



Training Manual

A Guide for Success

CONGRATULATIONS

As a member of the MILA team, you are a part of a great team of hospitality professionals. You play an essential role in the success of the restaurant.

This guide provides useful information about your position so that you can offer professional, gracious, and friendly service to our guests.

Your performance determines the success of the restaurant. We want you to be successful and to be comfortable with the items discussed on the following pages because they will help you to make the right decisions.

Remember – when in doubt, ask. Once you become comfortable in your new job, we welcome your input and suggestions so that we may improve our high standard of service.

Our success will be determined by our guests and our staff, so keep the following points in mind:

Always treat guests as though they are guests in your own home.

The performance of the organization is only as good as the performance of each individual.

Best Wishes and Welcome to Our Team!

MILÄ

EUDAIMONIA

(Greek origin: U-de-'**mOn**-E-a)

peace of mind, this happy contented happy state you feel when you travel

GENERAL INFORMATION

800 Lincoln Road
Miami Beach, FL 33139

Lunch (2020) 11:30am - 3:00pm Wed - Sun
Brunch (2020) 11:00am - 4:00pm Sat & Sun
Dinner: 6:00 - 9:30 Wed - Sun
Bar: 6:00 - 10:30

General Manager
Hardeep Birdi

Lead bartender
Ilan Chartor

Sommelier
Ellen Slots

Executive Sous Chef
Romain Devic
Daniel Marin

Sushi Chef
Eric Huang

Pastry Chef
Kate Farrell

EXECUTIVE TEAM

Greg Galy
CEO / Co-founder

Marine Galy
Brand & Events Director / Co-founder

Hardeep Birdi
COO

MILA - THE BRAND

WHAT DEFINES US

MILA Brand Philosophy

MILA is an innovative hospitality & lifestyle brand driven by the commitment to create a unique experience, offering refined MediterrAsian cuisine, in a distinctive multi-sensory sanctuary.

Inspired by the minimalist details of nature, conscious simplicity and laid-back elegance, MILA concept is based on 4 fundamental pillars, to immerse all senses and invite for escapism: refined cuisine, bespoke mixology, distinctive design and transporting atmosphere.

VISION

MILA's biggest purpose is to establish its brand in the US and internationally, within the hospitality industry, as a gathering sanctuary where people not only dine but fully embrace a whole experience of escaping, getting inspired, connecting and having fun, through foods, design, mixology and ambiance, all infused with both Mediterranean's so-unique "Art de Vivre", and Japanese serenity.

MISSION STATEMENT AND VALUES

At MILA, we are first and foremost a group of individuals who strive to create unique guest experiences. Our restaurants are distinguished by their craftsmanship vibe, exceptional design, and high-quality service.

We are committed to the common goal of creating the best experience and memories, by working tirelessly and fearlessly to offer a world class service, attentiveness to the smallest details, exceptional food, in the most accessible yet exclusive and effortless work environment, for our guests and our teams.

We vow to serve clients, treat colleagues and elevate professional standards with these following values, deeply implanted in our core:

RESPECT

In any situation, we show respect for our peers, our supervisors, our industry and our guests, and always look out for each other's best interest.

IMPACT

We passionately and genuinely strive to achieve excellence and keep raising our standards in order to establish ourselves as a benchmark in the hospitality industry in making a positive difference in the experience of our guests and those around us.

HUMILITY

We work toward achieving excellence, but always maintain modesty.

OPENESS

We are open to change and to new ideas, from our employees and customers, and always explore new ways to grow and please our guests through teamwork.

RESPONSIBILITY

We are strongly committed to social responsibility and sustainability.

WHO DEFINES US

Our Guests

MILA appeals to the inquisitives, the explorers, the travelers who have seen the world, experienced different things and destinations, who have a big appetite for life and discovery. They appreciate the natural environment and the exclusive luxury character of any destination, to indulge, feel connected, be enriched and get surprised.

They seek for a refine yet accessible, chill yet sexy, relaxed yet fun place to dine and spend a goodtime.

MILA is committed in being true and transparent, respecting tradition while bringing on newness to create one-of-a-kind experience to provide those needs.

MEDITERRASIAN TASTE

MediterrAsian Cuisine

MILA's cuisine is inspired by Asian and Mediterranean eating practices. The artfully balanced menu designed by Executive Chef Nicolas Mazier delivers a cohesive culinary story that marries health and nutrition with sensorial textures, flavors, and beautifully plated dishes. Signature dishes include: Crispy Sage with Spice Blend; Japanese Bouillabaisse Soup; Tartare of Bar with Coconut Cucumber Gelée; **Daikon Salad Crab "Roll"** with Lobster Bisque and Ossetra Caviar; Seared Wagyu Carpaccio with a Black Garlic Emulsion and Black Truffle; Temaki Style Nicoise Salad with Sesame Dressing; Zucchini Flowers and

Ricotta Ravioli in Miso Truffle Broth; Colorado Lamb Chop with Shiso Cilantro Pesto.

MILA is devoted to searching for top quality ingredients, freshness and flavor authenticity while playing with spices, herbs, oils, and cooking techniques to bring along creativity and innovative savory combinations. Completing the culinary dream team is internationally trained Executive Sous Chef Romain Devic, who will support Chef Nicolas, and Executive Pastry Chef Thomas Baduel, who will marry artful simplicity with decadence to deliver enchanting creations.

EXPERIMENTAL MIXOLOGY

Cocktail Creation

MILA's bar program is curated by Diageo World Class award-winning mixologists Jennifer Le Nechet and Mido Yahi, paying homage to the artisans, brewers, distillers and farmers across the globe that provide beverages and ingredients that fuse the past with the present and evoke the spirit of Eudaimonia – the Greek word meaning peace of mind and contented happy state when traveling. To accommodate MILA's extensive spirits program, there are two bars: MILA's main bar and V by MILA (pronounced "Five" by MILA).

Located inside the main dining room, MILA's main bar features thoughtful flavor combinations, handcrafted syrups and the finest liquors, and is broken down in four-fold: MILA Signatures, which uses house-made sodas, infusions, cooking techniques and custom glassware; Interpretation of Classics using custom spices, house-made infusions and Asian ingredients; Classic Cocktails which uses premium spirits, original recipes and classic glassware; and Zero Proof, which are non-alcoholic beverages. Unique ingredients used in MILA's mixology program include beeswax, smoked honey syrup, black walnut bitter, floral sake, sesame orgeat syrup, basil syrup, signature bloody mary spice blend, and butterfly pea tea infused vodka, to name a few.

On the terrace, guests can experience V by MILA – an upscale, whimsical, and avant-garde imbibing experience similar to an omakase kitchen, whereby guests have an exclusive front row seat to the world of bespoke mixology. The concept embodies the power of five – the five senses with which any food or drink should be enjoyed (sight, sound, smell, taste, touch); the five elements to which the experience pays homage (wood, fire, earth, metal and water); and the five pillars of MILA's DNA (food, mixology, design, ambiance and people). V by MILA offers eight signature cocktails involving theatrical creations embracing the MediterrAsian fusion, highlighting all elements and modern techniques, such as liquid nitrogen, foams, gels, dry ice, no ice, and fire. V by MILA only carries the finest brands and spirits, as well as the most unusual ingredients, flavors, and textures such as coffee, soy sauce and seaweed.

MILA will also offer a comprehensive wine cellar, including first growth Bordeaux, grand cru Burgundies, Provence, Super Tuscans and highly allocated wines from Napa Valley, Piedmont, Champagne as well New World wines from the US, Australia and Latin America. In addition, MILA will also offer a large selection of Sakes from distinguished breweries.

DISTINCTIVE DESIGN

Design Ethos

MILA design pays homage to the pure spirit of Cycladic style fused with Japanese Wabi Sabi influences. Organic materials, rich textures and handcrafted details seamlessly come together to create a distinctive sustainable composition that honors effortless serenity and imperfect beauty. Our design mostly involves traditional and noble materials such as reclaimed woods, unpolished floors, untainted stones, and handmade linen and cotton fabrics

Destinations

MILA establishes itself in A+ type locations to assure we can create a one of a kind type of design and experience without any compromise.

With the same artisan look, every MILA restaurant is specifically crafted for its destination and designed from the perspective of the guest experience.

MILA design always incorporates traditional materials in the most innovative ways, while trying as much as possible to minimize the impact on the environment, from conception to construction and operations.

We partner with world-class designer Olya Volkova, renowned architects and established local landscapers, who share our respect for the environment and the optimization of each site.

BRAND EXPERIENCE

Lifestyle Sanctuary

We see ourselves as artisans, crafting lifestyle sanctuary spaces to transport our guests. We infuse Japanese Wabi Sabi philosophy and aesthetic through our restaurants, reflecting imperfect beauty and the ingenuous integrity of natural objects and processes.

Wabi: "loneliness of living in nature, remote from society"

Sabi: "chill", "lean", "withered"

We curate some both renowned and niche artists, whom we partnered with and feature some unique pieces of art for our restaurants:

Etienne Moyat - bespoke sculpted wood panels

www.etienne-moyat.fr/en/

Kay lynne Sattler - Clay & precious metals
<http://www.kaylynnesattler.com>

Jerome Hirson - pottery ceramics
<http://www.jeromehirson.com/>

Benoit Averly - Wood sculptures
<http://benoitaverly.com/home/>

Boyan Moscov - Ceramic sculptures
<https://www.boyanstudio.com>

Pierre-Luc Poujol - Painting
<https://www.pierrelucpoujol.com>

Patricia Shone - Ceramic sculptures
<https://www.patriciashone.co.uk>

Pascal Oudet - Wood sculptures
<http://www.lavieenbois.com>

Denis Milanov - Wood sculptures and furniture
<http://www.sohaconcept.com>

Ambiance

Curating global ethnic sounds, MILA's vibes set the scene for a lively and welcoming ambiance. Days melt into evenings through a subtle mix of chic-bohemian beats that draw people in for an unparalleled laid-back experience.

Olfactive Signature

MILA has collaborated with the scent company "Aroma360" to develop a unique and unforgettable olfactive signature, for a total immersive experience.

Our scent reflects our design and DNA, inspired by nature, clean yet rich, textured yet simple, memorable yet intangible.

The Woody Aromatic fragrance opens with notes of Yuzu, Shiso leaves and Saffron.

The mystic heart flawlessly blends warm Palo Santo and Incense.

The fragrance dries down to bright vetiver accents, sweet patchouli and silky suede.

SOCIAL RESPONSIBILITY

Environmental Sustainability

MILA is committed to ethical and sustainable operating standards and dedicated to limit our carbon footprint through daily actions.

We offer daily specials with products that are in season as much as possible and partner with local farmers and responsible producers and suppliers.

We always try to find every opportunity to manage and reduce our waste, by recycling glass and cardboard, and returning packaging to our suppliers to be reused.

We limit the use of plastic and paper as much as possible. For instance, we only served “Hay straws” instead of paper or plastic drinking straws, made from natural wheat stems and 100% biodegradable (<https://www.haystraws.com/>)

More importantly, we train and educate our staff about sustainability so they can respect the products they are working with and serving to our guests.

We take the team out twice a year to local farms and vineyards so they can learn about the products they are working with and then be the best sustainability and ethical ambassadors in front of our guest and among their communities.

Restaurant Design Olya Volkova (OV & Co)

Wine List Rajat Parr

Cocktail List Jennifer Le Nechet & Ahmed (Mido) Yah

China Cloud Terre, Cone 11, Rosenthal, Costa Nova

Glassware Schott Zweisel

Silverware Guy DeGrenne, Laguiole

THE TALENTED TEAM BEHIND MILA

Greg Galy & Marine Galy
Co-founders

Although Marine & Greg were both born and raised in Cannes, they randomly meet in NYC in the early 2010's.

Greg was President of the well-know luxury restaurant brand FIG & OLIVE while Marine is a fragrance developer for one of the world top leading fragrance houses, working with some of the biggest beauty and lifestyle brands.

As a young couple in NYC, Greg and Marine work hard and play hard, together, they explored places, travelled the world as often as they can with that same thirst for discovery and experience of adventures. Soon, they started dreaming about a brand that would reflect their lifestyle and search for fun and excitement yet in a very understated elegance and atmosphere, that would combine both their experiences in Food & Beverage and brand development, and that would fuse their Mediterranean roots with their love for Japanese food and culture, then, as naturally as it is when it is meant to be, MILA, as per the name they had picked for a future baby girl, was born.

In 2017, Marine and Greg decided to pursue their dream and focus all their time, energy and passion on this new endeavor, while welcoming to the world their 2 baby boys, Ugo in 2017 and Luca in 2019.

Daniel Marin
Executive Chef

Daniel Marin is a 35 year old Chef, currently living in Miami but born and raised in the heart of Barcelona.

At an early age, Dani showed a great interest for the arts. Whether it was painting or building up wood models to play with, expressing himself through sense of touch was something he knew best.

Always being surrounded by the best foods and cultures, Dani quickly learned his favorite form of art. Let's just say, magic happened when he was introduced to the flavors that the Mediterranean Sea and mountains had to offer.

He was an inquisitive son watching after his mother's cooking, always offering her a hand because he'd get to be a part of the family's gathering around the dinner table from inception to completion. Home style cooking remains close to his heart because of these early traditions that were instilled in him at an early age.

Culinary school was a breeze for him even if he was just 16 because it was perfecting his craft that he was after.

At age 17, while still attending to school, he joins his first professional kitchen at a local restaurant in town. His duties consisted of roasting bread, gutting shrimp and cleaning dishes and pots. Immediately, he felt connected to this world and knew that this was going to be his new lifestyle and profession. Dani started working full-time right after graduating. He found a gig in town right outside Barcelona, moving his way up through the kitchen's positions.

With only 24 years of age, Dani becomes The Head Chef of a fisherman's restaurant and since then, has proven great leadership and devotion to continue excelling at his passion. He also studied at the best pastry school in Barcelona for a year while working, where he attained great knowledge at Hoffmann School.

After working at the best restaurants that a small town in the outskirts of Barcelona had to offer, he decides to go after the grand city he was born in. Once there, he joins his 1st Michelin star restaurant and learns cooking at its finest composition.

7 years ago, Dani comes to Miami to join Jose Andres' restaurant, The Bazaar in South Beach. He moved his way up in to becoming the fastest Sous Chef to ever have trained there from within. He worked there a total of 5 years. In 2017 Dani moves to London for a year and joins what is Number 26 in **The World's 50 best restaurants. The Clove Club is a 1 Michelin star restaurant** that mixes Asian and British technics. There he was the Jr. Sous and learned great discipline and technique.

Dani comes back in 2018 to Miami to continue for Jose Andres and in 2019 joins Le Jardinier/Atelier de Joel Robuchon as a Sous Chef and there masters his French cuisine.

In the beginning of 2020, Dani is offered to lead his own kitchen at the restaurant Morrofino in South Beach and takes it with a lot of pride. There he created an authentic Catalan restaurant filled with tradition and transparency. Unfortunately, all that was taken away due to Covid-19.

Romain Devic
Executive Sous Chef

Executive Sous Chef Romain Devic credits his eagerness, perseverance, adaptability and hard work for his success in the rigorous world of gastronomy. Having worked in various types of establishments, from traditional restaurants to Michelin Starred concepts, it is Romain's pursuit of knowledge and flexibility to

perform any kind of service required of him that quickly shaped him into one of the best chefs in the hospitality scene.

Having trained for six years, Romain earned a diploma from the Catering School in Souillac in France in 2006. After graduation, he began working seasonally as a Pastry Chef de Partie at Restaurant Les Airelles in Paris before moving to Monaco in 2007 to work at 1-Michelin Starred Restaurant Bar & Bœuf in the same position. In December 2007, Romain transitioned into a Chef de Partie role at 1-Michelin Starred restaurant Le Jules Verne in Paris, where he learned various positions in the kitchen. In May 2010, he continued honing his craft at 3-Michelin Starred restaurant Auberge du Vieux Puits, where he perfected his fine dining skills. In June 2011, he accepted a seasonal position as a Pastry Sous Chef at Plage les Palmiers de Pampelonne before transitioning to Hôtel Le Samoyède as a Pastry Chef.

Wanting to explore his career in a different market, Romain moved to Miami in 2012 where he landed a position as Nobu Miami's Pastry Sous Chef. From 2012 to 2019, Romain grew with the Nobu brand, going from Executive Sous Chef to Executive Chef, creating menus, spearheading restaurant openings and leading the brand's kitchens in The Bahamas, Ibiza and Shoreditch, London.

Today, Romain joins the team at MILA – Miami's upcoming rooftop culinary sanctuary – as Executive Sous Chefs. Using his fine dining, Mediterranean and Japanese experience, Romain has helped conceptualized an artfully balanced menu that incorporates Asian and Mediterranean eating practices.

When not in the kitchen, Romain enjoys traveling to find inspiration for his creations and continues to expand his culinary approach from the different counties, cultures and people he encounters.

Ilan Chartor

Head Bartender

Born and raised in Miami, Ilan Chartor developed a passion for spirit mixing after his first introduction behind the bar at a TGIFridays over ten years ago. Since then, his creative talent allowed him to quickly rise through the ranks of Miami's restaurant and bar scene, working at Brother Jimmy's, Green Street Café, Beaker and Gray, Kyu, and most Recently Mila.

Chartor joined the team at KYU in 2016 and quickly established himself as an integral team member. In 2018, he moved into the role of "Spiritual Advisor" AKA the restaurant's bar lead where he oversees the full bar program and assists with the growth and direction of the team.

Chartor's expertise comes alive in the cocktail world with his exquisitely crafted and trend-forward libations that are as visually stunning as they are

enjoyable to sip. A self-proclaimed cocktail "nerd", Chartor adds seasonal menu items by constantly exploring and experimenting with new bartending trends, flavor combinations and science tricks in his continual drive to elevate his craft. Chartor is a member of the All Day Foundation, a non-profit from the Miami Bar Lab that supports children of families in the food & beverage industry. He's also a member of the US Bartenders' Guild.

Outside of Mila, Chartor can be found striking the balance of drinking, eating, working out, and drinking.

Ellen Slots

Sommelier

As a California native, Ellen Slots' passion for wine began shortly after graduating college on a trip through wine country. This experience broke down Ellen's stigma that wine was inaccessible to younger people and inspired Ellen to learn more about wine and how to best experience wine.

In 2009, Ellen moved to Chicago, Illinois for academia; however, shortly after completing her education, Ellen decided to officially abandon a career in academia in favor of food and wine. She dedicated her pursuits to the hospitality industry, where she made it her personal mission to educate people on wine. Ellen worked with various restaurant & hospitality groups including the 2 Michelin star restaurant, Acadia. During her time in Chicago, Ellen pursued multiple beverage certifications including the WSET Level III and studied with the Court of Masters.

In 2018, Ellen moved to Miami Beach and was hired as a Sommelier at the 5-star Forbes Hotel, Faena. She was quickly promoted to Beverage Director and continued to train and educate the staff on wine while managing a wine list with over 1,000 bottles.

Ellen is now the Sommelier at Mila Restaurant, overseeing the wine program, training the staff, and making time on the floor and serve guests.

As a lifelong learner, her pursuit for knowledge is apparent by her academic achievements. Ellen holds two bachelor's degrees from University of Southern California, a Masters from Northwestern University, and a certification from the University of Chicago.

Kate Farrell

Executive Pastry Chef

Eager for new challenges and passionate by the art of pastry, Executive Pastry Chef Kate Farrell marries artful simplicity with decadence to deliver enchanting creations.

Kate attended the National Gourmet Institute for health and culinary arts in New York graduating in 2010 where she **was accredited by ACCET chef's training** program. Here is where Kate specialized in a variety of culinary techniques including health and holistic healing. While in school, she sought out real life experiences by working seasonal gigs in New York including at Desmonds NYC as a pastry chef from 2011-2012 and Valbella from 2012-2013 as a pastry assistant. She landed her last gig in New York at the Hotel onRivington as a Pastry sous chef from 2013-2014. Kates next chapter moves onward to Florida where she spent majority of her time working in Miami. Kate continued her journey of seasonal gigs working about 6 months at a time at Juvia, Sushi garage and other phenemonal restaurants in the city. Kate also spent a great deal of time as the co-owner and Chef of Cure Café! Kate then spent the last 3 years learning Japanese cuisine and really honing her craft at Nobu Miami.

In 2020, Kate joined the team at MILA – a rooftop culinary sanctuary re-opening in Miami this fall – where she will compose visually stunning and beautifully delicious masterpieces.

Jennifer le Nechet & Mido Yah

World Best Mixologists Jennifer Le Nechet and Mido Yah lead MILA's indoor and outdoor bars with surprising and indulging cocktails. Their magic, together with thoughtful flavor combinations, handcrafted syrups and the finest liquors, invite for a transporting experience with every sip.

SEQUENCE OF SERVICE

Our style of service is evocative of a Japanese izakaya - 'a type of Japanese bar in which a variety of small, typically inexpensive, dishes and snacks are served to accompany the alcoholic drinks'.

1. Welcome the guest to the restaurant Determine whether the guest wants to go to the dining room or bar/lounge	Maitre D'/Host
2. Escort the guest to their table	Host
3. Greet the guest (at the table) *see 1 st arrival spiel* Point out QR code for the menus and wine list upon arrival Offer choice of waters- "still, sparkling or iced?" Take water order	Captain / Server
4. Communicate water preference	Captain / Server
5. Serve water	Busser
6. Take a cocktail order Inform guests about cocktail or wine by the glass specials Inform guests about 86'd cocktails or wine by the glass Answer any questions about cocktails or wines by the glass	Server
7. Ring in drink order Label every cocktail with seat positions	Server
8. Deliver cocktail *see 2 nd arrival spiel* Spiel guests on any specials, menu changes, or updates/86'd items Answer any of the guests' questions 9. Take the guests' dinner order Take the guests' wine order Send a sommelier to the table if the guests have questions	Drink runner / Captain
10. Mark for first course	Server
11. Ring in the food order	Server

12. Deliver first course	Runner
13. Clear first course <i>If the guests are only having one course, skip to step 14 Crumb table if necessary</i>	Busser
14. Mark 2 nd course/entrée	Server
15. Deliver 2 nd course	Runner
16. Clear table <i>If the guests are having additional courses, only clear the course, and repeat steps 15 through 16 as necessary</i>	Busser
17. Wipe down table with sanitizing rags	Busser
18. Point out QR code dessert menu Take after dinner drink/coffee/tea order	Server
20. Ring in after-drink and coffee order <i>Give coffee ticket to busser/barista</i>	Server
21. Take dessert order Inform the guest of any specials and 86'd Remember to offer dessert wines or check with sommelier	Server
22. Mark for dessert	Server
25. Ring in dessert	Server
26. Deliver coffee	Busser/Barista
27. Deliver after-dinner drinks	Server
28. Deliver dessert	Runner
29. Clear desserts <i>Table should be free of everything except beverages</i>	Busser

30. Check with guests to see if there is anything else you can do ***Ensure accuracy on guest check***	Server
31. Finalize check Authorize, make change, etc. Please check in MILA check presenter. Be sure to bring hand sanitizer to table with chevk presenter.	Server
32. Help guests Leave Pull chairs Retrieve coats and/or to-go bags/valet ticket	Server
33. Thank guests Wish guests a good night Invite guests to return	Everyone
34. Re-set table Sanitize tables and place QR code at the center of the table.	Busser

Team service

MILA offers a team orientated service model whereby we anticipate our guests needs and have coverage throughout the meal experience. The Captains' role is to guide the guests through our various product and service, Servers coordinate and facilitate the meal and server assistants are the back of table maintenance, water service, N/A beverage and table re-sets. The servers are primarily responsible for the financial transactions and ultimately the quality of service for each table.

Servers are responsible for timing and pacing of their tables. MILA is an order, fire system. Seat # for dishes will be required for non-shared items.

Time Standards At-A-Glance

- o Greet = 1 minute
- o Water = 1 minute after greet
- o First round = 4-6 minutes
- o Performing wine service = 4-6 minutes

- o Appetizers = 10-12 minutes
- o Brunch entrees = 10-12 minutes
- o Dinner entrees = 15-18 minutes* (large formats meat, whole fish = longer cook times)
- o Quality check = 2 bites/ 2 minutes
- o After Dinner Drinks = 2 minutes
- o Desserts = 6-8 minutes
- o Bunch—table set = 2 minutes
- o Dinner—table reset = 2 minutes

STAGING THE EXPERIENCE

There are many elements that contribute to the success of a guest's dining experience. While the product quality and level of service are major factors, there are many other components that also have a significant effect. For example: The manner in which a reservation is accepted, the host's greeting, the restaurant's design, the music, the lighting, and the temperature. Another important element, which will affect your guest, is the demeanor of the floor staff. The look on your face, your body language, the manner in which you express yourself (to the guests and fellow workers), and other actions on your part will reflect your attitude to the guest. They may actually notice some of these things; others may note subconsciously the "feel" of the room.

- ❑ Hospitality is the key to making our guests feel welcome and comfortable. We are all expected to be accommodating, warm and courteous with our guests while providing an outstanding dining experience.
- ❑ We want to convey a positive image. When responding, use "Absolutely" or "Certainly". Avoid sounding negative. "No" is never the appropriate answer to a guest.
- ❑ Consider every situation from the guest's point of view. When moving about the dining room, be aware at all times that the guest has the right of way. Always try to move aside to allow the guest to pass.
- ❑ Perform your job tasks with energy and enthusiasm. Even when you are busy, be gracious and patient with the guest.
- ❑ Make an effort to enthusiastically fulfill any **guest's need**. If a guest outside your assigned station makes a request and you are unable, quickly inform the assigned food server or manager of the guest's request.
- ❑ Take ownership of the restaurant.
- ❑ Be true to yourself and your own personality. An image of energetic, and enthusiasm is the goal of every MILA employee.
- ❑ Be honest about your knowledge or lack of it. If you do not know the answer to a guest's questions offer to find out, do not guess or make up answers. Try not to be a "know it all." If a guest asks a question you do not know the answer to, the appropriate response would be: "Allow me to find out for you."

- ❑ Interaction with co-workers regarding matters other than work are to be kept to a minimum during service. A gathering of servers on the floor looks unprofessional and reflects poorly on the restaurant.
- ❑ Maintain a polite and friendly demeanor with your co-workers. Behave as though the guests are watching. They are!
- ❑ Avoid touching hair and face during service.
- ❑ Avoid leaning on walls or furniture.
- ❑ Refrain from touching the guests.
- ❑ Do not keep your hands in your pockets.
- ❑ A smile on the floor is part of your uniform.
- ❑ Move as gracefully as possible.
- ❑ Show the best of it on the floor.
- ❑ We are not “too hip” for our guests.
- ❑ If the guest experience is just “okay”, we have failed.
- ❑ Remember: The key element to our success is for you as a server to have fun.

IN A NUTSHELL

The success of a guest's dining experience depends, to a great degree, on your attitude, which means that our success also depends on your attitude. If you are inclined to be happy, upbeat, or friendly, terrific! You are a natural. If not, train yourself to act pleasant.

Think pleasant, be pleasant

MENU PRESENTATION

The most important time spent with the guest occurs during menu presentation and order-taking. It is during this time where you are given a chance to showcase all you know about the restaurant, the menu, the chef, and any other aspects to the guest, as well as to establish that the dining experience will be hip and fun.

You are expected to know:

Our products and their origin

Preparations

Portion size

Accompaniments

Flavors

Availability

Food & beverage pairings

Cooking terms and techniques

Smart Tips

Always check the menus to ensure they are clean and blemish free

Make sure the menus are correct – it is unacceptable to have two different menus at one table

Always remember the following guidelines:

Present menus from the left

Present menus to ladies first

Describe any dish the Chef has asked to promote

Make suggestions

Look at guests while they are ordering

Encourage guests to provide honest feedback

When in doubt, always ask questions
– repeat orders to be sure you understand

In order to provide our guests with the service for which we are striving, you must be committed to continuously learning about the products and utilizing that knowledge to provide the guests with detailed descriptions and enticing recommendations.

HOW TO BE A GREAT SALESPERSON

Develop a rapport with your guests and establish a level of trust.

Ask questions to determine the guest's needs, likes, and dislikes.

Make recommendations based on the information you gained from the guest while asking them questions.

Guests will be impressed by your personal concern in helping them make selections, which will help promote a positive dining experience.

As a server, your best suggestive selling tool is your personality. The more energy and thought you apply to utilizing your own techniques, the better the results.

Develop a style with which you feel comfortable.

Your style must be honest and sincere. Your guest will recognize and reject phoniness.

Your style must be natural. Use your individualistic personality.

You must be flexible. Don't use canned phrases or a memorized speech.

Be prepared at all times to answer any questions your guests may have.

Be descriptive and accurate, while still displaying passion for the product. Create an enticing mental picture for the guest.

Try to suggest items that you personally enjoy. The guest will sense your enthusiasm through your tone of voice.

Be specific. Use the names of the items along with appropriate adjectives.

You may consider complimenting a guest on their selection after ordering.

Remember, no "hard selling" is permitted. To a great extent, our menu and wine list will sell itself. All you need to do is make suggestions and be a helpful, enthusiastic guide. Always be positive, but don't be overly aggressive. Never bully a guest, or embarrass them into ordering something they don't really want. (If they "order fire" or "split an entrée....SO BE IT.) Such tactics will ensure that the guest never returns. And always remember...

Hospitality Rule # 39 the guest's return visit is our up sell.

SIX SIMPLE QUESTIONS

A Guide for Service Success

1. *Who is the host of this party?*
You will discover whom the host of a party from clues given by the guests. Someone may simply declare himself or herself to be the host. Sometimes, **there is no host, but rather a "power person". The power person may not** order for the party or take responsibility for the bill, but they will be the person most likely to influence the choices made by the party. Do not underestimate the role of the host. If you cannot determine who the host is, do not assume and never ask. Treat every member of the party equally. You don't want to risk offending someone by making an assumption.
2. *Is time a consideration for the party?*
Are they in a hurry to eat, or do they have the luxury of time to enjoy the dining experience?
3. *What does the party expect of you personally?*
Do they want a low profile "professional" server, or do they want to joke with you and have you be a part of their group? These are the extremes, your party will probably fall somewhere in between. It is your responsibility to figure out where the party does fit. Try to accommodate the party's expectations of you.
4. *What mood is the party in?*
Are they nervous, uncomfortable, a bunch of men celebrating a bachelor party, or on a first date? Are they calm and relaxed? What ever their mood may be alter your personality to compliment their mood. You want to make them as comfortable as possible.
5. *Is budget a consideration?*
Many people come into the restaurant with a preconceived notion of how much they will spend. **Some don't care at all. We want all of our guests to** think our restaurant is affordable.
6. *Does the guest tend toward an extreme?*
Are they a big spender or a teetotaler? Are the guests on a diet, or here to enjoy all MILA has to offer?

THE 27 RULES OF TAKING ORDERS/RINGING IN ORDERS/TIMING ORDERS

Items should be ordered in TOAST grouped by item and listed (to the best of your abilities) by position. Each seat at every table in the restaurant is numbered and referred to as a "position". Position numbers extend from number 1 sequentially, in a clockwise fashion. Whether or not a person actually occupies the seat has no bearing on its number.

1. Always write all orders down on your note pad.
2. When writing down orders, be sure to do so in a nonchalant manner. Always make eye contact with the guest and write the order down as you move on to the next guest. Never hold your pad in front of the guests' face.
3. As you take the order make sure to ask about any specific modifications such as: Meat temperatures, substitutions, allergies, or other specific changes.
4. **Be sure to verify the guests' order.** Repeat back the order. If confused ask the guest what they would like the sequence to be i.e. salad first, appetizers and soups together. Never assume -- always ask.
5. Always write down the appropriate seat number next to the order, noting which guests are females.
6. Make sure to remove menus after taking the order.
7. Take both the first and second course order. (*Unless otherwise specified by the guest*). Guide the guests as to the appropriate sequence of dishes and pacing In addition, inform guests if table space is a constrain.
8. While we are always eager to make anything for our guests, be sure to check with the Chef when a guest desires something that is not on the menu.

9. When ringing in orders, be sure to modify each dish with either table share (communal or family style dining or seat number for individual dishes).
10. Be sure to ring in appropriate courses with their correct seat number.
11. Fire courses as required.
12. On parties of six or more and rounds, indicate the clothing of the guest that is positioned in seat one.
13. Be sure to properly modify each dish as needed.
14. Make sure all major modifications are verbally communicated.
15. Be sure to separate courses with the course modifier.
16. When ringing in a "See Me," "Server Request," or "See Server" modifier, immediately instruct the kitchen on the modification.
17. Always review orders before sending.
18. No items will be prepared without a chit. Any attempt to serve items, which are not properly rung up, regardless of circumstances, will result in disciplinary action for all parties involved.
19. Always prioritize your actions.
20. Your order taking must be timed appropriately, as to avoid taking several orders at once.
21. Always be attentive to where each party is at in their meal, with respect to the timing of each course. On a regular and on-going basis, you should note how close every table in your station is to finishing each course or how ready they are for the next step of service.

22. Always communicate with the Chef any time restraints that our guests may have.
23. After the first course is delivered you have 5 minutes to inform the kitchen of a slow table. If nothing is said the order will proceed as normal.
24. No more than 10 minutes should elapse from the time one course is finished and cleared and the time the next course is served.
25. Courses should never overlap. No one in the party should be having an entrée while another is enjoying an appetizer.
26. Pay close attention to the "2-minute" warning issued by the Runner, Busser or Chef.
27. Failure to properly organize and time your orders will result in extra work, needless pressure, additional cost, and substandard service.

For MILA to successfully execute the quality of its food you must as a server understand the importance of timing. Anytime the simple rules of timing are not followed there is the chance that the kitchen will be backed up and will not be able to successfully executing the tickets at hand. This will result in the guests not receiving the ultimate MILA experience.

ENDING THE EXPERIENCE

The final stages of the meal provide an opportunity to really make the experience memorable. The guest is full, satisfied, relaxed, and likely to be receptive to your positive energy. Your object is to put the finishing touches the meal. However, just as time is critical at the beginning of a meal, so it is at the end of one. A guest who takes their time over their entree may be upset if it takes more than 30 seconds to get a cup of coffee. However, they may want to take another 30 minutes to enjoy their dessert. Therefore, it is important that you make an appearance at the table as soon as the entrée course is cleared so that you can determine how your guest wants the end portion of their experience to go.

Automatically present a Dessert and after-dinner drink menu as soon as the table is clear. Never ask if the guest has "saved room for dessert?" Offer Dessert Wines, Ports and Libations at this time.

If the guest seems reluctant to order dessert, remind them that desserts can be shared.

Always use a tray in serving coffee, and place the cups to the right of the guest with spoon and handle pointing at 4 o'clock. If you notice that a guest is left handed, 8 o'clock is appropriate.

Take care to comply with guests' wishes as to timing of the coffee service.

Dessert plates should be cleared from each guest as they finish.

Once you have served the final course, prepare the guest check.

Ask the guest, "May I offer you...?" Be specific! Ask about the actual products that the guest is consuming at the moment.

After determining that the guest will not like to order anything else, present the check.

When presenting the check, make eye contact and thank them.

Present the check to the host in a presentation book. If you have not determined who the host is, place the check in a neutral spot.

Do not ask a server assistant to present the check. Server assistants are not permitted to handle cash or process charges.

Upon presenting the check to the guest, always remain in the general vicinity. Be careful to not look too eager, but make sure you are easily available.

When bringing a properly imprinted voucher to the table for the guest's signature, include a pen for the guest's convenience.

Once the voucher has been signed, and the guest has his copy, thank the guest graciously. You might consider using their name or refer to some personal fact

they may have mentioned to you earlier, for example "Enjoy your stay in Detroit". Invite the guest to come in again.

If the party lingers after paying, however, keep alert and offering coffee and water refills. One of these acts of kindness may be just the thing the guest remembers over everything else.

Keep track of all VIP cards, so we can keep an accurate history of our special guests.

MILA HOSPITALITY

Etymology of the word - Restaurant

The word 'Restaurant' derives from the French verb *restaurer*, meaning to restore. It was first used in France in the 16th century, to describe the thick and cheap soups sold by street vendors that were advertised to restore your health.

It was in 1765 that a Monsieur Boulanger of Paris actually opened a shop selling soups. The sign outside of M. Boulanger's shop is said to have read, "VENITE AD ME VOS QUI STOMACHO LABORATIS ET EGO RESTAURABO VOS" (Come to me, all who labor in the stomach, and I will restore you.)

Service is the Art of Pleasing People

Creating memorable guest experiences is the best advertisement for MILA; word of mouth advertising. These guests want to share their positive experiences with friends and family. Service at MILA is intended to be personal, one on one service, as if our patrons were guests in your own "home".

Hospitality—It is at the center of our service. What is it?

It is a feeling, not an action. It is demonstrated through the way we speak, the knowledge we impart to our guests, the professionalism we display and the decisions we make. It is the way we make our guests feel. People remember the extremely good or extraordinarily bad.

Values

A sincere desire to serve
Genuine appreciation
Gracious, caring personalized service

Behaviors

Smiles and eye contact
Gracious right of way
Recognizing our long-time regulars
Using names for guests and colleagues
A sincere thank you at the end of the meal

Knowledge—Allows for confidence in all positions.

Knowing our menu items helps guide guests through ordering
Knowing our methods of preparation ensures special requests are possible
Knowing our practices (allergies, take-out) **answers guests' questions**
Knowing our service and style help you become an effective teammate
Knowing and understanding our wine, beer, and spirits list

Language:

Using proper grammar and descriptive language can promote a sophisticated and intelligent environment. Practice different ways of greeting guests and describing food to avoid sounding like a script. Use your personality and showcase your skills. Refrain from using slang or restaurant terms with your guests. Body language matters just as much as your spoken words, so ensure your posture is always upright

First Impressions:

The first ten words spoken create a lasting impression.
What language is appropriate to ensure a positive impression of our restaurant?

Featuring/descriptions of items:

"We have a few exciting additions to the menu this evening..."
"While you're looking over the menu, allow me to tell you about a few additional menu items we are serving"

Addressing/bidding farewell to guests:

"Thank you so much for dining with us this evening, we look forward to seeing you soon."

GUEST ACKNOWLEDGEMENTS | RIGHT OF WAY

The 10/5 Rule:

When guests are walking toward your direction, use this two-step process when interacting with guests.

Within 10 feet- make eye contact, acknowledge the guest with a smile.

Within 5 feet- greet the guest with: hello, good afternoon, good evening.

When moving around the restaurant, always walk on the right-hand side of the walkway; always yield to the guests, allowing them the right of the way. If you are escorting a guest to their table or the restroom, yield to an unaccompanied guest.

Be aware of your coworkers' location, yield to coworkers delivering food, beverages and those with full hand. Always let teammates know of your whereabouts where there may be a hazard. Call "corner" in the kitchen and "behind" to let coworkers are close but out of their line of vision. In the dining room, a gentle but discreet tap or touch may be used to gain attention when passing behind or out of vision.

TECHNICAL SERVICE

"A guest is not an interruption of our work; he or she is the purpose of it"

Glassware: Place glasses in front of a guest on their right side, in reach of their right hand.

The manufactures watermark should ALWAYS be placed at 6 o'clock

Serve Ladies First: whenever possible, but always default to open service.

Serving Items: from the hip. Place plates in front of the guest by serving at your hip level. Never place plates by entering over the guests' head.

Delivering Complete Orders: Serve all guests at the table at the same time – never bring an incomplete order to a table, carrying three plates maximum at a time. Communicate to your team when you need a "follow".

Mark Tables: with the fork on the left side, knife on the right, spoon on the right, and chopsticks on the right

Never interrupt: in order to clear a dish.

Guest's Comfort: Never sacrifice a guest's comfort in order to follow a "rule"!

Commitment to Serving: Exceed guests' expectations with efficient, prompt, professional, friendly personal service. Giving the guest more than they expect.

Create Personal Experiences: Engage the guest, develop good relationships. Remember guests' preferences such as drinks, favorite desserts or favorite table.

Excellent Service is Invisible to Guests: Is unobtrusive and seamless. Anticipate your guest's needs, before they ask. Communicate with your teammates to help keep the flow of service.

Have a "We over Me" Attitude: You must have a sincere desire to serve people. Participate in teamwork, look to others for assistance and seek out those in need of assistance.

Knowledge: Guest focus on food and beverages that you are passionate about. Tour guide the guest through the menus telling them what they want.

Education: Develop the skills and knowledge of service and have a commitment to excellence. Continue to look for new and different ways to create memorable experiences.

Be Presentable: Associates will be clean, neat, and wear uniforms that are pressed and well tailored. Managers will inspect uniforms daily.

Hospitality is Our Business: Associates will be friendly, helpful, courteous, confident, calm, discreet and competent. Appropriate verbiage will be used at all times with guests and co-workers.

Show Appreciation for Our Guest's Patronage: A warm welcome and farewell (smile and eye contact) will be offered by all associates towards guests entering or leaving our restaurant. Thank them for their business and invite them to join us again.

Be in the Know: Associates will be knowledgeable regarding the menu and daily specials, business hours, entertainment, and general property information.

Use of Guest Names - Guests will be addressed by name whenever a means of identification exists or access the information from the Seven Rooms system.

This Way Please - Directions to property locations will be provided by staff via personal escort.

Pull Chairs: Chairs will be pulled out for guests (ladies first). All available associates in the vicinity must assist the host with this task.

Ladies First - Ladies will be served before gentlemen, and the hosts will be served last. If the host is a woman, she will be served before her male companions.

Wait Until All Guests Have Finished: Dirty service-ware will be removed when everybody at the table has finished. This will prevent guests (who may still be

dining) from feeling rushed. EXCEPTIONS for Lunch/Dinner: a guest has pushed plate aside or placed other items on plate.

Serve & Clear from the Correct Side: All food will be served from the left, removed from the right. All beverages will be served and removed from the right. This protocol will be followed at all times unless table configuration does not permit.

Move Clockwise: Service team will move clockwise around the table when serving or clearing.

No Empty Hands: Always scan the restaurant to see what can be brought back to the kitchen/stewarding area even if it is not in your section.

Guest Right of Way: Always step aside for guests, then any employee with full hands. Keep to the right.

Do Not Interrupt: or stop a guest conversation. Make eye contact, smile and wait for the appropriate time to ask questions.

Table Maintenance: Required throughout service. Never place anything that you are carrying on any table or chair. Occupied or not.

Crumb the table after clearing each course - use a damp folded napkin for tables without linen. Crumb onto a B&B plate.

Fold linen napkins whenever guest leaves the table. If the napkin is very soiled, replace it with a new one. (Rectangular fold)

Marking a table- use a mise en place tray to carry napkins and silverware.

Situational Service and Anticipating Needs—This involves being so engaged with your guests that you understand what they want before they even know they **want it. It also involves knowing when and how to “Wow” a guest.**

Active Listening: what does this mean?

If a guest makes any reference to a dislike or allergy, note that for rest of their experience (i.e. if a guest comments that they really dislike onions and asks that it is taken off of their sandwich, inform them of the onions in any other item the guest orders).

Always look a guest in the eyes, smile confidently and slightly nod to let the guest know they have your full attention.

Consolidation

In order to move through the dining room as efficiently as possible, consolidating your steps is important. Treat your station as one large table; make it a point to stop or visit each table in your section before heading back into the kitchen. You never know when your guest may need an extra napkin, or if they dropped their fork and need a clean one to continue enjoying their meal.

Full Hands In/Out: when you enter the dining room, the best practice is go with full hands out. Assist with running food, bring clean china to Expo or Pantry, bring out a clean rack of glasses, or bring clean/polished flatware out to the marking trays on the floor. Likewise, when returning to the kitchen, go in with full hands. **Manicure plates or glasses from your station or your neighbor's station, help** clear items from the bar top, or bring in empty water pitchers that need refilling.

Increase your productivity while decreasing your steps to accomplish a goal—this is true consolidation. Avoid bee lining from the floor to the kitchen or from the kitchen back to the floor.

Speed Of Service

While we always want to default on the side of speed, a guest that orders a bottle of wine and is not ready to place any other orders (for example appetizers or starters) may be telling you something. Listen and watch closely to ensure that your speed matches your guests.

Describe the style you would use to mirror the following:

Four businessmen at lunch

A group of mothers and children

A young couple on a date

How to avoid saying “no” and offering alternatives

There are times when we are unable to accommodate a guest request. When this occurs, we want to be able to remain as positive as possible and offer an alternative item or give a recommendation of the next best option.

SERVICE PRIORITIES

1. Greetings: When circulating through the dining room, keep an eye out for tables that have not been greeted yet. Stop by and greet the guest within 60 seconds of them being seated.
2. **Initial Drink Delivery or “First Round”:** Once the guest orders beverages, follow time guidelines for delivery of drinks. When a ticket is ready in the service bar window, run the drinks to the table.
3. Running Food: Much time and effort go into our recipes. “Look left/right” when coming out of the kitchen and pay attention to the hot food window. If the ticket is ready to go, run the food.
4. Guest Requests: When delivering any food or beverage item to a guest and a request is made for something to enhance that item (i.e. hot sauce when entrée hits the table), deliver the requested item immediately, whether it is your assigned table or not.
5. Returning Payment and Bidding Farewell: Once guests have provided payment, return change or credit card voucher to the guest within 2 minutes. As you circulate through the dining room, pick up any payment provided, process it and return it to the guest. Be sure to thank the guest by name if you know it, or see the name on the credit card.

PROACTIVE SERVICE AND LISTENING

Proactive service means guiding guests through the menu, discovering what they are in the mood for and making specific suggestions for each course. Convey the information with confidence, knowledge and enthusiasm.

Proactive Service means:

- Helping your guests make good decisions
- Discovering what the guest is in the mood for, or discovering items a guest is unable to enjoy due to allergies or aversions

- Offering specific choices, using objective and descriptive terms in order to suggestively sell
- Active listening
- Offering personalized service, not being just an “order-taker”

Discover and Listen:

- Is the guest in a hurry? Recommend an item that can be prepared quickly such a salad or gyoza.
- If the guest does not want the seasoning on their steak, then suggest that the seasoning be left off the side item.
- What is the guest in the mood for? “Would you prefer fresh fish and a great seasonal vegetable, or are you in the mood for something a little heartier like a filet mignon and French fries?” “Do you prefer a dry wine or something fruity?”
- Offer specific choices with enthusiasm and confidence. “You will love our Filet Mignon, it is tender and juicy, served with _____. ” Describe your suggestions with mouth-watering detail to create mental pictures.
- Active listening to what the guest says will help you guide that guest in making decisions. Has the guest been waiting for a table for a long time? Offer them an appetizer immediately. Listen not only to what the guest is saying but also to how they are saying it. What tone of voice is the guest using? Are they irritated? Content? Rushed? Adjust your service accordingly.
- By being proactive and listening closely to your guests, you can personalize your approach and provide a dining experience. Focus on **going above and beyond to exceed guests’ expectations. Remain positive, be flexible, and be creative with your descriptions to avoid sounding like a robot.**

Manicuring

The biggest part of manicuring involves control of the tabletop. You decide where critical items need to go, what are critical items that need to stay, and what can be consolidated.

Our style of service involves aggressively manicuring tables. We would rather error on the side of speed than to manicure slowly. Always pause before manicuring and begin only when the table acknowledges you.

Guests should never have enough time to stack plates on their table if you are circulating correctly
(at least every 2 minutes through your assigned section).

Use hand signals, eye contact and body language to know if a guest is ready for you to take their **plate**. **Avoid statements like "Are you still working on that?"**

Be aggressive with keeping your tables and surrounding tables manicured.

Any flatware, glassware, napkin, plates, dessert plates, etc. that are no longer in use by the guest, should be removed during circulation throughout the shift, whether at the beginning, middle, or end.

Make it a goal to always come FULL HANDS IN and FULL HANDS OUT.

Circulating beyond your assigned station ensures efficient and speedy service, in addition to encouraging teamwork and increasing productivity.

If you have time to stop at your table and pick up the signed check after a guest has left, you have time to bus it down to the wood and enter the kitchen with full hands.

Final manicures remove all items that are unnecessary including an empty water glass, a dessert that is longer being eaten, or used linen (manicuring to the wood).

DINING ROOM BEST PRACTICES

TABLE MAINTENANCE

Only beverage glasses and beverage china are to be on a beverage/cocktail tray. For example, coffee cups are fine and must not be stacked however, share plates are not.

Do not move from one table to another with items from the previous table still on the tray or in hand. Always dispense glassware, line or hot beverage china from one table in the kitchen before moving on to the next table.

Be pro-active about clearing the table of unwanted items.

TABLE ETIQUETTE

On the first visit to the table, everyone should smile and make eye contact even if the visit is a walk by. Acknowledging our guests by communicating "good evening, welcome to MILA" is a powerful gesture of hospitality and makes our guests feel at home. It shows that we are caring and sets a positive tone for the meal.

Verbiage should always be direct and clear. We announce a dish or a course without using vague phraseology such as "a few (canapés)" or "a little (ingredient)" that undermines the integrity of the dish. We simply announce the dish as "Your (dish)".

Avoid repetitive phrases, hesitation, or filler words such as "uh, umm".

Do not bid "enjoy" or "bon appetite" when the course is served but rather an honest smile once the dish is announced.

Observe your guests and look for guest signals, such as; -

- o Finished eating (sitting back in the chair away from the table)
- o Ready for the check (looking outside of the 'box', or checking the time).
The box is the imaginary square space above the table where eye contact meets between guests.
- o Relaxing (chair pushed back away from the table).

10 GUEST SERVICE FAUX PAS

1. Carelessness – wrong orders, incorrect seat numbers, pouring the water in the wrong glass
2. Thoughtlessness – Not acknowledging waiting guests.
3. Disinterest – Appearing bored with your job, looking at your watch, would rather be somewhere else mentality.
4. Dishonesty – If you are unsure of anything, do not try to make something up or bluff, say you are unsure, and you will find out. The guests will respect your integrity

5. Mistakes – Guests alert us of their dietary restrictions and we simply forget and place them in danger
6. Not bidding farewell.
7. Appearing to have lost control of the situation
8. Not smiling
9. Arrogance – welcome our guests and be humble and hospitable
10. Bad hygiene

TEAMWORK

"A group of people working together toward a common goal."

Remember it's not just how we serve the guest, but how we service each other. Our guests really notice that. By creating an environment where teamwork is one of the top priorities, we will retain valued employees, increase guest satisfaction, and exceed sales goals. And most importantly, we want you to feel like you're part of something and be excited to come to work.

- Teamwork multiplies success
- **Teamwork makes everyone's job easier**
- Teamwork maximizes strengths and reduces weaknesses
- Teamwork makes work fun

Be proactive during the shift; look for teammates in need of assistance.

Below are some examples of proactive teamwork:

Assisting Servers:

- Help serve food and beverages.
- Refill beverages and pour wine.
- Pre bussing others tables.

Assisting Bartenders:

- Restocking glasses, ice, and products.
- Run bar food.

Assisting Hosts:

- Bring menus back to the host stand.
- Help seat guests.
- Update host stand with table status

Assisting Runners:

- Run food.
- Inform of position number changes.
- Make sure the table has been marked for the next course.

Assisting Server Assistants:

- Restocking plates

- Restocking silverware.
- Re-filling water pitchers
- Restocking wine glasses

UNIFORM REQUIREMENTS

NON-NEGOTIABLE

- Cell phones are not permitted on the dining room floor.
- Hair neat and tidy, pulled back tightly if necessary.
- Clean-shaven or neatly trimmed beards.
- Make up is minimal and color appropriate.
- No perfume or cologne, no smell of tobacco.
- Collar stays in your shirt.
- Polished shoes, in good condition, non-slip.
- Pressed aprons

Your uniform is not complete unless you have with you:

Captain | Server

- 4 Pens (Pilot G-2 – Black ink only)
- Wine opener
- Lighter (not graphics or advertisement, in black)
- Dupe pad
- Bank \$40

Server Assistant | Runner

- Pen (Pilot G-2 – Black ink only)
- Lighter (not graphics or advertisement, in black)

Bartender

- Pen (Pilot G-2 – Black ink only)
- Wine opener
- Lighter (not graphics or advertisement, in black)

BODY LANGUAGE

Physical presence in the restaurant is extremely important. The guests' initial impression of MILA employees will be greatly determined by our body language. We want to create a dynamic, energetic, positive environment for our guests as well as our employees. We walk through the restaurant at a steady pace, with purpose and good posture. Avoid touching hair, clicking pens, idle chat, congregating around service stations.

COMMUNICATION

COMMUNICATION WITH TEAMMATES

Conversations on the floor must remain professional and focused on the service and tasks at hand. Do not chit chat; raise your voice or gesture in exaggerated movements. Never talk about the guests, gratuities, check amounts or practices relating to MILA.

Always communicate with teammates in a clear, concise and respectful manner. We expect our staff to hold one another accountable but it must be done in an enlightened and respectful manner.

NON-VERBAL COMMUNICATION WITH TEAMMATES

To preserve seamlessness and reduce noise levels in the restaurant, communication is often non-verbal. It's best when a group of teammates make eye contact and clear a table. However, in times when verbal communication is necessary, be discrete and use hushed tones. If you require assistance, make eye contact with your teammates while placing your right hand over your heart to indicate you need assistance. Non-verbal communication should be natural and should never be distracting or glaring.

COMMUNICATION WITH THE KITCHEN

Keeping the kitchen informed is everyone's' job. The service team is the eyes and ears in the dining room. Let the kitchen know when a guest is up from the table or eating at an usual pace utilizing the fire or hold buttons on Toast and with verbal communication. All communication is with the expeditor, they will rely the information to the kitchen teammates.

Runners are held accountable for gathering information during visits to the dining room and communicating to the kitchen expeditor. Runners should gather at least 2 new pieces of information about table before entering the kitchen.

COMMUNICATION WITH GUESTS

Instead of:	Please say:
The customer	The guest
On the house	With compliments of (Chef, Greg, MILA)
Would you like a bottle of water?	Would you like ice water, or would you prefer still or sparkling (in that order)
How is everything?	Please let me know if there is anything else I can do /bring you. Is the beef cooked to your liking?
Are you still working on that/enjoying that	To determine when to clear, use your eyes first, If still not sure, use body language (an open handed gesture toward the plates; If you feel you must ask, a simple "May I?" is sufficient.
What are we having tonight? Or How are we doing tonight?	What may I bring you tonight? Or How are you doing tonight? <i>Never include yourself in the "We" of the table.</i>

50 RULES OF HOSPITALITY

1. Hospitality = Empathy + Action
2. The guest is always right.
3. Be positive and personable, not negative and stoic.
4. Treat all guests as if they were guests in your own home.
5. Greet the guests before they greet you.
6. Always maintain eye contact with your guests.
7. Smiles are better than frowns. (They use fewer muscles.)
8. If something is **just fine** or **"ok"**, we have missed the mark.
9. Feedback, positive or negative, is our only measurement.
10. **Two Words...** Accommodate Them! (Give them what they want!)
11. ALWAYS Give the right of way to the guest.
12. Don't let your problems become the guest's problems.
13. Suggest, don't push and up sell. No one wants to feel taken advantage of.
14. When taking orders, write it down. It is better to record everything than to look cool and risk having to ask again.
15. Act as if you only have one table. To the guest, their table is all that matters.
16. Treat your guests like they want to be treated, not how you want to treat them.
17. There is no such thing as too many thank you us.

18. Everyone deserves the best.
19. Guests like to feel important (*Hint... THEY ARE*).
20. With everything we do, every action we make, we must always have the guest in mind.
21. If the guest is in a hurry, then you should be to.
22. If a guest is looking to take their time...slow it down.
23. We are here for the guests; the guests aren't here for us.
24. Comfort the guest, do not intimidate.
25. Observe and anticipate their needs
26. Adjust the temperature of the room for the guest, not the staff. Pay attention to the signals (Shivering, sweating...)
27. If a guest is late for a reservation...SO WHAT? Seat them.
28. If a guest is early for a reservation...SO WHAT? Seat them.
29. Give the guests the option for a cocktail at the bar or to be sat at their table, regardless if their party is complete.
30. It is fun to have a cocktail at the bar before dinner.
31. A guest is not here to be educated, they are here to eat, drink and relax. Remember that, PROFESSOR.
32. There is no such thing as a stupid question.
33. 3 more words...MAKE IT HAPPEN!!!
34. Let guests sit where they want to sit.

35. Always walk all guests to their table. If someone new is joining, **don't just point, take them in.**
36. When possible, walk guests to the bathroom.
37. It is up to the guest if they want to transfer their bar check or settle with the bartender. Give them the option.
38. We will do anything in our power to never say no.
39. **The guest's return visit is our up sell.**
40. If they are not interested, quit talking.
41. If you remember them, the guest feels special.
42. **Today's first timers are tomorrow's regulars.**
43. **Hospitality doesn't remain within the 4 walls of a restaurant. Go the extra mile.**
44. The guest will pay when they want to pay, as slow or quick as that is.
45. Don't invade the guest's space.
46. Don't talk to a guest like they are your friends on the street.
47. Be friendly, not familiar.
48. Don't discuss money or tips in front of guests.
49. Be sincere, genuine, warm and friendly.
50. If there is ever a question, refer to Rule # 1.

VIP PROCEDURES

It is important to realize that our VIPs are pivotal to the successful operation of this restaurant. They are accustomed to receiving fun and friendly service at all times. It is up to you to acknowledge them as VIPs and to demonstrate appreciation towards them for choosing MILA. Always address VIPs by their last name. If you have any questions regarding a VIP party, immediately speak to a manager.

- ❑ Learn who the VIPs are. Go out of your way to demonstrate that you recognize them and are happy that they are regulars.
- ❑ When a VIP arrives, you will receive a Seven Rooms VIP slip from the Host. The chit will designate the level of treatment. The GM, Chef and AGM will designate the level prior to the shift and will be discussed during pre-shift.
 - Level 1 – Amend appetizer
 - Level 2 – Amend appetizer, amend dessert
 - Level 3 – Bubbles, amend appetizer, amend dessert
- ❑ Before the order is taken, the food server is to check with the chef to see if a special menu is going to be chosen.
- ❑ When ringing in orders for the VIP party, modify **every course** as “VIP” via Toast. Type in the VIP's name on the ticket.
- ❑ Be sure to communicate with the Chef and Manager how the experience went for the VIP.
- ❑ Record menu items, drinks, preferences, Birthdays, anniversaries on the VIP card and return to hosts so details can be inputted into Open Table.

Info You Should Know...

Names
Favorite drinks
Favorite table
Favorite menu items
What they ordered on their last visit
Misc. Preferences

STANDARDS OF EXCELLENCE OR “THE HOW TO’S”

The service at MILA is fun, professional, understated and energetic. It is never rigid or stuffy, but always upbeat, pleasant, knowledgeable, caring and personable. Our goal is to anticipate guests' need with an attention to detail, and to create a special atmosphere.

The service points listed in this section are the standards by which every person will operate at MILA. We are committed to offering the best quality of service at all times while maintaining a positive mental attitude. There is never an appropriate excuse for not executing every point of service listed. (However, don't let the details get in the way of genuine, sincere hospitality). This is the challenge that each team member faces every day to exceed the guest's expectations. The management team is there to assist with every aspect of the guest's experience. Never be afraid to ask for help.

HOW TO GREET GUESTS AT THE DOOR

- ❑ It is everyone's responsibility to greet each guest that enters MILA Restaurant.
- ❑ Greet our guests before they greet you.
- ❑ Guests will be greeted with a smile and a warm, friendly reception.
- ❑ Step forward and welcome the guest with a warm:

"Good Evening, welcome to MILA"

- ❑ Do not greet guests in an overly familiar fashion.
- ❑ Use the guest's name(s) whenever possible.
- ❑ Inquire about reservations and immediately provide direction:

"Mr. Johnson your table will be ready in a few moments, you are more than welcome to enjoy a cocktail at our bar while you wait and we will come get you when your table is ready."

For guests with reservations:

- ❑ Don't give the guest more information than they need. For example, if a guest with a reservation would like a drink at the bar before dinner and their table isn't ready at the time, you should not tell them that their table isn't ready.
- ❑ If their table is available:
 - Escort them to the table
- ❑ If their table is NOT available:
 - Let the guest know and suggest they have a cocktail in the bar/lounge:

"I apologize, we are running just a bit behind. Your table will be ready shortly, if you'd like to have a cocktail in the bar or lounge."

- Keep the guests informed as to the status of their table. If the wait will be over 15 minutes, let a manager know, and check back with to let them know you haven't forgotten.
- When the table is ready, locate the guests and escort them

Walk-ins

- If there is a table available:
 - Escort the guest to their table
- If there isn't a table available:
 - Quote a time
 - Offer the guests to have drink at the bar
 - As soon as their table is ready, escort them to their table

If a guest wants to have a drink at the bar/lounge, wait for them to check back in with you, so they don't **feel rushed**

If you suggest that a guest has a drink at the bar/lounge, check in with them periodically, and as soon as a table is ready, locate them and escort them in.

Bar/Lounge Guests

- Escort or direct the guests in the right direction

HOW TO ESCORT GUESTS TO THEIR TABLE

- ❑ Announce to the guest that their table is ready for them and patiently wait for them to be ready.
- ❑ Inquire as to whether you can check the guests' coats.
- ❑ Offer to take the **guests' cocktails for them**. ALWAYS USE A TRAY. Pay close attention to who is drinking which beverage.
- ❑ Be the host, not the commander, when escorting guests.

"Allow me to show you to your table"
Never
"Right this way" or "Follow me."

- ❑ **WALK AT THE GUEST'S PACE.** Be sure to keep the tempo of the guest, no matter how busy you may be.
- ❑ Talk to the guests while you escort them to their table.

Here are some recommended Questions...

- *"Have you dined with us before?"*
- *"How did you hear about MILA Restaurant?"*
- *"Are you from Miami?"*

- ❑ Walk around to the farthest chair from the entrance and begin seating there
- ❑ Always pull out the chair for the guests (seating ladies first) and assist them with their chair.
- ❑ Serve cocktails to the right of the guest.
- ❑ Give any slips (reservation, comp, manager) to the appropriate server/captain/manager

HOW TO CHECK COATS

- When a guest comes to the restaurant wearing a jacket, ask them:

“May I take your coat for you?”

- If a guest would like to keep their coat at the table, assist them in removing it and hanging it on their seat
- It is the host's responsibility to check the coats. Depending on the situation, the host will collect the jackets at the host stand or tableside.
- Each coat that is checked must be given a ticket. One is kept with the jacket and the other is returned to the guest.

Returning Coats

- When the server delivers the check, he will ask the guest for their coat check tickets and valet tickets.
- The server will collect the jackets and any to-go food.
- The server will return the jackets and food to the guest on their way out of the restaurant.

HOW TO GREET GUESTS AT THE TABLE

Your initial contact and opening greeting sets the tone for your guests' interaction with you. Never underestimate the power of a positive first impression. Your ability to control the tempo and mood of your table exists in the first few minutes of contact.

Remember: Happy, Smiling, Positive, Enthusiastic, Energy

- ☐ You should greet a party within 1 minute of being seated.
- ☐ Upon receiving a "VIP" slip, you must check with both Chef and Manager to ascertain the profile of the guest.
- ☐ As you first approach the table, think "pleasant". Smile as soon and as often as you can.
- ☐ Your greeting should be...

"Good Evening. Welcome to MILA, How are you?"

- ☐ Always smile and make eye contact.
- ☐ Acknowledge a new party and assure the guests that you will return promptly, even if you are carrying food or drinks to another table.
- ☐ If you cannot get to the table, ask another server to help you or inform the manager-on-duty.
- ☐ Your manner should be sincere and welcoming.
- ☐ Be aware of any and all visual and verbal cues. They will help to determine exactly what kind of experience the party expects.
(Long and leisurely, business meeting, private & romantic, quick)
- ☐ People's expectations vary widely and it is our job to meet and exceed their expectations. You must ascertain what each party's expectations are to be able to successfully exceed them.
- ☐ Take a positive approach. Treat our guests as if they were guests in your own home.
- ☐ Take orders from the women first. Be aware of seat positions and food issues.

- Never interrupt or stop a conversation if you have a question to ask the guest. Always wait for an appropriate time to ask your question.

HOW TO SERVE BEVERAGES

- ❑ Always offer water

“Iced, still or sparkling?”

- ❑ Never go to more than one table with a tray of drinks. Do not group tables together. Personalize your techniques so that guests feel they are receiving special and individual attention.
- ❑ Glassware and beverages should always be served from a tray.
- ❑ Know who gets what. Serve ladies first.
- ❑ Beverages are to be served to the right of the guest, towards the center of the setting.
- ❑ COCKTAILS are to be placed closer to the guest than WATER and WATER closer than WINE.
- ❑ Unless the party is engaged in conversation, name each person's drink in a gracious, discreet tone.
- ❑ Always use the glassware that is appropriate for what is being served.
- ❑ Make sure to garnish each cocktail appropriately.
- ❑ Check every item as it comes out to ensure accuracy before presenting it to the guest.
- ❑ Place beer glasses to the right of the bottle. Pour at the table or on a tray.
- ❑ All glassware and stemware should be clean and free of fingerprints and water spots.
- ❑ All glassware and stemware should be handled from the base of the glass.
- ❑ Glasses that are not in use should be removed immediately. Always ask if your guest would like another.
- ❑ Clear empty glasses from the right of the guest.

- ❑ Pour beverages at appropriate levels/amounts. (Soda/Iced Tea/WATER/Coffee should never fall below 1/3 of the glass capacity. Wines should be poured to 1/3 the glass capacity.)
- ❑ All bottled WATER and bottled WINE should be kept on “wine coasters”.
- ❑ Unless otherwise specified, all bottled WATER and WINE should be on the table.
- ❑ All Champagne and Sparkling Wine should be kept in a wine bucket.
- ❑ All empty bottles must be removed upon completion.
- ❑ Guests should never have to pour their own beverages.
- ❑ Be sure to throw away your chits to avoid duplication.

HOW TO MARK A TABLE

- Mark your tables before the course is served.
- When marking, always use a marking tray, and use whichever hand is appropriate for the side of the table that you are on (example: mark from the left side of the guest with your left hand and vice-versa).
- Each guest should be marked with appropriate silverware for their next course. The necessary silverware for each menu item is listed on the menu matrix.
- Inform the kitchen when the table is ready for the next course.
- Beverage service is an essential part of marking for the next course. All water and wine glasses should be filled when the next course is served.
- All first courses are “order, fire.” The kitchen will always assume that the first course is marked.

HOW TO SERVE FOOD

- ❑ Using your left hand, wherever possible, gracefully place the plate in the center of the setting from the left of the individual being served.
- ❑ All share items should be served in the center of the table.
- ❑ Guests may leave the table between courses. Do not deliver the food unless everyone at the table is present.
- ❑ When picking up the order, garnish all items properly, and check the plate for appearance, make sure that the plate edges are clean.
- ❑ Pick up plates so they can be served in the proper order. Know who gets what. And remember this rule of thumb:

If you are carrying out more than two plates, the last plate you pick up should be for a lady, because it will be the first one you put down.

- ❑ It is never acceptable to “auction” food at the table.
- ❑ Always check your tables to ensure that each guest is served the appropriate course and dish.
- ❑ Always avoid reaching in or placing your elbow in front of a guest. Never reach in front of a guest while serving. If it is necessary because of some obstacle, always say:

“Excuse me for reaching in front of you.”

or

“Pardon my reach.”

- ❑ Upon serving the guest a brief informative spiel detailing the dish should be given. This is to inform the guest and confirm accuracy. The spiel for each dish is outlined in this manual. **Don't be overly verbose. Don't interrupt a guest's conversation to spiel.**
- ❑ Serve women first. Starting with the eldest women first. Then go around the table clockwise.
- ❑ All efforts should be taken to serve guests all at once.

- Be aware of guest satisfaction. Make sure that everyone has received what they ordered. Confirm visually or verbally if they need anything (This includes beverages, bread, condiment etc)
- Inform server, manager or chef of any need. It is your responsibility to make sure that the guest's request is satisfied

HOW TO CLEAR A TABLE

- ❑ Clear only when everyone in the party has finished. Exception: When a guest has pushed their plate away from the setting or when the guests are using the restroom. In these cases, clear only that setting.
- ❑ If it is questionable if a guest is finished enjoying their course, check with the server. If you need to ask, say...

"May I remove your plate?"

Never use **"We!"**

Do not include yourself in their dining experience

Never say **"ALL SET."**

- ❑ All items should be cleared from the right whenever possible. When the entrees are being cleared, remove everything except what is still being consumed.
- ❑ Plates should be cleared within 2 to 3 minutes after the entire table has finished eating.
- ❑ Always handle china, glass and silver properly. Never touch them where they come into contact **with the food or the guest's mouth**. For example, never touch a glass within an inch of the rim, or pick up a fork by the tines.
- ❑ Carry Plates directly to the kitchen. Scrape, segregate and stack dinnerware.
- ❑ Never place anything you are carrying (WATER pitcher, tray, dirty plates, etc.) on the table while the table is occupied.
- ❑ Crumb once everything is cleared.
- ❑ Course Clear: All of the course specific china and silverware are cleared. Leave beverages, silver for the next course and bread and butter plates. Clear any empty glassware, dirty silverware.
- ❑ Full Clear: Clear everything from the table (China, silverware, placemats, bread and butter plates, bread basket). The only thing left on the table should be glassware still being used.

HOW TO RE-SET THE TABLES

- ❑ Remove all napkins and straighten chairs as soon as the guests leave the table.
- ❑ Clear all plates and silverware.
- ❑ Handle all glassware by the stem or base. You must always use a tray when transporting/removing glassware.
- ❑ Wipe all chairs to ensure that there are no crumbs.
- ❑ Wipe all tables down and dry off. Make sure there is no evidence of previous diners.
- ❑ Check floor area around and under the table. Pick up any food and trash.
- ❑ Return tables to proper position. Straighten and align table and chairs.
- ❑ Reset table in accordance with table setting procedures.
- ❑ Cleanliness must not be sacrificed due to time constraints. Always clean chairs and tables thoroughly.

Two Quick Rules

1. *If you make an error of judgment, do it on the side of the guest.*
2. *If you think that something may be a short cut, it probably is...*

SIDEWORK

Opening sidework is an important part of setting the stage for a successful evening. After you have completed your sidework, your next responsibility is to prepare or "polish" your station.

The way your tables are set is a reflection of both you as an ambassador of the restaurant and MILA Restaurant. This is the first opportunity our guests have to experience our standards of perfection and elegance. MILA employees take a huge amount of pride in the way their stations and the surrounding areas look.

- ☐ Take care to ensure that tables do not wobble. Please inform your manager if they do.
- ☐ Chairs should be free of crumbs.
- ☐ Chairs that face one another should be even.
- ☐ All chairs and tables in a row should be aligned with one another.
- ☐ Napkins should be folded according to specifications.
- ☐ All plates should be wiped and free of fingerprints and watermarks.
- ☐ All placemats should be in the direct center of the setting.
- ☐ All plates should be positioned the same way for each setting on each table.
- ☐ All silverware should be polished, free of fingerprints and water spots.
- ☐ All silverware should be positioned identically throughout the room.
- ☐ All glassware should be polished, free of fingerprints and water spots.
- ☐ All glassware should be positioned identically throughout the room.
- ☐ Prep the floor with silverware, glassware and napkins for two turns.
- ☐ All side work should be completed 30 minutes prior to service.
- ☐ The entire dining room is everyone's responsibility. Each employee should polish and prepare one table outside of their own station, giving it the same care and attention as one would their own station.

- The Director of Operations and/or manager will be responsible for a dining room inspection.
- After pre-shift, any and all finishing touches should be made to the dining room in anticipation of our guests.

Important Note: A server is ultimately responsible for preparing their own station, regardless of the fact that others may have set it.

TRANSLATION....ALWAYS CHECK IT!

SERVICE STANDARDS

Some guests come into restaurants just to eat; and some come in to be part of an experience, like going to the theater. Once in the door, the restaurant becomes their world. And once they are seated, this world becomes even smaller. The table will become the stage, and the stage should be immaculate. Proper table maintenance is not difficult. It is simply a matter of effort and concentration. You should take a mental "snapshot". If there is anything remotely out of order, take comfort in spending the time necessary to tidy up the table -- this moment is crucial to the guest's impression of your service.

- ☐ When the restaurant begins service, all staff should be in their stations ready to assist guests.
- ☐ Always acknowledge our guests with a warm smile and a proper greeting, (No matter how busy you may be.)
- ☐ Always mark your tables before the course arrives, never after.
- ☐ Never serve a course before the correct silverware is on the table. Checking the table for the necessary utensils is called "marking" a table. This is a priority!
- ☐ Before serving each course, make sure the appropriate silverware is marked. This is a priority!
- ☐ Check back within 2 minutes of serving the each course. Do this every time. Use the Power of Observation, rather than verbal communication. As a rule of thumb, try to only ask once. Also, try to be imaginative when you ask about your party's well being. Ask:

"Is your meal prepared to your satisfaction?"

Never

"Is everything okay?"

- ☐ Pay attention to each guest to make sure that each course has been enjoyed. An uneaten or hardly eaten course should be red-flagged.
- ☐ Any dissatisfaction should be dealt with immediately in a gracious and courteous manner and relayed to a Manager.
- ☐ Always pay close attention to tables where any problem may have occurred. Show your concern for the satisfaction.
- ☐ Replace napkins and straighten chairs whenever a guest leaves the table.

- Always Keep Your Tables Current. The only items that should be on a table are those being used, or those that will be used for a later course. Make use of your time at a table to remove all unnecessary items: straws, cocktail napkins, unused utensils from a previous course, empty cocktail glasses (don't be afraid to ask if the guest is finished), etc.
If they don't need it, take it away.
- Maximize each visit to the table by taking care of as many things as possible at one time.
- Maintenance of tables should always be silent and unobtrusive.
- Give the right of way. First and foremost to guests, to fellow employees serving food or beverages and in the pick up area of the kitchen
- Use good judgment in deciding how often you approach a table.

Consolidation is the key to staying ahead. Work your entire station together, coordinating various activities rather than working each table separately. This will allow you the time to maintain your tables properly.

MEMORABLE MOMENTS

There are several times throughout our contact with our guests we have the opportunities to create "Memorable Moments."

Here are a few examples of "Memorable Moments"
AKA "Service Homeruns"

1. Send personal note cards to express thanks and/or sincere interest.
2. Making dinner or show reservations for the guests elsewhere.
3. Play the "Tour Guide". Information on clubs, bars, shopping, etc...
4. Recognizing guests outside of the restaurant.
5. Running small errands (i.e. getting cigarettes, gum, etc...)
6. Assisting with arranging surprises, etc...

What type of "Memorable Moments" can you think of?

Hospitality Story #1

My wife was in the hospital following the delivery of our first baby and craving a delicious meal.

I placed a to-go order from your Freemont location. With the piping hot Chicken Con Broccoli sitting on the seat next to me, I struggled to get my car to start with no success. Victor, the Culinary Manager, came to offer his assistance, but the car refused to start. Without a second thought, Victor personally saw that I had immediate transportation from the restaurant to the hospital. My food was still hot when I reached my wife's room!

Victor possesses the virtues that I want my son to learn, and I look forward to telling my son the story as he gets older. When I returned the car, Victor shook my hand and said, "When you are here, you are family!"

- Letter to Olive Garden

MILA LINGO

2 minute warning – 2 minutes until a big pickup

Share – When guests share a menu item off one plate

Split - When the kitchen plates a menu item onto two plates

Behind/Corner – announce your presence

86 – out of item

Count- Number of portions of an item till it is 86'd

Marked – if the table has proper silverware & glasses for the next course

Corked – bad wine

On the Fly – ASAP

Re-fire – re-cooking item

Weeds/Slammed – **We're in Big Trouble**

Amuse – VIP one bite course before meal

Line Up – pre-shift meeting

Comp – The guest will not be paying for all or a portion of the check

Void – item not made but needs to be removed off of the check

QSA – Quality Standard Assurance

Middle Course – comp'd course for Super VIPs (refer to VIP procedures)

Server – Waiter

Top – table i.e. "I have an 8 top" or "I have a 3 top"

Deuce – table with seating for two people

Station – the set number of tables waited on by a particular server

Drop Check- taking guest check to table

Drop food/ Run food – **delivery of guest's meal**

Bev Nap – small square napkin upon which rests a beverage

The line – Where the action is behind the stove

All day - number of items that are either working or left to sell

Working – item is being prepared

Fire – make the item

Mise en place – everything in its place

In – how many have people dined with us

Come – how many people left to come into the restaurant

Order – how many people that are in the restaurant that have to order

“Which Fork Do I Eat My Salad With?”

FLATWARE

1. CHOPSTICKS
All apps, sushi, sashimi, crudos
2. DINNER FORK
All dishes
3. DINNER KNIFE
Everything except for Meat entrees.
4. STEAK KNIFE
All Meat entrees.
5. DESSERT SPOON
Soups, Entrees with broth, Desserts.
6. COFFEE SPOON
Coffee, Hot Tea, Ceviches.
7. DEMITASSE SPOONS
Espresso and miscellaneous use

GLASSWARE

1. BURGUNDY
 - All Burgundian red style wines.
2. BORDEAUX
 - All Bordeaux style wines, all Rhone style wines, most Italian Reds and Zinfandels.
3. GENERIC WINE
 - All other wines, wines by the glass, and tropical drinks.
4. CHAMPAGNE COUPE
 - All champagnes and champagne drinks.
5. SNIFTER
 - All high-end brandies, specified cordials and Belgian Beers.
6. PORT
 - All ports and sherries.
7. ROCKS
 - All rocks drinks and WATER
8. HIGHBALL
 - All mixes, sodas, milk, and juice.
9. MARTINI COUPE
 - All up drinks.
10. BEER PILSNER
 - All other beers.
11. DECANTER
 - All specified bottles of wine.

EVERYTHING A GREAT S.A. SHOULD KNOW:

JOB RESPONSIBILITIES FOR SERVER ASSISTANTS

Assists with guest satisfaction through GRACIOUSNESS, HOSPITALITY (smile-greeting-eye-contact) and SERVICE. Sets and clears tables. Performs duties in a pleasant, conscientious, fun, energetic, and professional manner to insure guest satisfaction.

Principal Duties

- PRIORITY # 1: Guest Satisfaction
- PRIORITY # 2: Clears and resets tables as quickly as possible.
- Knows and uses service guidelines outlined in this manual.
- Checks each table for completeness of setting.
- Checks dining area, tables, and chairs for cleanliness. Maintains cleanliness and organization of bus stations and service areas.
- Greets guests and serves water.
- Keep stations stocked throughout shift.
- Check stations for stock of silver, dishes, napkins, ice, and condiments.
- Works as a team member, helping and requesting help from others.
- Assists in guest services as directed by front server and management.
- Serves coffee, tea, and water.
- Performs sidework and other duties requested by management.
- Maintains a safe and clean environment for guests and co-workers.
- Picks up debris and cleans any spills or grease on the floor.
- Further duties may be added to this list at the manager's discretion.

DAILY CHECKLIST

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of MILA Restaurant's image. Be proud of your appearance!

Report for work at your scheduled time. Uniform shall be complete and in place. Uniforms shall consist of:

- Spotlessly clean and pressed shirt.
- Spotlessly clean and pressed slacks.
- Spotlessly clean and pressed apron.
- Uniform Belt.
- Polished Shoes.

Hair, make up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before start of the shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in face. Make up and jewelry shall be subdued, professional and kept to a minimum.

Once you have punched in, the shift has commenced and it is expected that you will maintain a neat and professional appearance with all aspects to your uniform in place.

Each busser should begin work fully equipped with the following:

- Pens
- Lighter
- Notepads

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest satisfaction. Remember that we are all in this together and WE are all responsible for OUR SUCCESS.

- ☐ Working as a team is good business. By helping another server, you are directly helping the guest.
- ☐ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ☐ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ☐ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ☐ Assist fellow servers with table maintenance.

- ❑ Maintain other server's stations as well as your own when pouring WATER, coffee or tea.
- ❑ Offer to help. Serve wine; pick up cocktails, etc.
- ❑ Set a daily goal to do 5 tasks to help other team members.
- ❑ Help out the other departments whenever possible.
- ❑ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

Another aspect of teamwork involves the relationship between servers and bussers, a team within a team. The bussers' priorities are:

1. Guest Satisfaction
2. Bussing tables
3. Clearing dishes
4. Stocking stations
5. Serving water
6. Serving bread and butter
7. Serving coffee and tea

The underlying principle in dealing with your fellow restaurant employees is to treat everyone kindly and with respect. Be courteous even when you are busy. The depth of a person's character is not only measured by how they act when things are easy, but rather by how they react when things get tough.

EVERYTHING A GREAT FOOD RUNNER SHOULD KNOW:

JOB RESPONSIBILITIES: FOOD RUNNER

Assists with guest satisfaction through graciousness, hospitality and service. Serves food to guests as soon as it is prepared. Performs duties in a pleasant, conscientious, fun, energetic, and professional manner to insure guest satisfaction.

Principal Duties

- PRIORITY # 1: Guest Satisfaction.
- PRIORITY # 2: Complete knowledge of all products and specifications.
- Knows and uses service guidelines described in this guide.
- Greets guests warmly with a smile, making eye contact, and using the guests name whenever possible.
- Serves food in the manner in which is described in this manual.
- Describes dinner features as needed (including changes and additions).
- Always communicates with the expeditor to see what orders go to what tables.
- Is aware of all upcoming orders.
- Is aware of status of tables expecting food.
- Always uses position numbers.
- Performs assigned opening and closing sidework.
- Communicates the needs of the guests to kitchen and management. **Informs management of guests' reactions and comments.** Assists management as needed to ensure smooth operation and quality service.
- Helps promote a safe and clean environment for guests and co-workers.

- Operates as a member of a team, helping others and requesting help as needed.
- Checks that each table is set with proper silverware.
- Checks dining area, tables, and chairs for cleanliness. Maintains good cleanliness and organization of stations and service areas.
- Keeps stations stocked throughout shift.
- Assists in guest services as directed by food server and management, if these activities do not conflict with basic functions.
- Further duties not currently listed in this outline may be added at the manager's discretion.

DAILY CHECKLIST

Food Runner Priorities

1. Guest Satisfaction
2. Running Hot food
3. Running Cold Food
4. Kitchen Communication
5. Sidework
6. Assisting with other tasks.

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of MILA's image. Be proud of your appearance!

Report for work at scheduled time. Uniform shall be complete and in place. Uniforms shall consist of:

- Spotlessly clean and pressed shirt.
- Spotlessly clean and pressed slacks.
- Spotlessly clean and pressed apron.
- Uniform Belt.
- Polished Shoes.

Hair, make-up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before start of the shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in face. Make-up and jewelry shall be subdued, professional and kept to a minimum.

Once employee has punched in, the shift has commenced and it is expected that each employee shall maintain a neat and professional appearance with all aspects to the uniform in place.

Each food runner should begin work fully equipped with the following:

- Pens
- Lighter
- Notepads

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest satisfaction. Remember that we are all in this together and we are all responsible for our success.

- ☐ Working as a team is good business. By helping another server, you are directly helping the guest.
- ☐ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ☐ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ☐ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ☐ Run food. When serving, follow the position numbers.
- ☐ Assist fellow servers with table maintenance.
- ☐ Maintain other server's stations as well as your own when pouring water, coffee or tea.
- ☐ Offer to help. Serve wine; pick up cocktails, etc.
- ☐ Set a daily goal to do 5 tasks to help other team members.
- ☐ Help out the other departments whenever possible.
- ☐ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

The underlying principal in dealing with your fellow restaurant employees is to treat everyone kindly and with respect. Be courteous even when you are busy. The depth of a person's character is not only measured by how they act when things are easy, but rather by how they react when things get tough.

TABLE CHECKING

The table checker plays an important role in MILA. They are essentially the Chef's eyes and ears for the dining room. They must be able to communicate the needs of the entire dining room to the Chefs and managers.

- ❑ Stay in constant communication with the Chefs and expeditors, relaying all pertinent information.
- ❑ When a ticket has been "Fired", you must monitor that table closely in order to anticipate the proper delivery of the next course.
- ❑ The Chef will not send out the food until you have indicated that the table is ready, so make sure to communicate properly.
- ❑ After the first course is served, you must inform the server when there is two minutes until their next course is coming.
- ❑ Pay attention to all modifications on the tickets in order to ensure prompt and proper delivery.
- ❑ A table must be cleared and marked prior to delivery of the next course.
- ❑ If a server is not able to prepare the table for the next course, it is the responsibility of the busser to do so.

EXPEDITOR

- ❑ All dishes are to be examined by the Chef before leaving the line.
- ❑ Edges and rims of plates must be wiped clean and free of smudges, sauces and fingerprints.
- ❑ Women are to be served first. If a women's course is not ready with the rest of table, we must wait for it.
- ❑ Tables are to be served complete. If someone has gotten up from the table, we must wait until everyone from the table has returned.
- ❑ The expeditor must communicate with the service staff when there is a "Two-Minute Warning" for the next big pick up.
- ❑ The expeditor must clearly communicate appropriate seat and table numbers for each item being served.
- ❑ The expeditor must ensure that the table is ready and properly marked for the next course via the table checker.
- ❑ Once an order has gone out the chit must be removed from the line and discarded.

- ❑ The expeditor must ensure all carts are prepared and ready for service.

UTILITY

- ❑ Always avoid putting fingerprints on plates while carrying them.
- ❑ Be sure to properly describe each dish as it is being served.
- ❑ Take special care to ensure that all women are served first.
- ❑ Always be sure to not disrupt the guest when serving food.
- ❑ Be available to the guest after serving, no matter how busy it is.
- ❑ Be sure to serve the appropriate item to the appropriate seat position.
- ❑ All mistakes on orders must be taken to the Chef immediately.
- ❑ All food must be served at once. Do not partially serve a party.
- ❑ Courses should never overlap. No one in the party should have an entree while another is still enjoying an appetizer.
- ❑ No more than 10 minutes should elapse between courses.
- ❑ Always check with the waiter and Chef before making substitutions.
- ❑ Pay attention to each guest to make sure that each course has been enjoyed. Uneaten courses should be a red flag.
- ❑ Be organized. Failure to do so will result in extra work, needless pressure, additional cost, and substandard service.
- ❑ No items will be prepared without a chit. Any attempt to serve items, which are not properly rung up, regardless of circumstances, will result in disciplinary action for all parties involved.

And remember to always....

Prioritize Your Actions

Check back and pay close attention to tables where problems occurred. Show your concern for their satisfaction.

MEAL PERIOD RESPONSIBILITIES

Assisting your employees is the key to exceeding the guest expectations. Work with your team members, not against them. Remember: you are part of a team!

- ❑ Restock your station as assigned.
- ❑ If supplies are short in a certain station, give a helping hand by bringing supplies to re-stock the station.
- ❑ Never bring just one thing. Bring a stack or full load to the station.
- ❑ If the guest or server asks for a to-go bag, take the plate into a side station and place the item in the to-go bag. Store it in the coat room and label it with the table number and contents.
- ❑ Work hard, quietly, and efficiently, with precise, graceful movements.
- ❑ If your guest asks for an appetizer, another round of drinks, etc., tell the guest "Certainly, I'll inform the server right away", and go tell the server. Do not handle a service request yourself.
- ❑ Communicate to the server or manager, any guest request that you can't handle.
- ❑ Assist with table and room maintenance. If you see litter, pick it up.

EVERYTHING A GREAT SERVER SHOULD KNOW:

JOB RESPONSIBILITIES

Sells and serves food and beverages. Uses HOSPITALITY and GRACIOUSNESS in dealing with guests. Performs duties in a pleasant, conscientious, fun, energetic and professional manner to insure guest satisfaction.

Principal Duties

- PRIORITY #1: Guest Satisfaction
- PRIORITY #2: Has complete knowledge of products and specifications.
- Knows and uses the service guidelines outlined in this manual.
- Greets guests warmly with a smile, making eye contact. Checks for table setting completeness.
- Describes dinner features as needed, including menu changes and daily additions.
- Oversees table maintenance, coordinates service at the table with bussers and runners. Assists bussers in clearing and re-setting tables.
- After serving each course, monitors guest for satisfaction.
- Operates as a member of a team, helping others and requesting help as needed. Performs other restaurant duties as requested by management.
- Assists & supervises busser in keeping station supplied in condiments, sugar, coffee, tea, etc.
- Makes sure that the guest check is completed properly and presented promptly to the guest with a "thank you". Please make sure to use guests name at all times. Ensures that change or charge slip is returned to the guest in a timely manner.
- Performs assigned sidework.
- Communicates the needs of the guests to kitchen and management. Informs management of guests' reactions and comments. Assists management as needed to ensure smooth operation and quality service.
- Serves alcoholic beverages only to guests over 21 years of age.

- Controls the amount of alcohol served, so that guests do not become intoxicated.
- Helps promote a safe and clean environment for co-workers and guests.
- Further duties not currently listed in this outline may be added at the manager's discretion.
- Follows and executes MILA Grand Detroit Core Service Standards as outlined in training.

DAILY CHECKLIST

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of the MILA image.

Be proud of your appearance! Uniform shall be complete and in place. Uniforms shall consist of:

- ☐ Spotlessly clean and pressed shirt
- ☐ Spotlessly clean and pressed slacks
- ☐ Spotlessly clean and pressed apron
- ☐ Uniform Belt
- ☐ Polished Shoes

Report for work at your scheduled time.

Hair, make-up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before the start of your shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in your face. Make-up and jewelry shall be subdued, professional and kept to a minimum.

Once you have punched in, the shift has commenced and it is expected that you shall maintain a neat and professional appearance with all aspects of the uniform in place.

Each server should begin work fully equipped with the following:

- ☐ Wine key
- ☐ Pens
- ☐ Lighter
- ☐ Notepads

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest satisfaction. Remember that we are all in this together and WE are all responsible for OUR SUCCESS.

- ❑ Working as a team is good business. By helping another server, you are directly helping the guest.
- ❑ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ❑ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ❑ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ❑ Run food. When serving, follow the position numbers.
- ❑ Assist fellow servers with table maintenance.
- ❑ Maintain other server's stations as well as your own when pouring WATER, coffee or tea.
- ❑ Offer to help. Serve wine; pick up cocktails, etc.
- ❑ Set a daily goal to do 5 tasks to help other team members.
- ❑ Help out the other departments whenever possible.
- ❑ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

Another aspect of teamwork involves the relationship between servers and busser -- a team within a team. The **bussers'** priorities are:

1. Guest Satisfaction
2. Bussing & re-setting tables
3. Clearing dishes
4. Stocking stations
5. Serving water
6. Serving bread and butter
7. Serving coffee and tea

Remember to thank your bussers and runners at the end of the shift!!!!!!

The underlying principal in dealing with your fellow restaurant employees is to treat everyone kindly and with respect. Be courteous even when you are busy. The depth of a person's character is not only measured by how they act when things are easy, but rather by how they react when things get tough.

EVERYTHING A GREAT CAPTAIN SHOULD KNOW

JOB RESPONSIBILITIES

Sells and serves food and beverages. Uses HOSPITALITY and GRACIOUSNESS in dealing with guests. Performs duties in a

pleasant, conscientious, fun, energetic and professional manner to insure guest satisfaction.

Principal Duties

- PRIORITY #1: Guest Satisfaction
- PRIORITY #2: Has complete knowledge of products and specifications.
- Knows and uses the service guidelines outlined in this manual.
- Greets guests warmly with a smile, making eye contact. Checks for table setting completeness.
- Describes dinner features as needed, including menu changes and daily additions.
- Oversees table maintenance, coordinates service at the table with servers, bussers and runners. Assists servers, bussers in clearing and re-setting tables.
- After serving each course, monitors guest for satisfaction.
- Performs table side plating and carving, drinks cart presentation.
- Operates as a member of a team, helping others and requesting help as needed. Performs other restaurant duties as requested by management.
- Assists & supervises servers, bussers in keeping station supplied in condiments, sugar, coffee, tea, etc.
- Makes sure that the guest check is completed properly and presented promptly to the guest with a "thank you". Please make sure to use guests name at all times. Ensures that change or charge slip is returned to the guest in a timely manner.
- Performs assigned sidework.
- Communicates the needs of the guests to kitchen and management. Informs management of guests' reactions and comments. Assists management as needed to ensure smooth operation and quality service.
- Serves alcoholic beverages only to guests over 21 years of age.
- Controls the amount of alcohol served, so that guests do not become intoxicated.

- Helps promote a safe and clean environment for co-workers and guests.
- Further duties not currently listed in this outline may be added at the manager's discretion.
- Follows and executes MILA Core Service Standards as outlined in training.
- Performs cash outs and close of shift duties as assigned by management.
-

DAILY CHECKLIST

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of the MILA image.

Be proud of your appearance! Uniform shall be complete and in place. Uniforms shall consist of:

- ☐ Spotlessly clean and pressed shirt
- ☐ Spotlessly clean and pressed slacks
- ☐ Spotlessly clean and pressed apron
- ☐ Uniform Belt
- ☐ Polished Shoes

Report for work at your scheduled time.

Hair, make-up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before the start of your shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in your face. Make-up and jewelry shall be subdued, professional and kept to a minimum.

Once you have punched in, the shift has commenced and it is expected that you shall maintain a neat and professional appearance with all aspects of the uniform in place.

Each server should begin work fully equipped with the following:

- ☐ Wine key
- ☐ Pens
- ☐ Lighter
- ☐ Notepads

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest

satisfaction. Remember that we are all in this together and WE are all responsible for OUR SUCCESS.

- ❑ Working as a team is good business. By helping another server, you are directly helping the guest.
- ❑ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ❑ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ❑ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ❑ Run food. When serving, follow the position numbers.
- ❑ Assist fellow servers with table maintenance.
- ❑ Maintain other server's stations as well as your own when pouring WATER, coffee or tea.
- ❑ Offer to help. Serve wine; pick up cocktails, etc.
- ❑ Set a daily goal to do 5 tasks to help other team members.
- ❑ Help out the other departments whenever possible.
- ❑ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

Another aspect of teamwork involves the relationship between servers and busser -- a team within a team. The bussers' priorities are:

1. Guest Satisfaction
2. Bussing & re-setting tables
3. Clearing dishes
4. Stocking stations
5. Serving water
6. Serving bread and butter
7. Serving coffee and tea

Remember to thank your servers, bartenders, bussers and runners at the end of the shift!!!!!!

THE 27 RULES OF TAKING ORDERS/RINGING IN ORDERS/TIMING ORDERS

Items should be ordered in TOAST grouped by item and listed (to the best of your abilities) by position. Each seat at every table in the restaurant is numbered and referred to as a "position". Position numbers extend from number 1 sequentially, in a clockwise fashion.

Whether or not a person actually occupies the seat has no bearing on its number.

1. 1. Always write all orders down on your note pad.
2. When writing down orders, be sure to do so in a nonchalant manner. Always make eye contact with the guest and write the order down as you move on to the next guest. Never hold your pad in front of the guests' face.
3. As you take the order make sure to ask about any specific modifications such as: Meat temperatures, substitutions, allergies, or other specific changes.
4. **Be sure to verify the guests' order.** Repeat back the order. If confused ask the guest what they would like the sequence to be i.e. salad first, appetizers and soups together. Never assume -- always ask.
5. Always write down the appropriate seat number next to the order, noting which guests are females.
6. Make sure to remove menus after taking the order.
7. Take both the first and second course order. (*Unless otherwise specified by the guest*).
8. While we are always eager to make anything for our guests, be sure to check with the Chef when a guest desires something that is not on the menu.
9. When ringing in orders, be sure to modify each seat by male or female.
10. Be sure to ring in appropriate courses with their correct seat number.
11. Fire all courses at once; the Chef will time your courses accordingly.
12. On parties of six or more and rounds, indicate the clothing of the guest that is positioned in seat one.
13. Be sure to properly modify each dish as needed.
14. Make sure all major modifications are verbally communicated.
15. Be sure to separate courses with the course modifier.
16. When ringing in a "See Me," "Server Request," or "See Server" modifier, immediately instruct the kitchen on the modification.
17. Always review orders before sending.
18. No items will be prepared without a chit. Any attempt to serve items, which are not properly rung up, regardless of circumstances, will result in disciplinary action for all parties involved.
19. Always prioritize your actions.

20. Your order taking must be timed appropriately, as to avoid taking several orders at once.
21. Always be attentive to where each party is at in their meal, with respect to the timing of each course. On a regular and on-going basis, you should note how close every table in your station is to finishing each course or how ready they are for the next step of service.
22. Always communicate with the Chef any time restraints that our guests may have.
23. After the first course is delivered you have 5 minutes to inform the kitchen of a slow table. If nothing is said the order will proceed as normal.
24. No more than 10 minutes should elapse from the time one course is finished and cleared and the time the next course is served.
25. Courses should never overlap. No one in the party should be having an entrée while another is enjoying an appetizer.
26. Pay close attention to the "2-minute" warning issued by the Runner, Busser or Chef.
27. Failure to properly organize and time your orders will result in extra work, needless pressure, additional cost, and substandard service.

For MILA to successfully execute the quality of its food you must as a server understand the importance of timing. Anytime the simple rules of timing are not followed there is the chance that the kitchen will be backed up and will not be able to successfully execute the tickets at hand. This will result in the guests not receiving the ultimate MILA experience.

EVERYTHING A GREAT BARTENDER SHOULD KNOW: JOB RESPONSIBILITIES

Sells and serves food and mixes beverages. Uses HOSPITALITY and GRACIOUSNESS (smile-greeting-eye-contact) in dealing with guests. Performs duties in a pleasant, conscientious, fun, energetic and professional manner to insure guest satisfaction.

Principal Duties

1. PRIORITY #1: Guest Satisfaction
2. PRIORITY #2: Has complete knowledge of products and specifications.
3. Knows and uses service guidelines outlined in this manual.
4. Greets guests promptly with a smile, making eye contact and using their name whenever possible.
5. Serves beverages and food to guests in accordance with established guidelines regarding specified glassware and correct pouring, recipes, measures, and garnishes.
6. Prepares and serves beverages in a professional, efficient manner according to MILA standards.
7. Uses appropriate garnishes and glassware for all beverages.
8. Oversees bar maintenance. Maintains a clean and organized bar at all times. Keeps bar area supplied in glassware, soda, garnishes, etc.
9. Coordinates food service at the bar with servers and runners.
10. Provides customer with all utensils necessary to have a four star dining experience at the bar. Dining at the bar is not an excuse to give different service than those guests dining at a table.
11. Operates as a member of a team, helping others and requesting help as needed. Performs other restaurant duties as requested by management.
12. Knows how to operate cash register correctly. You are responsible for accurately accounting for every drink poured.
13. Cashes out all server banks and reconciles paperwork each night.
14. Performs assigned opening and closing sidework.
15. Adheres to the structure of the bar and returns all items to their proper location.
16. Conducts thorough bar inventory writing down the amount of all products-juice, soda, napkins, condiments, dry goods. Completes inventory form accurately.
17. Assists with the stocking of all liquor, beer, wine, and n/a beverage products.

18. Assists with orders and requisitions for the bar.
19. Communicates all 86'd items to managers in a prompt manner.
20. Communicates the needs of the guests to kitchen and management. Informs management of guests' reactions and comments. Assists management as needed to ensure smooth operation and quality service.
21. Controls the amount of alcohol served, so that guests do not become intoxicated.
22. Helps promote a safe and clean environment for co-workers and guests.
23. Further duties not currently listed in this outline may be added at the manager's discretion.

TENDING BAR

Bartending may, to the man who knows nothing about it, seem a simple matter; but like everything else it is a business, and requires considerable study to become an expert. Of course, this is leaving the art of mixing drinks entirely out of consideration; what is referred to now is the act of waiting upon a customer so that there will be no hitch of any kind nor any misunderstanding. The successful barman of today is alert, bright, cheerful, courteous, speaks when spoken to, or only so far as a query concerning the drink, and is clean and neat in dress. He/she should try to remember a customer's **name and their particular** kind of beverage.

To be abrupt, insolent, to talk too much, or to be slovenly in appearance is definite detriment, and inexcusable.

When mixed drinks are called for, they should be mixed above the counter and in full view of the customer. There should be no mistakes and no accidents, as at that particular time they are inexcusable; everything should be done neatly and with dispatch. Nine out of ten customers should be served quickly and without any unnecessary fuss of unusual elaboration. Remember that perfect service is half the game; after the drink is served, any debris should be immediately cleared away and the bar wiped dry. Bear in mind that a place for everything will save a lot of time, trouble, and confusion, especially behind the bar, and no rush should interfere with this system. This especially applies to the working bench, which is an area of immense importance. A good barman can always be told by the way his bench looks.

The really great bartenders are people who have the ability of suiting and pleasing their customer; who recognizes that there are several grades of cocktails. There are a certain number of individuals behind the bar who think they know it all, and who turn out drinks irrespective of the individual taste of the person most to be considered – those who pay for them and drink them. It will **not take a good bartender long to work up a big personal following.** Don't forget cheap bartenders are of little use and there is no reason why a person out to be cheap. As a rule, a cheap person is worthless except for a cheap place.

Harry MacElhone
Harry's ABC of Mixing Cocktails

DAILY CHECKLIST

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of the MILA image.

Be proud of your appearance! Uniform shall be complete and in place. Uniforms shall consist of:

- ☐ Spotlessly clean and pressed uniform
- ☐ Appropriate shoes

Report for work at your scheduled time.

Hair, make-up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before the start of your shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in your face. Make-up and jewelry shall be subdued, professional and kept to a minimum.

Once you have punched in, the shift has commenced and it is expected that you shall maintain a neat and professional appearance with all aspects of the uniform in place.

Each bartender and bar back/bar porter should begin work fully equipped with the following:

- ☐ Wine key
- ☐ Pens
- ☐ Lighter
- ☐ Notepads
- ☐ Bottle opener

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest satisfaction. Remember that we are all in this together and WE are all responsible for OUR SUCCESS.

- ☐ Working as a team is good business. By helping another bartender, you are directly helping the guest.
- ☐ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ☐ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ☐ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ☐ Run food. When serving, follow the position numbers.
- ☐ Assist fellow bartenders with guests.

- ❑ Maintain other server's stations as well as your own when pouring WATER, coffee or tea.
- ❑ Offer to help. Serve wine; pick up cocktails, etc.
- ❑ Set a daily goal to do 5 tasks to help other team members.
- ❑ Help out the other departments whenever possible.
- ❑ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

Another aspect of teamwork involves the relationship between bartenders and their bar backs/bar porters.

Bar backs/bar porters should help retrieve the order, set up the bar (stock, cut garnish, get glassware and tools), keep everything the bartender needs to do his/her job close by during service and remove everything the bartender does not need (trash, dirty coasters, debris, etc.), and break down the bar (re-stock, clean).

The underlying principal in dealing with your fellow restaurant employees is to treat everyone kindly and with respect. Be courteous even when you are busy. The depth of a person's character is not only measured by how they act when things are easy, but rather by how they react when things get tough.

TIPS FOR THE MIXOLOGIST

1. Ice is nearly always an essential for any Cocktail.
2. Never use the same ice twice.
3. Remember that the ingredients mix better in a shaker rather larger than is necessary to contain them.
4. **Shake the shaker as hard as you can, don't just rock it: you are trying to wake it up, not send it to sleep.**
5. If possible, ice your glasses before using them.
6. Drink your Cocktail as soon as possible. Harry Craddock was once asked what was the best way to drink a Cocktail. "Quickly" replied the great man, "while it's laughing at you!"

The Savoy Cocktail Book

COCKTAIL & SPIRITS MEASUREMENTS

Dash	=	1/24 oz.
Scruple	=	1/24 oz.
Teaspoon	=	1/8 oz.
Splash	=	¼ oz.
Tablespoon	=	½ oz.
Pony	=	1 oz.
Jigger	=	1 ½ oz.
Gill	=	1 ½ oz.
Wineglass	=	4 oz.
Cup	=	8 oz.
Pint	=	16 oz.
750ml	=	25.4 oz.
Fifth	=	25.6 oz.
Quart	=	32 oz.
1 liter	=	33.8 oz.
1.5 liter	=	50.7oz
1.75 liter	=	59.1 oz.
Flagon	=	64 oz.

RULES OF THE BAR

- Guests should be greeted immediately upon arrival with a coaster. If you cannot make it to the guest at the moment, make eye contact and acknowledge the guest.
- Ask the right questions when taking a guest's order for a cocktail – then follow it and listen to their requests – they are communicating to you directly and watching you make their order – it should be perfect!
- All cocktails should be made on the bar, in front of the guest.
- Your cocktails should be built into a mixing glass (not the shaker tin), over ice. If using a speed pourer, your pours should be accurate. If not using a speed pourer, use a jigger! A unbalanced drink is like an unbalanced dish!
- When shaking, shake vigorously with the bottom of the mixing glass pointing AWAY from the guest.
- Glasses are for shaking, strainers are for straining.
- Flare bartending does not help the taste of the cocktail and slows down the process. Bottles, garnishes, glasses should NEVER be in the air!
- Proper measurements, fresh ingredients, clean ice, and good technique are the only components to a drink – each matters!
- Glasses for cold drinks should be cold.
- Glasses for neat drinks should be room temperature.
- All drinks should go on a clean coaster or napkin.
- Guests should get a water-back with their cocktails.
- Guests should taste and approve wine before a whole glass is poured.
- Taste everything! Your mise-en-place should be fresh and perfect!
- Do not take shortcuts!
- Consistency is as important as quality – a drink at the bar should be the same regardless of who makes it when.
- We are here to serve the guests – drinks should be made the way the guest wants them, not the way you want them.
- If a guest does not like a drink, it is wrong – throw it away and make it from the start to their specifications WITHOUT ATTITUDE!
- Be aware of everyone, everywhere. Acknowledge everyone with eye contact and a smile.

BAR AND LOUNGE GUESTS

Guests in the bar and lounge must be treated with the same respect and given the same standard of service as guests in the dining room, despite the fact that they may be looking for a different experience than a guest in the dining room.

As such, it is up to you, as a lounge server to understand that having a sense of urgency while serving your guests (especially with the initial greeting and the delivery of the first order) is the key to our success.

Guests in the dining room will receive a more structured experience, which is why they are there. From the time they are seated to the time, the standard has been set that we will be leading them through their evening. Guests in the lounge, however, want something that has an equal quality of service and product, but they want to determine the structure. Perhaps they want a full meal in a more relaxed environment, or maybe they want a quiet drink. The key to determining this is to approach the guest immediately after they are seated and demonstrate your availability to serve the guest. Offer to take an order for the guest that knows what s/he wants, but bring menus for a guest who wants to branch out from the ordinary.

Always be available, but not intrusive. Remember: our guests are in a lounge because they want to control the structure of their experience, but they are in our lounge because they expect the service that MILA Restaurant provides.

EVERYTHING A GREAT HOST SHOULD KNOW:

JOB RESPONSIBILITIES

Welcomes guests into the restaurant. Greets and seats each guest using HOSPITALITY and GRACIOUSNESS in each interaction with guests. Takes reservations in a manner befitting the restaurant and plans the evening such that we can provide optimal service for our guests while still maintaining energy in the restaurant. Performs duties in a pleasant, conscientious, fun, energetic, and professional manner to insure guest satisfaction.

Principal Duties

1. PRIORITY #1: Guest Satisfaction.
2. PRIORITY #2: Having complete knowledge of products and specifications.
3. Knows and uses service guidelines outlined in this manual.
4. Greets guests *promptly* as they enter the restaurant, making a positive first impression. Greet guests warmly with a smile, making eye contact.
5. Uses all guests' names at all times. Knows and acknowledges all VIPs by name.
6. Promotes the company's high level of service standards by exhibiting friendliness, knowledge of the restaurant, and attentiveness to guests' needs.
7. Answers phones, keeps accurate count of reservations, and handles reservation book.
8. Collects and stores menus. Maintains menus to be sure that they are clean and presentable. Insures that all menus have proper inserts and are current according to the most recent menu changes. Replaces all menus in poor condition after making sure that replacements are fully stocked.
9. Maintains an ample supply of souvenir menus.
10. Has complete knowledge of the floor plan, table #s, and station #s.

11. Monitors which tables are in use, available, and about to turnover. Is immediately aware when tables are reset and ready for guests. Checks for completeness of table settings.
12. Keeps an accurate count of customers providing the kitchen and management with a form indicating how many guests
 - Have arrived
 - Will be arriving
 - Have yet to order
 - Have cancelled
 - Did not show
 - Walked-in
13. Frequently checks back with guests who are waiting in the bar area to be seated. Makes it evident to guests that we have not forgotten them and are in the process of preparing a table for them. **Follows "waited"** procedures.
14. Assists server by answering any questions guests may have regarding the menu.
15. When a guest is leaving, always thank them and use their name.
16. Performs assigned side duties.
17. Maintains a neat and orderly host area. Constantly ensures that the entrance to the restaurant is clean.
18. Communicates the needs of the guests to kitchen and management. **Informs management of guests' reactions and comments.** Assists management as needed to ensure smooth operation and quality service.
19. Helps promote a safe and clean environment for co-workers and guests. Cleanliness of the restaurant is the responsibility of every employee regardless of position or department.
20. Operates as a member of a team, helping others and requesting help as needed. Performs other restaurant duties as requested by management.
21. Follows and executes MILA Core Service Standards as outlined in training.

DAILY CHECKLIST

You are responsible for the neatness, cleanliness and appearance of your uniform. You are an important part of the MILA Restaurant image.

Be proud of your appearance! Uniform shall be complete and in place. Uniforms shall consist of:

- ☐ Spotlessly clean and pressed uniform
- ☐ Black, open-toed heels

Report for work at your scheduled time.

Hair, make-up and personal hygiene preparations should be complete before punching in and commencing work. Arrive at an appropriate time so that these preparations are completed before the start of your shift.

Hair must be contained, off the shoulders and neatly styled in such a way as to be kept from falling in your face. Make-up and jewelry shall be subdued, professional and kept to a minimum.

Once you have punched in, the shift has commenced and it is expected that you shall maintain a neat and professional appearance with all aspects of the uniform in place.

Serving all the people who come into the restaurant is the job of all employees. Do not consider yourself to be a servant, but a gracious host serving guests at a party. We break our restaurant into stations only so that our guests can be served more efficiently. If something needs doing in an area other than your own, do it, or inform a manager. Do anything and everything to ensure complete guest satisfaction. Remember that we are all in this together and WE are all responsible for OUR SUCCESS.

- ☐ Working as a team is good business. By helping another server, you are directly helping the guest.
- ☐ Everyone is expected to be a contributor. This is the key to teamwork. In order for us to be successful, it takes all of us to work together as a team.
- ☐ The best people will always be expected to do more. They will be more organized, have extra time and be willing to help the rest of the staff become more efficient.
- ☐ The best way to be successful is to concentrate on improvement daily. If you are unable to help out when it's busy, please help out when it's slow.
- ☐ Run food. When serving, follow the position numbers.
- ☐ Assist fellow servers with table maintenance.
- ☐ Maintain other server's stations as well as your own when pouring WATER, coffee or tea.
- ☐ Offer to help. Serve wine; pick up cocktails, etc.
- ☐ Set a daily goal to do 5 tasks to help other team members.
- ☐ Help out the other departments whenever possible.
- ☐ Don't hesitate to ask for help. Everyone gets overwhelmed once in a while.

Host Priorities

1. Guest Satisfaction
2. Greet guests at the door.
3. Greet guests on the phone.
4. Escort guests to the table.
5. Assist guests with miscellaneous requests.
6. Escort guests to alternate destinations.
7. Maintain Host Stand cleanliness.
8. Assist others when needed.

The underlying principal in dealing with your fellow restaurant employees is to treat everyone kindly and with respect. Be courteous even when you are busy. The depth of a person's character is not only measured by how they act when things are easy, but rather by how they react when things get tough.

MILÄ

Cuisine Manual

A Cooks Guide to Achieving Greatness!

MEAT

TERMS

DRY-AGED

Meat that has been allowed to age under controlled conditions in order to improve flavor and texture. During this time the meat undergoes an enzymatic change that intensifies flavor, deepens color and tenderizes by softening some of the connective tissue.

JAPANESE A5 MIYAZAKI WAGYU

In Japan, wagyu beef is graded on a scale that ranges from A1 (lowest) to A5 (highest). The higher the rating the higher the marbling and fat content. Wagyu cattle meat is well known worldwide for its marbling characteristics and naturally enhanced flavor, tenderness and juiciness. The finest steak eating experience. Miyazaki wagyu is Japanese black wagyu, known as Kuroge Washu in Japan.

AMERICAN WAGYU

Beef that is produced by breeding Japanese wagyu and American Black Angus. They are fed a similar diet to the Japanese wagyu that consists of barley, golden wheat straw, and alfalfa and Idaho potatoes. This process which can take up to four times longer than traditional US feeding practices, results in a highly marbled and tender product.

OLIVE-OIL POACHED

Method in which product is cooked in olive oil with aromatics at a low temperature. It produces a very tender and juicy piece of meat.

CUTS

SHORT RIBS

Rectangular cut about 2" by 3", usually taken from the chuck cut. Short ribs consist of layers of fat and meat and contain pieces of rib bone. A tougher cut that becomes very tender and flavorful after long, slow, moist-heat cooking.

BONE-IN RIBEYE

This tender, flavorful beef steak cut from the rib section (between the short loin and the chuck)

TOMAHAWK STEAK

A long bone ribeye resembles a single-handed axe. Also known as "Cowboy Steak". A highly marbled, exquisitely tender and flavorful steak.

FILET MIGNON

This expensive, boneless cut of beef comes from the small end of the tenderloin. It's extremely tender.

PORTERHOUSE

A steak cut from the large end of the short loin containing both the tenderloin and the top loin muscle. It is often considered the best and most expensive steak.

SKIRT STEAK

Cut from the beef flank, the skirt steak is the diaphragm muscle. It's a long, flat piece of meat that's flavorful, but a little tough. Properly cooked, skirt steak becomes quite tender.

"EYE" OF RIBEYE

Center portion of the boneless ribeye, producing a well marbled piece of meat that rivals the filet mignon in tenderness.

FLATIRON

Also known as a top blade steak, the flat iron steak is a smaller cut from the top blade roast. The top blade roast is often cut horizontally, which removes much of the tough connective tissue, resulting in a flavorful, well marbled, and relatively tender steak.

FLANK STEAK

Cut of beef taken from the abdominal muscles or lower chest. It has lots of intense beefy flavor but can be a little tough. Properly marinated can help tenderize the meat.

FISH

TUNA

AHI

Hawaiian name for both Bigeye and Yellowfin tuna. However, the two fish are quite different, the Bigeye has a higher fat content while the Yellowtail is leaner and less pricey.

ALBACORE

Also known as "Tombo." High fat, light flesh, mild flavor.

BLUEFIN

The largest and most expensive tuna. It has the fattiest flavor and meatier taste of all tuna. It is best served as sashimi, sushi or cooked rare to medium rare. The "Toro" is cut from high fat belly portion of the Bluefin.

BONITO

Smaller fish and the most strongly flavored of all tunas. The Bonito's "shavings" are used as the base for "dashi," (a light Japanese fish stock).

CHU-TORO

Medium fatty tuna belly.

MAGURO

Japanese word for tuna.

O-TORO

Fattest tuna belly.

BASS

BLACK SEA BASS

One of the only true bass, with moderately fat flesh and delicate flavor. Migrates from saltwater to freshwater to spawn. Moderately fat, firm textured with a mild, sweet flavor.

BRONZINO

The European bass is an iconic Mediterranean fish. It has delicate white flesh and mild, almost sweet flavor.

GROUPE

Found in tropical and warm temperature waters worldwide. Known for their extra lean, firm, large flake white meat with mild flavor.

SUZUKI

A Japanese seabass. Suzuki is a species of Asian sea bass native to the western Pacific Ocean, where it occurs from Japan to the South China Sea. It has a firm texture but still retain a wonderful, sweet flavor.

FLATFISH

DOVER SOLE (DOH-vuhr SOHL)

"Jupiter's Sandal" - True sole found in European waters from Denmark to the Mediterranean Sea. Fine, firm and delicate.

HALIBUT

Meaning flat fish to be eaten on holy days. Low fat, firm and mild flavored. Fresh from March to September, available frozen year round.

TURBOT

Found in European waters from Iceland to the Mediterranean. Flat fish that can range from 3 to 30 pounds. Firm, lean, white flesh with a delicious flavor.

JACK

POMPANO

Found in waters of the South Atlantic. Succulent, textured, fatty flesh with a mild, delicate flavor.

YELLOWTAIL "HAMACHI" (ha-MAH-chee)

Although the characteristics are similar this Pacific Ocean native is not to be confused with tuna. Very mild, delicate and flavorful.

SEA BREAM/PORGY/ROYAL DORADE

Sourced off the coast of Brittany. A firm, low fat white fish of the Dorade family.

TAI SNAPPER

Mistakenly named snapper by Captain Cook, 'tai' is a Japanese word for 'good fortune'. A firm, flaky, low-fat fish from New Zealand waters.

SALMON

ATLANTIC

Quantities have diminished over the years, but Canada still provides most of this succulent, pink, high fat fish.

COHO/SILVER (KOH-hoh)

Beautiful looking fish from the Pacific, with pink to red orange flesh and high fat content.

KING/CHINOOK (shih-NUHK)

Considered among the best of Pacific salmons. High fat, soft textured and flavorful flesh.

PINK

The most abundant salmon species in the North Pacific. Leaner, less flavorful salmon with a light pink flesh.

OTHER FISH FAMILIES

ANCHOVY (an-CHOH-vee)

True anchovy comes only from the Mediterranean and Southern European coastlines. Tiny, fishy and salty.

Artic Char

Cold water fish closely related to salmon and lake trout and has many characteristics of both. The fish is highly variable in colour, depending on the time of year

BLACK COD/BUTTERFISH/SABLEFISH

Black cod is neither a cod nor a butterfish. It ranges in size from 1 to 10 pounds and is found in deep waters off the Pacific Northwest coast. The white flesh of the sablefish is soft-textured and mild-flavored. Its high fat content makes it an excellent fish for smoking and it's commonly marketed as *smoked black cod*.

NORTH SEA COD

Mild flavored white, lean and firm meat.

RED SNAPPER

About 250 species of Snapper exist. The Red is the most popular by far. White fish, moist and sweet.

ROUGET

European for "Red Mullet". A reddish-pink member of the Goatfish family. Firm and lean flesh.

ST. PIERRE "**JOHN DORY**" (**SAHN PEE**-air)

Named after Saint Peter because of the thumbprint left on the fish as he pulled it from the water. Odd-looking fish with a mild and tasty flesh.

TASMANIAN OCEAN TROUT

A saltwater trout fished out of the Indian Ocean. Distinguished by its rosy-orange flesh and more subtle and less salty flavor compared to the salmon.

WALLEYE PIKE

Walleye pike is not actually a pike, but in the perch family. A freshwater fish with a mild, delicate flavor and firm flesh with a low fat content.

SHELLFISH

LOBSTER

Maine/American

Found in cool waters from Canada to North Carolina. The sweet, succulent meat comes from both the claws and tail. There is a European relative found in the North Atlantic.

Spiny Lobster

Spiny lobsters are characterized by their lack of claws. Usually found in warmer waters (California, Mexico, Australia, etc.), they are slightly firmer and less sweet than the Maine Lobster

Crayfish

Also called "crawfish," or "crawdad." Appearing as miniature lobsters, crayfish weigh anywhere from 2-4oz., and measure 3"-6" long. They should be cooked in the same manner as lobster.

CRAB

Blue Crab

This blue-shelled crab can be found from Nova Scotia to the Caribbean, but it is mostly associated with the Chesapeake Bay of Maryland. Exceptional flavor.

Dungeness Crab

Taking its name from the seaside town of Dungeness, WA, it can be found from San Francisco to Alaska. They average about 7 inches and can usually be found all year long.

King Crab

From Alaska or Japan, this eight-legged, spider like crab can measure up to 6 feet, weigh up to 25 pounds and can yield over 6 pounds of meat.

Peekytoe Crab

The Peekytoe is famed for its sweet pink meat and delicate flavor.

Snow Crab

Whether from Alaska or Eastern Canada, the snowy white tender filaments of the popular Snow Crab are very tasty. Typically measures 3 feet from claw to claw and weighs up to 3 pounds.

Stone Crab

Believed to be indigenous to the Gulf of Mexico, they are recognized by their oval body and large claws. The highly nutritious meat resembles the flavor of lobster and is considered a delicacy.

Soft Shell Crab

Blue crabs that have shed their hard shells. A true Maryland favorite with a season that lasts from April to mid-September, with peak falling from June to July.

Shrimps

There are hundreds of shrimp species, divided into warm-water and cold-water varieties. They are marketed according to size (number per pound). General size categories into which shrimp fall are:

colossal (10 or less per pound)

jumbo (11-15)

extra-large (16-20)

large (21-30)

medium (31-35)

small (36-45)

miniature (about 100)

Spot Prawn

Largest sized prawn of the seven major commercial species of shrimp. Most of are found in the northeast part of the Pacific Ocean off the coast of Alaska.

KURUMA EBI

Japanese Imperial Prawn is the most popular prawn in Japan! Its season last form late Autumn to the end of winter. It is found south of Hokkaido island down to the Indian Ocean.

MOLLUSKS

KUMAMOTO OYSTER

Japanese west coast oyster with a mild brininess, sweet flavor and honeydew finish. Originated in Yatsushiro Bay, Kumamoto Prefecture, Kyushu Japan and were shipped to the US in 1945

Atlantic

A thick elongated shell measuring 2-5in. across making them perfect to serve "on the half shell," these oysters are considered superior to the Pacific oysters.

Pacific

Found along the Pacific seaboard and can reach up to a foot long.

Olympia

Rarely larger than 1 1/2 inches and hail from Washington's Puget Sound.

Fresh oysters are available year-round. Today's widespread refrigeration keeps them cool during hot weather, debunking the old myth of not eating them during months spelled without an "r." However, oysters are at their best during fall and winter because they spawn during the summer months and become soft and fatty. Shipping costs generally prohibit movement of oysters far from their beds, limiting the abundant supply to local varieties.

Oysters are high in calcium, niacin and iron, as well as a good source of protein.

Mussels

There are dozens of mussel species, all of which have an extremely thin, oblong shell that can range in color from indigo blue to bright green to yellowish-brown. Depending on the species, the shell can be from 1 1/2 to 6 inches in length. The creamy-tan meat is tougher than that of either the oyster or clam but it has a delicious, slightly sweet flavor.

The most abundant mussel is the blue or common mussel found along the Mediterranean, Atlantic and Pacific coasts. Its shell is dark blue and 2 to 3 inches in length.

The green-lipped mussel is imported from New Zealand (which is why it's also called *New Zealand green*).

Live, fresh mussels are generally available year-round. On the West Coast, however, the mussel season is November through April. This is because microscopic organisms (of "red tide" notoriety) make mussels unsafe to eat during the spring and summer months.

Scallops

Though the entire scallop including the roe is edible (and relished by many Europeans), the portion most commonly found in U. S. markets is the abductor muscle that hinges the two shells. There are many scallop species but in general they're classified into two broad groups — bay scallops and sea scallops.

Bay Scallop

Found only on the East Coast and Baja California, are very tiny, about 1/2 inch in diameter. They average about 100 per pound and their meat is sweeter and more succulent than that of the Sea Scallop. They're also more expensive because they're less plentiful.

Sea Scallop

Larger and more widely available. Averages 1 1/2 inches in diameter (about 30 to the pound) and isn't quite as tender as the smaller varieties. Though slightly chewier, the meat is still sweet and moist.

OCTOPUS

Most famous for having eight arms and bulbous heads. It has a light taste that most people compare to chicken or pork.

CAVIAR

SEVRUGA

The eggs are medium size and range from a light shade of gray to darker gray. The taste is a pleasing balance of power and delicacy, which has a slightly nutty taste and dense flavor.

OSETRA

Comes from sturgeons that are around 13 years old. Color ranges from golden yellow to brown. Osetra has a firmer texture and a sharper taste compared to Beluga.

GOLDEN OSETRA

Color ranges from amber to medium yellow. The eggs are large grained with a particularly nutty taste.

BELUGA

Comes from the largest sturgeons, which are quite rare and therefore the most expensive. The female matures at around 20 years old. Egg color ranges from light to dark gray. Taste is a combination of richness with a delicate and mild flavor.

cooking terms, ingredients and facts.....

AÏOLI (ay-OH-lee)

A strongly flavored garlic mayonnaise from the Provence region of southern France.

A LA GREQUE

French for "In the Greek style", referring to a process of cooking in olive oil and lemon juice.

A LA MINUTE

A manner of doing things at the moment it is required/ordered without prepping it in advance.

ANCHO CHILE

This broad, dried chile is 3 to 4 inches long and a deep reddish brown; it ranges in flavor from mild to pungent. In its fresh, green state, the ancho is referred to as a poblano chile.

ANISE

Member of the parsley family, the greenish brown, comma-shaped anise seed perfumes and flavors a variety of confections as well as savory dishes.

AROMATIC

Any of various plants, herbs and spices (such as bay leaf, ginger or parsley) that impart a lively fragrance and flavor to food and drink.

ARUGULA

A bitter, aromatic salad green with a peppery mustard flavor.

AU POIVRE

Traditional pan sauce made with crushed black pepper and creamy Cognac.

BASMATI RICE

A long-grained rice with a fine texture that can be found in Indian and Middle Eastern markets. Its perfumed, nutlike flavor and aroma can be attributed to the fact that the grain is aged to decrease moisture content.

BALSAMIC VINEGAR

Made from white Trebbiano grape juice it gets its dark color and pungent sweetness from aging in barrels of various woods and in graduating sizes over the years.

BELGIAN ENDIVE

A small cigar shaped head of cream colored, tightly packed bitter leaves. Grown in complete darkness to prevent it from turning green.

BIEGNET

French term for "fritter." A deep fried dough with either a sweet or savory filling.

BEURRE BLANC

Meaning "white butter", this classic French sauce is composed of white wine, vinegar and shallot reduction into which chunks of cold butter are whisked until

the sauce is thick and smooth. It's excellent with poultry, seafood, vegetables and eggs.

BEURRE ROUGE

Meaning "red butter", this classic French sauce is composed of red wine, vinegar and shallot reduction into which chunks of cold butter are whisked until the sauce is thick and smooth. It's excellent with poultry, seafood, vegetables and eggs.

BISQUE

A rich, creamy soup typically made with shellfish, especially lobster.

BISCOTTI

A twice-baked Italian biscuit (cookie) that is made by first baking it in a loaf, then slicing the loaf and baking the slices.

BLACK TRUMPET MUSHROOMS

Flesh is thin and brittle. Can range in color from grayish to very dark brown. Black trumpet are distinctively aromatic and have an elegant buttery flavor.

BLANCH

To plunge a food item into salted boiling water very briefly, and then into ice water to stop the cooking process.

BLINI

Small yeast- raised pancakes that are classically served with sour cream, caviar, or smoked salmon. Hailing from Russia, Blini are typically made with buckwheat flour.

BOK CHOY

A mild, versatile vegetable with crunchy light green stalks, and tender darker green leaves. It can be used raw, in stir-fry, or as a cooked vegetable.

BRANDADE

The famous *brandade de morue* of Provence is a pounded mixture of salt cod, olive oil, garlic, milk and cream. This flavorful puree is served with croutons and often garnished with chopped black truffles. Other salted or smoked fish can also be used to make brandade.

BRIOCHE (BREE- ohsh)

A French creation is light yeast bread rich with butter and eggs. The classic shape has a fluted base and a jaunty topknot. It also comes in small buns or a large round loaf.

BROCCOLI RABE

A vegetable related to both the cabbage and turnip family. The leafy green has 6-9 inch stalks and scattered clusters of tiny buds. It is also called *brocoletti di rape* or *rapini*.

BOIL

To change from a liquid to a vapor by the application of heat

BOUILLABAISSE

Traditional provencal fish soup originating from the port city of Marseille.

BRAISED

To cook meat or vegetables by browning in fat. Then simmering in a quantity of liquid in a covered container.

BRUNOISE

A mixture of vegetable that has been finely diced. Or a knife cut measuring

BROIL

To cook under direct heat

BURRATA

A fresh Italian cow milk cheese made from mozzarella and cream.

BURN

When food is destroyed or damaged by over cooking it

CARPACCIO

A dish consisting of raw beef sliced paper thin.

CARAMELIZED

To convert or be converted into caramel.

CHANTERELLE MUSHROOM

A trumpet shaped wild mushroom with a color that ranges from yellow to golden. It has a delicate nutty flavor with a chewy texture.

CHUTNEY

A gluten-free, spicy or savory condiment originating in India. it's made from fruits, vegetables, herbs with vinegar, sugar, and spices.

CIPOLLINI (chihp-oh-LEE-nee)

A small bulb from the grape hyacinth that taste like an onion. Fresh cipollini are hard to find in the United States, but can be found in Italian markets in the fall.

CODDLE

To cook in water just below the boiling point.

COMPOTE

Fresh or dried fruit that has been slowly cooked in sugar syrup.

CONFIT

This specialty of France is derived from an ancient method of preserving meat where it is salted and slowly cooked in its own fat and then placed in a pot and covered with its cooking fat, which acts as a seal and preservative.

CONSOMMÉ

A clarified broth. Consommé can be served hot or cold, and is variously used as a soup or sauce base.

COULIS

A general term referring to a thick puree or sauce, such as a tomato coulis.

COUSCOUS (KOOS-koos)

This staple of North African and Middle Eastern cuisine is made from granular semolina.

CRÈME ANGLAISE

A rich custard sauce that is the base for ice cream.

CRÈME BRULÉE

Literally translated as burnt cream. Custard is sprinkled with sugar and caramelized on top.

CRÈME CARAMEL

Crème caramel is custard that has been baked in a caramel-coated mold. When the chilled custard is turned out onto a serving plate it is automatically glazed and sauced with the caramel in the mold.

CRÈME FRAÎCHE (krehm- FRESH)

This matured, thickened cream has a slightly tangy, nutty flavor and a velvety rich texture. In France where crème fraîche is a specialty, the cream is unpasteurized and therefore contains the bacteria necessary to thicken it naturally.

CREPES SUZETTE

This illustrious dessert consists of an orange-butter sauce in which crepes are warmed, the doused with Grand Marnier and ignited to flaming glory.

CRUDITES

Are traditional French appetizers consisting of sliced or whole raw vegetables which are typically dipped in a vinaigrette or other dipping sauce.

CUMIN

Cumin is a flowering plant in the family Apiaceae, native to southwestern Asia including the Middle East. Its seeds – each one contained within a fruit, which is dried – are used in the cuisines of many cultures in both whole and ground form.

CURD

A creamy mixture made from juice (usually lemon, lime or orange), sugar, butter and egg yolks. The ingredients are cooked together until the mixture becomes quite thick. When cool the lemon curd becomes thick enough to spread and is used as a topping for breads and other baked goods.

DASHI

Dashi is a class of soup and cooking stock used in Japanese cuisine. Dashi forms the base for miso soup, clear broth, noodle broth, and many kinds of simmering liquid to accentuate the savory flavor as umami. Dashi is also mixed into flour base of some grilled foods like okonomiyaki and takoyaki

DIJON MUSTARD

Hailing originally from Dijon, France, this pale, grayish-yellow mustard is known for its clean, sharp flavor, which can range from mild to hot. Dijon mustard is made from brown or black mustard seeds, white wine, unfermented grape juice and various seasonings.

DEEP FRY

Food that is covered and cooked in hot oil.

DUMPLING

A broad classification for a dish that consists of pieces of dough wrapped around a filling or of dough with no filling.

EDAMAME/KUROMAME

Which literally translate to “black bean”, is a type of soybean from Japan

ESCABECHE

Escabeche is the name for a number of dishes in Mediterranean and Latin American cuisines which can refer to a dish of fish or meat marinated and cooked in an acidic mixture and sometimes colored with pimenton or saffron. In Marseille we use it a lot in shellfish such as mussels.

ESSENCE

A concentrated substance extracted from food such as fish, mint leaves or vegetables and used in small amounts to flavor various dishes.

ESPUMA

Foam, also called "thermo-chip", is created with a molecular gastronomy technique.

EMULSION

A mixture of one liquid with another which cannot normally combine smoothly.

FENNEL A broad bulbous base treated like a vegetable. Both base and stem can be eaten. Flavor is sweeter and more delicate than anise.

FLEUR DE SEL

Sea salt.

FLAMBE

To drench with a liquid, such as brandy, and ignite.

FOIE GRAS

The literal translation from French means "fat liver." This specialty of Alsace and Perigord is the enlarged liver from a duck or goose that has been force-fed and fattened over a period of 4-5 months.

FRISÉE

A member of the chicory family, frisee has delicately slender, curly leaves that range in color from yellow-white to yellow-green. This feathery vegetable has a mildly bitter flavor.

GRANITE

Called granita in Italy, a frozen mixture of water, sugar and liquid flavoring such as fruit juice, wine or coffee.

GRATIN

A gratin is any dish that is topped with cheese or breadcrumbs mixed with bits of butter, then heated in the oven or under the broiler until brown and crispy.

GREMOLATA (greh-moh-LAH-tah)

A garnish made of minced parsley, lemon peel, and garlic.

GRILLED

Food cooked by grilling on a cooking surface of parallel metal bars.

GUNKAN MAKI

Known as battleship sushi, a traditional type of sushi with seaweed wrapped outside of rice.

HABENERO CHILE

This distinctively flavored hot chile is small and lantern shaped. Ranges from light green to bright orange when ripe. Used for sauces in both fresh and dried forms.

HARICOT VERT

The French term for green string bean, *haricot* means bean, and *vert* translated as green.

HARISSA

From Tunisia, this fiery-hot sauce is usually made with hot chiles, garlic, cumin, coriander, caraway, and olive oil.

HUMMUS

A levantine dip or spread made from cooked, mashed chickpeas or other beans, blended with tahini, olive oil, lemon juice, salt and garlic. It is popular in the Middle East and Mediterranean.

ICE CREAM

America's favorite dessert is thought to have originated in the mountains of ancient China, with snow probably used as the base. Today's ice cream is made with a combination of milk, egg yolks, a sweetening agent and sometimes solid additions such as pieces of chocolate, nuts, fruit and so on.

IMMERSION CIRCULATOR

A device used to regulate a constant temperature throughout a water bath.

INFUSE

To extract flavors from ingredients, such as tea leaves, herbs or fruit by steeping them in a liquid.

JAPANESE EGGPLANT

The very straight, narrow Japanese eggplant (*Nasu*) ranges in color from solid purple to striated shades and has tender, slightly sweet flesh.

JASMINE RICE

An aromatic rice from Thailand that has flavor comparable to basmati at a fraction of the cost.

KOJI

used in Japan to ferment soybeans for making soy sauce and fermented bean paste. Also used in the making of sake

KOSHER SALT

Additive free coarse ground salt.

KUMQUATS

This pigmy of the citrus family looks like a tiny oval or round orange. The edible golden orange rind is sweet, while the rather dry flesh is very tart. The entire fruit, skin and flesh is eaten, and very ripe fruit can be sliced and served raw in salads or as a garnish.

KUSHIYAKI

A formal term that encompasses both poultry and non-poultry items, skewered and grilled.

LEEKs

Looking like a giant green onion, the leek is related to both the garlic and the onion, though its flavor and fragrance are milder and subtler. It has a thick, white stalk that is cylindrical in shape and has a slightly bulbous root end.

LEMONGRASS

One of the most important flavorings in Thai and Vietnamese cooking, this herb has long, thin, gray-green leaves and a woody scallion like base. Citral, an essential oil also found in lemon peel, gives lemon grass its sour-lemon flavor and fragrance.

MAGURO

Japanese word for tuna.

MAKI

A Japanese sushi roll consisting of rice and other raw ingredient wrapped in seaweed.

MALT VINEGAR

Vinegar is made by bacterial activity that converts fermented liquids such as wine, beer or cider into a weak solution of acetic acid. Mild malt vinegar is obtained from malted barley.

MARINATED

To soak (meat, for example) in a marinade sauce to add flavor.

MANGO

Mangoes grow in wide variety of shapes and sizes. The skin must be removed, as well as a large pit in the middle of the fruit. The flesh is a bright golden orange,

exceedingly juicy, and exotically sweet and tart. Peak season is from May to September.

MARMALADE

A preserve containing pieces of fruit rind, especially citrus fruit. The original marmalades were made from quince.

MATSUTAKE

It is the truffle of Japanese mushrooms. Matsutake mushrooms grow under trees and are usually concealed under litter on the forest floor, forming a symbiotic relationship with roots of various tree species. Matsutakes grow in Canada, China, Estonia, Finland, Japan, United States, Poland and among other countries.

MASCARPONE (mas-kar-PHOHN)

Is a double rich cream made from cow's milk. Ivory colored, soft and delicate ranges in texture from a light clotted cream to that of a room temperature butter. Can be blended with other flavors and is sometimes sold sweetened with fruit.

MAUI ONIONS

From the Hawaiian island of the same name, the Maui Onion is sweet, mild and crispy moist. It can range in color from white to pale yellow and is usually shaped like a slightly flattened sphere.

MEYER LEMON

Meyer lemons have a rounder shape and smoother skin than common commercial lemons. Their color ranges from deep yellow to yellow-orange. The aromatic juice is sweeter and less acidic than that of regular lemons. Meyer lemons are available from November through May in specialty produce markets.

MIGNONETTE

A sauce that is typically served with oysters consisting of vinegar, shallots and cracked black pepper. Additions to the recipe are common.

MISO PASTE

Fermented soy bean paste with salt and koji. The result is a thick paste used for sauces and spreads, pickling vegetables or meats, and mixing with dashi, soup stock to serve as miso soup. High in protein and rich in vitamins and minerals

MORELS

Belonging to the same fungus species as the truffle, the morel is an edible wild mushroom. It is spongy, honey-combed, cone-shape and ranges in size from 2 to 4 inches high and in color from a rich tan to an extremely dark brown. The morel is widely applauded by gourmets, who savor its smoky, earthy, and nutty flavor. In general, the darker the mushroom the stronger the flavor. Wild morels usually appear in specialty

produce markets in April and the season can last through June. Cultivated morels may appear sporadically throughout the year. Choose fresh specimens that have a firm yet spongy texture.

NIÇOISE

A French term that means, "As prepared in Nice". Nice being a city in Southern France's Provence region. A niçoise salad contains basic haricot vert, onions, tuna, hard-cooked eggs, tomatoes, blackolives and herbs.

NORI

Japanese name for edible seaweed. has a strong and distinctive flavor. It is used chiefly in Japanese cuisine as an ingredient to wrap rolls of sushi or *onigiri*, in which case the term refers to the dried sheets.

ORZO (OHR-zoh)

Italian for barley, though it is actually a small rice shaped pasta.

OUZO (OO-zoh)

From Greece, this clear, sweet anise-flavored liqueur is usually served as an aperitif. It is generally mixed with water, which turns it whitish and opaque.

OYSTER MUSHROOM

This fan shaped mushroom grows both wild and cultivated in close clusters, often on rotting tree trunks. They are also called Oysters Caps, and Tree Mushrooms. The flavor of raw oyster mushrooms is fairly robust and slightly peppery but becomes milder when cooked.

PANNA COTTA

Italian for "cooked cream" *panna cotta* is light, silky eggless custard, which is often flavored with caramel. It's served cold, accompanied with fruit or chocolate sauce.

PANCETTA (pan-CHEH-tuh)

Italian bacon that is cured with salt and spices, but not smoked. Flavorful, slightly salty and comes in a sausage like roll.

PAN FRY

Food that is conerved and cooked in hot oil.

PANKO

Breadcrumbs used in Japanese cooking for coating fried foods. Coarser than normally used in the United States and creates a crunchy crust.

PAPILLOTTE

A method of cooking which the food is put into a folded pouch or parcel and then baked. It's a steaming process

PARFAIT

Traditionally a desert consisting of different layers, but has also been adopted to describe layered savory presentations. In French, *parfait* means "perfect".

PETIT FOUR

Any of various bite-sized iced and elaborately decorated cakes.

PIMIENTO (pih-MYEHN-toh)

Spanish for sweet *pepper*. A large red, heart-shaped sweet pepper that measures 3-4 inches long and 2-3 inches wide. Fresh pimientos can be found from late summer to early fall. Most of the pimiento crop is used for paprika.

PINOT NOIR

The red grape that produces the spicy, rich, complex French Red Burgundies as well as Pinot Noirs from California, Oregon, and Washington. Also important in the making of French Champagnes and American sparkling wines. Pinot Noirs go well with almost any foods.

PERNOD (pehr-NOH)

A yellowish, licorice-flavored liqueur similar to absinthe. Pernod is popular in France and is usually mixed with water, which turns it whitish and cloudy.

PESTO

Originating in Genoa. A herb sauce consisted of crushed garlic, European pine nuts, salt, basil leaves, cheese, all blended with olive oil

PHYLLO

Tissue –thin layers of pastry dough used in various Greek and Near Eastern sweet and savory preparations.

PONZU

A citrus-based sauce commonly used in Japanese cuisine.

PORCINI

Also called cepes, these delicious, earthy treasures are members of the *boletus edulis* species of wild mushroom. They are pale brown in color and can weigh from an ounce or two up to a pound. Their caps can range from 1 to 10 inches

in diameter. Porcini have a smooth, meaty texture and pungent woodsy flavor that is much regaled.

PORTOBELLO

A large, dark brown mushroom with an open flat cap approx. 6 inches in diameter. Has a dense, meaty texture.

PRALINE

A brittle confection made of almonds and caramelized sugar. It may be eaten as candy, ground and used as a filling or a dessert ingredient, or sprinkled atop desserts as a garnish.

PROSCIUTTO (proh-SHOO-toh)

The Italian word for “ham”, prosciutto is a term broadly used to describe a ham that has been seasoned, salt-cured (but not smoked) and air-dried. The meat is pressed, which produces a firm, dense texture.

QUAIL

A migratory game bird belonging to the partridge family. The meat is white and delicately flavored.

QUINCE

A yellow skinned fruit from the quince tree that taste like a cross between an APPLE and a pear, it has an astringent, tart flavor.

RICE TAMANISHIKI

Tamanishiki is a super premium short grain rice. Tamanishiki rice is a combination of Koshihikari rice and Yumegokochi rice, with rich flavor and excellent texture. It is no wonder that Tamanishiki rice is widely used at prestigious Japanese restaurants throughout the U.S.A., in Europe, Australia and Asia.

ROAST

To oven cook items in an uncovered pan, producing a well-browned exterior and a moist interior.

ROBATA

A method of cooking in Japanese cuisine, similar to barbecue.

ROMESCO

From Spain, this sauce is made from finely ground tomatoes, bell peppers, onions, garlic, almonds, and olive oil. It's typically served with grilled fish or poultry.

ROSMARY

A fragrant evergreen herb native to the Mediterranean.

ROUILLE

A sauce that consists of olive oil, garlic, saffron, and cayenne pepper.

SAFFRON

From the small purple crocus, each flower produces only 3 stigmas which are hand picked and dried. It takes 14,000 of the tiny stigmas to make 1 oz of saffron. This pungent, aromatic spice is used to flavor and tint food. Since it is so strong a little goes a long way.

SAKE

Japanese word for salmon

SANSHO

One of the typical Japanese spices used in various dishes. Its distinctive feature is the most unique refreshing aroma and spicy taste.

SASHIMI

A Japanese delicacy consisting of fresh raw fish or seafood cutting into appropriate size.

SAGE

The narrow, oval, gray green leaves of this pungent herb are slightly bitter and have a musty mint taste and aroma.

SEAR

To brown a product quickly by subjecting to high heat producing a "seal" to hold in products juices.

SEMOLINA Durum wheat that is more coarsely ground than normal wheat flours, a result that is often obtained by sifting out the finer flour.

SHISHITO PEPPER

Is a sweet, east Asian pepper. The spiciness on the mild side. one out of ten pepper is spicy

SHISO

From the mint family, it is highly used in the USA in Japanese cuisine.

SIMMER

To cook food gently in a liquid at roughly 185°F, low enough that tiny bubbles just break the surface.

SHALLOT

Formed more like garlic than onions, with a head composed of multiple cloves, each covered with a thin, papery skin. Shallots are favored for their mild onion flavor and can be used in the same manner as onions.

SHOCK

To plunge blanched foods immediately into a water bath consisting of a high amount of water and ice

SIMPLE SYRUP

Equal parts water and sugar that has been brought to a boil and is used to sweeten various foods.

SNOW PEAS

Entirely edible, its almost translucent, bright green pod is thin and crisp. The tiny seeds that are inside are tender and sweet. Snow peas are available year with a peak season in the spring and fall.

SOCCA CHIPS

Made from gluten-free chickpea flour, are sturdy and crunchy.

SORBETS

French for sherbet, sorbet is sometimes distinguished from sherbet by the fact that it never contains milk. Savory or lightly sweetened sorbets are often served either as a palate refresher between courses or as a dessert.

SOUFFLÉ

A dessert made with a custard base that incorporates whipped egg white to create a light fluffy pudding served hot.

SOUS-VIDE

French term meaning "under vacuum." Technique for placing a food product in an airtight bag and cooking in temperature regulated water bath for a specified time.

SOYBEANS

Also known as edamame, soybeans have a bright green color and are easy to digest and extremely high in protein and fiber.

SQUASH ZUCCHINI FLOWER

The edible flowers of the squash plant and usually come in yellow and orange shades.

STEAMED

To cook food in a mist of boiling water vapor.

SUSHI

A Japanese dish of prepared vinegar rice, usually season with sugar and salt, accompanying a variety of ingredients, such as seafood, fish and vegetables.

SUNCHOKE

Also known as Jerusalem artichoke is not truly an artichoke but a variety of sunflower that resembles a ginger root. The white flesh of this vegetable is nutty, sweet and crunchy. Should be eaten raw in salad or cooked by boiling or steaming.

SUN-DRIED TOMATOES

Are dried in the sun, or by artificial methods. The result is a chewy intensely flavored, sweet, dark red tomato. They are usually either packed in oil or dry packed in cellophane. The dry pack benefits from soaking in oil or other liquid before use.

SZECHUAN PEPPERCORN

Native to the Szechuan province of China, this mildly hot spice comes from the prickly ash tree. Szechuan has a distinctive flavor and fragrance.

TARTARE

Traditionally made with raw beef, but can be made with different fish and shellfish. The dish originated in the Baltic provinces of Russia in medieval times. Usually served with raw egg yolk, capers, chopped parsley and onions.

TAHINI

A paste made from sesame seeds and is a staple in many cuisines especially in the Mediterranean.

TARTAR SAUCE (TAHR-tuhr)

A mayonnaise based sauce with a mixture of minced capers, dill pickles, onions, olives, lemon juice and seasonings. Traditionally served with fried fish.

TATAKI

A dish consisting of meat or fish, served lightly seared in Japanese cooking.

TAPENADE

Hailing from France's provence region, tapenade is a thick paste made from capers, anchovies, ripe olives, olive oil, and lemon juice.

TEMPURA

A Japanese specialty of batter-dipped, deep-fried pieces of fish or vegetables. Tempura, which is usually accompanied by tempura sauce, can be served as a *Hors d'oeuvre*, first course or *entrée*.

TERRINE

Both the container and the item molded or cooked are referred to as a terrine. The items can be raw or pre-cooked before being set into the container, or they can be cooked directly in the terrine.

THYME

Thyme is sold both fresh and dried. While summer-seasonal, fresh greenhouse thyme is often available year-round. The fresh form is more flavourful, but also less convenient; storage life is rarely more than a week. However, the fresh form can last many months if carefully frozen. It is used in bouquet garni for stocks and used a lot in infused oil or roasted poultry.

FOIE GRAS TORCHON

Duck or goose liver seasoned then wrapped with a towel or cloth, then submerged in sea salt for 3 days. Can also be made by poaching in a liquid.

TOGARASHI

A Japanese spice mixture consisting of mandarin orange peels, sesame seed, poppy seed, hemp seed, nori or aonori, and ground snsho.

TRUFFLES

A fungus that grows 3-12 inches long underground near the root of trees, usually oak, but also chestnut, hazel, and beech. Has a rather unappealing appearance- thick, round and wrinkled skin that varies in color from off-white to almost black. Dark truffles are used to flavor foods. The more mildly flavored, but stronger smelling, white truffles are usually served raw by grating them over foods.

TUILE

The thin wafer cookies that can be shaped or molded while hot before hardening into their final shape.

VINAIGRETTE

A salad dressing or marinating sauce that is made by mixing an oil with something acidic such as vinegar or lemon juice.

YUCA

Also known as Cassava, is a root vegetable commonly used in south America and Caribbean culture. It is known for its starchy consistency.

YUZU

Japanese citrus fruit that is valued for its highly aromatic rind. can be either yellow or green depending on the degree of ripeness. Yuzu fruits, which are very aromatic. Yuzu closely resembles sudachi (a Japanese citrus from Tokushima Prefecture, a yuzu-mandarin orange cross) in many regards, though unlike the sudachi, yuzu eventually ripen to an orange colour and there are subtle differences between the flavours of the fruit.