Less than one year ago, Burger Lounge Restaurants did not have an internal training program. To begin, I built a platform from the ground up by conducting a needs assessment with SMEs. Then I created mini-training modules for employees, including all photography. Attached are 8 (out of 38) writing pieces.
FOH TRAINING MANUAL

“Doing a common thing uncommonly well.”
CLOCKING IN & OUT

Welcome to Burger Lounge! So, you have arrived to work in your proper uniform... now what? The first thing you need to do is clock in! Please read the module below to learn more about clocking in and out during your shift, and how to document your meal and rest periods. Refer to the Employee Handbook or Meal and Rest Break Policy for additional information.

CLOCKING IN

You are responsible for consistently clocking in and out on-time. Follow the steps below to “Clock In” for your shift:

1. In the POS, enter your **Employee Number** and press **OK**.
   - You will receive your Employee Number from your Manager:
     - Your number will either be 4-digits or 6-digits long, depending on the date the store originally opened.

2. Select **Clock In**.
3. You will be taken to the Home screen. Press Exit to return to the standby POS screen.

CLOCKING OUT

At Burger Lounge, we recognize the importance of rest and nourishment! Therefore, you are required to “Clock Out” at the end of every shift and for every break you take. This policy helps us to ensure our employees take adequate meal periods and rest breaks (for more information, please refer to the Employee Handbook or Meal and Rest Break Policy). Here’s the skinny:

Clocking Out at the End of a Shift
Follow the steps below to clock out at the end of a shift:

1. From Employee Functions, select Clock Out.
2. Press **Clock Out** (again).

![Clock Out Screen](image)

3. You will be directed to the standby POS screen and an **Employee Clock Out** receipt will print.
   - This receipt is a verification for hours worked and should be kept for your personal records.
   - Review this information carefully and let your General Manager know immediately if you find any discrepancies.

**Rest Breaks**

A “Rest Break” is a 10-minute paid break for approximately every 4 hours worked. You are not permitted to perform any work during your breaks. You must clock out for every rest break. To do so, follow these steps:

1. From **Employee Functions**, select **Clock Out**.

![Employee Functions](image)

2. Press **Start Break**.
3. Select **Rest Period (Paid)** then press **OK**.

4. After your 10-minute break, enter your **Employee Number** into the login screen and press **OK**.

5. Select **End Break**.

6. You will be taken to the **Home** screen of the POS.

7. Press **Exit** to return to the standby POS screen.
Meal Periods

A “Meal Period” is a 30-minute unpaid break during which you are required to clock out. As a reminder, you are not permitted to perform any work during your breaks (for more information, please refer to the Employee Handbook or Meal and Rest Break Policy).

Follow the steps below to clock out for a meal break:

1. From **Employee Functions**, select **Clock Out**.
2. Press **Start Break**.
3. Select **Meal Break (Unpaid): 30 min** then press **OK**.
4. After your 30-minute break, enter your **Employee Number** into the login screen and press **OK**.
5. Select **End Break**.
6. You will be taken to the **Home** screen of the POS.
7. Press **Exit** to return to the standby POS screen.
WELCOME

“Burger Lounge grew out of the idea that a hamburger should not only taste great, it should utilize healthy ingredients produced in a sustainable environment.

My name is J. Dean Loring, co-founder, President and Chief Executive Officer of Burger Lounge Restaurants. I opened our first store in La Jolla, California in 2007 with a goal of leading the Fast-Casual restaurant industry by providing the best quality food, service, convenience, cleanliness and design.

That’s a huge goal and it cannot be done without providing strong support to people like you. We invited you to become part of our team because we believe you have the temperament, skills and personality to help us achieve our ambitious objectives.

We are committed to facilitating your growth potential in a meaningful way. Whether ‘hospitality’ is a transitional job or your chosen career path, we will provide for you an environment where you can realize your greatest capacity. Many of the tools that you learn here, will be useful throughout your life. It is our desire to provide a clear pathway for your success. That is our commitment to you.

At Burger Lounge we constantly strive to become a better organization. This takes curiosity, discipline, honesty and hard work. I believe these attributes have contributed to our success so far. If you share these ideals, your potential here is limitless.

Welcome to our family. We sincerely hope you will help us do a common thing, uncommonly well. Together, let’s assure that each guest leaves our restaurants happier than they arrive.”

OWNER AND FOUNDER

There are two things worth knowing about our owner and founder, J. Dean Loring. He was born to serve and born to lead. Striking an effortless balance between these two qualities, Dean embodies a philosophy called servant leadership, which is a set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.
Born in Sonoma County into a consummate food-centric family, Dean’s passion for food began at an early age. He often cheerfully calls himself an S.O.B or G.S.O.B. (son and grandson of a butcher). These early principles drive his passion to utilize sustainable and whole food ingredients like grass-fed beef and create lasting partnerships with independent growers.

After two years of teaching English in Finland and traveling throughout Europe and Asia, Dean started his first entrepreneurial endeavor. In 1988, with savings of $15,000 earned while selling mesquite grilled kabobs at summer festivals from a replica San Francisco trolley car, he founded his first “handcrafted burger” concept. Stars Hamburger utilizes local grass-fed beef and handmade buns and continues to operate in Humboldt County, California. Over several years, Dean conceived and operated Bay City Grill, Cody’s La Jolla and Arazzo Market-Café in Rancho Santa Fe, CA. His résumé also includes fine dining restaurant management in San Francisco and Los Angeles, California.

CO-FOUNDER MICHAEL GILLIGAN
Dean co-founded Burger Lounge with former banking CFO Michael Gilligan in 2007. Michael brought financial acumen to the organization in its early startup phase. He is now retired but remains a shareholder.

DEAN’S LIST OF BRAND STANDARDS
Dean Loring is the true heartbeat of our organization. The next few pages describe the principles he believes truly define our brand and set us apart from other restaurants. When you embrace these standards in your daily work, you earn the right to be called a “Lounger”!
DEAN'S LIST
OF BRAND STANDARDS

- Strong Management = A clear message
- Surgically clean from the curb to the kitchen
- Ambiance - lights / heaters / music / etc.
- Food Execution -
  Every guest deserves the same quality.
- Seared Beef
- Hot food is HOT, cold food is COLD.
- Work Clean
- Ingredient Check
- Imprinting during the first day of training
- G.O.A.L.
- Product Knowledge - Know your food

“It’s harder to be better.”
DEAN’S LIST OF BRAND STANDARDS (CONT.)

Please read the explanations below to understand each of the brand standards.

**STRONG MANAGEMENT = A CLEAR MESSAGE**

The success of any organization begins with strong management, and strong management means taking ownership of the success of our teams. We expect managers to set their staff up for success by being proactive and making expectations clear in the beginning, instead of waiting for an opportunity to correct mistakes (reactive). It is much more effective and efficient to spend time and energy forming good habits rather than correcting bad ones. Additionally, setting clear expectations upfront will allow for positive manager/employee interactions and lead to an overall positive work environment.

**SURGICALLY CLEAN FROM THE CURB TO THE KITCHEN**

We are Clean Freaks. The cleanliness of our restaurants is as important as the food and service. We take ownership of our restaurant from the curb outside to the back of the kitchen and everything in between. We go above and beyond in what we consider a clean restaurant. Attention to detail is embraced and rewarded. Our guests are smart and observant; they see more than you think they do. Ensuring the spotlessness of every nook and cranny of the restaurant reinforces our commitment to high execution in every area.

**AMBIANCE – LIGHTS/HEATERS/MUSIC/ETC.**

Another key aspect of an enjoyable dining experience is the atmosphere. During the day we keep our lights all the way on, and when the sun goes down we dim them to set a relaxing mood for dinner time. During rainy and overcast weather, we automatically turn the outside heaters on to attract hungry, cold pedestrians. Inside, we will adjust the room temperature to keep it at a comfortable level for our Guests. The music should be just loud enough to drown out the chaotic noise of restaurant operations, but soft enough to be background music and not overwhelming. Any special requests made by Guests regarding these items are to be honored, per manager approval, as we are a “say yes” organization.

**FOOD EXECUTION – EVERY GUEST DESERVES THE SAME QUALITY**

Food is art, and most guests first eat with their eyes. Part of our resounding creed is doing a common thing uncommonly well. We take a common, traditional food item like a hamburger, and elevate it to the highest level of quality possible. From 100% grass-fed beef, to organic cheese, to our own bun recipe, to house sauces, we have really gone the extra mile in food quality. Thus it is equally important we maintain the same standards in presentation. Salads should be elevated. Fries should be long and golden, bursting and overflowing out of their fry bags. Burgers should have height and depth, showing off all of their ingredients, with the buns free of any dents or thumbprints. And these standards need to be in place all the time. It’s easy
to serve high quality food at 11:30am, when all of your staff are present, before the lunch rush, when your coffee has kicked in and you’re ready to start your day. But what about 5 minutes prior to closing after a long, busy day? The reality is, Guests who arrive at 11:30am and Guests who come in at 10:55pm pay the exact same price for the food, and therefore deserve the exact same quality. Period.

SEARED BEEF
Our beef patties are cooked on a flat top grill, and form a nice outer layer of caramelization during the cooking process. This caramelization provides a rich flavor and texture, and is visually appealing. The only way to achieve this critical sear on the beef is to work on a clean grill. Immediately following the removal of every patty, the grill MUST be scraped clean. Otherwise, the leftover particles from the previous patty will rip off that layer of caramelization from the next patty upon flipping it or removing it. The same is true for the turkey patty.

HOT FOOD IS HOT, COLD FOOD IS COLD
Nobody likes lukewarm food. Fries and burgers should be piping hot, and salads should be cold and crisp. There are two basic factors that make this possible: 1) The cooks are working in sync with each other to ensure that all food items on a ticket are coming out at the same time, and 2) The Expeditor is working efficiently to get food out of the window as soon as it’s ready. With both of these in place, Guests will experience our food the way it was meant to be experienced, in its best form!

WORK CLEAN
Restaurants are establishments of well-disguised, organized chaos. More often than not, there are multiple, high-priority tasks demanding your attention simultaneously, and seemingly zero time to do them. Especially during high volume periods, it can be easy to feel justified in taking short cuts with cleanliness. But the reality is, there is always time to practice cleanliness while working. Tasks such as putting milk back in the fridge, wiping a counter surface, putting a bottle of house buttermilk ranch back in its proper place, and picking up a piece of trash off the floor take seconds to complete. But failure to do these tasks in the moment will cause them to accumulate quickly, and cost someone else several minutes to tidy up later. Take time upfront to do the right thing because others are doing the same for you! This kind of teamwork allows us to keep our restaurants looking immaculate at all times.

INGREDIENT CHECK
One of our core values is to embrace simplicity, and nothing demonstrates this more than our menu. We deliberately keep a limited amount of items on our menu and maximize all of our efforts into the highest level of execution possible. Therefore, it is imperative that we never run out of anything. This happens by effectively communicating when any given product is running low, and proactively correcting any shortages prior to the lunch or dinner rush.
IMPRINTING DURING THE FIRST DAY OF TRAINING
The first day of training is when new employees are most receptive and moldable. That first day is when they are going to truly be imprinted, or “stamped,” with how they view our organization. Therefore, we must take the time to thoroughly invest in our new staff most heavily on the first day, and set the bar for our standards, culture, and core values. “Loungers” take care of fellow “Loungers in Training”!

G.O.A.L.
This is an acronym that is the hallmark of our creed when it comes to our culture of next-level hospitality. It stands for Greet the Guest, Offer of Specific Service and Connection, Anticipate Guest Needs, and Leave a Lasting Impression.

PRODUCT KNOWLEDGE - KNOW YOUR FOOD
At Burger Lounge, we seek to exceed the Guest expectation at every opportunity. One way to do that is by thoroughly educating our staff with comprehensive menu knowledge, including everything from ingredients to flavor profile. Not only does that enable us to provide the best service possible, but it also speaks volumes to the integrity of the brand when employees are as passionate and knowledgeable as the management.

FIRST 24 LOCATIONS

SAN DIEGO
La Jolla - 1 | Kensington - 2 | Coronado - 3 | Little Italy - 4 | Hillcrest - 5 | Gaslamp - 6 | Del Mar - 10 | Carlsbad - 12 | Del Sur - 20

LOS ANGELES

ORANGE COUNTY
Costa Mesa - 16 | Irvine - 17

RIVERSIDE COUNTY
Temecula - 14

LAS VEGAS
Aria Resort & Casino - 19

SAN FRANCISCO BAY AREA
Walnut Creek - 21 | Campbell - 23 | Sacramento - 24
WORK ETHIC AND EFFICIENCY

BEING ON TIME

Remember, we are in the “people” business! You should always arrive on time and ready to work. Do not arrive at your workstation still combing your hair or fixing your uniform. Make an effort to be thoughtful and considerate to your co-workers and Guests.

WHAT IF SOMETHING HAPPENS?

The schedules are made very intentionally and take into consideration multiple factors, including your fellow employees’ availabilities, the flow of business, and other operational tasks with deadlines. We do realize however, that sometimes things happen.

If for any reason you are going to be late, even just by 5 minutes, please call the store and speak with a manager immediately. This will allow the manager to make the necessary adjustments and plan accordingly.

In the event of an emergency where you are going to be an hour late or cannot come in at all, alert your manager ASAP by calling the store. Finding someone to cover your shift will be a much different process that needs to be addressed right away.

COMMUNICATION IS IMPORTANT

Why is it important to dial the store first, instead of texting or calling your manager’s personal cell phone? Dialing the store is the fastest way to reach a live person. Think about it... Your manager may be away from his or her cell phone during that time, but you should always able to reach someone at the store who can locate the manager for you.

SCHEDULING

We also use programs such as Hot Schedules for scheduling shifts. Online platforms make it convenient for you to view your schedule, pickup/cover shifts, request days off, and much more! Your GM will help you set up a Hot Schedules log-in (if applicable) and answer any additional questions during your onboarding process. Most platforms like Hot Schedules are also available as a smart phone app for a minimal additional cost. It is not required that you download the app, but we use these web-based tools to avoid scheduling miscommunications that may happen via text message.
PERSONAL GROOMING AND HYGIENE

Please come to work with a clean uniform free of wrinkles, stains, holes, or rips. Make sure your hair is properly groomed and secured, and that you are practicing all other forms of basic personal hygiene. Perfume, cologne, and nail polish are not allowed. Refrain from using excessive, flashy accessories and adornment. We want to impress our Guests with our flashy personalities and excellent service! Remember that you are a walking representative of our brand, so strive to present yourself in such a way that upholds Burger Lounge’s commitment to excellence and professionalism.

PROFESSIONALISM - PERSONAL CONVERSATION AND INTERACTION WITH GUESTS

One of the benefits of being in the “people business” is working in a team setting with other friendly, talented people. We want you to have FUN at work! Just be aware that we are on center stage while working in the restaurant, and our Guests are watching and listening far more than we realize. It is important to keep our conversations work-related, positive, and professional.

Profanity and offensive language are prohibited. Negative internal logistics, confidential information, and personal discussions should never be within ear-shot of our Guests. Similarly, when you need to communicate with a fellow employee about a specific Guest, please be mindful of how you describe the person. For example, we never want to say something like, “Would you please take these fries to the bald guy at table 5?” Be considerate of others.

With the exception of ordering at the register, everything about the Guest experience should be that of full service and comparable to fine dining. Among many other contributing factors, the way we interact with our Guests plays a huge role in this.

From eye contact, to body language, to correct choice of words, the seemingly insignificant nuances have a direct impact on the Guest experience and their overall impression of our brand.
SANITARY PRACTICES

As stated before, our Guests are watching us far more than we realize, and they notice the little things that we could easily overlook. For example, if you touch your hair and then serve food without washing your hands, they will notice. It is important that we maintain the highest level of sanitation, always.

Wash your hands as often as possible: After cleaning tasks, in-between tasks, after touching your face or hair, etc.

SENSE OF URGENCY

Working quickly and with a sense of urgency is not only time efficient for us, but it also sends a strong message to our Guests that we value their time and genuinely care about their experience. It demonstrates our commitment to excellence in every area. Even if business is “slow,” it is important that we continue working at the same fast pace that we would during a dinner rush. Slow periods are the perfect time to do secondary tasks such as deep cleaning, or anything else that may not get enough attention during busier hours.

TAKING INITIATIVE AND COMPLETING TASKS

As the saying goes, anything worth doing is worth doing well. We want to do every task thoroughly, and complete it before moving on to the next task. No matter how busy we get, there is always time to finish what we start. Similarly, we desire our employees to have a keen sense of awareness and take initiative with what needs to be done. Be proactive! Take ownership of the store as though you were the CEO. The reality is our employees are the most important people in the restaurants.

Without you, nothing about Burger Lounge would be possible!
OH, THE PLACES YOU’LL GO!

Burger Lounge feels like “home” to many Loungers! We aim to foster an inviting environment that allows people of all walks of life to feel comfortable AND challenged to grow, both inside and outside of the restaurant! In this module, you will learn more about your career path within our FOH organizational structure. The possibilities are endless.

FOH ORGANIZATIONAL STRUCTURE

The organizational structure below helps to ensure all stores run as smoothly as possible. Take a close look at the positions to determine where you belong today, and where you could go in the future!

FOH MANAGEMENT

- Area Director (AD)
- General Manager (GM)
- Assistant General Manager (AGM)
- Assistant Manager (AM)

FOH POSITIONS

- Expeditor
- Greeter
- Food Presenter

MEET RORY ODELL

After graduating from the University of California, Irvine (UCI) in June of 2008, Rory moved back to San Diego on the hunt for a job! Though his true passion was history, an ad for “Burger Lounge Coronado” caught his eye on Craigslist. With just $500 remaining in his bank account, Rory applied for his first restaurant position at the new Burger Lounge in
Coronado. Unbeknownst to him, this temporary pit stop would turn into a full-blown career!

Rory scored a Shift Lead position that allowed him to work at multiple locations throughout the week, and within 8 months, he was promoted to Assistant General Manager (AGM) of La Jolla. He became the General Manager (GM) in less than one year of employment. While Rory remained passionate about history, he developed a new passion for hospitality and mentorship. Sufficient to say, Rory became a true Brand Ambassador of Burger Lounge! After La Jolla, he was transferred to Little Italy to help develop management and FOH staff.

Rory’s work ethic was unwavering in the stores he supported. When given a goal, he met and exceeded expectations! As a result, he was offered the opportunity to help open our Gaslamp and Beverly Hills locations, and eventually got promoted to Area Director. Since then, he has helped to open additional stores in Los Angeles and Orange County.

Just think, Rory started where you are today and never left because he has “the best job in the world!” Your bio could be next.

**HOME OFFICE PROGRAM**

At Burger Lounge, we want stories like Rory’s to be the “norm”, as opposed to the exception! Therefore, we are in the process of creating a program that will allow you to learn more about each department in the Home Office. For instance, we might have a monthly raffle where the winner selects a department to shadow for the day. Check out the areas below and think about what interests you!

- CEO
- Marketing
- Accounting
- Operations
- Supply Chain
- Human Resources
- Store Development
- Learning & Development

You will learn more about this new program in the coming months. In the meantime, where do you see yourself in five years? Wherever that may be, your Burger Lounge family is here to support you! Like Dr. Seuss says,

“You have brains in your head.
You have feet in your shoes.
You can steer yourself any direction you choose. 
You’re on your own. And you know what you know. 
And YOU are the guy who’ll decide where to go.”
G.O.A.L.

G.O.A.L. is an acronym for our standard of service at Burger Lounge. Every aspect of G.O.A.L. should be carried out in all three FOH positions: Food Presenter, Greeter, and Expeditor. Please commit this to memory and provide Guests with each of its components to establish a truly authentic relationship.

GREET

Greet each Guest as they enter the premises. Establish eye contact, smile, and say hello; make them feel welcome. Every employee is a host! Be aware that first-time Guests will be unfamiliar with our process. Let them know that they will be ordering up front but once they sit, they should expect a full-service dining experience. Guide our Guests through the menu as needed and offer to answer any questions they may have. Make them feel comfortable and welcome when learning what to expect from the Burger Lounge experience.

If Guests are waiting for others in their party, offer a glass of water. Sometimes Guests will walk in and immediately sit down, expecting to be served. Kindly offer them a menu, and let them know we will be taking their order up front whenever they are ready.

The first few moments that a Guest spends with us will set the tone for the entire experience. Since we want our service to be as authentic as our food, it is crucial that we greet Guests as soon as they enter the restaurant. Oftentimes, a Food Presenter or an Expeditor is the first employee to encounter a patron walking into the store, or standing in line to order. Train yourself to always be on the lookout to greet our Guests immediately, wherever they may be!
OFFER OF SPECIFIC SERVICE and CONNECTION

Our founder, J. Dean Loring, defines service as “providing a sense of pleasure to a Guest in a hospitality environment.” In other words, live by the Golden Rule! Do unto others as you would have them do unto you. Treat Guests the way that you yourself want to be treated. How does that work in the day-to-day? Use critical thinking to listen and pay attention to what Guests need, be thoroughly versed on the menu, walk with a sense of urgency, etc.

Now that we have defined service, let’s discuss ways to offer specific service and connection. There are so many ways to be specific and connect with Guests! For example, if you are taking an order, make suggestions for a side and beverage that complement the entrée. Never use generic phrases such as, “Would you like a drink?” In its place, be more specific, “Would you like Organic Iced Tea or House-Made Lavender-Mint Lemonade with your meal?” Guests are likely to order one of the first items they hear, so make it count!

When presenting food to a table, make recommendations that relate to the menu items the Guest ordered. Stay away from meaningless statements like, “Do you need anything else?”. Instead, put yourself in the Guests’ shoes. What might they specifically need or want? What is one positive thing you can say to the table? Guests will appreciate your effort to be specific and authentic when you connect with them.

Michelle Cho demonstrates how to connect with Guests in Larchmont!

See next page for examples...
Here are examples of how to Offer a Specific Service and Connection:

<table>
<thead>
<tr>
<th>Common ❌</th>
<th>Specific and Creative ✔</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Is this your first time here?”</td>
<td>“Hi! Welcome to Burger Lounge. Let me know what questions I can answer for you.”</td>
</tr>
<tr>
<td>“How is everything tasting?”</td>
<td>“Are you enjoying your Big Lounge Shake with malt? May I offer you a glass of water to go with it?”</td>
</tr>
<tr>
<td>“How are we doing over here?”</td>
<td>“I can see by the uniform that your child plays softball. Who won the game? Enjoy your food and I’ll be circulating the dining room if you need me!”</td>
</tr>
<tr>
<td>“Can I get you anything else?”</td>
<td>“May I bring you an extra plate and utensils for sharing?”</td>
</tr>
<tr>
<td>“Are you done eating?”</td>
<td>“Looks like you enjoyed our Limited Time Offer Lamb Burger. (Gesture to empty plate.) Do you have any requests for our next LTO? Great! I’ll share it with my manager.”</td>
</tr>
<tr>
<td>[Greeter only]: “Would you like sides or a drink?”</td>
<td>“Would you like a Half and Half to share?” or “Would you like some of our House-Made Lavender-Mint Lemonade?”</td>
</tr>
<tr>
<td>“Thanks for coming.”</td>
<td>“How about a to-go container and an Organic Whole-Leaf Iced Tea for the road?”</td>
</tr>
</tbody>
</table>

By Offering a Specific Service and Connection, you pave the way to creating the type of authentic engagement that really leaves a lasting impression on our Guests. It’s that simple. There’s nothing average about Burger Lounge, and there’s nothing average about you, so let your G.O.A.L. skills shine in every interaction with our Guests!

**ANTICIPATE GUEST NEEDS**

Pay attention to the ways you can exceed Guest expectations by anticipating their needs. For example, Greeters, if it appears that two Guests are going to share a burger, offer to have it cut in half and put on two plates. Or, if they ordered a burger with no onions but also
requested a Nice Little Side Salad, offer to hold the onions from the salad (in this example, we are assuming the Guests are unaware that onions come on the salad). Going the extra mile is what sets us apart; and it isn’t possible without passion for people and critical thinking skills.

READING A TABLE
After ordering, Guests will require attention multiple times during the course of their meal. Survey tables carefully as you make your way through the restaurant and try to respond to their needs without being asked. Alternatively, involve the Guests who seem interested in a brief conversation! We call this “reading a table”. Below are some best practices on using this technique to help you Anticipate Guest Needs and authentically connect with our patrons:

- **Engage the Guest.** This isn’t just for Greeters! As the “server” of the restaurant, Food Presenters, let your personality shine and give our Guests a reason to remember you! Be a brand ambassador and further educate Guests as to what we’re all about, especially after you’ve made eye contact and feel invited to do so.

- **Multi-Task while Bussing.** When approaching tables to remove empty plates and silverware, why not seize the opportunity to interact with Guests and get their feedback on the food? This simple communication could jumpstart more meaningful conversation, and help you to form lasting, positive relationships. When our Guests feel special, they typically come back!

- **Take Another Walk.** The only way to read a table is to walk the floor. Even if you just completed a walk of the entire restaurant and feel like our Guests are covered, go for another walk. Why? Things change in an instant! For example, try making eye contact as you pass by a table; someone may flag you down to ask a question about Burger Lounge (Are we a franchise? How many locations do we have?). Another Guest may want some mustard. The point is, it’s best to be on the floor paying attention. There’s no such thing as a “pointless walk” when your goal is to anticipate needs!

- **Notice the Little Things.** Does someone need extra napkins or a to-go container? Is there a young child who could use a kid’s cup full of water? Expeditors, for the single diner who only ordered a burger, did you consider asking your manager to ring up a Sample Plate?

**What are Sample Plates?**

Our Sample Plates are designed to surprise and delight the Guest! Specifically, we like to target single diners and parties of two who do not order sides with their meals. Guests deserve an opportunity to try our hand-cut fries and crispy onion rings. Who knows, perhaps they will order them next time!
Managers are responsible for ringing up the Sample Plate, when applicable, and presenting it to the Guest(s).

- **Single Diner**: This plate consists of 1 onion ring and 3 fries.
- **Two Diners**: This plate consists of 2 onion rings and 5 fries.

Left to Right: Manager presents a Sample Plate for two diners, and another for a single diner.

A good rule of thumb is to mirror your Guests - some will be talkative; some will want minimal interaction. Talkative guests are often receptive to hearing more about our menu. Guests deep in conversation, busy with work, or with their nose buried in a book will require you to have sharp observation skills to anticipate and provide for their needs without disturbing them. Anticipating Guest needs is not difficult, but it takes a bit of practice to develop your sense of observation as a FOH employee working in the dining room.

**LEAVE A LASTING IMPRESSION**

Every Guest should be thanked and bid farewell before they leave. This applies to all Food Presenters, Greeters, and Expeditors! If you see Guests gathering their things and beginning to stand, make sure to hustle over and let them know we appreciate their business. Perhaps you can offer them a refill of their beverages in a to-go cup. This closure to their experience will stick in their minds and further develop our relationship with them.

Guests have many dining options close by, and we are thankful that they choose to dine with us. Saying goodbye to Guests as they leave provides a positive closure to their experience with us.
Walnut Creek from left to right: Jayme Naval, Tehya Balido, Grace Gius, Jesse Patino, Melanie Karg, Antonio Robinson, and Jessica Crandell.
PLACEHOLDER: READ MENU BOOK
MENU KNOWLEDGE

Please read the Food Facts below to gain a better understanding of why we pride ourselves on our food! This information will be added to the Menu Books that live in-store.

FOOD FACTS

BEEF
We are very proud of our beef. Burger Lounge uses fresh, single-sourced, American grass-fed and grass-finished beef from Grass Run Farms. Grass Run Farms is a collaboration of family farms with ranches in Iowa and Nebraska and all throughout America’s Heartland!

Burger Lounge is one of the original pioneers of the grass-fed movement, with traceability and transparency from calf to burger. We are proud to say that our cattle are raised on a forage diet for their entire lives. Forage (pasture, silage, hay) is the most natural feed for cattle. It is important to note that while cows do very well on forage, they don’t grow quite as fast or get “fat” as quickly as when they are fed grain. This is an area where other companies may be tempted to cut corners. We never do.

We serve grass-fed and grass-finished beef, which is a distinguishing factor in the restaurant industry. The term “grass-finished” means our cattle remain on a pasture and forage diet for their entire lives, never fattened with grain. Unlike traditional beef, our cows do not spend time in a feedlot. They are never fed antibiotics or hormones. We have our proprietary beef shipped directly from the grower.

Grass-fed beef is low in cholesterol, high in vitamin A, vitamin E, and Omega 3 fatty acids. It is also roughly 25% higher in protein than grain-fed beef and possesses an authentic beef flavor. Mmmm, anyone else hungry?

TURKEY
Our turkey comes from Shelton’s Premium Poultry, a family owned and operated business since 1924. Shelton’s holds true to their philosophy to provide customers like Burger Lounge with the finest poultry available, without the use of antibiotics, artificial growth stimulants, chemical ingredients, additives, or fillers. We receive turkey that is primarily sourced from small Hutterite and Mennonite farming communities throughout the Midwest. Just as nature intended, these birds are raised cage-free and antibiotic-free, offering a healthy product that is nutritionally superior and environmentally sustainable.
Did you know that we have our own proprietary recipe? Executive Chef, Jim Little, invented a flavorful turkey burger made from premium quality dark meat. Packed with fresh basil and mixed with a dash of mayonnaise, this is the poultry burger to beat!

**VEGGIE PATTY**

A unique Burger Lounge creation; made from sustainable and responsibly sourced organic Bolivian red quinoa, organic brown rice, garbanzo beans, roasted corn, mushrooms, carrots, zucchini, onion, Monterrey jack cheese, garlic, parsley, chipotle, and panko.

Quinoa (pronounced KEEN-wah) is the star of this patty. A nutrient-rich seed and a complete protein, quinoa contains all nine of the essential amino acids. Typically, you must combine two plant-based foods (such as rice and beans) to make up a complete protein, but quinoa achieves this magic all on its own. In fact, you could live off nothing but quinoa if you wanted to! We salute this versatile “mother grain” that is safe for both children and the elderly.

Please note the Veggie Patty is not gluten-free or vegan.

**LOUNGE BUN**

Our own recipe, hand-crafted and baked daily by a local baker. The buns are baked with a special blend of white and whole wheat flour. They contain blackstrap molasses and utilize wet cake yeast, giving them a rich depth of flavor. It’s worth noting that our Guests may not be familiar with blackstrap molasses. Here are a few fun facts:

Blackstrap molasses comes from the sugar cane plant, packed with vitamins and minerals absorbed from the soil. It is a dark, thick molasses, with robust flavor described as bittersweet. Technically speaking? High in vitamins B6, manganese, magnesium, potassium, iron and selenium, low on the glycemic index, and helps to reduce free radicals in the body.

Layman’s terms? Blackstrap molasses helps to promote skin health, combat stress, stabilize blood sugar levels, and improve bone health. No wonder Guests leave happier than when they arrived!

**GLUTEN-FREE BUN**

We use Udi’s, an alternate bun option for guests that cannot (or choose not to) eat gluten. We also use a special process to toast these buns to assure that they do not have any contact with gluten.

**LTO**

Limited Time Offers. Previous LTOs have included grass-fed bison and elk, and wild boar. As you might expect, these recipes are proprietary to Burger Lounge and we always choose sustainable, 100% grass-fed protein where applicable. You’ll find brand new, shiny training
materials distributed prior to the launch of any LTO. Employees are required to taste each new dish to describe its flavor profile to guests. Hoorah, Loungers!

**CHEESE**

Our cheese is the real deal. Think organic, grass-fed, kosher, and non-GMO. We source from the [Rumiano Cheese Company](#), which is the oldest family-owned cheese organization in California. In the midst of training their fourth generation, Rumiano Cheese Company is committed to sustainability, supporting the local community with a quality workplace and an environmentally friendly operation.

Did you know Rumiano’s produces the world’s first Non-GMO Project Verified cheese? GMO is a "genetically modified organism", altered through gene splicing. In this process, DNA from different species are merged, creating combinations that do not naturally occur in nature. Non-GMO means we do not interfere with nature. Period.

Perhaps the most exciting fact of all is that we have our own proprietary American cheese. That’s right! Burger Lounge is the only company to sell this cheese. Guests turn their backs on artificial grocery store “singles” after tasting our homemade recipe. There is nothing phony about BL American cheese, melted to perfection on top of your favorite patty.

**CHICKEN**

100% cage-free chicken from [Wayne Farms](#). Our poultry is all natural and minimally processed, fed a vegetarian diet, never given antibiotics, and contains zero artificial ingredients or preservatives. After being processed at Wayne Farms, poultry immediately moves to Rose Meat Services to marinate and freeze it for Burger Lounge.

**COD**

Did you know? We use responsibly sourced, MSC certified Wild Alaskan Cod. While our competitors typically serve cod that has been frozen 2-3 times from China before making its way to the plate, Burger Lounge only serves fish that has been frozen once. We employ [Orca Bay Seafoods](#) to oversee that our cod is being caught by small market fisherman, and given to a private processor who cuts, packages, and freezes the cod in the Northwest Pacific Ocean.

**SALADS**

The perfect salad is pretty elusive. A medley of different ingredients have to come together into a salad that makes sense, and we have it down to a science. We use fresh produce, such as non-GMO corn that we roast every morning. Oh, and don’t even get us started on our House dressings! See next section for more information.

See next page...
SAUCES AND DRESSINGS

- **House Buttermilk Ranch**: This is our most popular sauce! It is creamy and decadent with just the right amount of classic flavor, and a hint of tang. Did you know? Our house buttermilk ranch has parmesan cheese in it! Put ranch on everything from fries and onion rings to salads and burgers.

- **House Barbecue**: Our house barbecue is a dark, spicy take on the traditional American sauce. Our version mixes it up with chipotle and brewed coffee. Pair it with sides, or add it to an entrée for a smoky burst of flavor.

- **House Thousand Island**: This “Special Sauce” needs no introduction. Perfectly tangy and a little chunky, it features real pickles, horseradish, and chili sauce for a real kick. Perfect on our signature Lounge Burger, fries, or onion rings.

- **Organic Ketchup**: We believe in the importance of the classics, which is why we went with Heinz Organic Ketchup. Every tomato is organically grown, and free of high-fructose corn syrup. Organic ketchup comes with all sides, and on our Classic Burger.

- **House Lemon-Basil Vinaigrette**: Our lemon-basil dressing was dreamt up by our head chef (same goes for all “house” sauces). It features a blend of spices, lemon juice, eggs, mustard, vinegar, and fresh basil. It’s fresh, clean taste perfectly complements our Fresh Vegetable Salad.

- **House Caesar Dressing**: A rich and creamy combination of lemon, garlic, pepper, parmesan, and anchovies. Oh yeah.

FRENCH FRIES

We partner with Jones Produce out of Wenatchee, WA to grow our fine potatoes. At Burger Lounge, we elect Kennebec potatoes with a very thin skin because it is a superior product. This type of potato is cleaner on the palate, as opposed to Russet potatoes which tend to be “earthy” in texture and flavor. Here’s the best part: We make our fries in-house, while most organizations in our size category do not! Our French fries are twice-fried Belgium style, making them crispy on the outside and soft and fluffy in the middle.

ADDITIONAL VENDOR

UPPER CRUST

Upper Crust specializes in Japanese style panko. What makes them so special? Upper Crust is a nano-panko supplier, which means they have tremendous scale but their production functions as if you were “making their panko in the kitchen at home.” Upper Crust even bakes bread fresh before turning it into panko. Finally, they are one of the few companies that uses a 48-hour process to grind the panko, allowing it to be much lighter and crispy. Booyah!
BEVERAGES

At Burger Lounge, we have two different service models for obtaining beverages for Guests. Please read the sections below to identify which category belongs to your store.

TWO SERVICE MODELS

ELEVATED SERVICE

If your store does not have a self-serve beverage station, you are responsible for getting all beverages for Guests, including fountain drinks. We do this to provide an elevated level of service. Using this model, Greeters take orders and fill beverages (at the same time) from behind the counter. This requires a level of multi-tasking ability, taking advantage of the “down” moments when Guests are signing credit card receipts and entering tips to politely tell them you will be right back with their drinks.

As you present all liquid refreshments, don’t forget to mention, “From this point forward, you can expect a full-service dining experience.”

ELEVATED CONVENIENCE

If your store has a self-serve beverage station, Guests enjoy the benefit of being able to move through the line at the register with additional expedience. Simply provide them with empty tumbler(s) or garnished glass(es), such as a chilled glass with mint for the House-Made Lavender-Mint Lemonade. Do this while entering orders into the POS.

Elevated Service:
Greeters obtain all beverages for Guests.
Food Presenters get all refills.
Using the Elevated Convenience model, Guests pour their own fountain drinks initially, and then Food Presenters offer to get refills while circulating the dining room. Always remember to keep the self-serve beverage station clean, as it is a heavy traffic area!

Greeters, under this model you must shine your award-winning smile, present the empty glassware and say, “From this point forward, you can expect a full-service dining experience.”

**Elevated Convenience:**
Greeters give empty tumblers and garnished glasses to Guests to fill their own beverages.

Food Presenters get all refills.

**HOW TO SERVE DRINKS**

The sections below address how to serve every drink in the restaurant. Though catered to the Elevated Service model, this information is applicable to all stores.

**FOUNTAIN SODAS, FILTERED WATER, and ORGANIC ICED TEA**

1. Use ice scoop to fill tumbler half way full with ice.

**NOTE:** Always use the ice scooper to retrieve ice. It is a Health Department requirement. Never use the tumbler itself to scoop ice.
2. Fill tumbler with the requested beverage.

**Fountain Sodas**

Let the foam subside for a few seconds before filling to the top of the tumbler.

**Filtered Water**

Offer the Guest a lemon wedge.

**Organic Iced Tea**

Offer the Guest a lemon wedge and sweetener.
Takeout Prep

Serve in logo cup with lid and 1/4 wrapped straw.

HOUSE-MADE LEMONADES

For all lemonades, use the ice scoop to fill a chilled 14 oz. glass half way full with ice.

NOTE: Always use the ice scooper to retrieve ice. It is a Health Department requirement. Never use the chilled glass itself to scoop ice.
Lavender-Mint Lemonade

1. Fill chilled glass with house-made Lavender-Mint Lemonade.

2. Use the tongs to add 1 entire sprig of mint to the drink, not individual leaves.

Takeout Prep: Serve in logo cup with lid and 1/4 wrapped straw. Don’t forget the sprig of mint!

Hibiscus Lemonade

1. Fill chilled glass with house-made Hibiscus Lemonade.

2. Use the tongs to put 1 lemon wedge in the drink.

Takeout Prep: Serve in logo cup with lid and 1/4 wrapped straw. Don’t forget the lemon wedge!
BOTTLED SODA and WATER

1. Open bottle of soda or water with bottle opener.

2. If bottled soda, offer chilled 14 oz. glass with ice.

3. If bottled water, offer chilled 14 oz. glass with ice or lemon.

Takeout Prep: Ask Guests if they would like the bottle open or closed.
DRAFT BEER

You must be at least **18 years old** to serve beer and wine. If you are under the required age, ask your MOD (Manager on Duty) to pour alcoholic beverages. Remember to **check IDs!**

1. Place chilled (14 oz. or 22 oz.) glass directly underneath draft spout at a 45° angle.

2. Pour exactly one inch of head and little to no waste. Always offer water.

Quickly pull draft handle completely forward.

---

BOTTLED BEER

1. Open bottle with bottle opener.
2. Offer chilled 14 oz. glass.  
   Always offer water.

**WINE**

1. Pour 6 oz. of wine in stemless wine glass.

   *Use pour lines as guided.*

   - No pour guide?  
     Managers, please order online for your store.

2. Always offer water.
When opening a new bottle of wine, place appropriate day dot on the back side of the bottle. Cover bar code.

- **Red wine** expires after 2 days.
- **White wine** expires after 3 days and should always be refrigerated.

**NOTE:** Notify your MOD if wine is expired. S/he must dispose of it and record the waste on the inventory waste sheet.

**PREP STANDARDS GUIDES**

Conclude this module by reading the FOH Prep Standards Guides (PSGs) on how to portion and prepare the following beverages and garnishes:

- Brewing Organic Iced Tea
- Brewing House-Made Lavender-Mint Lemonade
- Brewing House-Made Hibiscus Lemonade
- Prepping Mint
- Applying Cut Gloves
- Cutting Lemons
- Portioning the Big Lounge Shake
- Portioning a Root Beer Float
- Making the Big Lounge Shake
- Making a Root Beer Float