



## MANAGEMENT OPERATIONS GUIDELINE

Version 2006.1

This condensed version of the Salty Seniorita Operations Manual has been designed to assist Management complete critical goals at individual Salty Seniorita stores. This bullet-style form highlights operational strategies that must be implemented on a daily basis by all levels of Management. Anthem Corporate will evaluate the effectiveness of its Management based primarily on the daily execution of the contents of this form.

### IN NO PARTICULAR ORDER:

- DAILY BLUE CARDS
- DAILY INSPIRED PRE-SHIFT MEETINGS WITH THE BOH & FOH
- DAILY USE OF THE MGMT RED BOOK FOR ALL SHIFTS
- DAILY IMPLEMENTATION OF SALES CONTESTS
- SERVICE STAFF "BIG 5"
- DETAILED 15 MINUTE SITE INSPECTIONS BEFORE EVERY MGMT SHIFT
- UPDATE DAILY MAINTENANCE LOG
- FAX MGMT NIGHTLY CLOSING REPORTS TO CORPORATE
- WORK THE SALTY TRIAD: FLOOR, KITCHEN, HOST STAND
- MANAGEMENT RED CARDS FOR LOWER TIER MANAGERS
- PREPARE DAILY FOR A HEALTH INSPECTION
- CONTINUALLY PERFECT THE LIGHTS, MUSIC AND TV'S THROUGHOUT THE DAY
- PREPARE THROUGHOUT THE WEEK FOR OUR MGMT MEETINGS
- CHECK RESERVATIONS FOR THE DAY AS SOON AS YOU ARRIVE FOR WORK
- CHECK BUS LOG AS SOON AS YOU ARRIVE FOR WORK

- CHECK BATHROOMS EVERY 30 MINUTES FOR CLEANLINESS
- COMPLETE A DAILY SWAG INVENTORY
- CLEAN & STRAIGHTEN THE OFFICE DAILY
- MONITOR THE STAFF UNIFORM POLICY AND REPRIMAND ANY EMPLOYEE NOT IN ACCORDANCE WITH HIS OR HER PARTICULAR DEPARTMENT BY EITHER SENDING THEM HOME OR MAKING THEM PURCHASE A NEW UNIFORM
- WRITE FLOOR CHART FOR THE DAY
- LIGHT FIRE AT SUNSET (SEASONAL)
- SET AND ADJUST AC'S/HEAT AS NEEDED
- REPLACE DINNER MENU INSERTS & JACKETS FREQUENTLY AND AS NEEDED
- MANAGE LABOR CONSTANTLY THROUGHOUT THE DAY
- CHECK FOR WOBBLY TABLES EVERY MORNING AND THROUGHOUT THE DAY
- PHYSICALLY INSPECT AND APPROVE ALL STAFF SIDE & CLOSING DUTIES
- MAKE SURE WEEKLY MGMT PROJECT MATRIX DUTIES ARE COMPLETED
- MAKE SURE EVERY SERVER HAS 'PERFECT TABLES' AND 'PERFECT SECTIONS' AT ALL TIMES
- FULL HANDS IN/FULL HANDS OUT
- TEAMWORK! TEAMWORK! TEAMWORK!
- MAKE SURE THAT THE MORNING CLEANING CREW HAS DONE A PROPER JOB AND CONTACT THEM IF ANYTHING NEEDS IMMEDIATE ATTENTION
- MAKE SURE SECURITY HAS DONE A THOROUGH SWEEP OF THE EXTERIOR AND THE ADJACENT BUILDINGS PRIOR TO THEM PUNCHING OUT
- REPLACE ALL BURNT OUT LIGHT BULBS THROUGHT THE STORE DAILY
- PROPERTY MUST BE IMPECCABLE MAINTAINED AT ALL TIMES
- DUMPSTER AREA MUST BE HIDDEN FROM THE CUSTOMERS AND REMAIN CLEAN AND FREE OF CLUTTER DAILY

- POWER SPRAY SIDEWALKS, ENTRY WAYS AND PATIO AREAS MONTHLY
- POWER SPRAY PARKING LOT QUARTERLY
- BOH/FOH MONTHLY MAINTENANCE
- CHECK SALTY EMAIL ACCOUNTS DAILY
- CHECK WEATHER REPORT DAILY
- SPEAK DIRECTLY WITH ALL ON-CALL EMPLOYEES WHEN THEY CALL IN
- MAKE SURE MENU PACKS (DINNER MENUS, 51 BLUE BOOKS, AND TEQUILA MENUS) ARE DROPPED TO EVERY BAR AND LOUNGE CUSTOMER UNTIL 9PM DAILY
- MAKE SURE TABLE TENTS ARE TURNED TO THE CORRECT PAGES
- ALL FOOD PERSONNEL MUST DL/PR (DELIVER LEFT, PICK-UP RIGHT)
- ALL FOOD SERVICE PERSONNEL MUST USE TABLE POSITION NUMBERS
- ALL BILLS MUST BE DROPPED IMMEDIATELY AFTER THE SERVER COMPLETES THE FOOD-QUALITY CHECK DURING LUNCH
- THE HOSTESS MUST DELIVER 'LUNCH CLUB CARDS' TO EVERY CUSTOMER THAT IS SAT DURING LUNCH, MONDAY THROUGH FRIDAY
- THE GENERAL MANAGER MUST CONDUCT 'NEIGHBORHOOD CHECK-UP'S' EVERY THREE MONTHS SO WE REMAIN GREAT NEIGHBORS
- MONITOR BOH LABOR ON A DAILY BASIS WITH SOUS OR EXEC CHEF
- SWITCH SURVEYLANCE TAPES DAILY
- UPDATE THE PHONE LIST AND EMPLOYEE LOG WITH EVERY NEW HIRE
- PURGE THE POS SYSTEM OF PAST EMPLOYEES QUARTERLY
- UPDATE STAFF FOOD HANDLERS CARDS MONTHLY
- UPDATE STAFF LIQUOR CERTIFICATION MONTHLY

- NO STAFF MEMBER MAY BE SCHEDULED UNTIL THEY SUBMIT AN UPDATED COPY OF THEIR DRIVERS LICENSE, SOCIAL SECURITY CARD, LIQUOR CERTIFICATION AND FOOD HANDLERS CARD
- A COMPREHENSIVE EXIT REVIEW MUST BE DOCUMENTED ON EACH INDIVIDUAL EMPLOYEES FOLDER WHEN THEIR EMPLOYMENT ENDS, REGARDLESS OF WHETHER THEY QUIT OR GOT FIRED
- STRUCTURED ORAL EMPLOYEE EVALUATIONS MUST OCCUR EVERY THREE MONTHS AND WRITTEN EMPLOYEE EVALUATIONS MUST OCCUR EVERY SIX MONTHS WITH THE RECOMMENDATIONS DOCUMENTED ON CORPORATE MEDIA AND STORED IN THE EMPLOYEES FOLDER – MANAGEMENT MUST USE A SIMILAR SET OF GUIDELINES SO EVERY EMPLOYEE IS REVIEWED WITH THE SAME CRITERIA
- ALL NEW HIRES MUST PASS AN AUDITION SHIFT BEFORE THEY ARE OFFERED A POSITION AND THEN MUST FOLLOW A RIGOROUS TRAINING PROGRAM BEFORE THEY ARE SCHEDULED ON THE FLOOR INCLUDING A MANDATORY MANAGEMENT SERVICE EXAM AND A ONE-MONTH FOLLOW-UP EVALUATION
- UPON COMPLETION OF SUCCESSFUL TRAINING, MANAGEMENT MUST PRESENT A CERTIFICATE OF ACHIEVMENT FROM ANTHEM UNIVERSITY TO ALL NEW EMPLOYEES REWARDING THEM FOR A JOB WELL DONE
- TRAINERS MUST BE DESIGNATED AT ALL TIMES AND EVALUATED ON A MONTHLY BASIS TO DETERMINE THEIR LEVEL OF KNOWLEDGE AND SKILL
- TRAINERS MUST ALSO BE CONTINUALLY RETRAINED BY THE MANAGEMENT AND MUST FOLLOW A RIGOROUS TRAINING PROGRAM AS OUTLINED IN THE TRAINING MANUAL WHEN TRAINING NEW EMPLOYEES
- ALL BOH EXIT DOORS MUST REMAIN CLOSED AND LOCKED AT ALL TIMES EXCEPT WHEN RECEIVING DELIVERIES OR EMPTYING TRASH
- EACH SERVER MUST TURN IN A MINIMUM OF 5 VIP CARDS PER SHIFT
- ALL KITCHEN AND EMPLOYEE MEALS MUST BE TRACKED AND TURNED OVER TO THE MOD TO COMP AT THE END OF EVERY WEEK (SATURDAY NIGHT)
- MANAGEMENT MUST FOLLOW THE GUIDELINES OF THE 'CORPORATE DROP POLICY' FORM WHEN REQUESTING OR RECEIVING ANY MATERIAL FROM THE ANTHEM OFFICES OR ANY OF ITS EMPLOYEES
- TABLE TENTS MUST BE PROMINENTLY DISPLAYED IN THE DESIGNATED PLACES THROUGHOUT THE RESTAURANT AT ALL TIMES

- ALL TIME SENSITIVE MATERIAL MUST BE REMOVED AS SCHEDULED
- ALL PLASTIC MENU JACKETS AND TABLE TENT SLEEVES MUST BE REPLACED WHEN WORN, TATTERED OR UNPRESENTABLE
- MANAGEMENT MUST FOLLOW THE EMPLOYEE MEAL POLICY WHEN OFFERING MEAL BREAKS TO EMPLOYEES: 1) AM STAFFERS MUST ASK PERMISSION AND EAT ONE AT A TIME AT A DESIGNATED TABLE 2) PM STAFFERS MUST ALSO ASK PERMISSION, BUT THEY CAN EAT IN A NON-VISIBLE SECTION OF THE SERVICE AREA – ALL EMPLOYEE MEALS MUST BE PROCESSED THROUGH THE POS AND COMPED BY A MANAGER
- ANY HOURLY EMPLOYEE, WITH THE EXCEPTIONS OF THE EMPLOYEE OF THE MONTH AND THE EMPLOYEE OF THE YEAR, CAUGHT PARKING OUTSIDE OF THE DESIGNATED EMPLOYEE PARKING AREA WILL BE WRITTEN-UP AND AUTOMATICALLY SUSPENDED FOR ONE WEEK
- ANY HOURLY EMPLOYEE, WORKING OR NOT, SEEN ENTERING OR EXITING THE BUILDING THROUGH ANY DOOR OTHER THAN THE FRONT DOOR WILL BE WRITTEN-UP AND AUTOMATICALLY SUSPENDED FOR ONE WEEK
- MANAGERS ARE SUBJECT TO RANDOM SPOT-CHECKS AND SHOPPING REPORTS AND MAY BE ELIGIBLE FOR A CASH BONUS OR A WRITTEN REPRIMAND DEPENDING ON THE RESULTS
- MANAGEMENT MUST PROGRAM TV'S TO THE PROPER SATELLITE STATIONS AS WELL AS SALTY TV TO PLAY ON THE DESIGNATED TV'S DURING ALL HOURS OF OPERATION
- MANAGEMENT MUST IMPLEMENT A WEEKLY BAR & RESTAURANT CLEANING MATRIX FOR LARGE PROJECTS TO BE DONE BY THE STAFF
- MANAGEMENT MUST DISTRIBUTE ANTHEM BUCKS IN A STRUCTURED AND CONSISTENT MANNER SO STAFF STAYS MOTIVATED BY THE PROGRAM
- MANAGEMENT MUST AWARD 'CERTIFICATES OF RECOGNITION' TO THOSE EMPLOYEES WHO DO AN EXCEPTIONAL JOB AND PLACE A COPY OF THE DOCUMENT IN THE EMPLOYEES FOLDER FOR A LATER REVIEW
- MANAGEMENT MUST HAVE THE STAFF SCHEDULES POSTED NO LATER THAN THURSDAY PRIOR TO THE UPCOMING SCHEDULED WEEK
- MANAGEMENT MUST POST AND REVIEW A 'DELIVERY DAY DUTY SCHEDULE' FOR THE ON-SITE EMPLOYEE RESPONSIBLE FOR ACCEPTING LIQUOR AND DRY GOOD DELIVERIES

- BANK DEPOSITS AND CHANGE ORDERS MUST BE MADE EVERY MONDAY, WEDNESDAY AND FRIDAY MORNINGS AND MGMT MUST WRITE THE DATE AND STORE LOCATION ON EACH INDIVIDUAL DEPOSIT SLIP
- THE BRUNCH A-FRAME MUST BE PUT OUT BY 9AM IN THE DESIGNATED SPOT EVERY SUNDAY MORNING
- MANAGEMENT MUST HAVE ALL OF THE BACK OFFICE FINANCIAL DATA ENTRY ACCURATELY COMPLETED BY THE PREDETERMINED DATE SET FORTH BY CORPORATE OR ANY OF ITS OFFICERS
- MANAGEMENT MUST UPDATE ALL LIQUOR PRICING IN THE BACK OFFICE COMPUTER AFTER IT IS VERIFIED, CHECKED-IN AND SECURED
- MANAGEMENT MUST RUN A COMPREHENSIVE ITEM COUNT PRODUCT LIST AND REVIEW ALL OF THE CONTENTS FOR ACCURACY MONTHLY
- MANAGEMENT MUST DEVISE, TRAIN AND DILIGENTLY FOLLOW A COMPREHENSIVE SECURITY PLAN ON A NIGHTLY BASIS
- MANAGEMENT MUST ATTEND BI-MONTHLY MEETINGS WITH THE ENTIRE SALTY SENORITA MANAGEMENT TEAM AS WELL AS THE ANTHEM RESTAURANT MANAGEMENT CORPORATE STAFF – SALTY MANAGEMENT IS EXPECTED TO FULLY PARTICIPATE IN THE MEETING, BRINGING WITH THEM DETAILED OBSERVATIONS, PROBLEMS AND SOLUTIONS
- MANAGEMENT MUST ALSO ATTEND SALTY MANAGEMENT ONLY MEETINGS ON THE WEEKS THERE IS NO CORPORATE MEETING TO FURTHER DISCUSS CORPORATE NEEDS AND REQUESTS AS WELL AS OTHER MANAGEMENT ITEMS THAT NEED ATTENTION
- MANAGEMENT MUST LABEL AND ORGANIZE ALL STORAGE AREAS SO STOCK ITEMS MAY BE ORGANIZED, PULLED AND INVENTORIED PROPERLY
- MANAGEMENT MUST CONDUCT QUARTERLY FOH STAFF MEETINGS
- MANAGEMENT MUST CONDUCT MONTHLY STAFF MEETINGS FOR EACH INDIVIDUAL DEPARTMENT OF THE RESTAURANT
- MANAGEMENT MUST CONDUCT SEMI-ANNUAL ALL STAFF WORK PARTIES
- MANAGEMENT MUST PROVIDE TO CORPORATE FOH/BOH EMPLOYEES OF THE MONTH BEFORE THE SECOND TO LAST DAY OF EVERY MONTH
- MANAGEMENT IS EXPECTED TO PROVIDE STAFF AND ATTEND ALL OFF-SITE EVENTS AND FUNCTIONS

- MANAGEMENT MUST CONTINUALLY RECOGNIZE DEFICIENT ASPECTS OF THE OPERATION AND STRIVE TO IMPROVE THOSE PARTICULAR AREAS
- MANAGEMENT IS 100% ACCOUNTABLE FOR THEIR INDIVIDUAL OPERATIONS AND THEREFORE MUST BE RESOURCEFUL IN KEEPING THE PROPERTY SAFE, SPOTLESS AND PRESENTABLE...YOU MUST FIX BROKEN ITEMS, YOU MUST REPLACE WORN EQUIPMENT, AND YOU MUST NOT WAIT FOR A REPRESENTATIVE FROM CORPORATE TO ASK YOU TO FIX SOMETHING
- MANAGEMENT MUST EXPECT TO WORK ALL HOLIDAYS
- MANAGEMENT MAY NOT ADJUST OR CHANGE ANY OPERATIONAL FORMS WITHOUT FIRST DISCUSSING IT WITH AN ANTHEM PRINCIPAL
- MANAGEMENT MUST DEVELOP AND EXECUTE A MULTI-MANAGEMENT GAME PLAN WHEN TWO OR MORE MANAGERS ARE ON THE FLOOR...ONE SHOULD WORK THE HOST STAND AND MONITOR SEATING AND THE CROWD, ONE SHOULD WORK THE COLD LINE IN THE KITCHEN AND WATCH TICKET TIMES, PRESENTATION AND PLATE QUALITY AND ONE SHOULD FLOAT ON THE FLOOR TOUCHING TABLES AND TAKING CARE OF SERVERS NEEDS
- MANAGEMENT MUST CONTINUALLY CULTIVATE THE SALTY CULTURE
- MANAGEMENT AND STAFF MUST FOLLOW THE SALTY MUSIC PROGRAM AS OUTLINED BY CORPORATE WHILE OPEN FOR BUSINESS
- MANAGEMENT MUST MONITOR IN AND OUT TIMES FOR THE STAFF AND MAKE REPARATIONS SWIFTLY AS NEEDED
- MANAGEMENT MUST TRACK ALL GIFT CERTIFICATES ON THE GIFT CERTIFICATE LOG AS THEY ARE SOLD TO AND REDEEMED BY CUSTOMERS
- MANAGEMENT MUST DOCUMENT ALL INCIDENTS OR ACTS OF VIOLENCE REGARDLESS OF THE SEVERITY – WITNESS ACCOUNTS, NAMES, DATES, TIMES, AND OTHER SPECIFIC INFORMATION MUST BE INCLUDED ON THE DETAILED REPORTS AND THEN FAXED TO CORPORATE AND WRITTEN IN THE RED BOOK IMMEDIATELY
- ANY EMPLOYEE HURT ON THE JOB REQUIRING IMMEDIATE MEDICAL ATTENTION MUST FOLLOW SPECIFIC WORKMAN'S COMP GUIDELINES AS OUTLINED BY ANTHEM RESTAURANT MANAGEMENT AND REPORT ALL INCIDENTS TO CORPORATE IMMEDIATELY BY FAXING A DETAILED WORKMAN'S COMP INCIDENT REPORT FORM
- MANAGEMENT MUST RANDOMLY AND CRITICALLY MONITOR THE QUALITY OF FOOD AND BEVERAGE ITEMS BEING PREPARED BY OUR EMPLOYEES

- MANAGEMENT MUST TRAIN THE STAFF TO PRESENT AND PREPARE ITEMS CONSISTENTLY AND UNIFORMLY USING UPDATED FOOD SIZZLE SHEETS AND COMPREHENSIVE 51 BLUE, TEQUILA 101 AND GENERAL DRINK RECIPE STUDY GUIDES
- MANAGEMENT MUST SELECT A FEATURED TEQUILA AND 51 BLUE ITEM OF THE DAY
- MANAGEMENT MUST DEVELOP AND ENFORCE COMPREHENSIVE DAILY WORK SHEETS FOR ALL DEPARTMENTS INCLUDING OPENING, CLOSING AND RUNNING SIDE DUTIES
- MANAGEMENT MUST KEEP THE EMPLOYEES ACTIVE, BUSY AND PRODUCTIVE DURING SLOW PERIODS AND TRANSITION TIMES
- MANAGEMENT MUST BE ON THE FLOOR AT ALL TIMES DURING OPERATING HOURS
- MANAGEMENT MUST TOUCH AT LEAST 75% OF ALL TABLES DURING HIS OR HER SHIFT AND IT IS MANDATORY THAT MANAGERS TOUCH 100% OF ALL PRE-BOOKED PRIVATE PARTIES, VIP AND INVESTOR TABLES
- MANAGEMENT MUST ENSURE THAT THE DOORS OPEN AT 10:59 AM SHARP EVERY DAY AND THAT THE STAFF AND THE RESTAURANT ARE 100% READY FOR SHOW
- MANAGEMENT MUST MAKE SURE THAT THE 86' LIST IS CURRENT IN THE POS SYSTEM AT ALL TIMES AND THAT THE SPECIAL BOARD IS UPDATED AS SOON AS WE RUN OUT OF THE FEATURED ITEMS
- MANAGEMENT MUST MAKE SURE THAT THE MERCHANDISE CABINETS ARE FULLY STOCKED AT ALL TIMES AND BE AWARE OF LONG ORDER TIMES
- MANAGEMENT MUST DILIGENTLY AND ACCURATELY FILL OUT ALL OFFICE FORMS ON A DAILY AND NIGHTLY BASIS
- MANAGEMENT MUST PREPARE A CHANGE BANK FOR THE BAR (S) EVERY FRIDAY AND SATURDAY EVENING
- MANAGEMENT MUST LEAD WITH A SENSE OF URGENCY AND PRIDE
- BOTH THE GENERAL MANAGER AND THE ASSISTANT GENERAL MANAGER MUST BE CURRENT CERTIFIED FOOD MANAGERS AS REQUIRED BY THE COUNTY OF HEALTH AND ALL MANAGERS MUST OBTAIN AND MAINTAIN CURRENT CPR CERTIFICATION



- MANAGEMENT IS NOW EXPECTED TO FOLLOW A LIBERAL DRESS CODE WHICH AT THIS PARTICULAR POINT, SIMPLY INCLUDES DRESS SHOES, LONG PANTS, AND A COLLARED SHIRT
- MANAGEMENT MUST DESIGNATE FLOOR SECTION SWEET SPOTS FOR THE SERVICE STAFF AND ENFORCE THEIR USE ON A SHIFT BY SHIFT BASIS
- MANAGEMENT MUST CONDUCT LINE CHECKS ON A DAILY BASIS TO MAKE SURE KITCHEN OPERATIONS ARE SMOOTH AND ACCURATE
- MANAGEMENT MUST PHYSICALLY INSPECT THE BOH BEFORE ALLOWING ANY CLOSING KITCHEN PERSONNEL TO CLOCK-OUT AND LEAVE
- MANAGEMENT MUST CONSISTENTLY ENFORCE SALTY ALCOHOL SERVICE GUIDELINES DURING ALL HOURS OF OPERATION
- MAKE SURE A WEEKEND HOST COLLECTS VIP CARD/CUSTOMER INFORMATION BEFORE THEY CLOCK-OUT AND GO HOME
- MANAGEMENT MUST SCHEDULE SERVERS TO FILL AT LEAST THREE EXPEDITING SHIFTS PER WEEK REGARDLESS IF THERE IS A FULL TIME EXPEDITER ON STAFF
- MANAGEMENT MUST MAKE SURE THAT THE STORE'S OUTGOING MESSAGE IS CURRENT AND REFLECTS THE LATEST PROMOTION AND EVENT
- SWITCH MUSIC PLAYLISTS AT DAILY PRE-DETERMINED TIMES: DAYLISTS 11A – 3P, HAPPYHOUR/DINNER 3P – 9P, LATE NIGHT 9P – CLOSE
- LAST, BUT NOT LEAST, PLEASE REMEMBER IF IT'S DISCUSSED, IT'S A MUST!

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# Salty Seniorita Security Procedures

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## Customer Greeting

First impressions can make or break a restaurant. A positive, upbeat, friendly greeting is a great way to begin an evening. At Salty Seniorita, we want every customer to have a memorable experience.

As a front door security guard, you are expected to be in position for your entire shift. As people approach, greet them with "Good Evening. Welcome to Salty Seniorita!" and precede to either card them or open the door for them. As people walk by, they should receive a friendly greeting as well. "Good Evening!" spoken to passerby's let's everyone know that when they do decide to dine at Salty Seniorita, they are going to have a pleasant, exciting, enjoyable evening.

Security guards are also responsible for saying "Good Night" to customers as they leave. Remember, we want everybody to leave on a positive note, so a friendly, "Have a good evening. Thanks for coming in!" goes a long way in building a loyal clientele.

## Identification Procedures

Security guards are required to check identification from those patrons looking under 30 years of age. Salty Seniorita accepts only 4 types of ID: A state issued Drivers License, a state issued ID card, a Military ID Card, and valid passport with picture.

During restaurant hours, it is not necessary to ask for identification at the front door. However, once the kitchen closes, ID is mandatory to get in.

It is important to be polite when asking for ID and remember once identification is requested, legally it must be provided. So please use discretion when asking for ID. Many older men and women (obviously over 21) do not carry ID's. This type of situation could get awkward and look unprofessional. Remember, good first impressions mean repeat customers. Use good judgment, be professional, and let people know that their business is appreciated.

If you are unsure about the validity of an ID, you may: a) reject it b) confiscate it or c) have the customer sign the ID Book. You may not, however, let a customer proceed onto the property with an invalid ID.

## Customer Dress Code Policy

Salty Seniorita is a very casual environment with a very loose dress code policy. Employing a dress code, limited as it may be, has many advantages:

1. It discourages a younger, often disruptive crowd.
2. It discourages local drunks from loitering.
3. It gives our customers a level of comfort and class, and...
4. It attracts a more influential type of clientele

Varying or making exceptions to our dress code policy is strictly prohibited. There will be instances where our regular customers' attire does not fall within our guidelines, so it is best to look at each situation individually. If somebody is well known and has proven to be a loyal customer, make an exception **this time only**. Laugh or joke about it. If a first time customer comes in and his attire is on the dress code bubble, explain our dress code very clearly to him/her and make an exception **this time only**. Laugh about, make light of the situation and be very polite in clearly explaining that we appreciate their business, but it's the policy. Under no circumstances make any exceptions to our dress code policy if the customer is young, apparently intoxicated, impolite, aggressive, looks unkempt, or is potentially disruptive.

### ***The Dress Code Is As Follows:***

1. A clean shirt, pants or shorts and footwear are required to enter the premises.
2. Team Jerseys, gang-wear, and soiled jeans are strictly prohibited at all times.
3. The dress code is enforced as soon as we open for business.

The dress code, as minimal as it may seem, is an excellent tool in keeping the integrity and the class of our establishment intact. People are paying premium prices and expecting a comfortable, relaxed atmosphere. It is our duty to make sure that every dining customer gets the experience we're so well known for.

### **Line Procedures**

Security guards are required to start a line when too many customers are in our building or it becomes disruptive to the dining areas. It's the security guards job, in conjunction with the General Manager, to determine when customer service is in jeopardy or when we reach legal fire capacity. Security guards must set out the crowd control stanchions and ask people in line to remain in order and to please be patient. When it is very busy and a line has been established, the security guard must let one customer in as one exits. If we find ourselves over our legal capacity, the security guard must let one person in for every three that leave until we reach our legal limits. When we are getting busy fast, it is important to stagger entry so the bar and the wait staff do not get slammed, thus providing slow and inaccurate service. (staggering entry means letting a handful of people in, then holding up the line for five minutes, then letting more people in, then holding up the line and so on and so forth, until the club is at capacity or where we want it.)

Security guards must always use "crowd clickers" or "tally counters" at the front door which keeps an accurate count of people in our building at all times. The right hand clicker is used for entry and the left is used for exit. When a fire marshall routinely checks for fire capacity violations on a busy weekend night, the clicker count is usually the first thing he/she asks to see. Keep it accurate and have them in your hand at all times.

When a line exists, it is very common for customers to try and bypass the line using a number of different angles. Be suspicious and be firm yet respectful. Only those people with dinner reservations may bypass the line to be seated.

If a customer wants to eat and does not have reservations, ask the hostess if there are any available tables and if there are, let them in to be sat for dinner ONLY, and if there are no tables available, put their names on a waiting list and ask them to remain in line until a table opens up.

If they say they know the owner, the manager, a cook, a bartender, or anybody else, ask them politely if they are on the guest list. Check the guest list you prepared for the evening. If they are not on the list, which more than likely they will not be, ask them to return to the end of the line. Be polite, however, because, although they may not be on the guest list, they may still be a relative of the owner or somebody with a close affiliation to an investor. In any case, you must be strict when letting people into the restaurant. Under no circumstances let VIP guests in the front door. If infuriates the people waiting in line and it is not worth explaining to 50 impatient people that they were let in because they are on the guest list.

Salty Seniorita is too small to offer "Club Courtesy" to any people working for other bars and restaurants. Only employees of other Anthem establishment may receive club courtesy. Valid I.D. and a check stub are required to extend entry.

All investors of Salty Seniorita must follow the same guidelines as the general public. They must call ahead to put people on the guest list and under no circumstances may they pull people out of line or extend special entry to any individuals they choose. Investors are silent and own a small percentage of our restaurant. Inform the General Manager immediately if any investor violations occur (only those individuals working for Anthem Restaurants receive latitude to deviate from policy).

### **VIP Procedures**

All people wishing to receive VIP status must have proven their loyalty as a customer or set up a special arrangement with ownership or management. VIP clients must be on a VIP guest list and may only bring one guest with them upon entry. If they wish to bring more guest, they must call their names in before 7 pm the evening they wish to arrive. All VIP guests must provide proper identification upon entry.

If the restaurant is extremely busy or over capacity, it is important to start a line at the VIP area, as well as the main front entrance. Politely explain to the VIP guests that this will only be a temporary delay and you appreciate their patience.

### **Dining & Crowd Control Procedure**

On the busy nights, it is extremely important for the security guards to remember that dining comfort is our number one priority before 11 pm. Once the kitchen closes, we will open the floor, but until then, we must make comfortable dinner service our only goal. In order for the servers and the bartenders to provide prompt, accurate service, the dining room, the walkways, and any other high traffic areas must be kept clear of customers. When bar customers are clogging walkways, politely explain that they are standing in a service way and you would appreciate if they would move to another area. Servers will appreciate it, management will appreciate it, and most importantly, the customer will appreciate it.

## **Bottle & Glassware Procedures**

All employees, including the security guards, are required to keep Salty Seniorita clean at all times. This includes, returning empty glassware to the bar for washing, throwing out customer's empty beer bottles, and picking up any general trash left on the floor by customers throughout the night.

When security guards are monitoring the dining room or changing posts, they may pick-up glassware, throw out empty bottles, or look for trash. They may never leave their posts to perform these required duties. The designated roamers will primarily perform this duty as well as those employees moving positions.

When picking up glassware, please return it to the dishwashing station in the kitchen. When throwing out bottles or trash, please find the closest garbage can and deposit it quietly.

## **Trash Procedures**

Security guards along with the bar backs are responsible for the removal of trash at the end of the evening. Once all of the customers have left and the front doors have been locked, the security guards must sweep both the dining room and the patio and deposit the trash in its respective place. Trash cans get dumped at the end of the evening and you may gather the cans on the dumpster bay just prior to dumping. The security guards must also walk around the outside of the building, the adjacent parking lot, and the surrounding properties, and pick up all trash, bottles, and glassware customers may have left outside. Report any vandalism or damage to the General Manager at this time as well. Performing these routine, nightly clean-up's, is critical to maintaining a good relationship with our friendly neighbors.

Once you have completed your walk-around, throw the filled-up trash bag in the dumpster, return your flash light to the office and ask the manager if you can punch out and go home.

Your thorough efforts at night make a big difference to all of our early morning neighbors. Remember, we've built an excellent reputation on a decade of good citizenship. Don't be the one to break the chain.

## **Clearing the Floor and Saying Good Night**

People love to stay up as late as they can in Arizona. Establishments now close at 2:00am and people still have a lot of energy at that time. Although we would like to let people hang out while we clean, we have a legal obligation to clear our premises absolutely no later than 2:15am.

The lights go up at 1:45am, indicating last call. No more drinks are sold and we let people mill around until 2:00am. At 2:00am, the security guard goes around the room and politely asks people to finish their drinks and tells them that the restaurant is now closed. At 2:05am the security guard makes it very clear, in a professional, concerned way, that everybody must exit at this time.

As one security guard is clearing out the customers, the other security guard (or the manager) is at the front door making sure nobody is leaving with alcohol, glassware, or any Salty Seniorita property. As people exit, politely say "Good night. Thank you for coming" and make their last image of Salty Seniorita is an enjoyable one. At 2:14am, the club is free of patrons, the door is locked, and closing procedures begin with one legal minute to spare.

Tomorrow we do it all over again!