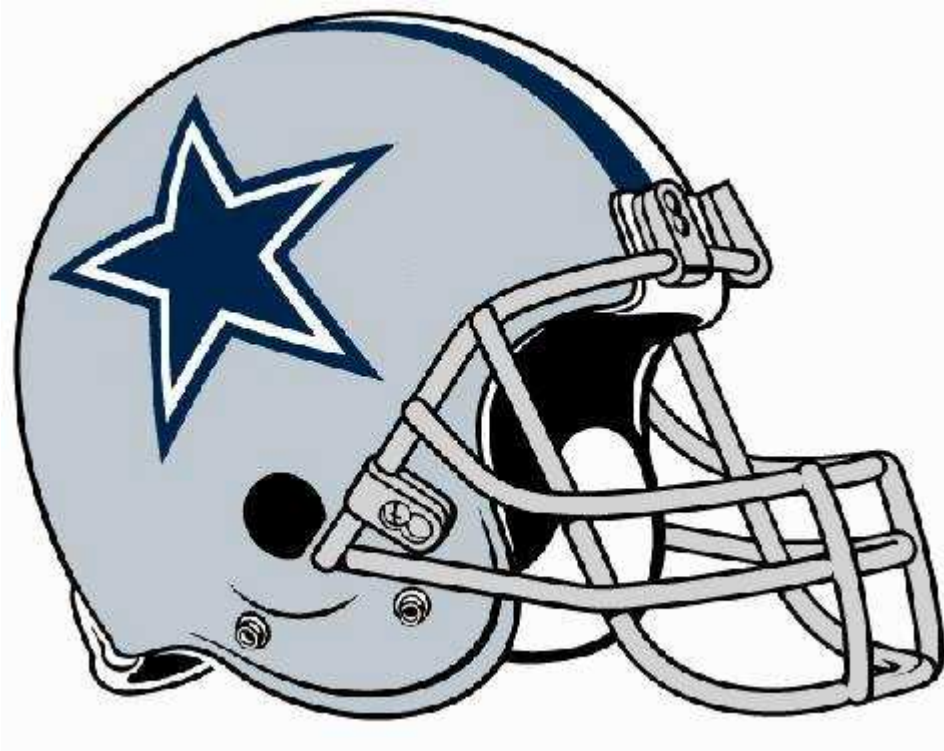


Legends Hospitality Management

Cowboys Stadium

Non-Profit Organization Training Manual
2009



Legends Food and Beverage
LEGENDS HOSPITALITY MANAGEMENT

Our job in the hospitality business is to meet our customers' needs and provide the type of service "where every experience is Legendary". Customer satisfaction is our number one priority. We show that by providing each and every customer with timely, attentive and courteous service while delivering a consistently superior product in a clean environment.

DEPARTMENTAL INFORMATION

As with any successful organization, there is a chain of command in place within our department. Your comments and suggestions are very important to us! If at any time you have a suggestion, please share it with us. If at any time you have a question, please ask us.

Amy Phillips
Vice President Food and Beverage

George Wasai
Director of Concessions

Rich Post
Assistant Director of Concessions

Carter Helwig
Beverage Director

Roderick "Mitch" Mitchell
Equipment Technician

Tina Griffith
Vending Manager

Jose Zamora Jr.
Concourse Manager

Pearl Romero
NPO Coordinator
817-892-4507

Joe Mastellone
Plaza Manager

Johnna Flenoid
Concessions Manager

INTRODUCTION

We are to be courteous to each and every client and customer every time. The warmth of our welcome, the sincerity of our smile and the kindness of our words and tone used will make all the difference in establishing our employee and customer relationships. Please treat everyone with whom you have contact be they customers, colleagues and managers the way you like to be treated yourself: with respect and dignity. As a reminder, our colleagues at Legends are often our best customers.



COMMITMENT

Legends requires a serious commitment from all non-profit organizations interested in raising funds at Cowboys Stadium. For contracted groups, this commitment includes every Dallas Cowboys home football game (pre-season games, Monday night games, Thanksgiving Day game, and any post-season games), any special events and a rotating schedule for high school football. For stand-by groups this commitment includes being able to work on an as-needed basis. For every event worked, each group must also commit to providing the appropriate number of people deemed as necessary by the Stadium to operate your stand efficiently. If you bring less than the required number of people, and Legends employees have to assist you in operating your stand, you will be paid half of your commission.

In the event that your commitment to Legends cannot be kept for the duration of the season, the relationship between your group and Legends is subject to termination.



TIMELINESS / ATTENDANCE

Your entire group **MUST** arrive at the Stadium at the scheduled check-in time. Our standard check in time is 5 hours prior to the start of the event. However, this time may increase or decrease depending on the event. This allows you to be fully prepared to serve our guests when the gates open, increasing the revenue in your stand; therefore increasing the amount of your commission.

We expect your group to attend all events which you have been scheduled for. A “no-show” for an event is unacceptable and your group will lose the opportunity to work that stand for the next event. Legends reserves the right to terminate the relationship with your group based on your attendance record.



VOLUNTEER AGE RESTRICTIONS

All members of your group working at the Stadium must be at least sixteen (16) years of age. Due to the nature of our business, we cannot allow any volunteers under the age of sixteen (16) into the Stadium on event day.

We will not, under any circumstances, check-in volunteers who are under the age of sixteen.

THERE ARE NO EXCEPTIONS TO THIS POLICY!



DRESS CODE / APPEARANCE

Your appearance is an important part of customer service as it is the first impression our guests see. Your appearance should always be neat and clean. Your group must wear uniform provided by Legends along with black pants and comfortable shoes. We would prefer that you wear non skid shoes for your safety in the stands. You can find non skid shoes at Payless or you can go to www.shoesforcrews.com. Tank tops are not permitted at any time. Caps, in good condition with a Cowboys logo only can be worn. Any members of your group who are not wearing a cap will be **REQUIRED** to wear a hair net provided by the Stadium. All members of the group will also be **REQUIRED** to wear aprons provided by the Stadium.

Good personal hygiene is a requirement. Cleanliness is an essential part of providing high quality food and service to our customers. Hair is to be neat and clean. If hair is colored, it is to be of a natural color. Beards and mustaches are to be neatly trimmed. Fingernails are to be well groomed with nails no longer than ½ inch from the tip of the finger. Cosmetics are to be applied lightly and be appropriate for a business environment. Jewelry is limited to one (1) earring per ear and the earrings can be no larger than the size of a quarter, and employees may wear one (1) ring on each hand or a wedding set. Facial jewelry (e.g. nose, lip, eyebrow, etc. piercing) is not acceptable and must be taken out or covered up. Visible tattoos must also be covered up, including ones on the face and neck.

If your hygiene, grooming and dress do not meet businesslike standards or pose a sanitation or a safety threat, your manager will discuss the issue directly with you. You are expected to correct the issue immediately.

Legends shall comply with all obligations under the law concerning exceptions to the above based upon religious practices and disabilities.



PERSONAL BELONGINGS / SUPPLIES

When working at a client's stadium, building or premises, bringing personal items such as backpacks, purses, and other bags or packages is strongly discouraged. Personal items are not permitted in the work areas. Legends is not responsible for lost, stolen, or damaged personal items, nor are they responsible for securing personal items.




THEFT

We will prosecute any and all members of your organization who are stealing or leaving Legends with property that does not belong to them. This policy includes eating food or

drinks that have not been paid for, taking equipment and small wares for personal use, taking lost or discarded items, or taking money from any concession stand. **Eating food in the stand from carry trays or foil is against our policy and is considered a health code violation in addition to theft. Be aware that consumption of any unpaid food will be deducted from your commission at full retail value.**

THERE ARE NO EXCEPTIONS TO THIS POLICY!

 TIPS / GRATUITIES

As you strive to provide outstanding customer service, you may occasionally be offered a tip by a guest of the Stadium. At no time are employees permitted to place “tip cups” on or around their work area. Tip cups are considered solicitation and will result in disciplinary action up to and including termination of our contract with Legends. Legends reserves the right to remove any tip cups in sight of the guests.

 COMMISSIONS / CHECKS

Non-profit organizations that operate food stands will receive a 8% commission of the **net** sales; groups that operate beer stands will receive a 6% commission of the **net** sales; groups that operate stands not serving alcohol will receive a 15% commission of the **net** sales. Net sales are calculated by deducting the amount of tax from the gross sales. **Shortages of money that occur in your stand will be deducted from current or future commissions.** All overages of money are kept by the Stadium.

We strive to pay your group as quickly as possible after you work an event. Unfortunately, we cannot issue checks to your organization to be received at a specific time or by a specific due date. Commission checks will be mailed to your organization approximately 30-45 days after the day of the event. **Groups that have excessive shortages or inaccuracies may be required to meet with the Director of Concessions prior to payment.**

Excessive shortages or overages may be cause for Legends to terminate your contract.

 CUSTOMER SERVICE

As a member of the Legends team, you will become familiar with and practice The Seven Pillars of Legends which enables us as a Company to provide legendary service to all of our guests.

The Seven Pillars of Legends are:

Look the Part
Everyone Works Together as a Team
Guest Service is the #1 Priority
Educated Employees
No Limit on Excellence
Do Your Part
Safety is Essential

Why is it important to provide customer service?

- 1) Our customers are the most important aspect of our business.
- 2) Outstanding service will generate increased sales.
- 3) Increased sales mean increased commissions for your group.

What is our customer service goal?

- 1) Our goal is to meet or exceed the expectations of our guests



COWBOY FIVE POINTS

- 1) **Integrity**
 - Have a strong moral code based on honesty and trustworthiness
- 2) **Respect**
 - Placing a high value on others and treating them with dignity and appreciation
 - Ask yourself "If I were a guest. Would I be satisfied?"
- 3) **Teamwork**
 - Working Cooperatively with others so that we can succeed together.
- 4) **Commitment**
 - Honoring your work assignments and actively contributing through individual efforts.
- 5) **Excellence**
 - Always trying to succeed expectations and improve our organization

EVENT DAY

This section of the manual has been designed to provide all members of your group with a step by step account of day of the event procedures and to help you become more organized and efficient on event days.



VOLUNTEER SHIFTS

Due to the nature of the concessions business, members of your group may work long hours. **Legends does not allow rotated shifts for Dallas Cowboys football games.** However, Legends may allow your group to rotate shifts of workers for some non Dallas Cowboys events as long as your stand is fully operational and the required amount of volunteers are present at all times. Legends does reserve the right to determine at which events shifts may be allowed. All members of the group must be checked-in by the designated arrival or shift cut-off time as set by the Stadium. The Stadium **WILL NOT** check-in volunteers or issue credentials after that time.



VOLUNTEER PARKING

On event day, you are only permitted to park in the designated employee parking lots that will be determined at a later date. A shuttle bus is provided for your transportation between the parking lot and the Stadium both before and after the event. It is important that you allow enough time to park so that you arrive at the Stadium on time; we suggest at least 1 hour prior to your scheduled time. Carpooling is encouraged.



CHECK-IN / CREDENTIALS

All members of your group should be signed in and ready to work five (5) hours prior to kickoff or the start of the event in order for us to be fully prepared to serve our guests when the gates open. As your group is checking-in, the Legends stand captain assigned to your stand will be notified that you are here and will meet your group at your stand to unlock the door for you.

One stand representative(s) will check-in at the window and be held responsible for all other members. Each group must have a greeter to meet at a predetermined area to distribute credentials to members that may be running late. ALL stand workers must be on time due to increased security measures in the Stadium. Additional credentials will not be issued. It is the responsibility of the stand representative to insure all members are following all policies and procedures including age requirements. Credentials **WILL NOT** be issued after one hour prior to kick-off.

Selling or giving away a credential will result in immediate termination AND ARREST BY THE CITY OF ARLINGTON POLICE DEPARTMENT. ENTRANCE USING SOMEONE ELSE'S GAME CREDENTIALS IS CONSIDERED THEFT AND WILL NOT BE TOLERATED.



VOLUNTEER STATEMENTS

All members of your group **MUST** sign a volunteer statement for all events that you work. The statement says that you are volunteering your services releasing Legends of any liability and do not expect to receive any workers compensation benefits from Legends Corporation or the Dallas Cowboys Football Club for those services. Stand setup or cooking cannot begin until the statement is signed. There will be a laminated copy of the volunteer statement in every stand for each volunteer to review before he or she signs the waiver.

THERE ARE NO EXCEPTIONS TO THIS POLICY!



T.A.B.C.

All Cashiers **MUST** be TABC certified to serve alcohol at Cowboys Stadium and TABC regulations must be followed at all times. All alcohol servers are required to have their TABC card, or other proof of TABC certification, in their possession while working at the Stadium.

You are liable for any TABC violations that may occur while you are working. This includes serving alcohol to a minor and/or serving alcohol to an intoxicated person. All alcohol servers are required to ask for valid ID from any person or persons that looks to be 35 years of age or younger. All TABC violations are serious offenses that can result in a fine and/or jail time. The TABC and/or Cowboys Stadium reserves the right to remove any alcohol server, at any time, from any stands that is or may be in violation of these regulations. All alcohol servers need to be aware that there will be management monitoring every location that alcohol is served.

THERE ARE NO EXCEPTIONS TO THESE POLICIES!



STAND POSITIONS

The following is a description of all positions you will need to fill while operating a concessions stand.

Stand Representative:

Stand Representatives are responsible for ensuring all volunteers arrive on time; confirming beginning and ending inventories; assigning specific duties to other workers in the stand; preparing appropriate levels of product; minimizing product waste; and collecting all monies generated by the stand. We recommend at least two (2) people for this position. These volunteers will be required to become ServSafe certified.

MUST BE 25 YRS OF AGE OR OLDER.

Cashier:

Cashiers are responsible for providing excellent customer service; filling the customer's order quickly and accurately; and collecting the proper amount of cash for the items purchased. The number of cashiers required to operate your stand efficiently will be between four (4) and eight (8) and is based on the size of your stand.

MUST BE 18 YRS OF AGE OR OLDER.

Food Prep Attendant:

Food Prep Attendants are responsible for preparing appropriate amounts of food prior to and during the event; stocking and cleaning condiment counters; and maintaining the cleanliness of the food preparation area. We require four (4) to six (6) people for this position. Please follow the 5 easy steps to open and close as posted in each location.

Stand Attendant:

Stand Attendants are responsible for assisting in food preparation; supplying cashiers with food items; and cleaning of the food preparation area. We require four (4) to six (6) people for this position.

Condiment Attendant: Condiment Attendants are responsible for stocking condiment stands while maintaining cleanliness and replenishment throughout the event. We require one (1) person for this position.

Beverage Attendant:

Beverage Attendants are responsible for filling beverage orders for the cashiers; maintaining ice levels in all ice bins; stocking cups in beverage stations; and maintaining the cleanliness of the beverage stations. You will need four (4) to eight (8) beverage attendants, depending on the number of cashiers in your stand.

Stand “Floater”:

Stand Floaters are responsible for maintaining condiment/supply stations throughout the event and running products to your stand from the warehouse as needed. You will need to assign at least one (1) person for this position.



BASEMENT / WAREHOUSE / EVENT CENTER

The warehouse is the facility within the Stadium where all products are stored before being distributed to the stands. The majority of product transfers will be completed by runners; we do not encourage your group to pick up transfers from the warehouse if possible.

The Event Center is the facility within the Stadium where all monies from your stand are collected and counted. Before the event, the bank needed to operate your stand is picked up here. During the event, any change you may need for your stand is made at the Event Center and all pickups collected during the event are kept here. After the event, the final deposits will be turned in here.

NPO SUPERVISORS ARE RESPONSIBLE FOR THEIR GROUPS ACTIONS. ANYONE CAUGHT GOING ONTO THE FIELD AT ANYTIME WILL BE ESCORTED OUT BY A MEMBER OF SECURITY, RESULTING IN IMMEDIATE TERMINATION OF THE GROUPS CONTRACT.



INVENTORY / STAND SHEETS

Accurate inventory of your stand is of the greatest importance on event day! It not only determines your stand’s sales for the event but also the amount of commission your group will be paid. Inventory for an event is recorded by your stand captain (a Legends employee) on a stand sheet. The stand sheet includes beginning inventory, product transfers, spoilage (discussed in a separate section) and ending inventory. Before stand setup or any cooking can begin, both the stand representative and the stand supervisor will count and verify the beginning inventory in the stand. Once the count has been agreed upon and recorded on the stand sheet, both parties **MUST** sign the stand sheet in the appropriate box. It is **EXTREMELY** important to record an accurate beginning

inventory as the count will be deemed final once cooking has begun and cannot be adjusted if there are any discrepancies at the end of the event.

If inventory begins to run low during the event, your stand captain will notify the warehouse that your stand needs a product transfer. The warehouse will send a runner with the product(s) and a transfer form to your stand. Once the product is delivered, the transfer form **MUST** be signed by the stand representative. The runner will keep the white copy of the form and you are responsible for giving the yellow copy to your stand captain so the product(s) can be added into inventory on your stand sheet. Once your stand is closed, ending inventory needs to be counted. It is best to gather all products together before beginning to count the inventory. Once the count is complete, both the stand representative and the stand captain **MUST** sign the stand sheet in the appropriate box. If you leave the Stadium before finishing inventory, your group will be held accountable for any discrepancies.

The stand sheet will reflect both beginning and ending inventories, any product transfers, spoilage and total cash collected for the event. From these numbers your stand supervisor will calculate your stands sales and over/short amount. Any shortages your stand incurs will be deducted from your group's commission and any overages will be kept by the Stadium.

THERE ARE NO EXCEPTIONS TO THESE POLICIES!



CASH HANDLING

Accurate cash handling is of the **GREATEST** importance on event day! It not only determines your stand's over/short amount but also affects the amount of commission your group will be paid.

Your Stand Captain will bring your bank to your stand for you to count and verify. This can only be done after beginning inventory has been confirmed and your group has begun to setup your stand.

During the event, cashiers are responsible for collecting the proper amount of money for the items purchased. It is in your group's best interest to select cashiers who are honest, responsible adults.

Pick-ups will take place at important intervals throughout the event. For Cowboys football games, the first pickup will occur after the first quarter has begun and the second pickup will occur after the third quarter has begun. For all other events, scheduled pickups will be determined by George Wasai. Your Stand Captain will inform you of exactly when all

pickups will happen and you will be given time to prepare your deposit. The pickups will be collected from your stand by an employee from the Event Center, who will be accompanied by an Arlington Police Department officer. Even if it is only a small amount, you **MUST** prepare a deposit for every pickup. Please make sure your Stand Captain receives a yellow copy of the deposit slips and you keep the pink copy for any future references.

At the end of the event, the Stand Captain **MUST IMMEDIATELY** take all monies in a locked deposit bag to the Event Center for the final deposit. They will be given copies of all pickups collected for your stand. You **MUST** remain in your stand so that your Stand Captain and Quad Manager can complete the stand sheet and calculate your group's total cash collected and over/short amount. Again, any shortages your stand incurs will be deducted from your group's commission and any overages will be applied to final sales.



STAND SETUP / COOKING

All products that you need to prepare your stand's menu will be stocked in your stand. Stand setup and cooking should begin only after the beginning inventory is complete and accurate.

Stand setup involves displaying items for sale that you do not have to cook and readying your stand to serve our guests. Items that may be displayed, depending on stand type include popcorn, peanuts, chips, candy, soft drink cups and bottled water. Readyng your stand involves filling ice bins, placing condiments and napkin dispensers in condiment stations and setting up the cash drawers.

We want to cook enough food so that we can serve our guests efficiently without spoiling too much product. To begin, you should only cook the par level amount of food as set by the Stadium. Your Stand Captain and NPO Supervisor will know the exact par levels for your particular stand. During the event, your stand captain will monitor the amount of product being cooked by your group to make sure you do not prepare too much. Cooking should usually stop after halftime of a Cowboys game or roughly two hours before the end of the event. The amount your stand should cook is subject to change depending on the event, so your group **MUST** follow the directions of your stand captain as it relates to cooking amounts or times.



FIVE EASY STEPS TO OPEN

- 1) Beginning inventory count on yellow stand sheet
 - Verify count with stand captain
 - Discuss any discrepancies.
- 2) Wipe down and sweep **"ENTIRE"** area.
- 3) Turn on all equipment.
 - Check outlets and plugs
 - Place water in base of warmers.

- Insure that all equipment works properly. (if a piece of equipment is not functioning properly, please take note of what it is and notify your Stand Captain immediately)
- 4) Wash hands. Put on aprons, hats and then gloves.
 - 5) Begin preparing food.
 - Supervisor to prepare bank.



FIVE EASY STEPS TO CLOSE

- 1) Turn off all equipment.
 - Supervisor to make final drop.
- 2) Ending inventory count on yellow stand sheet.
 - Verify count with stand captain.
 - Discuss any discrepancies.
 - Transfer final count to white stand sheet and sign.
- 3) Clean “**ENTIRE**” area.
 - Wash and dry dishes
 - Dispose of spoilage and bring all trash to fence area.
 - Wipe down and sweep entire area.
 - Cover required equipment.
- 4) Place all remaining inventory in proper storage location.
- 5) Turn off lights and lock door.
 - Stand should appear as it was when you arrived.



FOOD HANDLING

To retain the quality that our fans have come to expect from Legends, we must make sure we handle all food and beverage products in a proper manner. For proper sanitation of all products, it is imperative that you wash your hands with soap and water as frequently as possible throughout the event. We will provide gloves to be used; however, you must remember to change gloves between each duty that you use them for. You must not use bare hands to pick up products; we will provide utensils.

You should always thaw meat products using refrigeration. Hamburgers and chicken sandwiches should always be cooked from a frozen state and never placed in water or on the counter to thaw. All meat should be prepared well-done. To store opened cases of product, the meat should be placed in a Ziploc bag with the quantity and date written on the outside of the bag.



SPOILAGE (UNUSABLE PRODUCT)

Spoilage is a part of your inventory and consists of items that cannot be sold or served. Because spoiled (unusable) products are in your inventory, all items **MUST** be counted. **ALL** spoiled product **MUST** be placed in the unusable product box to be counted by the stand captain at the end of the event.

The acceptable par levels for each item are as follows:

Hot Dogs	up to 40	Peanuts	ZERO
Jalapeno Sausage	up to 10	Chips	ZERO
Hamburgers	up to 20	Candy	ZERO
Papa John's Pizza	up to 10	Bottled Water	ZERO
Chicken Breast Sandwich	up to 10	32 oz. Cup	ZERO
Pretzels	up to 15	Bottled Beer	ZERO
Ultimate Nachos	up to 10	Frozen Drinks	ZERO
Popcorn Tub	up to 10	French Fry Cup	ZERO

Any spoilage above par allowance must be justified and verified by your Stand Captain on final white stand sheet in order to avoid charges. Any non-justified spoilage above par allowance will be charged to group at full retail value and deducted from that game day's commission.

The best way to control spoilage in your stand is to follow the guidelines set by the Stadium and the advice of your stand captain on how much food to cook and when to continue or stop cooking.



DISPOSABLE WARE / EQUIPMENT

All disposable ware that you need to prepare your stand's menu will be stocked in your stand. Disposable ware is the container used to serve an item or the supplies necessary to serve an item. Cups, nacho boats, popcorn tubs, carry-out trays and spoons all fall into this category. Disposable ware is not reusable! Any service items that are broken or cannot be used must be placed in the unusable product box. All unusable disposable ware and spoilage will be accounted for at the end of the night. Any unaccounted for spoilage or disposableware will be deducted from your groups' commission.

Your stand will also be supplied with all the equipment and small wares necessary to operate your stand efficiently. All equipment and small wares are the property of Legends and may not be removed for any reason. Depending on your stand's particular menu, the equipment in your stand will include grills, ovens, warmers, pretzel and popcorn displays, coffee and hot chocolate machines and vending tubs. It is important that you report any malfunctioning equipment **IMMEDIATELY** to your stand supervisor in order to keep your stand operating efficiently. Small wares include but are not limited to: pans, ladles, tongs, whisks, scoops and spatulas.



CLEANLINESS / CLEANUP

We strive to ensure that all concessions stands are clean not only before and after each event, but also during the event. It is your group's responsibility to maintain your stand's cleanliness throughout the event and clean the stand according to the cleanup checklist at the end of the event.

All supplies that your group needs to cleanup at the end of the event will be stocked in your stand. Legends requirements for a clean stand are:

1. Organize all products on shelves.
2. Wipe counters, tables and condiment stations thoroughly.
3. Clean all equipment so that it is ready for next use.
4. Wash all small wares and place on shelves.
5. Place trash outside by the fence.
6. Place popcorn and bread racks outside the stand
7. Sweep and mop all floors.

Your stand supervisor will help you make sure that you have cleaned your stand according to our standards. See the last page for a cleanup checklist.

Legends will charge a cleaning fee of **\$100.00**, deducted from your commission, if your stand is left dirty after any event. Your groups contract will be terminated if you are charged a cleaning fee more than two times during the season.

THERE ARE NO EXCEPTIONS TO THIS POLICY AND IT WILL BE STRICTLY ENFORCED!