

MZ-3.1 · V1.0 (DRAFT)

MEZZÉ#1

MEDITERRANEAN EATERY & BAR



MEZZÉ#1

MANAGEMENT & AUTHORITY PLAYBOOK

THE DECISIONS MANAGERS MAKE ON THE FLOOR
— AND WHAT GETS REPORTED.

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INTRODUCTION

WHAT THIS IS

The authority a manager carries on the floor. The decisions they make alone. The decisions they report.

Have the information you need to decide. Decide. Report what you decided.

MEZZÉ#1 runs on operational empowerment. Managers are trusted to make the calls that protect the guest, the team, and the room. Owners are informed through documentation, not through approvals.

WHO READS THIS

AUDIENCE	WHAT THEY USE IT FOR
FOH Manager	Primary reference for every comp, every refund question, every emergency.
Assistant Manager	Same authority, same reference. The Assistant has the same limits as the FOH Manager.
Owners (Riad & Irina)	Reference. The owners audit comp activity through the POS and the logbook — not through real-time approval.
Servers, bartenders, hosts, trainees	Never read this. They escalate to a manager. The manager applies this playbook.

HOW THIS RELATES TO OTHER DOCS

DOC	ROLE
Employee Handbook Section 07	Says <i>who</i> has comp/refund authority (managers only). This doc says <i>how much</i> .
FOH Steps Protocol B (Complaint Handling)	How to talk to a guest before a comp is needed. The 4-step protocol comes first; the comp authority in this doc is the manager's final tool.
FOH Steps Protocol G (Cash Handling)	Cash discipline. Comps are not cash transactions — they reduce the ticket before payment.
MZ-1.5 Canonical Source Rules	Confirms this doc is the canonical source for comp/refund authority limits.

BRAND NOTE

If something on the floor falls outside this playbook, default to the brand promise: *every plate, every pour, every guest — treated as if it were the only one that matters*. The playbook tells you what authority you carry; the brand tells you how to use it.



AUTHORITY

COMP AUTHORITY

What you can comp, how much, and how to document it.

Managers at MEZZÉ#1 have **full comp authority**. This is unusual for the industry. It is intentional. The owners trust the manager on the floor to read the table and make the call without picking up a phone.

THE RULE

- No dollar limit** on a single comp.
- No dollar limit** on total comps in a shift.
- FOH Manager and Assistant Manager carry the same authority.** The Assistant has the same limits as the Manager.
- Single-dish recomp** (guest sends back a dish, you remake it) — always within authority. Do it without hesitation.
- Whole-table comp** (the meal is comped end-to-end) — within authority. Owner approval not required.

THE AUDIT TRAIL

Every comp is entered in the POS, and the POS requires a reason. **The reason is the audit trail.** Owners review comp reports — not to second-guess decisions, but to understand the patterns: which dishes get comped, which servers, which shifts, which guest situations. The patterns inform the menu, the training, and the hiring.

HOW TO WRITE A COMP REASON IN THE POS

Be **specific and accurate**. "Guest complaint" is not a reason — it's an evasion. The right reason names the dish, the issue, and the resolution.

DON'T WRITE	WRITE
"Guest complaint"	"Salmon overcooked — guest declined replacement — comped entrée"
"Comp"	"Birthday — comped baklava with sparkler"
"Made it right"	"Long wait for entrée (35 min) — comped one cocktail per guest at table"
"Recook"	"Wrong dish delivered — recooked correct order — comped original"

WHY SPECIFICS MATTER

A specific reason takes ten extra seconds in the POS. It saves an awkward conversation with the owners later. It also helps the next manager learn from your decision.

WHAT THIS AUTHORITY IS NOT

- It is not a license to over-comp.** Managers are trusted; trust is earned through judgment.
- It is not a way to hide problems.** A pattern of frequent comps for one server or one dish surfaces in the POS report — it does not disappear.
- It is not a substitute for hospitality.** The right response to a small complaint is usually a warm conversation and a small gesture, not an aggressive comp.



AUTHORITY

REFUNDS — THE NO-REFUNDS POLICY

MEZZÉ#1 does not issue refunds. What this means and how to handle the situation.

MEZZÉ#1 does not issue refunds. This is policy, not preference. The comp authority above is the tool. The logbook is the escalation.

THE RULE

- No refunds on in-house orders.** If a guest demands a refund after payment, the policy is no. Use the comp authority instead — comp the dish, comp the table, comp a return visit, find a way to make it right with food and service.
- No refunds on third-party orders.** If a guest ordered through DoorDash, Uber Eats, Grubhub, or any third-party platform, refunds go through the platform — not through MEZZÉ#1. Direct the guest to the platform's customer service.
- If the guest insists on a refund:** politely state the policy, document the situation in the logbook, and offer the owner email (info@mezze1.com) for further conversation.

HOW TO SAY IT

The language matters. Avoid sounding cold or transactional. The goal is to redirect into a remedy the guest will actually want.

SITUATION	WHAT TO SAY
Guest wants a refund on a dish they didn't like	"I'm sorry this didn't land right. We don't process refunds, but I'd like to take care of it on the bill — may I comp it, or would you prefer something else from the kitchen?"
Guest demands a refund on the whole meal	"I understand. We don't issue refunds, but I want to make this right. I can comp the meal entirely, or I can put together a return-visit credit you can use any time. Which feels right to you?"
Guest ordered through DoorDash/Uber Eats and is unhappy	"For delivery orders, the refund goes through DoorDash directly — they handle that side. I'd encourage you to reach out to them. If there's anything we can do on our end (a credit for your next in-house visit, for example), I'd love to help."
Guest is angry and refuses any alternative	"I understand you'd like a different outcome than I can offer. I'd like to document this and pass it to the owners. They can be reached at

SITUATION

WHAT TO SAY

info@mezze1.com — they'll review and follow up. I'm sorry I can't resolve it here tonight."

WHY THIS POLICY EXISTS

Refunds are about money returned. Comps are about generosity offered. A comp creates a positive memory of a recovery; a refund creates a transaction that closes the door. The owners chose the comp model because it gives managers a more generous tool — one that protects the relationship instead of ending it.

IN PRACTICE

Almost every refund request can be resolved with a generous comp. The few that can't are escalation cases — log them, send them to info@mezze1.com, and let the owners decide whether the situation warrants an exception.

IV

EMERGENCIES

EMERGENCY ACTION

Six situations where the manager acts first — and informs the owners immediately after.

Most of this playbook is about comp authority. This section is different. For genuine emergencies, the manager **acts first**, then informs ownership. The owners are not on the line for permission — they are informed because they need to know.

THE SIX EMERGENCY TRIGGERS

If any of these happen on your shift, take action immediately. Then send an SMS or email to ownership before the shift ends.

- Guest allergic reaction** requiring EMS or 911.
- Guest or employee injury** requiring medical attention.
- Police arrive** (any reason) or a violent incident on premises.
- Fire, gas leak, kitchen flood, or power outage.**
- Theft** in progress or discovered after the fact (cash, food, supplies, equipment).
- License-threatening situation:** TABC violation, health code red flag, anything that could put a permit at risk.

WHAT ACTION LOOKS LIKE

TRIGGER	FIRST ACTIONS
Allergic reaction	Call 911. Get EpiPen if available. Clear the table area. Identify the dish and ingredients. Stay with the guest until EMS arrives. Note the time, the dish, the symptoms.
Injury (guest or employee)	Stop the line if needed. Give first aid if trained. Call 911 if serious. For employee injury — document for workers' comp.
Police on premises / violence	Cooperate with police. Do not interfere. Keep guests and staff away from the incident. Lock down cash if a robbery. Document time, persons, license plates if visible.
Fire / gas / flood / power	Evacuate if needed. Call 911 for fire or gas. Shut off gas at the main if you can do so safely. For flood — shut off water at the main. For power — protect food temps, transition to manual ops.

TRIGGER	FIRST ACTIONS
Theft	If in progress: do not confront — call 911. If after the fact: secure the area, preserve any video, document what's missing, do not handle suspected stolen items.
License threat	TABC: refuse the sale, document, separate the staff member if implicated. Health: address the immediate hazard (temperature, cross-contamination, pest), document, take photos.

THE INVERSION

The manager is trained to act. The owners are trained to be informed. This is the inversion of a typical authority model — and it is the one MEZZÉ#1 uses. Do not wait for permission in an emergency.

V

REPORTING

OWNER NOTIFICATION CHANNELS

How you tell the owners what happened — and when.

Three channels carry information from the floor to the owners. Use the right one for the situation.

THE THREE CHANNELS

CHANNEL	WHEN TO USE	WHEN TO EXPECT A RESPONSE
SMS to Riad or Irina	Emergency situations only (the six triggers above). Use the cell number on the manager card.	Acknowledgment same day. Owner may or may not need to come in — depends on the situation.
Email to info@mezze1.com	Owner-flagged situations that aren't urgent. Guest escalations. Recurring problems. Anything the owners should know about but doesn't need them right now.	Within 48 hours. Owners answer reviews and operational email on a rhythm.
Logbook entry	Routine awareness items: a noteworthy comp, a guest who left unhappy, a vendor issue, a staff issue worth flagging. Anything that should be visible to the owners and the next manager.	Owners read the log on rotation — usually within the week.

WHAT GOES IN AN EMERGENCY SMS OR EMAIL

Five things, in this order:

- What happened** — one sentence.
- When** — date and time.
- What you did** — the action you took.
- Status now** — is the situation resolved, ongoing, escalating?
- What ownership needs to do** — call you back, come in, contact insurance, file a report, or just stay informed.

EXAMPLE SMS FOR AN ALLERGIC REACTION

SMS EXAMPLE

Allergic reaction on Table 4 around 7:45pm. Guest had shellfish allergy, was served Falafelcos (verified no shellfish in dish but reaction started mid-meal — possible cross-contamination at prep). Called 911, EMS took guest to Memorial Hermann around 8:00pm. Family went with her. Table cleared and seated again. Currently waiting on a follow-up from family. Need you to call insurance tomorrow and we should review the prep flow with the kitchen.

WHAT DOES NOT NEED TO BE REPORTED

- Routine comps — the POS captures these automatically.
- Standard service recoveries (a wrong dish replaced, a free dessert for a birthday) — these are the manager's job, not owner business.
- Normal staff coverage issues handled through 7shifts.
- Inventory shortages handled through the standard ordering process.

VI

DOCUMENTATION

WHAT TO DOCUMENT, WHERE

The audit trail across the POS, the logbook, and owner notifications.

Documentation is how trust works at MEZZÉ#1. Managers carry authority because the documentation is good. Cut corners on documentation, and the model breaks.

THE DOCUMENTATION MAP

WHAT HAPPENED	WHERE IT GETS DOCUMENTED
A comp	POS — comp reason field (always)
A refund request that was redirected to a comp	POS comp reason — note the conversation in the reason
A refund request you logged for owner review	Logbook entry + email to info@mezze1.com if it's significant
A complaint that was resolved without a comp	Logbook if it was notable (recurring guest, recurring issue, anything worth pattern-tracking)
A no-show or walkout-without-paying	Logbook entry + POS notation
An emergency (any of the six)	SMS or email to ownership immediately + logbook entry + any required external reports (police, insurance, regulators)
A staff issue (write-up, no-show, conflict)	7shifts profile note + logbook if owner should review
A vendor problem (delivery short, quality issue, missed cleaning service)	Logbook entry — owners review when they're in

THE LOGBOOK

The logbook is the manager's running journal of the shift. It captures what the POS doesn't and what an email is too heavy for. The next manager reads it before opening; the owners read it on rotation.

WHAT A GOOD LOGBOOK ENTRY LOOKS LIKE

LOGBOOK EXAMPLE

Tue 5/14, 8:15pm — Table 12, party of 6, anniversary. Comped two glasses of sparkling per the celebration protocol. Guest mentioned the lamb skewers were a bit dry — comped one. Server: Layla. Note for owners: this is the 3rd time this week the lamb skewers have been called out. May want to talk to the kitchen.

WHY THIS MATTERS

Patterns surface in documentation, not in conversation. The owners cannot run the restaurant from the documents alone — but they can spot the patterns that the people on the floor can't see while they're working. A good logbook is what makes the empowerment model work.