

**To Whom It May Concern:**

I am pleased to recommend Elizabeth Blouin, whom I had the privilege of working with for more than ten years at Sarabeth's Restaurants. Liz began with us as a Bar Manager at Sarabeth's East and ultimately became General Manager of Sarabeth's Park Avenue South, a complex, high-volume restaurant generating approximately \$7 million in annual sales with a team of roughly 100 employees.

As General Manager, Liz oversaw an operation that included breakfast, lunch, brunch, dinner, happy hour, private events, and off-site catering. She was equally capable on the restaurant floor and in the office, and equally effective with guests and employees. She was a strong operator across the full scope of the business—staffing, financial management, service execution, training, facilities, compliance, events, and the countless day-to-day challenges that come with running a busy New York City restaurant.

What distinguished Liz most was her “can-do” attitude and her commitment to finding solutions. Our business experienced significant seasonal surges in both à la carte dining and private events, which created difficult staffing challenges. Liz developed and implemented a cross-training program that trained bussers and hosts to work as event servers, giving the restaurant a flexible internal staffing resource during peak periods. It was a practical and creative solution to a recurring operational problem and is representative of the way Liz approaches her work.

Liz was also deeply committed to developing people. She played a leading role in creating and implementing our Manager in Training pathway, providing frontline employees with a structured opportunity to develop into management positions. As a leader, I would describe her as firm, fair, honest, demanding, and approachable. She set high expectations while earning the respect of the people she managed.

Over the course of our time together, Liz also demonstrated considerable resilience. Through COVID, staffing challenges, changing business conditions, and ultimately the difficult circumstances surrounding the closure of her restaurant, she consistently chose professionalism. Her perseverance, dedication to the company, and commitment to representing the Sarabeth's brand well were notable.

Liz's employment ended solely because Sarabeth's Park Avenue South permanently closed and was in no way related to her performance. Given the right opportunity, I would hire Liz again without hesitation. I believe she would be an asset as a General Manager or in any leadership role requiring strong guest experience, staff management, operational discipline, and consistent execution.

After working together for more than a decade, perhaps the simplest recommendation I can give is that Liz was equal parts effective and enjoyable to work with. I recommend her with confidence.

**Sincerely,**

Stephen Van Note  
Director of Operations

To Whom It May Concern,

I am pleased to write this letter in support of Elizabeth Blouin.

I had the privilege of working under Elizabeth's leadership for eight years, and during that time I gained a deep appreciation for her ability to lead a complex restaurant operation with consistency, professionalism, and accountability. As one of her direct reports, I had the opportunity to observe not only her leadership style but also the operational discipline that allowed the business to perform successfully year after year.

Elizabeth's greatest strength is her ability to create structure. She establishes clear expectations, develops efficient systems, and ensures that operational standards are consistently maintained across every aspect of the business. Her approach creates an environment where accountability, organization, and teamwork become part of the culture rather than simply expectations.

One of the qualities I have always admired is her commitment to developing people. Elizabeth believes in teaching, coaching, and creating opportunities for her team to grow professionally. Throughout my time working with her, I learned invaluable lessons about restaurant operations, leadership, guest service, financial responsibility, and the importance of maintaining high standards. Those experiences have had a lasting impact on my professional development.

Elizabeth leads with composure and sound judgment, particularly in fast-paced, high-pressure environments where thoughtful decision-making is essential. She is able to balance the needs of the business, the guest experience, and the well-being of her team while maintaining a strong focus on operational excellence. Her leadership inspires confidence because it is consistent, fair, and guided by integrity.

What distinguishes Elizabeth as a leader is her ability to combine strategic thinking with hands-on execution. She understands that sustainable success is built through strong operational foundations, disciplined execution, and investing in people. She consistently leads by example, earning the respect of those around her through her work ethic, professionalism, and unwavering commitment to excellence.

I have every confidence in Elizabeth's ability to lead any hospitality organization. Having worked under Elizabeth's leadership for eight years, I can confidently speak to the consistency of her leadership and the lasting positive impact she has had on both her teams and the business. She brings the experience, operational expertise, and leadership qualities that are essential for building high-performing teams and delivering exceptional business results. I recommend her without reservation and am confident she will be an invaluable asset to any organization fortunate enough to have her on its leadership team.

Sincerely,

**Luis Ibarra**

Former Service Director

Sarabeth's PAS

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