INDEX

Restaurant names appear in **boldface** type, *ci* refers to the color insert.

**A**

À la carte service, 12, 16–18, 24, 26, 56
Access control, 57, 93, 103. *See also Security*
Accessibility. *See Americans with Disabilities Act (ADA)*
Accounting subsystems, 28
Acoustic engineers and consultants. *See Sound*
Acurio, Gaston, 262
ADA. *See Americans with Disabilities Act (ADA)*
Advertising, 88. *See also Signage*
Air control. *See Heating, ventilating, and air conditioning (HVAC)*
Air curtains, 92
Alarm system, 27
Alcoholic beverages. *See also Bars; Beverage areas and service*
legal liability, 101, 105
storage of, 43, 44, 55, 101, 136, 283
Allergies, 126, 128
Aloft Hotels (Starwood Hotels), 32, 288
Ambiance, 2, 13, 14, 30, 106
**America (multiple locations), 98**
American Institute of Architects (AIA), 35, 284
American Society of Interior Designers (ASID), 34, 35
Americans with Disabilities Act (ADA), 42, 43, 55, 129
**Applebee's, 240**
Architects, 8, 31–33, 35, 37, 233, 240
Architecture, 6, 7, 9, 10, 14, 48, 280
Architecture, design, and foodservice organizations, 34, 35
**Arl Restaurant Group, 87**
Art consultants, 37
Artwork, 46, 57, 58, 71, 118
Ashen, David, 234–237
Ashworth, Warren, 238–241, 282
Assembly areas, 26
Atmosphere. *See Ambiance*
Auditory space, 68–70
Aumiller, Bill, 242–245
Aumiller Youngquist, PC, 117, 242
**Aureole (Las Vegas, Nevada), 284**
Automation, 284
 **B**

Baby Boomers, 4, 46, 55, 64, 118, 276, 281
Back of the house. *See also Kitchens; Office areas and design concept, 1. See also Concept development equipment placement, 76, 149. See also Equipment future trends, 290*
lighting, 134, 135, 140, 147, 167. *See also Lighting support areas, 43, 47, 48, 56, 57, 60, 61, 133–140*
Bakery station, 146, 147, 157–160
Banquet facilities
assembly area, 26
beverage areas, 61
Banquet facilities (Continued)
dining areas, 61
entry areas, 60, 61
exteriors, 60
holding/warming stations, 26, 147, 154
kitchens, 61, 160
multifunctional spaces, 283
napery, 112
plating, 155, 160
restrooms, 61
storage, 61
support areas, 61
systems approach to design, 19
tables, 111
warewashing area, 140, 142. See also Warewashing areas
workstations, 147, 160
Banquettes, 65, 66, 77, 106, 107, 109. See also Seating
Bar Americain (New York, New York), 84
Barriers, 50, 55, 58, 74–76, 105
Barrio (Minneapolis, Minnesota), 267–269
Bars
air control, 103, 128. See also Heating, ventilating, and
air conditioning (HVAC)
alcohol/food sales mix, 98
banquet facilities, 61
dancing, 104, 105
design, 98, 102, 105
destination drinking, 97–105
Dram Shop liability, 101, 105
entertainment, 104, 105
equipment, 98–102, 104, 105
flooring, 103, 105
foodservice, 104, 105
games, 104
glassware, 100, 102, 103, 116, 117, 166
ice, handling of, 105
layout, 100–102
lighting, 103–105, 118
lounge areas, 55, 104, 108
music and video systems, 104, 105
operational considerations, 102
point-of-sale (POS) systems, 99, 101, 103, 105
production area, 98–100
safety, 105
seating, 103, 104
security, 105
service area, 97, 98, 103, 104
smoke control, 103, 128
and sound levels, 69, 105
storage, 98–102, 136
workstations, 99–103
Bayless, Rick, 268
B.E.D. (Beverage, Entertainment, Dining), 55
Bembos Asia (Peru), 261
Bembos chain restaurants (Peru), 260–262
Bembos Javier Prado (Peru), 261
Bembos Larco (Lima, Peru), 9, 45, 173–175, ci
Berkshire Dining Commons (Amherst, Massachusetts), 176–179
Beso, 162
Beverage areas and service. See also Bars;
Service stations
banquet facilities, 61
beverage production and storage, 98–100, 136
cafeterias, 28, 57, 58
design considerations, 43
full-service restaurants, 55
glassware, 100, 102, 103, 116, 117
quick service, 46
safety, 105
security, 105
takeout restaurants, 62
Big Bowl (Chicago, Illinois), 86, 87
Bitner, Mary J., 63
Blowfish Restaurant + Sake Bar (Toronto, Ontario,
Canada), 131, 180–182, ci
Blunden, William A., 246–248
Bogdanow, Larry, 238, 240
Booster seats and high chairs, 29, 109
Booths, 66, 106, 107, 109. See also Seating
Boston Market, 19
Braising pan station. See Steam and braising pan station
Brand, influence of, 73
Brasa Rotisserie, 267, 268
Breakage, 114–117
Broiler station, 142, 150, 154, 162
Bruell, Zachery, 246, 247
Bubble diagrams, 136, 140–142, 144, 145
Bucca di Beppo (Chicago, Illinois), 108
Buddakan restaurants, 6, 237, 284
Buddha Bar (New York, New York), 92
Budget, 2, 8, 13–16, 30
Buffet service, 16, 19
Bugaboo Creek, 6, 84, 85
Building codes, 41, 125, 280

Burger King, 47, 87

Buttermilk Channel, 234

C

Café Descartes (Chicago, Illinois), 68, 70

Cafeterias
  beverage areas, 28, 57, 58
  cook-chill systems, 280
  corporate, 58, 60, 283
  customer perceptions, 84
  dining areas, 58–60
  display kitchens, 162
  entry areas, 57, 93
  exteriors, 57, 84
  kitchens, 60
  offices, 60
  receiving area, 60
  reception area, 93
  restrooms, 60
  scramble systems, 57, 58, 93, 283
  seating, 72, 109
  serveries, 57, 58, 93
  storage areas, 60
  support areas, 60
  systems approach to design, 21
  tables, 110. See also Tables

Cart (guéridon) service, 16, 18

Cashier/cash-handling station, 43, 46, 48, 57, 58

Castello Banfi (Montalcino, Italy), 74

CCS Architecture, 249–252

Ceilings, 46, 61, 64, 68–71, 74, 75, 78, 97, 126–127, 168

Celebrities, 33, 39, 110. See also Chefs

Center Café (Washington, D.C.), 87

Center of the plate (COP), 275, 276

Central purchasing, 23

Centralized production, 280

Chain restaurants, 6, 8, 14, 15, 18, 23, 47, 48, 50, 55, 56, 84, 86, 260, 279, 280, 286. See also Fast-casual restaurants; Quick-service restaurants

Chefs
  celebrity chefs, 8, 34, 38, 259, 268–270, 276, 280, 283
  chef-owners, 31, 34, 233, 241
  as part of design team, 12, 31–34, 236
  Chef’s table, 39, 107, 108, 258

Chipotle, 19, 46

Chipotle Mexican Grill (Gurnee, Illinois), 286

Christ, Catherine, 253–256

Churchill, Winston, 63

CiniiLittle International, Inc., 257

Cleaning and cleanliness. See Sanitation

Coatrooms, 43, 48, 50, 93, 94

Codes. See Building codes

Coefficient of utilization (CU), 119

Coffee, 28, 43, 117. See also Service stations

Cold food stations, 155–157

College and university foodservice, 18, 19, 21, 22, 57, 93, 94

Color
  color rendering index (CRI), 118
  color temperature (CCT), 118
  consultants, 37
  customer perceptions, 123, 124
  and lighting, 79, 117, 118, 123, 124
  linens, 112
  Munsell system, 79, 124
  and psychology of design, 79–81
  in quick-service dining areas, 46
  and sense of spaciousness, 66
  and signage, 88

Commissaries, 22, 280

Communication, 233, 243, 244, 247, 250, 273, 283, 284

Competition, 5, 6, 105

Computer design walk-throughs, 31

Computers, 37, 140

Concept, menu, and design relationship, 1, 29, 30

Concept development
  feasibility study, 1, 2, 29, 30
  general ambiance, 2, 13, 14, 30
  management philosophy, 2, 14, 30
  menu, 1, 12, 29, 30
  overview, 8–11
  per-customer check average, 2, 13, 30
  speed of service, 2, 12, 13, 30

Construction budget, 15, 16

Consultants, 1, 8, 31, 33, 34, 36, 37, 245, 251, 255. See also Foodservice consultants

Consultora Metropolis S.A.C., 260–262

Convection fryer, 162

Cook-chill systems, 280

Cooktops. See Ranges

Corton (New York, New York), 264
Costs, 14, 15, 34, 137, 234, 238, 243, 246, 254, 255, 258–260, 263, 266, 267. See also Budget
Credit cards, 46
Cross-contamination, 24, 27. See also Sanitation
Cross-station equipment, 155
Cultural characteristics of target market, 5, 64
Customer support subsystems, 28, 29
Customers
allergies, 128
design input, 32
lighting, 78, 79, 118
market analysis, 2, 4, 105
perceptions, 83, 132

D

Dairy Queen, 9, 86
Dancing, 104, 105
Darden Restaurants, 48
Dark dining, 55
Darlow, Peter, 253–256
Darlow Christ Architects Inc., 253–256
d-ash design inc. (New York, New York), 234–347
De Niro, Robert, 263
Del Frisco’s Steakhouse (New York, New York), 243, 244
Del Posto (New York, New York), 50
Deliveries. See Receiving areas; Storage
Delivery foodservice systems, 21
Demographics, 2, 4, 6, 105, 276
Design, psychology of. See Psychology of design
Design concept, 1. See also Concept development
inspiration for, 244, 255, 273
professional perspectives on, 242, 243, 246, 249, 250, 253, 254, 257, 260, 263, 266
Design history, 1990 to 2009, 275–284
Design mismatches, 1
Design process, 1, 31, 38, 105, 106, 233, 262, 265. See also Design team; Space planning
Design services, fees, 15, 34
Design team, 31–38, 233
Dessert carts, 96
Dessert station, 147, 155–157. See also Bakery station
Destination dining, 105–123
Destination drinking, 97–105
Destination restrooms, 128–132
Dining areas
banquets, 61. See also Banquet facilities
cafeterias, 58–60. See also Cafeterias
design considerations, 43
full-service restaurants, 50, 54, 55. See also Full-service restaurants
point-of-sale (POS) systems, 164. See also Point-of-sale (POS) systems
quick service, 46. See also Quick-service restaurants
Dining areas (Continued)
seating. See Seating
support areas, 162–167
tables. See Tables
tabletops. See Tabletops
Dinner in the Sky, 289
Dinnerware, 37, 114, 115, 164–166
Dish return areas, 58
Dishes. See Dinnerware
Dishwashing, 162, 164–166, 168
Dishwashing machines, 58, 69, 144, 165, 166, 168. See also Warewashing areas
Display kitchens, 25, 38, 40, 56, 75, 81, 150, 162, 163, 167, 245, 273, 276
Distance, 38–41, 64–71
Distributor sales representatives (DSRs), 23
Dodd, Gary, 285
Doherty, Ed, 280
Domino’s Pizza, 22
Doors, 43, 92, 97
Douzo (Boston, Massachusetts), 231, 232, 254, ci
Drive-throughs, 38, 44, 46, 61, 281
Dry goods storage, 23, 136. See also Storage
Dumpsters, 18, 135
Dunkin Donuts, 22

E

Echo Boomers, 2
Economic conditions, 7, 8, 245, 248, 252, 273, 277, 279, 280, 284, 290
Elementary school foodservice, 16, 18
Eleven Madison Park, 91, 122
Elliot, Andrew J., 79
Emergency exits, 119
INDEX

Employees
accommodation, 42
design input, 32
etnicity, 64
and noise levels, 69
support areas, 43, 48, 60, 140
uniforms, 82
Energy consumption, 119, 123, 166, 278
Engineers, as part of design team, 36
English, Todd, 162
Entertainment, 55, 104, 105
Entry areas
banquet facilities, 60, 61
cafeterias, 57
coatroom, 93, 94
design considerations, 42, 43, 89–97
doors, 43, 92, 97
environmental issues, 96, 97
flooring, 125
full-service restaurants, 48, 50
greeting, 93
lighting, 97
merchandise, 94–96
overview, 89, 90, 92
 paging systems, 97
quick service, 46
reception area, 92, 93
waiting area, 94–97
weather considerations, 92
Environment, effect of on behavior, 63, 82
Environmental issues, 96, 97, 278
Equipment
bars, 98–102, 104, 105
flexibility in use of, 34, 146, 150, 152, 153, 155, 157, 158, 160
future trends, 290
kitchens, 142–150. See also Workstations
modular, 283
placement of, 76, 149
quality, 271, 272
specialty equipment, 149, 150
vending machines, 21, 22
Espresso stations, 96
Ethnic characteristics of target market, 5
Ethnic restaurants, 2
Experience economy, 277, 278
Experiential dining experiences, 289
Exteriors
banquets, 60
cafeterias, 57, 84
chain restaurants, 48, 84, 86
design considerations, 42, 83–89
doors, 43, 92, 97
entry areas. See Entry areas
façade, 84–87
full-service restaurants, 48
landscaping, 60, 89
quick service, 44, 86
signage, 34, 37, 42, 44, 45, 48, 49, 58, 75, 87–89
spatial features, 75
trade dress protection, 86

F
Fabrication areas, 24, 57, 276
Façade, 84–87
Family-style service, 19, 111, 237
Farallon (San Francisco), 6, 122
Fast-casual restaurants, 18, 19, 46, 47
Fatti una Pizza (Portovenere, Italy), 53
Feasibility study, 1–16, 29–30, 33, 37
Fees, design services, 15, 34
Feng Shui, 5, 76, 77, 255
Fields, 75, 76
Financial consultants, 37
Fire detection and suppression, 27, 28
Firefly Grill, 252
Flooring, 28, 37, 112–114, 164–166
Flexibility
in design, 4, 146, 150
equipment use, 146, 150, 152, 153, 157, 158, 160
in menu planning, 12
Firefly Grill, 252
Flooring
bars, 103, 105
kitchens, 147
receiving area, 134
restrooms, 140
safety, 73, 81, 125
terraced floors, 75
trends, 245
types of, 124–126
Flow patterns, 38–41

**Fogo de Chao**, ci

**Folio Enoteca & Microwinery (Napa, California)**, 183–185, 250

Food
  - costs, 137
  - lighting, 118
  - safety, 27, 137, 278. See also Hazard Analysis Critical Control Point (HACCP); Sanitation
tactile attributes of and customer satisfaction, 73
Food courts (shopping malls), 94
Foodborne illness, 278
Foodservice consultants, 1, 8, 31, 33, 34, 236, 241, 251, 257–259, 265, 269

**Four Seasons (New York, New York)**, 9, 97
Freezers, 23, 105, 135, 139, 143, 151, 157
Fresh food storage, 135. See also Refrigeration; Storage
Front of the house design
  - 1990–2009, 280
  - and customer perceptions, 83, 105, 132, 259
  - and design concept, 1. See also Concept development
tactile attributes of and customer satisfaction, 73
entry areas. See Entry areas
exteriors. See Exteriors
frontal trends, 290
lighting. See Lighting
tactile attributes of and customer satisfaction, 73
restrooms. See Restrooms
square footage, 110

**Frontera Fresco**, 268
**Frontera Grill (Chicago, Illinois)**, 268
Frozen food storage. See Freezers
Fry station, 56, 142, 150, 151, 160, 162
Full-service restaurants
  - beverage areas, 55
  - coatrooms, 93, 94
dining areas, 50, 54, 55
display kitchens, 162, 283
entry areas, 48, 50
exteriors, 48
interiors, 281
kitchens, 56
lighting, 50, 54
merchandising, 94
point-of-sale (POS) systems, 54
popularity of, 281
restrooms, 48, 55, 56
seating, 54
service styles, 16
support areas, 56, 57
table, 111. See also Tables; Tabletops
waiting area, 94

**Fulton’s (Chicago, Illinois)**, 65
Furniture. See also Seating; Tables
  - outdoor, 108
placement, 75, 76
Furniture, fixtures, and equipment (FF&E), 14, 15, 34
Future trends
  - aromas, 289, 290
design, 237, 239–241, 245, 252, 256, 262, 270, 273, 290
equipment, 290
experiential dining experiences, 289
global development, 288
green design, 237, 285–288, 290
lighting, 237
marketing, 289
nutrition concerns, 285
purchasing local, 284, 285
restrooms, 290
sanitation, 290
seating, 237
service style, 237
site selection, 288
sound control, 290
technology, 288–290

**G**

**Gallagher’s Steak House**, 91, 94, 162
Garbage. See Waste
Gardens, 285, 287
Gehry, Frank, 250
General contractors (GCs), 35, 36
Generation X, 2, 4, 276
Generation Y, 2, 64, 273, 276, 277
Generational differences, 2, 4, 276, 277

**Ghost (Chicago, Illinois)**, 89
Gift shops, 94, 95
Gilmore, James H., 277
Glassware, 28, 37, 100, 102, 103, 116, 117, 166
Global development, 288
Graphic design and designers, 37, 88, 236, 240, 255, 262, 269
Green design, 32, 35–37, 47, 56, 89, 124–126, 166
future trends, 237, 277, 285–288, 290
professional perspectives on, 237, 252, 256, 270, 273
Green Restaurant Association, 32, 35, 285
Green roofs, 285, 287
Greenhouse seating areas, 46, 120
Griddle station, 151, 152, 160
Growth rate of restaurants, 279, 280

H

Hall, Edward T., 64, 65
Handicapped accessibility. See Americans with Disabilities Act (ADA)
Hard Rock Cafe, 9, 48, 49, 51, 94, 95, 277
Hazard Analysis Critical Control Point (HACCP), 133, 134, 138, 139, 278
Health issues, 81, 82. See also Safety; Sanitation
Heating, ventilating, and air conditioning (HVAC), 31, 35, 36, 46, 56, 127, 128
bars, 103, 128
entry areas, 92, 97
importance of, 272
kitchens, 147, 150
restrooms, 129, 140
and safety, 27, 28
storage areas, 135
and tableside service, 18
temperature control, 54, 73, 74, 92, 97, 147
ventilation, 18, 27, 28, 129, 135, 140, 147, 150, 167
Hi-Life East (New York, New York), 186–188
Hilltop Steakhouse (Saugus, Massachusetts), 9, 87, 88
Hilton Maldives Resort & Spa, 289
Holding areas/stations, 19, 26, 154
Holding/warming cabinets, 26, 154, 160
Holloware, 117
Holloway Commons (University of New Hampshire), 189–192
Holloway Hall (University of New Hampshire), 148
Home meal replacement (HMR), 19–21, 73, 151, 163, 283
Hospitals, 16, 18, 21, 60. See also Cafeterias
Hot food section, 144, 147–155
Hotels, 2, 4, 5, 9, 17–19, 21, 97, 98. See also Banquet facilities
Howard Johnson’s, 9, 48
HVAC. See Heating, ventilating, and air conditioning (HVAC)

I

Ice, 28, 39, 105
Identification systems, 57, 60
Ideograms, 87–89
Immediate receptors, 64, 71–75
Immigration laws, 36
Insects, 92, 134
Interior designers, 1, 8, 31, 33, 34, 233, 240
Internet, 4, 21, 23, 32, 33, 288. See also Technology
Internet Generation, 2

K

Keller, Thomas, 280
Kettles, 60, 147, 154, 160, 161. See also Steam and braising pan station
Kinesthetic space, 74, 75
Kitchens
areas of, 144–147
bakery station, 157–160
banquets, 61, 160
barriers, 76
bubble diagrams, 140–142, 144, 145
cafeterias, 21, 60
cold food stations, 144, 155–157
cross-station equipment, 155
design considerations, 43, 140, 259
display kitchens. See Display kitchens equipment, 142–150. See also Equipment
essential elements of, 140–142, 147
flooring, 147
full-service restaurants, 56
geographic location, impact of on design, 6, 7
holding stations, 154
hot food section, 144, 147–155
lighting, 147
noise levels, 69, 167, 168
quick service, 47
receiving area, 133–135
sections of, 142–144
specialty equipment, 149, 150
stage-set kitchens, 259
storage, 135–139
support areas, 133–139
Kitchens (Continued)
tactile sensations, 73
temperature, 74, 147
ventilation, 147
water supply, 147
work environment, 283
workstations, 137, 140, 142–144, 147
Kooser, Ron, 257–259

L

La Belle Vie (Minneapolis, Minnesota), 268
La Côte Basque (New York, New York), 18
La Mar Cebicheria Peruana (San Francisco, California), 251
Labor shortages, 279
Landham Act, 86
Landscaping, 60, 75, 89, 90
Las Vegas effect on design, 239, 241, 265
Leadership in Energy and Environmental Design (LEED), 32, 37, 125, 237, 252, 278, 280, 285, 286
Lee, Sarah Tomerlin, 127
Lettus: Café Organic, 252
Lighting
and Baby Boomers, 281
back of the house, 134, 135, 140, 147, 167
bars, 103–105, 118
cleaning crews, 123
and color, 79, 117, 123, 124
controlling, 120, 121
customer perceptions, 117, 118
customers, 78, 79, 118
designers, 32, 36, 78, 117
direct versus indirect, 78, 121, 122
distance, 119
energy issues, 119, 123, 287
tree areas, 96, 97
exterior, 119
food, 118
full-service restaurants, 50, 54
generational preferences, 2, 4, 118
importance of, 240, 245, 263
kitchens, 147
levels, 120, 121
location and orientation, 119
maintenance, 119, 120, 122
mood/dec/or/art lighting, 118
motivational, 118
natural versus artificial light, 120
offices, 140
operational concerns, 122, 123
plan, 118
quantity of light, 119
receiving area, 134
restrooms, 129, 140
safety, 119
and safety, 81
security, 119
and spatial arrangements, 75
special effects, 122
storage areas, 135
task, 118, 147, 167
theatrical or entertainment restaurants, 55
trends, 237
types of, 119
Linens, 28, 112
Location, 6, 7, 83, 84, 89, 90
Locker rooms, 43, 48, 140
Longhorn Steakhouse, 277
Longoria, Eva, 162
Lounge areas, 55, 104, 108
Lulu (San Francisco, California), 250
Lutéce (New York, New York), 18

M

Machine service, 21, 22
Maintenance, 119, 120, 122, 281
Maître d’ station, 43, 48, 93, 94
Management perspective on design, 133, 168
Management philosophy, 2, 14, 30
Managers, 8, 34, 233
Marc Burgers, 268
Market analysis, 1–8, 29, 30, 64, 105
Market segments versus service systems, design approach, 16–18
Marketing, 289
Matsuhisa, Nobuyuki, 263
Mattila, Anna S., 63

McDonald's, 9, 14, 16, 44, 73, 77, 80, 86, 87, 285

Menu
and concept development, 1, 12, 29, 30, 236, 240, 244, 248, 251, 262, 265, 268, 273
and design of preparation area, 26
designers, 37
feasibility study, 1, 2, 29, 30
in waiting area, 94, 96

Mercat a la Planxa (Chicago, Illinois), 77, 196–199, 235, 236, ci
Merchandise, 55, 94–96

Metro 9 Steak House (Framingham, Massachusetts), 109, 200–203
Meyer, Danny, 239
Microwave-combination ovens, 149, 150, 155

Midtown Global Market (Minnesota), 269
Miles, Lawrence, 38
Military foodservice, 18
Millennials, 2, 64, 273, 276, 277, 285
Mirrors, 50, 56, 66–68, 74, 130
Mise en place, 18, 24
Mission statement, 263

Moe's Southwest Grill, 19, 41
Mongolian grill/wok, 60, 152
Montoya, Detra, 64

Montrachet (New York, New York), 264
Moore’s Law, 4

Morimoto (New York, New York), 52
Munsell color system, 79, 124
Museum of Science and Industry foodservice operations, 244
Music. See Sound

Myriad Restaurant Group (New York, New York), 263–265

Newick’s Seafood (Concord, New Hampshire), 288
Nieporent, Drew, 75

Nobu 57, 265
Noise, 69, 168. See also Sound
Nursing homes, 21
Nutrition concerns, 285

Occupational Safety and Health Administration (OSHA), 69, 167, 168
Office areas, 43, 48, 60, 139, 140
Olfactory space, 50, 71

Olive Garden, 6, 48, 277, 278

Opaque (Beverly Hills Hyatt), 55
Open kitchens, 55. See also Display kitchens
Order entry, 12, 13, 28, 37, 39, 46, 54, 62, 281, 283, 284
Orrego, Jose A., 260–262

Outback, 277
Outdoor dining furniture, 108
Ovens, 34, 104, 105, 146, 149, 150, 155, 158–160, 163
Owners, 31–34, 233

Pace of service, 257, 258
Packaging, 19, 21, 73, 278, 287
Paging systems, 97, 280

Panchita (Peru), 262

Panera Bread, 47
Paper goods, storage, 136

Park Avenue (New York, New York), 204–208, ci
Parking areas, 38, 39, 41, 42, 60, 61, 75, 89

Per Se (New York, New York), 53

Perbacco (San Francisco, California), 251
Per-customer check average, 2, 13, 30
Performance statistics, 2
Perlick Corporation, 102

Philbrook cafeteria (University of New Hampshire), 93
Physical aspects of environment, impact of, 63, 74
Pine, Joseph, II, 277

Pink Pepper (Chicago, Illinois), 52
Pink Pepper (Hollywood, California), 209–211
Pizza Hut, 86

N9ne Steakhouse (Chicago, Illinois), 122, 123, 164
Nanoosh (New York, New York), 67
Napery, 28, 112
National Institute of Disability and Rehabilitation Research (NIDRR), 42
National Restaurant Association, 2, 35, 129, 279
Nieporent, Drew, 263–265
Pizza station, 60
Plate Mates storage system, 156
Plate service, 16
Platter service, 16
Platus, Libby, 162
Play areas for children, 46, 261
Point-of-sale (POS) systems
   bars, 99, 101, 103, 105
dining areas, 164
full-service restaurants, 54
quick-service, 46, 48
service stations, 164
and speed of service, 12
and style of service, 106
task lighting, 118
Potwasing, 26, 162, 166–168
Power generators, 139
Preparation subsystem, 25, 26, 56
Pre-preparation subsystems, 24, 25
Preprocessed foods, 279, 283
Primehouse (Chicago, Illinois), 44, 71
Prince Restaurant, 48
Privacy, 65, 66, 68, 75–77, 129, 247, 248
Professional organizations, 34, 35
Protein fabrication areas, 24, 27, 276
Psychographics, 4, 6
Psychology of design
   auditory space, 68–70
color, 79–81. See also Color
environment, effect of on behavior, 63, 82
feng shui, 5, 76, 77
kinesthetic space, 74, 75
lighting, 78, 79
olfactory space, 71
safety and health, 81, 82
space, perceptions of, 64
spatial arrangements, 75–77
tactile space, 71–73
thermal space, 73, 74
visual space, 65–68
Public/The Monday Room (New York, New York), 212–215, ci
Puck, Wolfgang, 162, 280
Punk’s Backyard Grill (Annapolis, Maryland), 258, ci
Purchasing, 22, 23
Purchasing local, 284–286

Q

Quick-service restaurants
1990–2009, 281
beverage area, 46
dining areas, 46
drive-throughs, 44
time, 281
entry areas, 46
extrerior, 44, 86
floors, 125
greenhouse units and lighting control, 120
kitchens, 47
offices, 48
ordering, 281
point-of-sale (POS) systems, 46, 48
reception area, 92, 93
restrooms, 47
seating, 71, 72, 109
short-order stations, 160, 162
and sound levels, 69
storage, 18, 47, 48
support areas, 47, 48
systems approach to design, 18, 19
tactile space, 73

R

Rainforest Cafe, 9, 86, 94, 95, 277
Ranges, 152–154
Reach-in refrigerators, 136–139, 155
Real estate consultants, 37
Receiving areas, 22–24, 43, 60, 133–135
Recordkeeping, 286
Recycling, 135, 166, 287, 288
Red Lobster, 6, 9
Red Marlin Restaurant Bar and Terrace (San Diego, California), 216–218
Referegeration, 23, 133, 135–139
and banquet service, 19
CFC refrigerants, 278
display kitchens, 163
fast-casual restaurants, 18, 19
freezers, 23, 105, 135, 139, 143, 151, 157
and tableside service, 18
and workstations, 142–144, 155, 157
Religious characteristics of target market, 5
Renovations, 8, 14, 48, 267, 288
Restaurant Industry Operations Report, 2
Restaurant sales, 279, 280
Restaurant types, 1, 2, 29
Restrooms
accessibility, 42
ADA-compliant, 43, 129
banquet facilities, 61
cafeterias, 60
customized, 131
design considerations, 39, 41, 43, 281
diaper-changing stations, 29
diapers, 43, 140
flooring, 140
full-service restaurants, 48, 55, 56
lighting, 129, 140
men’s, 43, 130, 131
mirrors, 56, 130
overview, 128, 129, 132
quick service, 47
sanitation, 47, 56, 129, 281, 290
tactile sensations, 73
takeout restaurants, 62
trends, 290
unisex, 43, 131
ventilation, 129, 140
women’s, 43, 61, 129, 130
Return on investment (ROI), 15
Rockwell, David, 263, 265
Roll warmers, 154
Rosenbaum, Mark S., 64
Rotisseries, 150, 163

S

S’ Baggers (Nürnberg, Germany), 219–221, 288, ci
Safety, 26–28, 73, 81, 82, 105, 119, 125, 137, 278
Salad bars, 19, 21
Salad station, 147, 155
Samuelson, Marcus, 268

Sandwich station, 152, 155, 156
Sanitation, 24–28, 81, 82, 290
advances in, 283
cleaning supplies, storage of, 26, 136
cleanliness, 123
display kitchens, 56, 81, 82
future trends, 290
hand-sanitizing stations, 57, 93
Hazard Analysis Critical Control Point (HACCP), 133,
134, 138, 139
kitchens, 147
play areas for children, 46
potwashing, 26, 162, 166–168
quick-service dining areas, 46
restrooms, 47, 56, 129, 290
uniforms, 82
warewashing, 19, 26, 27, 40, 162, 164–166, 168
Satellite systems, 22
Sauté station, 142, 152–154
Scale models, 31
Scales, 134, 135, 147, 157
Scramble systems (cafeterias), 57, 58, 93
Seating, 63, 75, 76. See also Tables
banquettes, 65, 66, 77, 106, 107, 109
bars, 103, 104
booster seats and high chairs, 29, 109
booths, 66, 106, 107, 109
cafeterias, 72, 109
customer perceptions, 106
full-service restaurants, 54
future trends, 237
layout, 109, 110
materials, 107
power seats (celebrities and executives), 39
quick-service dining areas, 46, 47, 281
safety, 81
slipcovers, 112
space considerations, 106, 107, 109, 110
special features, 108, 109
structure, 108
and table height, 108
and tactile space, 71
trends, 237
types of, 106
Security, 27, 93, 94, 105, 119, 139
Server stations. See Service stations
Serveries, 57, 58, 93, 272
Service stations, 28, 39, 43, 116, 162–164
Service style, 2, 29, 30, 106, 237
Service systems, 16–22
Servicescapes, 63
Shea, David, 266–270
Shea, Inc., 266–270
Shelving systems, 135, 137
Shopping malls, 94
Short-order stations, 147, 160, 162
Signage, 34, 37, 42, 44, 45, 48, 49, 58, 75, 87–89
Site selection, 288
Slow Food movement, 237
Smell, 50, 63, 71, 289, 290
Smith, Cass Calder, 249–252
Smoke control, 103, 127, 128, 150

**Smokey Bones**, 48

**Sound**
  acoustic ceilings, 46, 69, 127, 168
  acoustic engineers and consultants, 36
  auditory space, 68–70
  bars, 69, 105
  cafeterias, 58
  control, 290
  dining areas, 54, 68, 69
  generational preferences, 2, 4
  insulation, 168

**Sound (Continued)**
  kitchens, 69, 167, 168
  levels, 281
  music, 43, 63, 69, 104
  theatrical/entertainment restaurants, 55
  waiting area, 97

**Space, perceptions of**, 64

**Space planning**
  Americans with Disabilities Act (ADA) compliance, 42, 43, 55, 129
  banquet facilities, 60, 61
  beverage areas. See Beverage areas and service cafeterias, 56–60
  design process, 31
  design team, 31–38
  directional flow, 41
  distance, 38–41
  entry area. See Entry areas externors. See Exteriors
flow patterns, 38
full-service restaurants, 48–57
kitchens. See Kitchens
overview, 62
quick service, 44–48
restrooms. See Restrooms
and speed of service, 41
support areas. See Support areas/stations
takeout, 61, 62
traffic volume, 41
value engineering, 38–42
Spatial arrangements, 75–77
Spaulding, Tanya, 266–270
Specialty designers, 36, 37
Speed of service, 2, 12, 13, 30

**Starbucks**, 286
Stark, Philippe, 265
Steakhouses, 56, 57
Steam and braising pan station, 60, 147, 154, 160, 161
Steam tables, 56, 142, 143, 154, 156
Stir fry/Mongolian wok station, 60

**Storage**
  alcoholic beverages, 43, 44, 55, 101, 136, 283
  banquet facilities, 61
  bars, 98–100, 102
  cafeterias, 60
  coatrooms. See Coatrooms
customer storage areas, 94
design considerations, 23, 24, 43
dry goods, 136
flatware, holloware, and serving dishes, 117
takeout restaurants, 62
wine storage and display, 43, 44, 55, 283

**Style of service**, 2, 29, 30, 106, 237
Subsystems, 22–29
Suppliers, 22, 23
Support areas/stations
  banquets, 61
cafeterias, 60
customers, 28, 29
design considerations, 43
dining room, 162–167
employees, 43, 48, 60, 140
full-service restaurants, 56, 57
kitchens, 29, 133–139
office, 139, 140
quick service, 47, 48
staff, 29
Sustainable design, 32. See also Green design
Systems approach to design, 16–19, 21–22

T

Table 45 (Cleveland, Ohio), 54, 222–224, 246–248
Table service. See À la carte service
Tables, 19, 66, 76, 108, 110–112
Tableside service, 18, 71, 290
Tabletop consultants, 37
Tabletops, 72, 73, 81, 111–117
Tactile space, 71–73
Takeout service, 19, 21, 61–62, 73, 163
home meal replacement. See Home meal
replacement (HMR)
Tapas, 55, 104, 163
Target market, characteristics of, 5, 64
Task analysis, 140
Tavern on the Green (New York, New York), 120
Technology, 37, 283, 284, 288–290
Telephone ordering systems, 21
Television, impact of on restaurant industry, 4
Temperature control. See Heating, ventilating, and air
conditioning (HVAC)
10 Arts (Ritz-Carlton Hotel, Philadelphia, Pennsylvania), 170–172
Terzo (San Francisco, California), 225–227, 250, 252
Texas Roadhouse, 277, 278
TGI Fridays, 240
Theatrical restaurants, 55–56, 75, 110, 111
Theme restaurants, 54, 55, 242, 243, 248, 254, 277, 283
Thermal space, 73, 74. See also Heating, ventilating, and air
conditioning (HVAC)
Townline BBQ, 252
Trade dress protection, 86
Traffic flow, 38
Trash. See Waste
Tray service, 21, 58
TrU (Chicago, Illinois), 116
Tucci Benucch (Chicago, Illinois), 243
Turnover, 12, 13, 47, 66, 72, 94, 96, 106, 280, 281

U

Union Square Café, 239
Union workers, 36
Universities. See College and university foodservice
University of New Hampshire, 93, 148, 189–192, 287
Urban Farmer at The Nines, 235, 236
U.S. Green Building Council (USGBC), 32, 35, 278, 285
Utilities, 7, 278

V

Value engineering (VE), 38–42
Van der Rohe, Mies, 9
Ventilation. See Heating, ventilating, and air conditioning
(HVAC)
Video surveillance, 94
Video systems, 37, 43, 55, 104, 129
Visual space, 65–68
Volatile organic compounds, 126
Vongerichten, Jean-Georges, 280

W

Waiter stations. See Service stations
Waiting areas, 43, 94–97, 163
Walk-in refrigerators, 19, 23, 136–138, 155
Walls, 46, 81, 97, 118, 126, 140, 168
Warewashing areas, 19, 26, 40, 59, 69, 140–142, 145, 162, 164–166, 168
Warren Ashworth, Architect PLLC, 238–241
Waste, 28, 29, 134, 135, 147, 166, 278, 286, 287
Water, 147, 287
Webb, James, 271–273
Webb Foodservice Design Consultants, Inc., 271–273
Weber Grill Restaurant (Chicago, Illinois), 85
Weighing, 134, 135, 157
Weinstein, Michael, 86, 87
Weisbach, Lev, 249–252
Wi-Fi. See Wireless systems
William A. Blunden and Associates Architects, 246–248
Windows and window coverings, 126
Wine storage and display, 43, 44, 55, 283
Wireless systems, 28, 37, 47
Wirtz, Jochen, 63
Workstations, 99–103, 137, 140, 142–144, 147

Y

Youngquist, Keith, 242

Z

Zampieri’s Harbor Grille (Destin, Florida), 76, 228–230, *ci
Ziegle, Christina, 282