function is to serve each guest to their complete satisfaction while exceeding their expectations. Servers have the most interaction with guests, so may have the most influence in terms of our guest’s impression and their overall experience. It’s so important that the server be smiling, enthusiastic and knowledgeable! They must service the table in a professional manner and ensure that everything is perfect. They must be on the floor and visible to guests constantly.

Server Responsibilities:

- Serve all guests according to our specific service system.
- Run food immediately when it’s ready to go.
- Sell and “up sell” food and beverages.
- Collect payment for all food and beverages sold per our established system.
- Complete all sidework assigned.
- Properly clean, set & maintain stations.
- Complete any other tasks as assigned by a manager or supervisor.
- **Contribute to the entire service team!**

The specific steps of service are covered in detail in Chapter 8.
7 First Things

A professional server cannot do a proper job without being ready for service ahead of the time that their first guests are seated. The following are daily steps to properly prepare yourself for your shift:

- When you are scheduled at a particular time, it is expected that you will be in Dress Code, ready to work at that time. This means that you should always arrive 5-10 minutes prior to your scheduled time.

- Dress Code includes not only required items of dress, but, for servers, also an accurate nametag, wine key, pens, paper, crumber or serviette, POS badge and $30.00 bank for making change.

- Clock in.

- Read the Premeal Notes.

- Check the 86 board or in the POS.

- Re-review the weekly specials & soup and descriptive language you’ll use.

- Go to the host stand; check your station and table numbers, anticipated large parties, and your sidework. Check in with a manager and get their initials on a checker slip.

- Go to your section. Make sure that it is set up properly. Plates, silver and tablecloths should be arranged properly. These, plus benches, chairs and the floor should all be spotless. Salt & pepper shakers should be full. Check to make sure that tables do not “totter.”

- Begin your opening sidework. If you do not have opening sidework, begin your maintaining sidework. If your maintaining sidework doesn’t require attention, help your fellow servers with theirs or roll some silver. Find something to do that will help make a smooth-running shift.

- Keep an eye on your section at all times and help seat first tables.
8 The Service Sequence

Basic Service Standards
The following service standards pertain primarily to servers, but there are often times when bussers, runners, hosts and even bartenders may be in a position to help out. It's important that all involved are providing proper service.

1. Serve OPEN-HANDED. This keeps your arms as far from your guests as possible and is the least intrusive way to service the table.

2. At tables, serve food from the left and beverages from the right whenever possible.

3. At tables, remove all food from the right and beverages from the right.

4. At booths, use your right hand when serving to guests on the left and your left hand when serving to guests on the right. (This is open-handed.)

5. Serve in the way that least interferes with the comfort of the guests.

6. Use your left hand when working from the left, right hand when working from the right. Do not put your arm in front of guests’ faces.

7. Serve from the sides and behind guests where they are least likely to notice you being there.

8. Do not reach across the table, the exception being the booths. Be sure to say "excuse my reach" in this case.

9. When serving and leaning around guests, put your unused arm behind your back to avoid bumping guests or guests’ chairs.

10. You must use trays and tray jacks. Keep tray jacks out of the center of aisles. There are designated spots for tray jack placement when they’re not being used.

11. All silver, utensils, condiments needed for a course must be on the table before the course is served. If a guest uses both forks before the entrees arrive, you will need to bring a clean one. Never remove a dirty fork from a salad plate and set it aside.

12. In mixed parties, serve women first.

13. Noise is objectionable. Make as little as possible when handling dishes, silver & glassware.
Service Organization

As a server, your responsibility is to provide the highest level of service to each guest. Our system is divided into what we call “The Seven Steps of Quality Service.” This is to help you remember each area and develop the proper organization to do the job.

Seven Steps of High Quality Service ~

1. Greeting / Cocktail Sales / Appetizer Suggestions
2. Cocktail Service / Appetizer Order
3. Menu Presentation
4. Taking the Order
5. Food Delivery and Entree Check
6. Dessert Sales
7. Check Presentation and Guest Cash Out

STEP 1 ~ GREETING / COCKTAIL SALES / APPETIZER SUGGESTIONS

The purpose of the greeting is to enthusiastically WELCOME your guests to the restaurant. This is their first (and lasting) impression of you and it sets the tone for the entire dining experience. Treat your guests the same way you would in your own home. Smile. Make eye contact. Your goal is to make them feel immediately comfortable.

**All parties must be greeted within 60 seconds or less** from the time they are seated.

Even if you don’t have time to take an order, you must at least stop by to acknowledge and say hello. Assure them that you’ll be right with them. Teamwork is very important for prompt greeting of all guests. Be aware of new tables around you. If you see a guest seated in your zone and their server is not on the floor, say hello or pour water for these guests and let them know their server will be right with them!
Each restaurant has a procedure to signal that the table has been greeted, such as water glasses filled or B&B plates spread around. This is an important step as it alerts the floor manager or zone partners that a timely greeting has occurred. Greet guests with a warm “Hello” or “Good Evening” or “Welcome to (your restaurant.)” In the Italian restaurants, an Italian greeting is fun and unique. “Buon Giorno!”, “Buono Sera!” or “Bien Venuto!” Avoid, “Hi, my name is __________ and I’ll be your server.” This is common in chain restaurants! You’re wearing a nametag. Do NOT use the phrase “You guys” as in, “How are you guys tonight?” Instead use “How is everyone this evening?” It is more professional.

**BOTTLED WATER**

Once guests are properly greeted, OFFER BOTTLED WATER. If you approach the table with a water pitcher, ask prior to pouring.

> “Before I pour water, does anyone PREFER bottled water??
>  We have FIJI bottled water available.”

Even though most guests may order tap water, this is primarily because most restaurants don’t offer this option. They’re not used to having this choice. Providing this option enhances their experience and increases your check!

Next, ask for a cocktail order. At dinner –

> “May I start you with a cocktail or wine?”

Always refer to alcoholic drinks as COCKTAILS. It sounds better. Do NOT use the term ‘drink’ or ‘something from the bar’. At dinner, refer to the wine list (typically located on the back of the menu) as well as pointing out specialty cocktails. Guide your guests by making specific recommendations.

> “We have some really fun cocktails. One is our blueberry martini!”
LUNCH GREET:

Lunch is a MUCH faster pace than dinner. It’s most important to find out whether guests have a time limitation. ASK, "Are you on a lunch hour?"

Either way, all guests expect lunch service to be quick.

At lunch most guests don’t drink alcohol, but don’t assume this. It may be an impulse buy when you suggest it!

At lunch Ask, "May I start you with an iced tea or glass of wine?"

When taking the cocktail order, move around the table to take each guest’s order individually. Always take ladies first unless it is an obvious business meeting, in which case, begin with a woman and work around the table.

Ask if checks will be separate, so you know from the beginning. Write down orders by SEAT NUMBERS so you can properly deliver each drink without ‘auctioning’. We use a system which assigns seat numbers at each table. Take each course in the proper order using these seat numbers. This way, you and the food runner will always know who should be served what.

Once the cocktail order is complete, make a brief appetizer suggestion(s) before leaving the table.

"Oh, if you’re interested in appetizers, tonight Chef John is featuring mussels which he steams with white wine, rich, garlicky butter and fresh thyme...They’re SO good! We also have our regular selection listed right here on the menu." (Show guests where the appetizer section is.) "I’ll be right back with the cocktails, or if you’re really hungry, I can start an appetizer order for you right away."

STEP 2 ~ COCKTAIL SERVICE / APPETIZER ORDER

- Serve water at this time if it wasn’t already poured at the table.
- Beverages should be served in 5 minutes or less.
- All beverages, except coffee, tea, and wine, are served on a cocktail napkin. (There are no beverage napkins served under water glasses.)
Service Manual

- Beverages are served from a tray off a tray jack. (Tray jacks for cocktail trays is optional in some restaurants)
- Serve all beverages on the right, open-handed, from behind your guests when possible. Guest comfort is the overriding rule. (If you notice a left-handed guest, it would be a nice touch to serve their beverage on the left!)
- Serve women first.
- Bottled wine and champagne service will be covered in the beverage section.
- This is the time to take an appetizer order if they did not already do so.
- Ring all appetizers IMMEDIATELY.
- Once any food items have been ordered, BRING BREAD on your next trip to the table.

STEP 3 ~ MENU PRESENTATION

THE MENU PRESENTATION BEGINS AFTER BEVERAGES HAVE BEEN SERVED.

The main purpose of the menu presentation is to distinguish our restaurant from our competition. It serves to inform your guests about our food, the quality of the products and our unique recipes.

Equally important is to instill trust and give guests the confidence that you will guide them through their dining experience. You’ll be demonstrating your knowledge, which will let them feel that they are in good hands.

To deliver a great Menu Presentation, you must know your products thoroughly. STUDY THE MENU DESCRIPTIONS so you’re confident in your knowledge. After training, you must attend the weekly FOOD SHOW. Pay attention, TAKE NOTES and know any specials or fresh catch.

Remember this ~ Guests will tip more to a server they feel is more intelligent or well-educated. When you can confidently talk about our menu items, you’ll be demonstrating your higher level of knowledge. It’s important to develop your own style of menu presentation. This should not be robotic or a ‘canned speech’, but a natural informative discussion with your guests.

A proper Menu Presentation will take about 60-90 seconds. If you take longer, it can annoy guests. Use the Tablet Menu as a tool because pictures sell!
Key Points for the Menu Presentation ~

- Make statements of QUALITY. - Top fish purveyors such as Foley Fish & Steve Connolly, Top Catch, Top choice grade of beef, Scratch kitchen, etc.
- Recommend one or two that you particularly like, using descriptive language and according to the steps of the recipe.
- Point out any specials and/or the fresh catch list, to include guest options.
- Ask if they would like to start with an appetizer.
- Ask if you can answer any questions.
- Ask questions to give guests options.
- Inform them of any 86d items, to avoid later disappointment.

There are really two types of menu presentations. One for first time guests and one for returning guests. It’s up to you to find out which they are. When you don’t already know your guests, ALWAYS BEGIN WITH THE QUESTION,

“Have you dined with us before?”

When they’re first time guests, give them a FULL menu presentation. It will begin with,

“WELCOME! Let me tell you a bit about our restaurant.”

NOTE: Always inform your manager whenever you have first time guests. We want to be sure they stop by the table! This extra attention helps them feel valued.

If they’re returning guests, don’t bore them with information they’re already aware of. Instead, say,

“WELCOME BACK!”

Each restaurant has a variation of the menu presentation depending on the concept. Here are the key points for lunch and dinner. During training, you may want to use a ‘cheat sheet’ to glance at until you’re feeling completely confident, but we expect you to memorize the proper menu presentation. PRACTICE your menu presentation until you have it! You’ll need to demonstrate a proper menu presentation to your manager before you can take tables.
Lunch is different. Guests just want to get in and out. Keep it brief. If they have a time limit, try to get the order immediately.

Sample cheat sheets for training:

**DINNER MENU PRESENTATION**

AFTER beverages are served:

ALL GUESTS~
Have you dined with us before?

1st TIME GUESTS~ Welcome
- Restaurant Specialty
- Scratch Kitchen – fresh herbs, & recipes made in-house.
- Foley’s Top Catch
- Top Choice Grade Beef
- 86 items

ALL GUESTS~ Welcome Back
- Chef’s Features
- Descriptive Language
- Chef…
- Questions? Or more time?

Descriptive words:
Flavorful, mild, delicate, tender, fresh, rich, moist, velvety, delicious, savory, melt-in-your-mouth, crispy.

**LUNCH MENU PRESENTATION**

FIRST- ON A LUNCH HOUR?

ALL GUESTS~
Have you dined with us before?

1st TIME GUESTS~ Welcome
- Restaurant Specialty
- Scratch Kitchen – fresh herbs, & recipes made in-house.
- Foley’s Top Catch
- Top Choice or Prime Grade Burgers
- 86 items

ALL GUESTS~ Welcome Back
- Chef’s Features
- Descriptive Language
- Chef…
- Questions? Or more time?

Descriptive words:
Flavorful, mild, delicate, tender, fresh, rich, moist, velvety, delicious, savory, melt-in-your-mouth, crispy.
For ALL guests:

SELL OUR FRESH CATCH and SPECIAL MENU ITEMS THAT GUESTS CANNOT GET ANYWHERE ELSE!

Learn to describe the PREPARATION of your favorite specials, using your chef’s name.

- Choose and learn one or two that you love! TAKE NOTES to refer to.
- Use sentences containing “Chef..” “We have this evening…” “We have for you…”
- Describe HOW we are preparing it FOR YOU, or HOW Chef is preparing it.
- Personalize it! When you use “for you,” it sounds as though chef is doing something special only for them!
- Know the definitions of cooking terms…reduction, demi-glace, deglazing, roasting, etc.
- Break it into recipe steps as you would if you were explaining how to make your favorite recipe to a friend.
- Choose your own descriptive words but USE THEM! For example: Delicious, melts in your mouth, very tender, flavorful, awesome, rich, velvety…

Sample Verbiage for Recommending Menu Items from our recipe files -

Soup: Salmon Bisque
- We have a very rich and delicious smoked salmon bisque for you this evening.
- Chef makes this from our house-smoked salmon with leeks, brandy and cream.
- I highly recommend that you experience this!

Appetizer: Involtini di Melanzane
- Chef is taking thinly sliced eggplant,
- Brushing it with a little olive oil and grilling it.
- He’s then mixing imported goat cheese with fresh basil, oregano, thyme and garlic.
- And rolling the goat cheese in the eggplant.
- He’ll be serving this over baby greens, dressed in a red wine vinaigrette.
Pasta: Spaghetti con Polpette di Carne
- Chef is featuring for you,
- meatballs he’s made from ground veal & pork
- with fresh garlic, herbs and chile peppers for a bit of spice.
- He’s serving these over spaghetti with our fresh tomato basil sauce.
- It’s Classic Sicilian!

Fresh Fish: Salmon with Artichokes
- We have a very special treat for you this week!
- We’ve brought in Pacific, troll caught, wild King Salmon.
- It is very moist and tender, and has outstanding flavor,
- as it has a higher fat content.
- And is heart healthy, with lots of Omega 3s.
- Chef has made a relish of fresh artichokes, tomatoes, basil, lemon, olive oil.
- It’s a perfect compliment to the salmon!"

Carne (meat) - Agnello Spiedini
- Chef has marinated a top round of lamb
- with fresh oregano, garlic and red wine.
- The acidity tenderizes the lamb.
- He’s serving that with fresh grilled vegetables of zucchini, summer squash, red peppers, eggplant,
- and a side of curried couscous, a complimentary flavor with lamb.
- It’s drizzled with a balsamic reduction.

Appetizer- Salmon Phyllo (pronounced “fee’-low”) Napoleon
- For our very special appetizer this week,
- Chef begins with fresh farm-raised North Atlantic Salmon.
- He cures this with fresh thyme and vodka.
- And slices it very thin for you
- It’s layered with phyllo, cucumber and avocado,
- and drizzled with chile pepper oil for a little spice.
- He’ll serve you a cilantro aioli with that."
**Entree**- Smoked Salmon Ravioli

- We have for you tonight
- a ravioli filled with smoked salmon, cream cheese and onion.
- Chef will toss that with leeks, red onion and spinach in a sauce of Dijon mustard and cream.
- It is very rich and flavorful.

**Entrée- Tamari-Honey Salmon**

- This evening, Chef will sear fresh salmon with a Tamari and honey glaze.
- Tamari is a richer soy sauce.
- He'll then toss fresh spinach, peanuts, scallions
- with an orange-ginger vinaigrette
- then place the salmon on top.
- The flavors completely compliment each other
- I highly recommend that you experience this creation.

**Dolci (Sweet) - Cassata Siciliana**

- We have an amazing dessert this week!
- Chef makes pound cake soaked with Madeira wine,
- layered with sweetened ricotta,
- a hazelnut praline layer,
- and a chocolate ricotta layer
- It is moist and delicious!

We recommend that you pick YOUR favorite menu items and learn a great description for each
STEP 4 ~ TAKING THE ORDER

The first rule of proper order taking is WRITE ~ REPEAT ~ REVIEW

WRITE:  When taking the order, write it down! It is not professional service to have to return to a guest because you forgot what someone ordered.

REPEAT: Repeating the order means CONFIRMING each guest’s order as you take it. Confirming the order can be done in several ways, such as complimenting the guest’s choice or repeating the item as you take the side order.

“The tenderloin filet is a great choice. It’s our most popular steak!”

“Very nice! The whitefish is my personal favorite!”

“What side would you like with your fried perch?”

Pay special attention to items that are easily confused. In the seafood restaurants, a guest may be looking at a specialty fish recipe or a fresh catch item. For example – Miso-Glazed Sea Bass vs Fresh Catch Sea Bass. CLARIFY which they are ordering.

REVIEW: Review your written order prior to ringing it in. This helps avoid mis-rings and unnecessary delays in service.

If guests have not already ordered an appetizer, try to get the order for the entire meal at this time. Sometimes guests think that they should order course by course. It is very important for you to be able to control the table for NO-LAG SERVICE. Food should be timed so that one course promptly follows another. Professional service doesn’t mean slow service.

Other details of taking the order:

1. **Never use the table to write out the guest's orders.**
   Use your book in your hand.

2. **Individualized Orders**
   Move around the table to take each guest’s order (at tables). The order is personal and some guests would prefer to not announce to everyone what they are ordering. This is true for beverages as well.
3. **Seat Numbers**
   We use a system of seat numbers at each table. You must memorize them. Take the order in the proper order using correct seat numbers. This way you and the food runner will always know who should be served what, without "auctioning off" the food.

4. **Sides**
   If side choices are included with entrées, list these choices for guests. Try to inform the entire table at once of these choices. If sides are specific to certain entrees, let guests know what is included as they order each item.

5. **Doneness or Temperature**
   You will ask guests how they would like steaks and burgers cooked as well as any other red meats. For steaks, DEFINE our temperatures for them. Restaurants vary so this is important so guests understand what we mean by rare, medium rare, etc. For example, when a guest orders medium-rare, your response back should be, "Medium-rare will be a hot, red center." If they’re thinking more of a pink center, they’ll tell you what color they’re looking for. Your supplements contain a list of temperature definitions used in your restaurants.

   Tuna is the only fish you’ll confirm a temperature for. Say, "Chef recommends we cook our tuna rare to medium rare." If they want their fish cooked more, they will then tell you. If a guest asks how we cook our other fish, inform them that it is cooked until "just done" to the point that it retains it’s moistness.

6. **Salads**
   In some of our restaurants, a house salad is included with dinner. There may be additional salads available for a charge, such as Caesar or Tomato Salad. In others, coleslaw is included but a house salad is available for an additional charge. And in others, salads are completely a la carte. Inform guests of their options and ask if they would like salad. Be sure to inform them if an additional charge applies.

7. **Special Orders**
   Our kitchens are very flexible with special orders. However, always check prior to telling your guests we can do something out of the ordinary. **WE TAKE ALLERGY ISSUES VERY SERIOUSLY.** An error on our part can be potentially life threatening. Never assume food is safe for someone with an allergy. Be sure you know your ingredients and **don’t guess if you**
Service Manual

**don't.** Always communicate with both the chef and floor manager when an allergy is involved. Our restaurants have **GLUTEN-FREE menus** for guests with this common allergy.

Allergies aside, **generally, you want to encourage guests to order our regular menu items and features, which we know taste great.** Special orders can dramatically slow the kitchen on a busy evening. Don’t give guests a negative feeling if they make a special request, but don’t recommend changes. Talk about the items you think are excellent.

8. **Children**
If there are young children at the table, always ask parents if they would like children’s meals brought as soon as possible. Don’t assume this however.

9. **Offer wine with dinner**
Sometimes wine is an impulse buy. After you’ve taken the dinner order ask this specific question to the group and you’ll sell a bottle of wine more often:

> “Will you be having wine with dinner?”

**Ordering / Timing**
As previously mentioned, food should be timed so that one course promptly follows another.

We call this **No Lag Service.** Guests don’t want to feel rushed and they don’t want gaps between courses either.

Servers are responsible for timing their orders. You must be aware of the conditions which may affect the timing.

- Know how long different items take to cook.
- On busy nights, the timing will be slower. You must ring accordingly.
- Some guests will eat slowly.
- Some guests are in a hurry.
- Food will be ready quickly early in the evening and late at night.

LUNCH ~ At lunch, many guests want to get in and out in under 45 minutes. Find out whether they are on a ‘lunch hour’ to determine what to recommend and how quickly to pace the meal. Once you ring the LUNCH entrees, PRINT THE CHECK so you have it handy to drop once the entrees are served.
Serve courses in the following order:

1. Soups and Appetizers  
2. Salads  
3. Entrees

- If guests each order both soup and appetizers, it is proper to serve appetizers prior to soup, but we recommend that you ASK since soup is quick and appetizers may take a few minutes to cook.
- If one orders soup and another orders an appetizer, you may serve both as appetizers.
- If one orders soup and another orders salad, serve these at the same time.
- If a guest orders 2 appetizers as an entree, clarify how they would like this served. ASK.
- Appetizers are eaten quickly. Generally order salads just prior to taking out appetizers.
- Entrees should usually be rung up prior to salads being taken out. If items are longer cooking items, such as a well-done steak, you may want to ring entrees at the same time as or even ahead of salads.

In general, order entrees just prior to serving salads.

**STEP 5 ~ FOOD DELIVERY AND ENTRÉE CHECK**

Food delivery is really a separate step from the Entrée Check, but they should be so close together in timing that we list them as one.

The server is responsible for ensuring that their guests receive the items they have ordered and have all of the accompaniments they need to enjoy the meal, even when there is a food runner.
**Service Manual**

**Bread Service**
Once guests place any order, ASK whether they would like fresh bread. (Some avoid gluten or carbs, so we don’t want to serve it only to toss it out.) Serve bread once food has been ordered (unless guests request it immediately).

The proper portion is ONE PIECE PER GUEST and ONE FOR THE TABLE. Your restaurant will also have a proper portion of butter or oil for the bread.

**Silver the Table / Prep Plate**
To make sure all additional silverware are on the table PRIOR TO the entrees being served, you will take a Prep Plate or needed polished silverware to the table. This Prep Plate contains polished silverware to replace items that were previously used or additional needed items such as steak knives or pasta spoons. Always check the stock and polish of this silver prior to approaching the table.

Refill all beverages just BEFORE the food arrives. This is also another good opportunity to sell another glass or bottle of wine.

Announce entrees as they are served. Don’t auction off food.

The actual entrée (or protein) should be nearest the guest when the plate is set down. It is not acceptable to put down the plate, and then rotate it in front of the guest.

Offer fresh pepper with each course. Carry a peppermill with you or be sure one is in easy reach of your table.

When entrees are served, ask if there is anything anyone needs with dinner before leaving the table. Do a visual check of waters, bread, wine, or other beverages.

Remember that if there are four or more guests, there must be two people serving the order.

**ENTRÉE CHECK – 2 BITES**

The Entrée Check **must** be performed within 2 bites - never more! (NOT 2 minutes!) If there is a problem, we must find out immediately!

Don’t ask “Is everything OK?” (This implies mediocrity.) Instead ask “Is everything delicious?” This is what we **expect** guests to experience.
As you ask about the meal, **do a visual check of the food**. If something looks obviously wrong, such as an overcooked steak, discreetly ask the guest if you may take it back.

During dinner, keep a close eye on guests but be unobtrusive. Refill waters and wine glasses. Be available if they need anything else during this time.

**Food Problems**

If there is *any* problem with the food in any way, take proper steps in this order:

1. **Apologize!** This is very important in making your guest feel that you’re concerned.

2. **Ask the guest what they would like instead.** You may need to bring a menu, just in case the guest needs to refer to it again.

3. **Remove the item** from the table and immediately take it to the kitchen. Do not leave the table with a wrong item left in front of your guest!

4. **Get a new menu item cooking.** YOU WILL NEED TO COMPLETE A RE-COOK TICKET. Most food problems can be rectified within just a few minutes and any type of re-cook or new item will take priority in the kitchen.

5. **Alert the floor manager or supervisor!** They will visit the table and run the re-cook.

Mistakes do occur from time to time and your manager is trained to handle them. Do not ever hesitate to tell your manager about a problem, no matter who made the mistake and no matter how inconsequential you think it is.

Some of our most loyal guests are made when we have made a mistake and been given the opportunity to solve the problem.

Letting your manager handle a problem for you provides our guests with extra attention and service, helping to ensure the MEMORABLE DINING EXPERIENCE, in spite of the problem. Many of our most loyal regular guests were created as a result of properly handling a problem they experienced at some point.
Clearing the Entree

While it was once considered rude to clear a guest’s plate while other guests were still eating, most people will now prefer to have their plates cleared as soon as they are finished. However, older guests and couples may still want plates to be cleared at the same time.

Use your good judgment and ask a simple “May I?” with your hand out near the plate, prior to removing any plates. Do not touch the plate without guest permission! Don’t use phrases such as, “Are you still working on that?” or “Are you all done?”.

- **Do NOT remove other items**, such as bread baskets, B&B plates, etc., until the last guest has finished their entrée. We don’t want anyone feeling rushed to finish.

- Guests who have eaten food with their fingers, such as crab legs or lobster must be served a **hot towel** with lemon near the end of their meal. Don’t wait until they are completely finished, as they will want to wipe messy hands on this instead of their regular napkin. It may be appropriate to bring extra napkins when first serving the entrée.

- **When clearing the table, you must use a large tray on a tray jack** so you can clear completely. Stack dishes quietly and according to size and shape. This allows you to clear everything, saves time in the dish room and prevents breakage. Keep your back to guests if scraping food from one plate to another.

- **Clear women first**, when possible, from the right, open-handed.

- **When clearing the entrée course**, this is when you must clear everything except water glasses, teaspoons, unfinished beverages, but do this *only* after all guests have finished. There should not be any bread basket, butter or oil plate, misc. silverware, ramekins, condiment bottles or trash left when this course is properly cleared. It is least intrusive to get every detail at this point when you have to be there anyway.

- **Crumb or wipe before leaving the table**. Wipe or crumb the table clean onto a tray or plate (*never* onto your hand or on the floor!).

- Take the tray directly to the dish room to empty. Never leave a dirty tray in the dining room..

- Return the tray to its proper location and wipe it with a sanitizer towel before putting it away.

- Return condiments and bread baskets to proper places. Don’t make it clutter for a co-worker.
STEP 6 ~ DESSERT SALES

Dessert is an impulse buy! Many guests have no intentions of ordering dessert prior to arriving at the restaurant but cannot resist once the see a picture and hear you describe how delicious it is. It’s a great way to boost your check, particularly when you know you will not likely be seated another table.

Desserts should be offered prior to coffee.

Wait until after the table has been cleared of every item from the previous course and wiped or crumbed.

Bring one tablet to the table – already opened to your favorite. You’ll find desserts will be easy to sell if they are presented as something that the guest "has to try."

Some guests hesitate if they are the only one who wants dessert. Suggest one for the table to share if guests hesitate.

Silver the table with the proper utensil. If it’s cake-like (even if it’s served with ice cream), it’s a fork. If it’s ice cream, crème brulee or cobbler, it’s a teaspoon.

Do not bring extra forks or spoons unless guests request it. You may put someone in an uncomfortable position if they dislike sharing a plate with others. For some, this is a sanitation issue.

Offer coffee or cappuccino and after dinner cordials.

Serve coffee automatically with cream and sugar. Do not ask. This is a part of coffee service. Always serve a cappuccino caddy with cappuccino.
STEP 7 ~ CHECK PRESENTATION AND GUEST CASH OUT

Bring the check promptly! Don’t make a guest wait for their check. They should never have to ask for it!

Once dessert and/or coffee is on the table, deliver the check and let them know that you will cash them out as soon as they are ready. This gives them the option of paying when they want. (At LUNCH, drop the check when the entrée check is done, in case they need to get out quickly.)

Continue to service the party until they leave the restaurant. Remove empty dessert plates. Refill water glasses and coffee cups. (Guests do not stay longer just because waters are refilled. This is simply professional service.) Please note - If it’s your last table of the shift, you must remain as long as your guests remain. You may NOT cash them out and ask someone else to clean the table. We want guests to feel they are getting attention until they walk out the door!

Keep a close eye on them, as this is a critical moment, and the moment when they decide on your tip. When they place cash or a credit card with the guest check, pick it up from the table and process it for payment as described in the Guest Check Handling section of this manual.

Keep the change only when the guest has explicitly told you to do so, even if it seems obvious that it was meant as a tip. Never assume and never ask if they want change back!

When guests pay with credit cards, return the card and charge slips to the proper person. If you aren’t sure, read the card for clues

It is REQUIRED that you return to pick up the voucher after they have signed so that you have time to inspect that they have signed and totaled properly. It happens in every restaurant that the server fails to pick up the voucher and the guest accidentally takes the signed copy, causing the server to lose their tip. Don’t let this happen to you! (You don’t need to look at this at the table, simply pick up the book and thank them sincerely and walk away, then check off the floor.)

Walkouts

Servers are responsible for the collection of all food and beverages served to their guests. Although walkouts are very rare, it is your responsibility to minimize the possibility of it occurring. If we feel there was any neglect on your part, there may be disciplinary action taken.
ALWAYS SAY,

"Thank You!"

TO YOUR GUESTS!
USE THEIR NAME WHEN POSSIBLE!
INVITE THEM TO RETURN!

SMILE!
More About Table Maintenance

Clearing each course properly is one of the service standards that will differentiate our restaurants from others.

We call this **PERFECT TABLE MAINTENANCE** or a **WELL-MANICURED TABLE**. The table should be perfectly maintained during each course to be ready for the next course or guest check. There should not be a single item left that is not in use and there should be no crumbs.

There are rare exceptions when guests don’t want you to pick up some items, but, we still expect the table to be properly maintained.

**Examples:**

- A *very small* percentage of guests will ask to keep their bread when you’re clearing the entrée course. Of course you would defer to their wants, but at some point, they’re finished with it. There is never an acceptable time at dinner for the bread basket and guest check to be on the table at the same time.

- Guests may still be drinking wine when the entrée course is cleared. Once the wine glasses are empty, they must be removed.

- Guests may order coffee and use sweetener. Remove empty sweetener packets each time you are at the table. This is trash.

- You will drop the check once guests are eating dessert, but dessert plates must be removed when guests are finished with them, even if they’re already cashed out. **WE SERVICE THE TABLE PROPERLY UNTIL GUESTS LEAVE THE RESTAURANT.**

In general, we do not remove guest’s linen napkins until the table is vacated. Many will use it one last time to wipe their hands or mouth prior to getting up from the tables.

**Water glasses should be refilled right up to the time guests depart.**
9 Salesmanship

We've already reviewed the importance of menu knowledge, using descriptive language and making specific recommendations. These skills are all part of salesmanship. What we want you to realize is that salesmanship, or up selling is a win/win for you and your guests.

Good Salesmanship is a BENEFIT to your guests

It is perceived as special attention. Two things are accomplished: You increase guests’ enjoyment of their meal when they order and love your recommendation. Also, you increase their feeling of being served through the increased rapport you’ve established.

For you, this will also result in two things...both a higher check average from increased sales and a higher tip percentage from your guest’s perception that you took better care of them!

Salesmanship Is...

- Helping guests make decisions that are in their best interest.

- Finding out what appeals to your guests and recommending some options. i.e., Do they like spicy foods or fuller flavors?

- Informing them of differences in the quality and flavors of the foods and beverages that we offer.

- Suggesting extras such as appetizers, sides, wine, and desserts that will enhance their experience as well as your check.
Order-takers vs Salespeople
There are really two types of servers: The Order-taker and the Salesperson. The difference is astounding. The following are a few of the differences:

ORDER-TAKERS ~
- see selling as being pushy.
- treat guests as an interruption of their job.
- say they don't have time to sell.
- get annoyed when they have to answer questions from guests.
- greet their guests with “Ready to order?”
- are frequently “in the weeds” because they do not control their tables. Their tables control them.
- have to work extra shifts because their tip % is so low.

SALESPEOPLE ~
- see selling as an opportunity.
- work smart by guiding guest's decisions.
- suggest specific items and specials.
- establish a professional rapport with guests by answering questions.
- greet guests with “Let me tell you some things about our menu.”
- control the timing and flow of service in their sections by saving steps.
- earn higher tips due to higher sales and giving guests a great experience.

Basic rules to increase your sales:

Show smiles and greet guests in a friendly, upbeat manner!
- This will establish a positive rapport with them, making them open to listening to you.

Suggest specific cocktails or wine and ask if your guest has a BRAND PREFERENCE.

Do a proper MENU PRESENTATION!
- Many guests will follow your suggestions when you describe menu items.

When serving the first cocktails, if you've already recommended the Calamari, ask, "Would you like me to get you some Calamari started, or was something else appealing to you as an appetizer this evening?"

ASSUME THE SALE. The worst case is that they say no. Even if four guests share one appetizer, you've added to your check and to their experience.
When taking the order:

- Always let guests know what is included with dinner, but OFFER OPTIONS, such as "Coleslaw is included with your entrees, or we have a house salad or soup available for $1.95"

- After taking the entrée order, always ask "Will you be having wine with dinner?" When you ask in this way, it sounds as though it’s a NORMAL EXPECTATION that most guests do.

- At lunch, suggest a glass of wine or beer with lunch. Even if they begin with a non-alcoholic beverage, suggesting wine with their meal may appeal to them at that time. Another impulse buy.

- After dinner, suggest dessert prior to offering coffee. Suggest an after dinner cocktail or port.

- Dessert is an impulse buy. Most guests do not plan to have dessert. Don’t simply say “Do you want dessert?” It is easy to say NO to that question. Instead, say, “We have the BEST Crème Brulee that is so velvety and creamy… it’s truly incredible! Who would like to try one out?” If there is hesitation, suggest sharing. Even one dessert increases your check!

- Use positive body language.
  
  - Smile when you are talking about the menu and never rush. Appear cool and calm, even though your mind may be racing.

  - A simple up and down nod of the head is a powerful tool to use when inquiring whether or not your guests would like to start with an order of Fried Calamari while they are looking over the menu.
Sell Appetizers and Wine

Of course, you want to sell everything you can, but if you begin to sell at the beginning of the meal, you'll make more money than if you just try to add desserts to the check. Some guests will have appetizers and entrees, or entrees and dessert, but not all 3 of these courses. **It is more profitable for you to sell appetizers than dessert.**

3 benefits to selling appetizers:

1. Guests eat appetizers quickly because they’re hungriest at this point. This lengthens the table turn by only a few minutes as opposed to the dessert time, where guests tend to sit back and relax.

2. The opportunity for an extra round of cocktails. Most guests finish the round with appetizers and are ready for another cocktail or a bottle of wine when entrees arrive. This is not usually true with dessert.

3. Appetizers generally cost more than dessert.

Benefits to selling wine:

1. A bottle of wine can be the $ equivalent to adding another guest to the table (with very little additional work).

2. Wine enhances food and relaxes guests. They will enjoy themselves more adding to the MEMORABLE DINING EXPERIENCE.

3. If you sell bottled wine, guests will likely drink more. Also, refilling wine glasses is less work than bringing refills on cocktails or other beverages.

SALESMAINSHIP ENHANCES YOUR GUEST’S EXPERIENCE WITH US
10 Organization and Efficiency

Providing outstanding service to guests requires strong organizational skills. In any busy restaurant, one can look around the room and pick out those servers who are well-organized. They look calm when things are hectic. Those who are inefficient appear frazzled. When you can stay a step ahead, the shift flows smoothly and guests can be properly serviced.

There are several ways to stay organized and be efficient. **It’s all about saving steps.**

1. **Whenever you’re in your station, look at all of your tables** even if you don’t need to approach them. A glance to see if they need refills on beverages or if they are almost finished with a course will remind you of what you need when you are off the floor. You want to make as few trips as possible. Looking at all of your tables will also give your guests the opportunity to get your attention if they need something unexpectedly.

2. **Treat your entire station as one table.** Each time you can take or bring items for two or more tables, you’ve saved trips.

3. **Do what you can along the way,** such as ring an order on your way to the dish area. Then bring out some clean dishes on your way back. **Do not make a trip empty-handed! Look at your entire Zone!**

4. **Know your next 4 moves.** Think ahead first. You may be busy, but sometimes will need to just stop for a second and plan before heading in another direction.

5. **Use large trays.** You can clear and prebus in your entire section with two hands. You’ll get more items and be able to work faster. Use cocktail trays for cocktails and large trays for everything else.

6. **Return dirty dishes to the kitchen immediately.** It takes more time to stack them somewhere else, then return to pick them up. It also shows poor team effort to leave them sitting, as others must work in these areas.

7. **Work your ZONE** If each server works this way, it will save trips or steps for everyone! Jump in and assist others with **Team Seating, Serving and Clearing.**
MOST IMPORTANTLY ~ Ask for help

In those instances where you just have too many things to do in too little time, get help. This is your responsibility. The objective is to take great care of our guests even if you’re “in the weeds.” Sometimes just 2 minutes of assistance from a manager, busser or another server enables you to regain control. You should, in turn, look at your co-workers and help them when they need. Don’t wait to be asked. BE AWARE.

The very best servers ask for help when they need it. This is an unpredictable business at times because we’re dealing with people. Never think that your manager will think you’re unable to do your job because you need help. Instead, they will recognize and appreciate that you’re aware that you need some assistance to take proper care of our guests.

Also- whenever you can, OFFER YOUR HELP to someone else!
11 Other Important Information

The Birthday Discount
Mainstreet Ventures restaurants (except Chop House and La Dolce Vita) offer a birthday discount to guests on their birthday.

The amount of the discount covers only the food portion of the check (alcoholic beverages are not discounted). The discount is the equivalent of a complimentary meal. For example, if two guests are dining with one birthday, the discount is 50% off the food portion. Three people, 33% or 1/3 off; four people, 25% or 1/4 off, etc. We also give a complimentary dessert. You must serve this with a candle.

Guests must dine on the exact day and provide proof (a driver’s license or passport). When presenting the check, ask for their identification and ask them to sign the check. Take these to a manager who will discount the check for you.

The discount can never exceed 50% (a guest dining alone on their birthday will receive a 50% discount.)

The discount cannot be used in conjunction with any other discount.

The discount may not be used for carryout food.

Remember that guests want special attention on their birthday. Be sure to be upbeat and wish them a happy birthday prior to any discussion of the discount. PUT A CANDLE IN THEIR DESSERT! If you forget to take the dessert or don’t acknowledge their special day, they will leave disappointed. Also, if guests have a problem that is not handled properly, we’ve ruined their birthday for the year!

Give birthday guests special consideration and be sure they have fun!

Portion Control and Consistency
Restaurants which are successful are consistent. Guests know what to expect which prompts them to return over and over. Consistent and proper portioning of food and beverage quality, quantity, and presentation is vital to the overall success of our restaurants.
Guests expect the same product and portion whenever they dine with us. Each time you give something extra, you will set up an expectation for the next visit. They will be upset if they don’t receive the same portion when they were actually served the right one!

Common problems are bread, wine pours, and coleslaw or salad size. Also, if one server puts lemon wedges in water glasses for his guests, the guests at the adjoining station will feel that their server was simply negligent for omitting the lemons in theirs.

**Sidework**

Sidework will be divided evenly among employees in every area and will be rotated.

1. **Opening** - prior to guest arrival.
2. **Maintaining** - replenishing during shift. *Maintaining sidework is as important as serving your guests.* If you fail to take care of your maintaining sidework, you will slow the service of your co-workers, affecting their guests. (They are all, ALL of our guests!)
3. **Closing** - completed at the end of your shift, but not waiting until end of the shift. Sidework duties will be checked prior to opening, throughout the shift, and at closing, prior to the employee's departure, and must be completed to the manager's satisfaction.

**Handling of Guest Complaints and Problem Situations**

If a guest is unhappy with their meal or anything else, **APOLOGIZE** first, before you do anything else.

**LISTEN** to what the guest has to say. Do not interrupt.

Most guests will tell you what is wrong, but if they do not, do not question them and NEVER dispute an issue with them.

If you receive a complaint, even if the guest is in another station, **you own the complaint**! Follow up to be sure that it is handled properly! For example, if you’re walking by a table that is not yours, who flags you down to complain about cold food, your responsibility would be to first apologize, return the
food to the kitchen, inform the server and a manager, then stop back to inquire if we resolved it to their satisfaction.

Complaints are not simply problems, but opportunities to create a loyal guest!

If correcting the situation involves removing the dish and the guest will not have food in front of them while others at the table are eating, you should always offer an item for them to eat while they are waiting. You will want to offer items that are readily available such as soup or side dishes.

It is imperative to get a manager involved in every problem situation, no matter how small and regardless of whether it is a server's mistake, the kitchen's mistake or the guest's mistake WE WANT EVERY GUEST TO LEAVE HAPPY. We want our guests to know that we care. Managers are trained to deal with problem situations and often, guests are more open with managers.

If a guest does not complain, but you sense there may be a problem at a table, alert a manager so he can stop by the table. Some people may never complain but leave unhappy and never return again. It is your responsibility to determine if something is wrong.

When problem situations are handled correctly, they often create loyal regular guests.

HANDLING GUEST PROBLEMS

Apologize first, always.
Listen.
Correct the Problem.
Get a manager involved.
Follow Up.
Tipping

A tip is a gratuity that a guest decides to give a server for the service they receive. It is not a set amount, but what makes sense to the guest. Servers who try to squeeze an extra tip out of their guests are only hurting the restaurant and themselves.

Never assume any change is yours unless the guest specifically says so. Return all money or change to the table after cashing out a guest check.

Under NO circumstances should the amount of a tip be discussed with a guest.

It is also unacceptable to discuss or post any remarks or photos about any tip in any public forum!

Under some circumstances, with reservations of parties of eight or more, we request that the party be put on one check and an 18% gratuity be added. This is only a request and if the guest does not want this, we do comply with their wishes. If a guest does say yes, they may add extra gratuity if the service is better. Never use the 18% policy as a reason to not give outstanding service because the tip is guaranteed. Once a guest has requested that we automatically add the tip, it must be added. The server may not opt to leave it off in hopes of a better tip. Servers must check all large party reservations to find out if a tip is included.

Guests must also be verbally reminded when the check is dropped that the 18% tip is included and it must be written in the tip line on the credit card slip.

Any non-compliance with our tipping policy may result in termination.

In House Tipping

Servers are required to tip out a percentage of their sales from each shift, never to exceed 3½%, which are distributed between the bussers, food runner and bartenders. These tips are for the support services they provide.
The POS System

The POS (Point of Sale) system, which includes the credit card processing system, will track all of your transactions. You will be trained on specific operating procedures.

Access to the terminal is gained through the use of a "badge." Each server is issued a badge and assumes full responsibility for its safekeeping. You must bring your badge to work for any shift. You may not lend your badge to anyone, nor can you use anyone else's. You will be charged $10.00 for the cost of replacing a lost or forgotten badge.

You will learn specific procedures for operating all aspects of the register system, including:

1. Daily Operating Procedures
2. Credit Card Processing Procedures
3. Gift Card Processing Procedures
4. Personal Check Processing Procedures
5. Discount Processing Procedures
6. End of Shift Cashing Out Procedures

Guest Checks

Orders are taken on plain paper. You will then input the order at a POS terminal. At the conclusion of the meal, a check is printed by the system, which you present to the guest. Once you have completed an order, the paper on which the order was taken may be discarded.

The system keeps track of guest checks by table number. Each time an order is placed for a party, the system requests the table number and adds that order to any previous orders for that party. It is critical that you know your table numbers and use the correct table number for each order.

Ringing Orders

Each time an order is placed at a POS terminal, that order is directed to the area (hot line, pantry, bar, etc.) at which it will prepared. The system prints the order (referred to as "chits") in that area. No food or beverage item may be prepared until a chit is received. Receiving food or beverage items that have not been entered into the system will subject you to disciplinary action.
Service Manual

Certain items are not printed in the kitchen or bar. These are items such as coffee or soup that are picked up by the server directly. These items also must also be entered into the system before they are served. Violation of this policy will subject you to disciplinary action. Also, you don’t want to lose tips because you forgot to ring in some items!

Server Banking
Each server is responsible for collecting for all guest checks and retaining the funds (or other payment means such as credit card vouchers) until the conclusion of their shift.

You must carry a $30.00 bank to make change for your guests. This is a required part of your dress code.

Walkouts are the responsibility of the server. Although rare, walkouts that are associated with server negligence will result in disciplinary action.

Gift Card Handling
You will learn proper procedures for accepting gift cards during the Shadow part of your training. There are two types of gift cards, CASH and A&P.

1. CASH is purchased by a guest
2. A&P is a card that has been given away by management or donated by Mainstreet Ventures. (Note: All requests for donations must be handled at the corporate office.)

Cash Gift Cards
When a guest presents a CASH gift card, the card will not show any dollar amount listed on it. When you swipe the card, you will find out the balance. If the check is less than the value of the gift card, you will return the card with the balance after cashing the table out.

A&P Gift Cards
When a guest presents an A&P gift card, it will show a pre-determined amount, such as $25. This may NOT be used towards a tip because there is no cash value to it.

Personal Checks
We do not accept personal checks.
12 Food Information

The Menu

The Mainstreet Ventures partners, including our Executive Chef and the Chef of each property, develop each of our menus. Our objective is to develop menus that are innovative and contemporary with an appeal to many tastes.

Our kitchen is a "scratch" kitchen. We make almost everything on premises using specific recipes. We adhere to our recipes strictly to ensure that items will remain consistent from day to day. We are committed to using the best and freshest ingredients. The difference is very noticeable. You will have the opportunity to taste many of our menu items.

The Kitchen

The kitchen is divided into several specific food preparation & production areas:

- **Front Line** - where hot items are prepared as ordered. It is staffed by the line cooks.
- **Pantry** - where cold items (salads, desserts, cold appetizers) are prepared.
- **Prep Area** - where basic ingredients are prepared for use by the cooks and pantry.
- Some of the restaurants may have a **pizza** station or a **rawbar** or **sushi** station separate from the other areas.

As servers, your job will never require you to go behind the front line, but you will enter the pantry and prep areas. You will also need to know where the walk-in refrigerators and freezers are as you will need to enter these to re-stock food items.

When you do re-stock supplies from these areas, realize that each product has a designated place in its storage area and that we use products on a rotation basis, meaning "first in, first out." Each product should be dated, so when you use something, always use the oldest first. Examples would be cut lemons, milk or creamer.

Other kitchen areas you will need to be familiar with are the **china, glass and silver storage** Area, the **soap and chemical storage** and **dry storage**. In dry storage, you will find non-perishable items, paper supplies, and many condiments used to stock your sidestands.
When you are re-stocking supplies, make sure you follow these guidelines:

1. Check dated products and use the “first in, first out” rule.
2. Take only what is needed for the shift.
3. ALWAYS CLEAN UP AFTER YOURSELF!
4. Always return unused items to the appropriate place.

Raw Ingredients

The following are brief descriptions of some food items common to our menus. Guests may ask what some of these are or for a description of their flavors. You will be shown a display of the common raw ingredients from your specific restaurant.

Herbs: (We use primarily fresh herbs)

- Basil
- Cilantro
- Dill
- Oregano
- Parsley
- Sage
- Thyme
- Rosemary

Condiments & Spices

- **Balsamic Vinegar** - Wine vinegar aged in wood casks. Dark in color with a pungent sweet flavor.
- **Dijon Mustard** - Made from brown or black mustard seeds, white wine, unfermented grape juice and a variety of seasonings.
- **Extra Virgin Olive Oil** - The cold-pressed first pressing of the olives with only 1% acidity. The finest and fruitiest (and most expensive). Generally, the deeper the color, the more intense the olive flavor. After extra-virgin, olive oils are classified in order of ascending acidity.
- **Rice Wine Vinegar** - Mildly piquant vinegar produced from fermented rice. It has a clean, light taste which adds a mild acidity to foods.
- **Sriracha** – a spicy sauce made with red chili and garlic, served especially with Asian cuisine.
- **Wasabi** - Wasabi is a member of the Brassicaceae family, which includes cabbages, horseradish, and mustard. It is often mistranslated as Japanese horseradish, however it is...
not actually of horseradish species of plants. Its root is used as a condiment and has an extremely strong flavor. Its hotness is more akin to that of a hot mustard than that of the capsaicin in a chili pepper, producing vapours that stimulate the nasal passages more than the tongue. The plant grows naturally along stream beds in mountain river valleys in Japan.

Nuts & Seeds

- **Capers** - Pickled flower buds from a bush native to the Mediterranean and parts of Asia. Flavor is intense, pungent and salty.

- **Macadamia Nuts** - Considered the prime edible nut. Grows in tropical regions. Rich, sweet, buttery flavor with crisp texture. They have the highest percentage of monounsaturated fatty acids of all nuts.

- **Pecans** - The only major tree nut that grows naturally in North America, the pecan is considered one of the most valuable North American nut species. Pecans contain different forms of the antioxidant vitamin E - known as tocopherols, plus numerous phenolic substances, many of them with antioxidant abilities.

- **Pine Nuts** - Also called Pinon, Pignoli, Indian nut, Pignolia. Nuts are from inside the pinecones of several varieties of pine trees. The pinecones must be heated to facilitate the removal of the nuts. This process is what makes them expensive. They have a high fat content and a rich flavor.

- **Quinoa – (pronounced KEEN-wah)** - A species of the goosefoot genus, a grain crop but not a member of the true grass family - grown primarily in Peru, Bolivia, and Chile for its small, ivory-colored seeds. It is loaded with protein, fiber and minerals, but doesn’t contain any gluten.

- **Sesame Seeds** - From a tropical Asian plant bearing small flat seeds used as food and as a source of oil.

- **Walnuts** - Edible seed of any tree of the genus *Juglans*. The English walnut is the most popular type in the United States. Walnuts not only taste great but are a rich source of heart-healthy monounsaturated fats and an excellent source of those hard to find omega-3 fatty acids.

Vegetables

- **Bok Choy - Chinese** white cabbage with white stems and large green corrugated leaves. It has a delicate flavor and a soft but crisp texture.

- **Chipotle Pepper** - A smoke-dried jalapeño.
Service Manual

- **Edamame - Baby** soybeans. Mild, sweet, slightly nutty flavor. High in protein.

- **Fennel** - A large bulb-type vegetable with a mild anise (licorice) flavor, although sweeter and more delicate than anise, particularly when cooked. The seeds are used for flavoring also.

- **Leeks** - A large scallion shaped onion also related to garlic. Very mild in flavor.

- **Mesclun Greens** - Also called Mixed Baby Greens, Field Greens or California greens, a variety of young salad greens. Commonly included are Arugula, Dandelion, Frisee, Mizuma, Oak Leaf, Mache, Radicchio, Sorrel. These each have a unique flavor.

- **Shallots** - A member of the onion family, but forms more like garlic. Mild in flavor.

- **Sun-dried Tomatoes** - Tomatoes which have be dried in the sun (or by artificial methods) for an intense flavor.

- **Vidalia Onions** - Extra-sweet, pale yellow onions grown in Vidalia, Georgia. Seasonal only from May through June.

Mushrooms

- **Chanterelle** - Trumpet-shaped bright yellow to orange wild mushroom. Flavor is delicate, nutty, sometimes fruity with a chewy texture. Fresh have very seasonal availability.

- **Cremini** - Brown, slightly firmer variation of everyday cultivated white mushrooms. Flavor is slightly fuller.

- **Portobello** - This is simply the fully matured form of a Cremini mushroom. Meaty texture.

- **Morel** - Same species as the truffle. A spongy, honeycombed, cone-shaped wild mushroom. Flavor is smoky, earthy, and nutty. Very seasonal, April to June. Sporadic cultivation of these.

- **Porcini** - Difficult to find fresh, usually dried. Flavor is intense, pungent, and woody. Texture is smooth and meaty.

- **Oyster** - Fan-shaped mushroom, grows wild and cultivated in close clusters. Raw flavor is robust and slightly peppery. Milder when cooked.

- **Shiitake** - Originally from Japan and Korea. Cultivated in the U.S. Dark brown with meaty flesh and full-bodied (steak-like) flavor. Also called Chinese Black or Forest mushrooms.
Seafood Information

Many of our restaurants focus on fresh seafood as their signature item and all of the others feature fresh seafood on their menus.

Our Purveyors

We go to great lengths to provide the best possible seafood for our guests. Our purveyors bring us the freshest, highest quality seafood available anywhere. Our primary purveyors from Boston are Foley Fish and Steve Connolly Seafood. Foley Fish was founded in 1906. Steve Connolly worked for Foley Fish for many years prior to starting his own company. He maintained these same high standards. These companies are recognized by their peers for the standards they have set within the industry. Their buying and handling procedures are second to none and they exhaust themselves to insure the piece of fish you serve to your guest is the best product available. There are times, we may use alternate quality sources for seafood. Our Executive Chef, Simon Pesusich, ensures that their standards are in line with ours as well. He establishes specific approved purveyors who have demonstrated a commitment to high quality, for not only fish, but all food we purchase. Our managers are well trained in proper handling and storage procedures and work closely with our purveyors to insure the highest quality and safety of all our seafood.

You can be proud of the products we serve!!

Guest Concerns about Seafood Safety and Sustainability

There are many concerns today about both the safety and sustainability of fresh seafood. The top quality purveyors we use are 100% committed to sustainable fishing and harvesting practices.

Their livelihood depends on it

The following information from Foley Fish states their commitment as well as ours:

‘Foley Fish, founded in 1906, is extremely committed to sourcing sustainable seafood. For four generations, we have sourced well-managed, sustainable seafood items for our customers. Foley Fish actively participates in fishery management with a representative on both the National Marine
Service Manual

*Fisheries Northeast Groundfish Advisory Panel and the Highly Migratory Species Panel. Our direct involvement in fishery management allows us to steer our customers to well managed, sustainable species.*

Today, the oceans are managed through a fishery management toolbox designed to protect the bounty of our oceans for future generations.

The Safety of Farm Raised Fish

Our purveyors are partnered with quality salmon farms in the Bay of Fundy. This bay is on the Atlantic coast of North America, on the northeast end of the Gulf of Maine between the Canadian provinces of New Brunswick and Nova Scotia, with a small portion touching the U.S. state of Maine. These are frigid, pristine waters.

Four major factors differentiate one Farm Raised Atlantic Salmon from another:

- Gene pools
- Farming practices (husbandry)
- Harvesting and slaughtering techniques
- Packing and travel time of the finished product

Attention to detail at each step along the way, from the hatchery to the final shipping of the product, determines the overall safety, quality and flavor of the salmon. These purveyors visit the farms and test their salmon regularly at the parts per trillion levels for PCBs to ensure the healthfulness of each fish. They also have strict criteria for their feed and do not include any bovine byproducts.

The farms our purveyors have partnered with for tilapia, trout, catfish and shellfish are equally conscientious.

These practices ensure that only the highest quality fish will be served to our guests.

For more information, visit [www.FoleyFish.com](http://www.FoleyFish.com) or [www.SteveConnolly.com](http://www.SteveConnolly.com).
Seafood Facts

- **Fish is a tasteful, flavorful, healthy food of great diversity.** Good, fresh fish is flavorful, not fishy. When you smell really fresh fish, it should have an aroma of melon or cucumbers.

- Only high quality fish will be served. We are very particular about this! There has been much negative press about bacteria and mercury levels in seafood causing food poisoning and it is important to note that our products are purchased from clean and tested fishing grounds to insure the highest quality and levels of safety.

- Fish is a highly nutritional food and the public is more aware than ever of the nutritional value of the food they eat. Fish has an average protein content of 20% to 25%, a low fat content, vitamins, and other nutrients.

- Fish oil contains a high proportion of polyunsaturated fatty acids and low amounts of cholesterol. The benefits of **omega-3 fatty acids**, which are unique to fish, are well documented.

- The majority of our fish is served as fillets, which is the lengthwise sides of a fish cut free of the back bone. It does not mean the fillet is totally free of bones. We generally get most bones out during cutting and cooking, but fish such as salmon, whitefish, scrod, will sometimes contain them. Never guarantee to a guest that a fish will be free of bones.

- Fish is a very delicate item, which is best when served medium rare to medium, which means it is JUST DONE. When overcooked, fish loses most of its flavor and moisture. After a piece of fish is cooked, it can continue to cook in the food pick-up window under the heat lamps. It is extremely important that it is taken to the guest quickly.
Saltwater Fish

The Georges Bank
Much of our saltwater fish is from the Georges Bank, the most nutrient-rich feeding grounds in the world. This area runs from the Northern tip of Cape Cod to the Southern tip of Nova Scotia. It is 80-150 miles from the coast of northern New England so the waters are exceptionally clean. Fish thrive in this environment. Two currents converge at the banks causing turbulent waters. This continually stirs up the phytoplankton (fish food) providing a superior diet for the fish and makes for more muscular, firm fish. The waters are relatively shallow allowing fish to better see and capture its foods. The result is fish that are meaty and delicious!

Scrod: Georges Bank Scrod is caught off the coast of New England in the Georges Bank. (Scrod is actually an adjective which refers to small, young fish of any species. Decades ago, hotels and restaurants made the word a noun referring to baby Cod.) Its flesh is white, tender, and flaky. It is very low in fat content. Mild flavored and excellent broiled, baked, and fried. It is available year around.

Flounder: Ours is from Georges Bank, and it is a flat fish with red skin and white flesh. It’s tender, flaky, and firm.
**Lemon Sole:** This is actually a Flounder in excess of 4 lbs. True Lemon Sole are scarce and expensive. Smaller Flounder are more available and have excellent flavor.

**Block Island Swordfish:** Swordfish are found throughout the world in tropical and temperate waters. They are migratory fish. They winter in warm southern waters where they reproduce and feed less, then head north for the summer. As they migrate, they feed and gain both weight and strength. They are harvested at the end of their migration, from Sept.-Nov. off the coast of New England (Block Island). This is when they’ve reached peak oil levels. Oil content is the key to rich flavor in swordfish. The flesh is pale colored and the meat is very firm. It has a very distinctive, medium flavor and is sold in steak form.

**Atlantic Salmon:** Fresh water and salt water fish (migratory). Salmon comes from several different areas of the world. Generally very distinct and full in flavor. We use farm-raised Atlantic Salmon from pristine waters in the **Bay of Fundy**. Their methods ensure the richest tasting, firmest textured and freshest salmon available.

**Yellowfin Tuna:** Also known as **Ahi Tuna** (Hawaiian name) and found throughout the world in tropical and sub-tropical waters, although they occur as far North as New Jersey in the Gulf Stream. Tuna is medium flavored, dark red in color before cooking, normally cooked rare to medium-rare to preserve the moist texture, much like a steak. It is usually served in a steak cut.

**Mahi-Mahi:** Filleted fish from the dolphin family. It comes from the most tropical and sub-tropical seas. They sometimes move North with the Gulf Stream and have been caught as far North as Prince Edward Island. The dolphin fish bears no relation to the mammal dolphin, which is from the porpoise family. Mahi-Mahi comes in fillet form, it is dark gray in color and is very moist and almost sweet. Medium in flavor.

**Freshwater Fish**

**Arctic Char:** A cousin to the Trout and Salmon, Char has a mild flavor, delicate texture and pale color. Primarily farm-raised.
Rainbow Trout: Given the name because of the color of its skin. We use primarily farm-raised Rainbow because of the consistency in size and quality. The flesh color may be white to pale orange, depending on what it feeds. It is mild, but has a distinctive flavor.

Yellow Perch: Caught in lakes of Northern United States and Canada. Flesh is pale in color, tender and flaky. Very low fat content. Usually best deep-fried or pan-fried. Mild flavor.

Whitefish: A freshwater fish mostly caught in Canadian lakes and rivers, it is a member of the trout and salmon family. We use Lake Superior Whitefish caught on the Canadian side because of the water's cleanliness. Delicate, white meat, flaky, with a mild flavor.

Pickerel (Walleye): From the Perch family. Caught in the Great Lakes with most commercial fishing done in Canadian lakes in Manitoba, Ontario, Alberta, and Saskatchewan. Firm meat, snowy white, sweet with a medium flavor.

Other Seafood

Natural Sea Scallops: A scallop that you find in a restaurant is actually only a portion of the scallop, which is the abductor muscle that opens and closes the shell. Scallops are bivalve mollusks (like mussels, clams and oysters). We buy Foley’s or Steve Connolly’s natural Sea Scallops from Georges Bank. “Natural” refers to the fact that they are not soaked in brine to artificially add weight and moisture. Cape Scallops are very small scallops and come from waters around Cape Cod. Bay Scallops are slightly larger and Sea Scallops are the largest. The flavor is delicate and mild and the texture soft when cooked properly.

Littleneck Clams: These shellfish are smallest (1 ½” -2 ¼ “across) and one of the most expensive of the Quahog clams (Atlantic Clams). Due to their small size, they are the sweetest and tenderest.
Maryland Lump Crabmeat: Lump Crabmeat is the best grade of cooked Atlantic Blue Crabs. The best grade is composed of large chunks from the body. It is very sweet in flavor.

Calamari: Calamari is Squid, a sea creature with a conical head and several tentacles. The Calamari we use has a natural tenderness and sweet, mild flavor.

Mussels: Mussels are bivalve mollusks. Only certain species of sea mussels are suitable for eating. The most common is the Blue Mussel with a smooth dark blue-black shell. They are cultivated and grow in large colonies. The flavor is tangy, smoky and very nutritious. We normally steam them with garlic or other flavorings.

Oysters: Oysters are also bivalves and come from all over the world. We buy & serve ONLY cold water oysters from certified beds that have been harvested and processed according to safety guidelines through Steve Connolly Seafood or Foley Fish.

Shrimp: We use several varieties depending upon availability. Shrimp is highly perishable, therefore purchased in a frozen state. The number range refers to size or “count.” 26/30 means that there are 26-30 per pound. U-15s which are quite large, mean that there are under 15 to the pound.

Meats

Beef
Quality grades of beef serve to identify the eating characteristic of the product. Beef is quality graded from low to high as “standard,” “select,” “choice,” and “prime.” This scale is determined by the age of the animal, appearance, color and marbling.

Marbling is the small, white flecks of fat finely interspersed throughout the lean. It is the main contributor to beef flavor and juiciness. In most of our restaurants, we serve quality “choice” meats. Only our Chop House restaurants serve “prime,” but this is extremely expensive. Some serve “certified angus” which is a top choice grade.

Another factor in the quality of beef is aging. It improves the tenderness and flavor of beef. Aging allows the natural enzymes to tenderize the meat by breaking down specific proteins (connective tissue) in muscle fibers. The beef we serve is generally wet-aged 2-3 weeks.
We serve quality veal, lamb, pork chops and at times, venison. The veal we use is **Provini Veal**, a high quality milk-fed veal. The lamb is either domestic or imported from Australia. Most chops are **French-boned**, meaning that the fat is cut away from the bone leaving mostly flavorful meat.

**Italian Foods**

We have several Italian restaurants - **Ciao!**, **Palio**, **Zia's** and **Gratzi**. We also serve some Italian items in all of our restaurants. There are two reasons why Italian food has become so popular. First, people love **pasta** and its versatility. Secondly, Italian food is based upon regional, fresh and simple ingredients cooked in ways which allow it to remain true to its taste, color, shape and freshness.

We use many fresh herbs to flavor our foods. Fresh herbs are used extensively in true Italian cooking, often giving an item its primary characteristics.

Guests will sometimes ask the difference between Northern Italian and Southern Italian food. Generally, Northern Italian food features lighter, more delicate sauces containing cream. It is a mountainous region where butter, cream and meats are common. There is also more of an influence from French cooking. Southern Italian food is based upon fresh, spicy tomato sauces and olive oil. It is a warmer region, more rural and less affluent. Meats are less common as many regions are poor. Fresh herbs and simple preparations are more prevalent. The central regions feature many types of grilled meats and fish.

In general, sauces are lighter and more discreet than what is normal in the United States.

The names of the menu items at the Italian restaurants are listed using the Italian words. You’ll need to know and use these words. You’ll receive a handout of pronunciations.
Pasta

Pastas are noodles that are almost always made with eggs. There are over 100 names for the various pasta shapes. Pastas work with almost any type of sauce, so they are one of the most versatile foods.

The following are the most common shapes we use:

- **Spaghetti** - A long, thin round noodle
- **Angel Hair or Cappellini** - An even finer, long thin round spaghetti-like noodle
- **Linguine** - A long, thin, flat noodle
- **Fettuccine** - A long flat noodle, slightly wider than linguine
- **Rigatoni** - A hollow, short, tubular shaped noodle
- **Penne** - A short, hollow, quill shaped pasta
- **Ravioli** - A square or round stuffed pasta
- **Pappardelle** - long wide, flat pasta
- **Spirelli** - spiral-shaped short pasta
- **Tortelloni** - A ‘belly-button’ shaped stuffed pasta

Sauces

We make all sauces from scratch, most per order. These are some basic sauces you’ll see often:

- **Tomato-Basil** - This is our basic red sauce. It is a simple recipe with only 4 ingredients—tomatoes, basil, garlic and olive oil. The flavor is light and fresh.

- **Pesto** - Although there are many variations, traditional pesto is made from fresh, ground basil, olive oil, pine nuts, garlic, and parmesan cheese.

- **Alfredo** - Also with numerous variations, a basic Alfred sauce is made of heavy cream, parmesan cheese, butter, salt & pepper.

- **Primavera Sauce** - This is a light garlic sauce made from olive oil, garlic-herb butter, white wine, and chicken stock.
Italian Cheeses & Meats

**Cheese**

<table>
<thead>
<tr>
<th>Cheese</th>
<th>Description</th>
<th>Taste</th>
<th>Taste</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asiago</td>
<td>Hard, cow’s milk cheese, granular</td>
<td>Light when young, savory when aged</td>
<td></td>
</tr>
<tr>
<td>Fontina</td>
<td>High fat, hard, cow’s milk cheese</td>
<td>Mild, light, delicate, nutty</td>
<td></td>
</tr>
<tr>
<td>Fresh Mozzarella</td>
<td>Cow or buffalo milk cheese, soft</td>
<td>Sweet, mild, delicate,</td>
<td></td>
</tr>
<tr>
<td>Goat cheese</td>
<td>Soft, goat’s milk cheese</td>
<td>Sharp, tart</td>
<td></td>
</tr>
<tr>
<td>Mascarpone</td>
<td>Italian cream cheese</td>
<td>Delicate, buttery rich</td>
<td></td>
</tr>
<tr>
<td>Mozzarella</td>
<td>Semi-soft, elastic texture, cow’s milk cheese,</td>
<td>Mild</td>
<td></td>
</tr>
<tr>
<td>Parmiggiano</td>
<td>Hard, cow’s milk cheese, aged at least 18 months</td>
<td>Delicate, fragrant</td>
<td></td>
</tr>
<tr>
<td>Reggiano</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pecorino Romano</td>
<td>Hard, sheep’s milk cheese</td>
<td>Sharp, aromatic</td>
<td></td>
</tr>
<tr>
<td>Provolone</td>
<td>Full fat, hard, cow’s milk cheese</td>
<td>Mild smoky flavor</td>
<td></td>
</tr>
<tr>
<td>Ricotta</td>
<td>Soft, cow’s milk cheese, slightly grainy</td>
<td>Slightly sweet flavor, rich</td>
<td></td>
</tr>
</tbody>
</table>

**Meat**

<table>
<thead>
<tr>
<th>Meat</th>
<th>Description</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bresaola</td>
<td>Salted and dry-cured beef tenderloin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capocollo</td>
<td>Pressed, cooked, boneless pork neck</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pancetta</td>
<td>Same cut of pork as bacon (belly), not smoked but</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>salted, spiced, rolled &amp; dry-cured</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proscuitto</td>
<td>Unsmoked, salted, air-cured ham</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salami</td>
<td>Refers to many different types and forms of</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>preserved minced meats</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soppressata</td>
<td>Minced pork pressed into a form, similar to</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>salami</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13   Beverage Information

Responsible Dispensing of Alcoholic Beverages

As concerned members of the community, we believe we have an obligation both to our guests and to the community as a whole. Our obligation lies in our commitment to alcohol management.

We recognize alcohol as a regulated substance. It is a powerful drug and an attitude of professional and ethical conduct is required in dispensing it.

Our first concern is to make certain that we serve only those who have reached legal drinking age. Every guest who may be under 30 years of age must produce a valid form of identification proving that they are of legal drinking age prior to being served.

We must also take the responsibility for the well-being of our guests by refusing to allow them to become intoxicated. We wish to eliminate the possibility of any type of accident while under the influence of alcohol. The other problem is that guests who have over-indulged in alcoholic beverages can often cause disturbances in the restaurant resulting in harassment to guests and/or employees.

Alcohol affects everyone differently. Its effects will be determined by numerous conditions: their emotions, what and when they last ate, whether or not they are taking any medications, etc. It is your responsibility to watch your guest’s reactions to alcohol. If you see any indication of your guests over-indulging, you must take appropriate action.

When you have concerns, first alert a manager, who will discuss options with you. These may include slowing the beverage service, getting food to the guest immediately, offering a non-alcoholic beverage and/or discontinuing service. Should any guest have to be “cut off,” a manager will handle this for you.

There is no question that many of our guests will enjoy their food much more if is it accompanied by beer or wine. It is, however, our objective as responsible members of the community to place the safety of our guests as the top priority in beverage service.
Taking and Placing a Beverage Order

When you take your beverage order, as with food, use seat numbers.

Without exception, all beverages must be rung up prior to being served. The bartender will not pour them until they are rung.

The Service Bar

In all of our restaurants, the server is responsible for setting up and icing the proper glassware for their drinks at the service bar. Bartenders pour liquor. Servers may not go behind the bar. Servers add mix, straws, and garnishes. The bartender will leave your chit with your order when it is complete.

Never scoop a glass in the ice. Always use an ice scoop
It is not worth the risk of chipping a glass in the ice and serving it to a guest.

Pack the glass with ice (unless a guest specifically asks for light ice). This makes the drink look better, taste better and stay colder.

Use only one straw per glass unless other specified. Use short straws for short glasses, tall straws for tall glasses. Use larger straws for frozen and ice cream drinks.

When serving refills, always get a fresh glass or take a small carafe to refill sodas and iced tea. When serving a new glass, use a fresh cocktail napkin. Never remove your guest's glass off the table to refill it.

Be sure to take all cocktail orders out on a clean cocktail tray.

If you are waiting for drinks, use your time to empty the glasswasher, fill water pitchers, wipe the counter, stock straws or cocktail napkins.

Do not leave dirty glassware or any other dishes at the service bar.
Glassware & Garnishes
Glassware and garnishes have been specified for your restaurant for each beverage served. We will provide you with a handout to help you learn these specifics. Just as with food, it is important that beverages be made and garnished the same way consistently.

Liquor Pouring Specifications (most restaurants)

<table>
<thead>
<tr>
<th>Beverage Type</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highballs</td>
<td>1 1/4 oz. liquor</td>
</tr>
<tr>
<td>On the rocks</td>
<td>2.5 oz. liquor</td>
</tr>
<tr>
<td>Cocktails</td>
<td>2.5 oz. liquor total</td>
</tr>
<tr>
<td>Juice drinks</td>
<td>1 1/4 oz. liquor</td>
</tr>
<tr>
<td>Two liquor drinks</td>
<td>1 1/4 oz. base liquor + 3/4 oz. &quot;flavoring&quot; liquor</td>
</tr>
<tr>
<td>Blended cocktails</td>
<td>2 oz of liquor (usually 1 1/4 oz. base liquor + 3/4 oz. flavoring liquor(s))</td>
</tr>
<tr>
<td>Single Malt Scotch</td>
<td>2 oz</td>
</tr>
<tr>
<td>Cordials</td>
<td>2 oz</td>
</tr>
</tbody>
</table>

House Brands
Each restaurant has standard house brands of liquor that will be poured if a guest does not "specify" their brand. Always be sure to ask guests if they have a brand preference, as many do.

Cocktails
The cocktail is distinctly American and was first defined in 1806 as a mixed drink comprising liquor, sugar, water and bitters. Today we think of a cocktail as a 2 liquor drink with flavorings added, but any alcoholic beverage made with liquor is often referred to as a cocktail.

Surprisingly, even during prohibition, from 1920 to 1933, the cocktail's popularity increased as mixologists looked for different ways to mask harsh bootlegged liquor. Through the 20th century, a variety of cocktails were created and those that became well-known each had their span of popularity. For more thorough information on the history of cocktails, visit www.CocktailTimes.com.

Since the 90s, the interest in premium special cocktails has surged, particularly flavored martinis and premium specialty liquors.
Each of our restaurants has their own ‘specialty cocktail’ list with fun and creative combinations. You’ll want to know and recommend these to your guests.

There are actually six true cocktails:

1. **Martini** - Gin or Vodka served straight up or on the rocks with a dash of dry vermouth, garnished with an olive or lemon twist.

2. **Manhattan** - Bourbon or Whiskey with a dash of sweet vermouth garnished with cherries, served up or on the rocks.

3. **Gibson** - The same as a Martini but garnished with a cocktail onion.

4. **Gimlet** - Gin or Vodka with a dash of lime juice, garnished with a lime wedge, served up or on the rocks.

5. **Rob Roy** - Scotch with a dash of sweet vermouth, garnished with cherries, served up or on the rocks.

6. **Old Fashioned** - Bourbon or Whiskey poured over a mash of cherry, orange slice, sugar, bitters, topped with a splash of soda, served on the rocks.
Some Cocktail and Highball Facts

A **Perfect Manhattan** is made with both sweet and dry vermouth. The garnish is a lemon twist.

When a martini is ordered "dry," it means a lighter dash of the flavoring (vermouth). "Extra-dry" really means no vermouth.

When a cocktail is ordered “on the rocks,” it means over ice. A cocktail ordered “up” means without ice in an “up” glass. (It will be chilled in a shaker and the ice strained off.)

If a drink is ordered "tall", it means the guest would like a larger glass with more mix, so the drink is not as strong.

When ordered “short,” as in “Scotch & water short,” the guest wants less water. Some may order a splash, which would be even less.

Olives are generally stuffed with pimentos, but can also be stuffed with anchovies, blue cheese, jalapenos or other salty tidbits.

There are many variations on this list such as Cosmopolitans, Chocolate Martinis, or Kamikazes.

Cocktails are most frequently ordered before dinner.

**ALL COCKTAILS SHOULD BE AN OPPORTUNITY TO UPSELL PREMIUM LIQUORS**

If a guest simply orders a martini, you would need to ask four questions:

1. Vodka or Gin?
2. Do you have a brand preference?
3. Up or on the Rocks?
4. Olive or Twist?
Liquor

The following is a list and explanation of liquors you will be selling. There are new brands on the market daily. Each restaurant varies the brands they carry. Generally, once a brand is popular and requested by guests, we will stock it.

**Whiskey** - A spirit distilled from a fermented grain mash. The grains used are corn, rye, barley, malt, or wheat, depending on the type of whiskey to be made. Straight whiskey is made of all one grain, but there are many types of whiskey, such as:

**Bourbon Whiskey** - Originated in Bourbon County, Kentucky. It is distilled from a fermented mash containing at least 51% corn grain, the remainder being barley, malted or unmalted. (MALT is barley or other grains soaked in water until it sprouts, and then kiln dried.) It is aged at least 2 years. Examples: Wild Turkey, and Jim Beam.

**Small Batch Bourbon** is the marrying together of bourbons from a small number of specially selected barrels. **Mainstreet has a proprietary small batch bourbon** developed for The Chop House. Several times each year, our Director of Wine & Spirits, Eric Arsenault, and the Master Distiller at Woodford Reserve, taste from eight 7-10 year aged barrels to develop a special two-barrel blend. Each new blend is different and very unique in flavor.

**Single Barrel Bourbon** is the bottling of bourbon from a single barrel.

**Rye Whiskey** - Distilled from a mash of at least 51% rye grain. Examples: Jim Beam Rye and Old Overholt.

**Sour Mash Whiskey** is a type of bourbon whiskey in which "spent mash" from a previous distillation is added to the batch of fresh mash used for the next distillation. Examples: Jack Daniels and Jim Beam.

**Blended Whiskey** is a mixture or blend of several straight whiskeys. It is lighter bodied and mildly-flavored compared to the previous types mentioned. Examples: Canadian Club and Seagram's 7.
Scotch Whisky is produced in Scotland. Blended Scotches are a mixture of several different malt whiskeys plus grain whiskey. There may be as many of 50 in the blend. Examples: J&B, Johnny Walker Black.

Single Malt Scotch is the product of a single distillery. The differences in taste will depend on strains of barley and yeast, hardness of the water, the oak barrels, aging periods, type of still, and soil. Examples: Glenfiddich and Glenlivet.

Brandy is a wine which has been distilled. Examples: Christian Brothers and Metaxa.

Cognac is the finest of brandies, and comes only from one place- the Cognac District in Western France. It is blended and aged in wood casks. The descriptors designate the length of aging. VS (Very Special)- aged a minimum of 2 years; VSOP (Very Special Old Pale) -blends not less than 4 years of age; XO (Extra Old)- blends not less than 6 ½ years. Other names such as Napoleon, Vieille and Reserve are more complex and rare. Examples: Courvoisier and Martell VSOP.

Gin is a simple mixture of pure alcohol, and pure water. It is predominantly flavored by the juniper berry. Flavoring may also include anise, coriander, fennel, caraway, and orange peel, depending on each manufacturer's formula. Examples: Tanqueray, Beefeater, and Bombay.

Rum is made in the West Indies, South America, and New England. It is distilled from the fermented juice of the sugar cane or from fermented molasses or mixtures of these. All rums are colorless when distilled and acquire their color from either the casks in which they are aged, or from neutral coloring agents, such as caramel or prune juice. Examples: Bacardi Light, Bacardi Dark, Mount Gay, and Myers’s.

Tequila is a beverage made from extracting sugars from the Blue Agave plant, fermenting and distilling twice. Mexican law requires at least 51% fermented juice of the Blue Agave to be called Tequila. There are 4 classifications: Silver (not aged); Joven Abocado (unaged with coloring added, often called "gold"); Reposado (aged 2-6 months in oak; Anejo (aged a minimum of 1 year in oak) Example: Jose Cuervo Gold.

Vodka
Colorless spirit composed of alcohol and water. Examples: Smirnoff Silver, Absolut, and Stolichnaya.
Cordials

Cordials are made with a brandy, gin, or other neutral spirit bases and infused with flavorings of fruits, herbs, spices, flowers, etc. Cordials can be both domestic and imported from abroad. The following are common:

**Amaretto** - An apricot-almond flavored liqueur. The original and premium Amaretto is Amaretto di Saronno, from Saronno, Italy. It should be recommended as an after dinner drink, and usually is served in a snifter. It can also be served over ice and is in a number of other cocktails such as the Godmother, Godfather, and Amaretto Sour.

**Bailey's** - A rich, ultra-smooth creamy chocolate flavored liqueur made from Irish dairy cream and special natural flavorings. It does not require refrigeration, but is often preferred cold. Usually served in a snifter, and is used in such drinks as B52's and miscellaneous coffee drinks. Baileys is usually recommended as an after dinner drink.

**B & B** - A mixture of Benedictine liqueur and Brandy. Benedictine is a sweet French liqueur made from 27 different herbs on a fine cognac base. It is one of the oldest liqueurs known, originally produced by the Benedictine monks in the Benedictine Abbey at Fecamp, in 1510. It is usually served in a snifter as an after dinner drink.

**Campari** - An Italian bittersweet aperitif. Good before or after a meal. Usually served in a highball, especially good with soda and a twist.

**Chambord** - A rich taste of raspberry, fruits, and herbs combined with honey. Can be served over ice, usually preferred in combination with other ingredients. Good after dinner drink.

**Cointreau** - The original Triple Sec, a white Curacao, orange-flavored French liqueur. Commonly used in Margaritas, Kamikaze’s, and other specialty drinks, but can also be served over ice.

**Drambuie** - An old scotch whiskey made from a blend of four whiskeys and delicately flavored with heather honey and spice. Can be served in a snifter or in mixed drinks such as a Rusty Nail. Usually suggested as an after dinner drink.
Service Manual

Frangelico - Formulated by an Italian Monk, Frangelico, 300 years ago, from hazelnut and spices. Good to recommend after dinner. Found in many coffee drinks, but can be served in a snifter or on the rocks.

Galliano - A golden Italian liqueur known for its distinctive tall, thin bottle. A very rich, sweet liqueur. Usually served in highballs and ice cream drinks, such as a Harvey Wallbanger or Golden Cadillac.

Grand Marnier - Produced in Cognac, France, it is a classic orange liqueur with a cognac base. It has a rich and pungent flavor and can be served warm in a snifter, over ice, with coffee, in ice cream drinks, and highballs. A wonderful recommendation for an after dinner drink.

Grappa - A spirit distilled from the grape pomace: the stems, skins and seeds left over from the wine-making process. It is unaged and varies from 80 to 100 proof.

Irish Mist - Amber colored, spicy Irish blended whiskey and heather honey liqueur. It has a wonderful smooth taste. 80-proof. Most often used in Irish Coffee, but also good over ice.

Midori - A Japanese liqueur, green in color, light and refreshing with a taste of honeydew. Used primarily in exotic drinks such as Melonballs and Melondrops.

Pimm's No. 1 Cup - Prepared by private formula in the famous Pimm's restaurant in London, England since the 1800’s. Made using a gin base and adding a variety of herbs and spices.

Sambuca - A white Italian liqueur that combines the taste of anise (licorice) and elderberry. Usually sipped straight in a snifter or up-glass with 3 espresso beans. (These beans are symbolic for Health, Prosperity and Happiness.) The coffee beans absorb the flavor of the Sambuca and can later be chewed.

Tia Maria - A Jamaican coffee liqueur with the flavor of fresh coffee. It is dark brown, made from a 200-year old private formula. Made from fine coffee beans. Usually served in coffee drinks as an after dinner drink.
WINE
Wine is an important part of the meal. It **enhances food** and **relaxes guests**, making their meal more enjoyable. **ASSUME** that your guests will want to order wine. Be knowledgeable about the wines that we carry both by the glass and by the bottle. It is important that you be prepared with suggestions for good food and wine accompaniment. For example, fuller bodied wines go well with heartier foods.

We want to demystify wine. Use tangible words when describing wines. Words such as bouquet and balance may confuse inexperienced wine drinkers, but they will better understand words such as fruity, oaky, spicy, full or light bodied.

ONLINE WINE PROGRAM
Through the Society of Wine Educators’ accredited online wine education system, you will learn and test your knowledge on various topics, ranging from wine chemistry to various wine growing regions. The program is updated and expanded on a regular basis.

All newly hired servers must complete LEVEL 1: The Essentials of Professional Wine Selling, within their first 30 days of employment. You can print a copy of your graded final exam by right clicking and selecting ‘print’ from the graded exam page. The completed exam should be handed in to your manager. In addition to this material, classroom style seminars may be given to demonstrate proper service etiquette as well as an overview of the current glass pours in your restaurant.

TO GET STARTED:
- Go to **www.GalloWineAcademy.com**.
- At the log in screen, click the NEW USERS CLICK HERE link.
- Select your state.
- For your first online session, enter the default password, MSV, and click on the CONTINUE button.
- Fill in the requested information and click CREATE. Be sure to change your password to something unique which you will use for future training sessions.

The next time you log in, simply enter your USERNAME and PASSWORD on the log-in page.

**Viewing your progress:** On the home page, click PROGRESS on the navigator bar at the top of the page.
To Increase Wine Sales:

Effectively selling wine does wonders in building a guest check. It is the equivalent of adding at least one additional guest to the table without the work, so we cannot review selling wine too much.

Know your wines. Learn the wine list so you can suggest quickly and easily. Know which wines go best with which foods. If you are not a wine drinker, learn the popular wines and some short descriptions.

ASSUME that your guests will want wine. If you point out the wine list on the menu at a convenient moment, preferably right after the food has been ordered, and are ready with your suggestions, the chances are that even people who do not normally order wine will do so. Remember that wine helps to make dining out a special occasion.

Give guests more than one opportunity to order wine. Always ask in the beginning if they would like to start with wine. Talk about our features, and they will likely order that. If they decline, never assume that they won't have wine later. When taking the dinner order, ask again, *"Will you be having wine with dinner?"* These decisions are frequently spur of the moment.

If two or more guests order the same wine by the glass, ask if they would prefer a bottle. Wine will improve your check average dramatically. If you can sell a bottle of wine to the table, it is like adding an extra person or even two, without adding the extra work. This means extra tips for virtually the same effort! Assure your guests that they may take any leftover wine home with them (except WV). This may encourage them to order a bottle instead of a glass.

Wine Label Terminology

To sell wine effectively you do not need to be an expert, but you must be able to discuss the basic facts honestly and accurately. Familiarity with important growing regions and grape varieties is essential in this pursuit, and there is no better study guide than the wine labels. Take time to learn the information they contain and your confidence will increase exponentially, closely followed by your sales.

Generic Labeling - This applies to jug wine labeling that ultimately tells you nothing about the actual wine itself other than color. They usually “borrow” names from famous French growing regions such as Chablis or Burgundy.
Varietal Labeling - Used when a wine is named based on the variety or varieties of grapes used. Examples: Cabernet Sauvignon, Merlot, Chardonnay, and Riesling. In California a minimum of 75% of the wine must be made from the variety of grape named. In Oregon the legal minimum is 90%. Most American wines are varietally labeled. In some countries, varietal is combined with place-name such as in Barbera d’Alba, an Italian wine from Piedmont, which translates to “Barbera grown around the town of Alba.” Australian wines often list two varietals, as with Shiraz/Cabernet, with the grapes placed in their order of prominence in the wine.

Placename Labeling - Used when a wine is labeled based upon where the grapes were grown. Bordeaux is a famous growing region in France where the varieties used are assumed. Chianti is a Tuscan wine from around the city of Chianti but always primarily Sangiovese. Appellation (name) is the use of a geographic wine name that has a historical tradition of quality and style. This is very important because the quality of the grapes in a wine is primarily based on their suitability to the soil and climate in which they were grown; and wine can only be as good as the grapes used to make it. It is also important to know that, as well as historical tradition, appellations are highly regulated and controlled by the governing bodies of the countries and areas from which they originated.

Proprietary Labeling - Used when wines are made outside of traditional or legal descriptions and names are “made up.” These include some of the most famous wines in the world such as Opus One, a Bordeaux style blend from Napa Valley that is emulating a wine style traditional in Bordeaux; or Sassicaia, a “Super Tuscan” that is primarily made of Cabernet Sauvignon. These wines are often the result of a pioneering spirit that is focused on quality but has differing views on what that entails than the local governing body.
**Vintage** - The grape harvest of a given year. Good or bad vintages are simply the reflection of weather conditions on the grapes. Grapes, like any fruit, are affected by unseasonably hot or cold, rainy or sunny growing seasons. The important thing to remember though is that the producer is the most important aspect of a wine. A good producer would never let his name be on a bottle of wine made from inferior grapes. It is also important to note that wines do have a life cycle; they are often fantastic young, but they continue to age and develop in the bottle. The best time to drink a wine is almost entirely based on the taste of the person drinking it.
White Grape Varieties

Chardonnay  An incredibly adaptable grape that is sought after the world over. It is responsible for producing the great white Burgundies of Chablis, Meursault and Montrachet, as well as excellent wines of unique character in Napa Valley, the Russian River, Carneros and the Central Coast areas of California. It is a rather subdued and not strongly aromatic variety that produces wines of dry to med-dry wines of varying styles with scents that range from green apple & pear to ripe melon & tropical fruit. However, what is most often associated with Chardonnay is nutty, buttery, smoky and creamy richness in the nose and palate and is actually the effects of barrel fermentation and aging.

Pinot Grigio  The most internationally popular white varietal from Italy. It is grown throughout Italy although its best expression comes from Friuli Venezia Giulia in the Veneto. It is almost always dry with apple and pear scents, light bodied and very refreshing. Also grown in Alsace and U.S. as Pinot Gris.

Moscato  This is the varietal used to produce Asti Spumante, a mildly sweet sparkling wine from the Piedmont region, an excellent aperitif or light dessert wine. Also known as Muscat. In general Moscato has a spicy fragrance and pronounced apricot flavor.

Trebbiano  The primary grape variety in Soave and Orvieto. It is widely exported and very popular. Wines are dry to semi-sweet and at their best can produce excellent concentrated and succulent wines. Best producers include Antinori (Campogrande), Barberani (Castagnolo).

Sauvignon Blanc  Extremely aromatic with powerful grassy, herbaceous, flinty and green fruit notes. Originally from the Bordeaux and Loire valley areas of France it is now widely grown throughout the world. It produces dry, fruity and refreshing wines that are excellent young and with their lively acidity make great food wines. Also known as Fume Blanc in California, a marketing term that usually denotes a smoky quality derived from aging in toasted oak barrels.

Semillon  Also originated in Bordeaux, it is usually blended with Sauvignon Blanc to tone down the latter’s naturally herbaceous character. It is also harvested late to make the great dessert wines of Sauternes due to its naturally botrytis (noble rot) friendly character.
Service Manual

Riesling Also known as White Riesling or Johannesburg Riesling. This is Germany’s greatest grape variety. It is grown successfully in cool climate regions throughout the world, especially Alsace. It has a brilliant sweet/acid balance that lends itself equally well to drinking on its own or in concert with sweet seafood like lobster or in its sweeter styles with sweet fruit tarts. It can be produced in a variety of styles ranging from dry, light, apple & pear scented Kabinett, to rich, sweet, honeyed melon and apricot scented Eiswein. Note that it is produced without oak aging yet because of its high acidity can age beautifully for decades in its finest forms.

Red Grape Varieties

Cabernet Sauvignon Originated in the Bordeaux region in France, and is the primary grape variety on the left bank. It is the most famous grape variety in the world. The great red wines of Bordeaux as well as the lush fruit filled big bodied Cabernets of California’s Napa Valley are a few of this grapes greatest expressions. It can be produced in a wide range of styles with a profile of fruit that ranges from black cherry and raspberry to cassis, and medium to full body. Oak influences add notes from clove and vanilla to cedar wood, cigar box, and tar. It is also produced with great success in Chile and Argentina with a lighter style that often produces some of the best values in the wine world. Blended with merlot in proprietary blends from California, as well as Sangiovese in many super Tuscan styles, the most famous of them are Ornellaia & Sassicaia. The rich tannin in Cabernet Sauvignon cries out for dairy products (cheese) and protein (meat) to neutralize the astringency. Lamb and NY strips with a naturally high fat content are classic Cabernet Sauvignon foods.

Merlot Also originated in Bordeaux, it’s the primary grape of the right bank where its greatest expression may be in Petrus, one of the world’s best and most expensive wines. At this moment, it is the most popular red varietal in U.S. restaurants, in great part because it offers the rich mouth-feel of Cabernet Sauvignon without the overpowering astringent tannins. It is often blended with Cabernet Sauvignon to soften the latter’s tannins which come from its naturally thick skin, and adds complexity. Because it is thinner skinned it is often smoother with rounder fruit.

Pinot Noir Originated in the Burgundy area of France and unlike Cabernet Sauvignon, it does not travel well. The areas of the Russian River and Carneros in California, as well as Willamette Valley in Oregon are a few of the handful of places where Pinot Noir has been successfully transplanted. This
grape prefers a cool climate and produces wines of lighter body with scents that range from gamy and earthy to various types of cherry and wild strawberry. Because of its thinner skin its wines are softer and lighter colored and are never astringent. With its well balanced acidity it is capable of producing some of the world’s best wines, the greatest of which come from the appellation of Chambertin. It is also one of the most food friendly wines and goes well with a broad range of dishes from fuller bodied fish to lighter style meats.

**Syrah** Originated in France’s Rhone Valley where it is the primary grape in Cote-Rotie & Hermitage, as well as being blended to make Chateauneuf-du-Pape and Cotes-du- Rhone. It is also the major red varietal of Australia where it is known as **Shiraz**. In the U.S. it is primarily produced in California. It is a rich concentrated wine of almost inky black color that shows accents of smoke and grilled meat in the Rhone, and rich, jammy, raspberry to blackberry fruit in Australia, often also with a anise note. Great with many of the same foods as Cabernet Sauvignon and Merlot, it can also be a nice recommendation to an adventurous Merlot drinker.

**Zinfandel** California’s own varietal, although controversy surrounding this grapes origin suggests it might have roots in Italy where it is known as Primitivo. This grape produces wonderful rich, medium-full bodied wines with dark fruit and accents of pepper. It is one of the greatest value wines in the world. Great with tomato based foods, garlic and stews.

**Nebbiolo** Cabernet Sauvignons Italian cousin, a very thick-skinned grape that produces tannic wines, and is also very high in acidity. It has many very intriguing non-fruit based scents reminiscent of tar, violets and mushrooms. Make no mistake, this is one of the finest varietals in the world but is grown almost exclusively in Piedmont where it is responsible for the great wines of Barolo, Barbaresco and Gattinara.

**Sangiovese** Tuscany’s main red grape variety. It exists in up to 16 different clones throughout Tuscany but its most famous and best wines come from the original native variety Sangioveto and its clones. These include Chianti Classico, Vino Nobile di Montepulciano, Chianti Rufina and its longest lived and most powerful wine Brunello di Montalcino. Sangiovese produces wines that are earthy with high acidity, some tannin, medium-light body and with fruit components that range from cherry to plum. Phenomenal with the highly acidic tomato based sauces native to Tuscany.
The most prolific grape variety in Italy. Produces wines that are lighter and fruitier with scents reminiscent of blackberries, raspberries and licorice. Best drunk between 2 and 4 years old. Barbera has its origin in the Piedmont region.

From Piedmont, these are wines that are mulberry hued with pink highlights, crisp in taste and well structured, with luscious fruit flavors and rich perfume. Best drunk young, 2-4 years.

Wine Production

Wine, in its simplest form, is an act of nature. Without any human intervention the process can happen. Primates, in fact, will seek out fermenting fruit, and wine. The ingredients for wine are:

- **Yeast** – a single cell fungus that is found naturally clinging to grape skins.
- **Grape Juice**

When grape juice and yeast come together, fermentation begins: Grape sugar is converted into alcohol and carbon dioxide.

Red Wine Production

After harvest, a decision is made on whether to produce a light juicy style wine or a rich dark full-bodied dry wine. There are two primary options: Crush or don’t crush.

- **Carbonic Maceration** - A type of whole berry fermentation in which juice is extracted by allowing the grape’ own weight to extract the juice, resulting in soft, juicy and fruity wine. EX: Beaujolais Nouveau.

- **All Other Types** - The grapes are sent through a de-stemmer/crusher. The crush is done very gently so as to extract the juice without breaking the pips (seeds) and adding a bitter component to the wine.

Fermentation

The juice, along with the skins, is ready to go to a fermentation vat where the grape sugars will be converted into alcohol by the introduction of yeast. It is the skin that actually gives red wine its color, while fermenting the juice without the skins results in a white wine. EX: Blanc de Noirs Champagne,
which translates to white wine from black grapes, and in this case, Pinot Noir.

**Temperature**
The temperature at which the grapes ferment controls many of the aspects of a wine’s character.

- **HIGH TEMPERATURES** - Results in deeper colored and more tannic wines. For example, Cabernet Sauvignon.
- **LOW TEMPERATURE** - Accentuates freshness, fruit and bouquet. For example, Pinot Noir.

**Pressing**
After fermentation is completed, red wines are ready to be pressed, a process of separating the juice from the skins and pips. The more gentle the press, the more elegant the wine. The first press is known as the cuvee.

**Malolactic Fermentation**
After a wine is made a second fermentation takes place. It is a secondary natural chemical process in which “malic,” or apple acid, transforms into “lactic” or milk acid. This improves wine by softening it and reducing acidity. When this occurs in a white wine it results in an attractive buttery fragrance. The wine can now be bottled and stored.

**White Wine Production**
Making white wine is very similar to producing red wine. The primary differences are:

- White wines are fermented away from their skins.
- White wines are fermented at much cooler temperatures to emphasize their fruit and freshness.

**Rose Wine Production**
There are two methods of attaining a blush wine:

- **Limited Maceration** - The most common method, leaving the skins in contact with the fermenting grape juice for a short time until the desired color is achieved.
- **Bleeding** - When the juice is tainted by the crushing weight of the grapes before fermentation.

**Sparkling Wine**
Service Manual

Sparkling wine is very versatile and creates an occasion in and of itself as well as being one of the most food friendly wines, do to its naturally high acidity. The name Champagne refers to a small region in northern France. Only sparkling wine made in the French appellation of Champagne may use the term to describe its sparkling wine. One of the most distinguishable features of Champagne is the endless streams of tiny bubbles.

Methode Champenois
This refers to the costly process by which a second fermentation is induced in the bottle itself with the addition of a small amount of sugar and yeast. The wine is corked, stacked and capped which leaves no place for the carbon dioxide released to go but into the wine itself. This process takes place over the course of two years, at the end of which the sediment that has formed in the bottle has to be removed. Accomplishing this involves having the bottles placed cork down, shaken and turned daily for a period of months. The sediment eventually comes to rest on the cork itself and is removed in a process called “disgorging.” At this point all Champagne is bone-dry. Before re-corking, each bottle receives a “dosage,” a syrup that is a mixture of still wine and sugar. The amount of the “dosage” determines the wines ultimate sweetness. Natural is the driest, followed by Brut, Extra dry, Dry, Sec, Demi-Sec and Doux. Champagne is made of one or more of the following grapes: Chardonnay, Pinot Noir and Pinot Meunier.

Fortified Wines

Port
Fortified means that a neutral spirit or brandy has been added during the wine-making process. In the case of Port, this brandy is introduced during fermentation to kill the yeast and stop the fermentation. The result is a wine that is quite sweet (due to residual grape sugars), and relatively high in alcohol (18-20% by volume). The term Port itself may be used in a generic sense to indicate any fortified wine, but authentic Port comes from Portugal and will state “Porto” on the label to indicate it comes from the Oporto region in Portugal. Ports come in two basic categories, Vintage Port & Wood Port.

Wood Port
Ports blended from more than one vintage and aged in wood for a minimum of four years. “Ruby Port” is an inexpensive young wood port that is ruby red in color and light-bodied. “Tawny Port” is an older wood Port aged for an average of 10, 20, 30, or 40 years in oak casks. It is a tawny color with a
mellow, smooth character and flavors that range from caramel to nutty, and fruit from raisin to fig.

**Vintage Port**
Ports made from one year’s vintage. They are aged for 2 years in wood and require much longer aging period in the bottle. Lots of sediment is dropped off in the bottle and all vintage ports must be filtered prior to service. A vintage is declared only in exceptional years and since that only happens a few times a decade, production is very limited and the resulting wines are very expensive. “Single Quinta” or “Single Vineyard” ports are vintage ports produced in off years that come from one single superior vineyard. They are to be handled just like vintage port and generally require less bottle aging and are less expensive.

**Sherry**
Like Port, Sherry is a fortified wine; the difference is that Sherry is fortified after fermentation is completed. All Sherry is bone-dry in its natural state and is sweetened depending on the style. Authentic Sherry is from southern Spain, but the term may be used in a much more generic sense in other countries.

**FINO:** Light colored, bone-dry sherry with a delicate flavor best served cool as an aperitif.

**AMONTILLADO:** Fino aged longer in oak to develop a nutty character. Serve cool before or after dinner (may or may not be sweet).

**OLOROSO:** Best after dinner, serve cool. Rich & full character much like an Amontillado.

**CREAM SHERRY:** Intensely sweet and syrupy, serve with dessert.
Tasting Wine

Perhaps the most important thing to remember in tasting wine is that there are no right or wrong tastes. It is a very relative endeavor, and a great deal of enjoyment and learning can result from open dialog concerning many different impressions about the wines being tasted. It is also very much like solving a mystery, each step you take in tasting & evaluating a wine gives you one more clue toward solving the mystery of that particular wine.

Using the steps listed here, each time you taste a wine, you can get in the habit of searching out the wine’s hidden nuances and forming your own impression about the wines you sell, which will ultimately make you a much more effective salesperson.

What is very important to understand, however, is that the tongue only registers five tastes- sweet, sour, salt, bitter, and Umami. All other taste impressions are actually registered by your sense of smell.

Appearance

**Color** - Wine enjoyment starts with its visual appeal. A well made wine is clear and bright and each varietal has its own characteristics. Barrel aged Chardonnay is often golden; Syrah an almost inky black-purple.

**Rim Variation** - This will give an indication of a wines age. White wines darken with age, while Red wines lighten. The difference in color from the narrow band around the rim to the center of the glass will give you an indication of a wines age. Most useful for blind tasting.

**Viscosity** - The “legs” on a wine glass will give you an indication of alcohol content. Closer together means higher alcohol, Ex: Zinfandel, Port. Farther apart means lower alcohol, Ex: German Riesling.

**Nose** (aromas)

**Intensity** - How strongly does the wine register on your olfactory senses? Each wine has its own level of aromatics.
**Fruit** - What type of fruit components register? White wines will range from green apple and pear to rich tropical fruit smells of melon and pineapple. Red wines will range from strawberry and cherry through darker fruit like plum, blackberry and cassis.

**Wood** - If a wine has oak aging it will manifest itself in many different ways. Overt oak often comes across as cedar or cigar box when young, and as leather or sandalwood as it ages. Some spices are also wood based, Ex: clove, vanilla, anise.

**Spice/Floral/Herb** - This can range from cinnamon and allspice, to pepper and oriental spices. Floral scents can cover anything from violets to roses.

**Earth** - Wine will also give scents of wet stone, flint, chalk, dirt, or many other forms of mineral. Especially in French wines, this will give you an indication of where a wine’s grapes were grown. Grapes pick up aspects of the soil and climate in which they were grown, usually much more prominent in cooler climates where vines must reach deeper for their nutrients. Ex: Sancerre from the Loire will show a flinty character because of the flint inherent in the soil upon which it was grown.

**Palate** (taste and mouth feel)

**Acid/Tannin** - Acidity in wine makes your mouth water and is more associated with white wines, although it is a component in many red wines. Tannin makes your mouth dry (fur tongue), and it is a component in red wine that comes from the skins and pips of the grape. Each wine will have a different effect on your palate. Some reds especially contain both acidity and tannin. Ex: Pinot Noir.

**Intensity** – How strongly does the wine impact your palate?

**Fruit/Earth/Spice/Floral/Herb** - Well-made wine should have similar characteristics on the palate to what you find on the nose.

**Body** - Light-Medium-Full when used in describing body is like comparing skim milk-whole milk-cream.
Service Manual

Length - How long a wine remains on your palate is probably the single biggest determining factor in a wine’s quality.

Balance - Are all the elements in the wine in harmony, fruit, tannin and acidity? Well-balanced wines tend to age gracefully.

Wine Service

When Do You Bring Up The Topic Of Wine? TWO TIMES
   1. During the initial greeting. The goal is to get the order and bring the wine to the table as quickly as possible.
   2. After the table has ordered entrees. “Will you be having wine with dinner?”

How Do I Make Suggestions?
Ask questions!
   1. Are you looking for anything in particular?
   2. What style do you prefer?
   3. What have you had before that you enjoyed?
   4. What are you in the mood for?

Commit yourself to an opinion!
   1. “I love Chateau St. Jean private reserve Chardonnay!”
   2. “I just tasted a Pinot Noir that would be an excellent complement to your tuna.”

Don’t ask passive questions!
   1. “Did you look at the wine list?”
   2. “Are you having wine tonight?”

You are in one of the only sales jobs in the world where you do not have to convince someone to buy, but only of what to buy, as the decision to buy was made before they walked in your door. What they buy depends on the quality of the information you give them and the sincerity and integrity you present.
Taking the Wine Order

1. Use the wine list as a tool. Point to the items you recommend, and be sure to include suggestions that involve both mid-low priced items as well as higher priced items.

2. Leave the wine list on the table until your guests have placed their dinner order as a reminder that wine and food are natural partners.

3. Make suggestions confidently and cheerfully, as most people are more than happy to relinquish decision making if they trust you.

4. Always verify a selection by repeating it back to the guest.

5. Get the wine immediately! Always make sure you have proper glassware, (cleaned & polished), as well as chillers or ice buckets out before you present the wine. If more than one wine is ordered, the glasses for the wine to be served first should be to the right, followed in order by the appropriate glassware for the next wines to be served.

Serving Wine

1. Make sure you have a clean towel and corkscrew before going to the table. The towel should be neatly folded in a square and the bottle cradled in your left hand on the towel (never carry a bottle by the neck). Bring a small cordial glass for the cork.

2. Check the name, vintage and type of wine before going to the table. Present the bottle to the host (whoever ordered it). Repeat name, vintage and type to the guest. Note: If a vintage has changed simply point this out to the guest.

3. Place the bottle on the table to the right of the host with the label facing them. Use an adjacent table or tray if the table is too crowded.

4. Cut the foil below the lip keeping the bottle still and rotating the knife around the bottle.

5. Wipe the top of the bottle with your side towel. Insert the corkscrew just off center and twist firmly once, the rest should just be turning with no force necessary (do not turn the bottle). Stop just before the worm is completely inserted. Brace the lever on the lip of the bottle with your left hand, and lift straight up, slowly and smoothly. The cork should be removed as quietly as possible (no loud pops). Wipe the lip again and present the cork in the cordial glass to the right of the guest with no fanfare.

6. Offer the guest a small 1-2 oz taste. When approved, serve the guests clockwise from the right, ladies first, making sure to finish with the host. Glasses should be no more than 2/3 full, for large glasses only 1/3 full. Guests should NEVER pour their own wine.
7. **If a second bottle of wine is ordered automatically bring the host a new glass to taste with and OFFER to get new glasses for their guests.** If a third bottle is ordered automatically bring new glasses.

8. **Remove empty bottles** from the table as soon as the last guest has finished drinking, or upon receipt of a new bottle. Always remove the cork and any unused glassware after the host has been served.

**Sparkling Wine Service**

1. Make sure the bottle is cold- Champagne bottles that are not cold enough are very dangerous. The cork could fly out with extreme force. If not cold enough, chill in a bath of ice and water for 5 minutes.

2. Position the ice bucket to the right of the host. Open the Champagne in the ice bucket positioned at a 45 degree angle (the bucket provides stability as a brace, and is much more graceful). Importantly, **ALWAYS POINT THE CORK AWAY FROM ANYONE**, and never open the bottle on the table.

3. Remove the foil covering the cork. Many bottles have a red tear tab, or you may use your knife under the lip. Cover the cork with a side towel. Grasp the cork, including the cage, firmly. Untwist the cage (6 twists is the industry standard) and gently loosen the cage around the cork. Keeping a firm grip on the cork & cage, twist the bottle (not the cork), and ease the cork out with a sigh (not a pop).

4. When the cork is removed keep the bottle at 45 degrees for a minute to allow the bottle to depressurize and prevent losing Champagne over the side of the bottle.

5. Remove the cork from the cage and present it to the right of the host. Wipe the bottle off with your side towel, and pour the host a small 1oz taste. Upon approval, proceed clockwise around the table, ladies first, finishing with the host. Each glass should be filled before moving onto the next guest, and pour in a slow steady stream to avoid overflow. If the bubbles do rise to the rim, wait a moment then finish pouring to the correct level (2 fingers from the top). Replace the bottle in the bucket and cover with a clean dry towel.
Decanting
Decanting is a procedure used in red wine service only and is done for three purposes.

1. To separate clear wine from sediment.
2. To allow a wine to breathe, which softens the tannins and releases its flavors.
3. To warm a wine that at cellar temperature (55-65 degrees) may be too bitter. Transferring wine to a decanter warms a wine 5 degrees.

1. Bottles should be stored and decanted with the label up so you know which side the sediment rests on.

2. When decanting for sediment make sure you take a candle to the table. Hold the bottle so the neck is 4-6 inches above and slightly behind the flame. Focus your attention on the shoulder of the bottle, and pour in a smooth steady stream into the decanter until you see sediment begin to enter the neck of the bottle, then simply stop pouring (no jerky movements). Place the bottle to the right of the host with the decanter next to it, following the same service procedures detailed earlier.

3. When decanting for aeration or temperature, forget the candle. You may rest the lip of the bottle on the decanter when pouring.

The Cost Of A Bottle In No Way Determines Whether Or Not You Decant.
Some of our restaurants decant ALL red wines.
Food and Wine Harmony

The principles of food and wine harmony are very simple and easy to remember. Memorizing the endless variety of flavors would be overwhelming and confusing. What is much more effective is focusing on the basic components of wine and food and how they complement each other. Wine makes food taste better and food makes wine taste better.

Food Components

ACIDITY - Vinegar, tomatoes and citrus, foods with a high acid content make wine taste sweeter or softer. Tart food likes dry wine.

SWEET - Shellfish, vegetables and desserts, foods with high sugar contents make wine taste drier. Sweeter food likes sweeter wine.

FAT - Animal fat or dairy products, fatty foods have the effect of neutralizing tannins in red wine and acidity in white wine. Fatty foods make wine more mellow.

HEAT - Refers to spice in food (pepper, chili), not temperature. Heat amplifies the heat in wine. Therefore, spicy food likes lower alcohol wines.

Wine Components

ACIDITY – The mouth watering component in wine that also allows it to age. Also has the effect of cleansing the palate.

BITTER – The astringent or mouth-drying effect of tannin from red wines on the palate. It is perceived at the back of the tongue when the result of wood aging, or at the front as the result of the skins and seeds of the grapes. Tannin cuts the fat in food. It is the tannin not the color that makes astringent red wines inappropriate with delicate food like fish.

SWEET – The taste of sugar in wine, perceived on the tip of the tongue.

HEAT – Refers to the amount of alcohol in a wine.
Beer
Each restaurant has its own beer selection consisting of domestic, imported, microbrewed either on tap or in the bottle. We will provide you with a list. You should memorize the beer list. Most guests will simply ask what we have.

Beer Production Terminology

Malt: Germinated cereal grain (primarily barley & wheat), that’s been dried to remove the sprout. Germination transforms starch into fermentable sugars. Drying the grains removes the dried sprouts (culm) and can influence the color (darker or lighter) and flavor (sweeter or drier) of the finished beer.

Wort: The malt is mashed in hot water and left to stand or cook to obtain maximum extraction of soluble materials. The solids settle to the bottom and act as a filter for the liquid (wort).

Hops: A climbing plant most closely resembling hemp. The resiny cone, which resembles the shoots of an elm, is used to aromatize and flavor the beer. Hops impart a characteristic bitterness used to balance the sweetness of the malt, and can also add flavors varying from fruits & spices to earth and wood. They are boiled with the wort prior to the addition of yeast.

Yeast: A microscopic organism that when it encounters sugar transforms it into alcohol. When naturally occurring (wild) yeast is used, a lambic is produced. Other yeasts are used to induce a low temperature bottom fermentation (lagers), or a higher temperature top fermentation (ales, porters, stouts and wheat beers).

Describing Beer

Hoppiness: The longer a beer is boiled with the hops the more herbaceously fragrant and pleasantly bitter it becomes. Examples are Sam Adams Boston Lager & Anchor Liberty Ale.

Maltiness: The length of time grain has been roasted will give it various malty flavors. Light roasting will produce cookie-like, fresh bread and nut aromas; heavier roasting will produce tea, toast and coffee aromas. Length of time roasting will also impact color with those more heavily roasted having much deeper, darker coloring.
Sweetness: Malted Grain contains sugars that when unfermented, produce residual sweetness. Bock Beer and German Oktoberfests are examples of sweeter style malts.

Body: When making the wort many unfermentable materials are extracted as well as soluable ones. This is controlled by the temperature and amount of time the wort is allowed to cook. The more unfermentable material in the wort, the bigger the body of the finished beer.

Beer Types

Lambic: Belgian term for beer fermented with wild yeasts. Named after the town Lembeek, Belgium. These wheat beers are very dry & tart and are often used as the base for fruit based beers.

Ale: English language term for a beer made by warm fermentation, traditionally with a top fermentation yeast.

Wheat Beer: Pale gold colored and light to medium body these are top fermented at warmer temperatures and are very refreshing. Also known as Weisse, Weizenbier and white beer in Germany.

Porter: Light brown or black in color, these top fermenting ales are made with highly kilned malt and have good hop balance.

Stout: Very dark brown to black in color, made with very highly roasted grains and big, rich and creamy on the palate. Historically associated with London, hoppier, drier examples are in Dublin.

IPA: India Pale Ale, a type of ale originally made for Britain’s Indian empire. Should be above average in both strength and hop bitterness.

Pale Ale: Originally a British style, classically ranges from bronze to a full copper color. “Pale” as opposed to a brown ale or porter.

Irish Ale: Typically has a reddish color and a malt accent, often with a butterscotch accent.
Lager: Beer fermented and matured at low temperatures. Can be any color or strength.

Pilsner: Golden, crisp, and light to medium body, traditionally an all malt brew with a flowery hop aroma and dryness. The original is Pilsner Urquell.

Bock: German for an extra strong beer. Often, but not always, dark. Usually a lager but can also be a strong wheat beer.

Beer Service

Glassware: Glassware or pitchers used to serve beer must never be washed with soap or soapy water. The soap leaves a fatty film that will break down the bubbles of CO2 and destroy the collar of foam (head). Non-soapy detergents can be used, but always make sure the glass is rinsed well before use (beer clean).

Temperature: One of the main causes of flat beer is the tendency to serve it too cold. Ideal temperature is 45 degrees for lagers, and 50 degrees for ale. Imported lagers should be stored closer to 50 degrees, and English ale or Irish stout at 55 degrees.

Pouring: Ideally, a collar (head) of ½ inch to 1 inch is desired. The glass should remain upright on the table and the beer poured straight down the center. Tilting the glass and pouring it down the side will not release enough CO2. U.S. beers tend to be more heavily carbonated, and should, especially, be poured in a forceful stream.
Coffee

We are proud of our coffee. Both our coffee and our espresso are our own blend, freshly roasted for us at Espresso Source in Troy, MI. Because they roast our beans when we order, the coffee is fresh and at its peak flavor.

Our beans are a blend of Sumatran, Mexican, Columbian and Brazilian. Coffee flavor varies widely depending upon the type of beans and the roast. The darker the roast, the stronger the flavor. A very dark roast, such as French roast, can even have a “burnt” flavor. Our roast is medium dark which keeps the flavor very smooth.

We go to great lengths to provide quality coffee and espresso beans. What is also equally important is how we handle our coffee:
  - It should be stored in airtight containers without exposure to moisture.
  - The beans should not be ground until used. Coffee loses a great amount of flavor after the grinding process.

Coffee should be brewed every 30 minutes or kept in an airpot or thermos pot for the best flavor. When coffee sits on heat, it develops an “old” flavor, which is very bitter.

Do not brew the first coffee of the day until the first guest is in the building. During slow volume times, coffee must be checked, each time it is used, for freshness. You will be able to smell the difference. If there is a question, brew fresh coffee.

Coffee Service

When guests order coffee, please do not ask them if they would like cream or sugar. We serve both creamer and a sugar caddy along with a clean teaspoon as a part of coffee service. Also, never put the teaspoon in the coffee. Place the teaspoon to the guest’s right or upside down across the cup.
Cappuccino and Espresso

Some of our restaurants serve cappuccino and espresso. Espresso is a finely ground coffee. To make the beverage, steam is forced through packed grounds, producing an intensely flavored drink. Because it is so strong in flavor, it is served in 1-2 oz portions in small cups. Some restaurants garnish espresso with a lemon twist although this is not Italian where it originated.

Cappuccino is a combination of 1/3 espresso with steamed and frothed milk added. Guests who want to dilute the espresso flavor a bit more may order a latte, which is espresso with steamed milk and no froth.

Cappuccino is served with a condiment caddy, which offers ground chocolate, cinnamon, sugars and other flavorings. We also offer a variety of flavorings for cappuccino or guests may have a liqueur, such as Baileys, in it. We have a list of specialty cappuccino drinks available.

Hot Tea

We offer a selection of teas and herbal teas in a display tea box. When serving tea, take this box, a cup filled with hot water on a B&B plate, a teaspoon, a lemon wedge and a teapot of hot water. This will give guests enough to have 2 cups of tea.

Take your tea set-up out on a large tray. This will enable you to use 2 hands to show the tea selection. Should a guest request an additional teabag, they may have one at no charge.

Bottled Water

Some guests prefer bottled water to tap water. It is available still or sparkling. Be sure to know what brand is served. Our ‘still’ brand is Fiji Water.

When guests order bottled water, do not serve it with ice. Adding ice to bottled water “contaminates” the pure water. Simply serve the bottle with an empty glass and pour it for the guest. Do not serve lemon with plain tap or bottled water unless the guest requests it.
ALL BOTTLED WATERS ARE NOT CREATED EQUAL.

Most people assume that bottled water is better than tap water. But is it? Some bottled waters, for example, come right out of municipal reservoirs (where common tap water comes from), before they’re purified. In fact, 50% of the bottled water sold in the United States is nothing more than glorified tap water. Very few brands of water can claim an artesian source, due to its rarity.

TAP WATER - Many bottled waters are simply tap water that’s been treated to remove impurities. Common purifying processes include distillation, deionization, and reverse osmosis. While these purification processes do render contaminated water fit for drinking, they also strip out almost all of the water’s mineral content and nutrients. This is the reason that purified water often has no taste and a dull mouthfeel. It’s also important to note that some purification processes can’t remove certain elements from water, including arsenic, pesticides, antibiotics, and elements stemming from an aging infrastructure.

SPRING WATER - Like municipal tap water, non-artesian spring water can be affected by surrounding pollutants, whether the spring has been polluted at its source or through contact as the water breaches the surface. If a spring is located near industrial or manufacturing centers, for example, it could be at risk of exposure to toxins and other contaminants. Once water from a spring passes up and out of the ground, it comes in contact with the air – and at the surface, there’s nothing to protect it from bacteria, ground pollutants, and other undesirable elements.
ARTESIAN WATER - By definition, artesian water comes from deep within the earth and is protected by solid, confining layers of stone and clay, and in most cases, it can only be brought to the surface by man. There is no opening, not even a porthole to the surface, and the water never comes in contact with the air. In fact, according to the Environmental Protection Agency, water from artesian aquifers often is purer than other water sources because the multiple strata of rock and clay provide a critical protective shield against potential contamination.1

In the case of FIJI Water, natural artesian pressure forces the water up and into our completely sealed bottling system, which has been designed to eliminate any contact with the environment.

1 Source: US Food and Drug Administration; FDA Consumer Magazine, July-August 2002

What is FIJI Water?

FIJI Water is water from an artesian aquifer, bottled at the source in Fiji. Fiji, a tropical archipelago of over 300 islands located in a remote corner of the South Pacific. On Viti Levu, one of Fiji’s largest islands, is the remote Yaqara Valley. This is the source of Fiji Water, and the location of the bottling plant.

FIJI Water is uncontaminated, uncompromised, and untouched. Preserved and protected by geography and geology, FIJI Water’s aquifer is hundreds of miles away from the nearest industrial center and confined below the earth’s surface. Equatorial winds carry clouds thousands of miles across the open Pacific to Fiji’s Yaqara Valley, where there are no local industries or even farms to compromise our water’s purity. When the water-bearing clouds finally reach Fiji, they’re already holding some of the purest water on the planet. That distance and isolation is part of what makes FIJI Water so much purer and richer in taste than other bottled waters.

Of the top ten bottled waters sold in the United States, FIJI Water is the only water originating from an artesian source. FIJI Water has been bottling artesian water from the natural source in Fiji since 1996. For more information, visit www.FijiWater.com.
This manual was revised April 2012.