

Operating Plan

Nueve Reinas is a company that provides popular Argentinian food. Nueve Reinas' staff is already in place and living locally in Mammoth Lakes with the necessary legal paperwork to start work immediately. Food preparation processes have been well thought out and planned for smooth operation by opening day. Operations will be conducted from a food truck with all the necessary appliances (oven, fryer, blender, fridge, freezer, toaster and coffee maker). All operations will be performed in compliance with all applicable sanitation requirements.

The winter operating times will be, at a minimum, Thursday through Sunday during non-holiday periods and 7 days a week during holiday periods and special event days. Specified hours of food and beverage service are 12:00 PM to 9:30 PM on Thursday and Friday and 9:00 AM to 9:30 PM on Saturday and Sunday (non-holiday period). Holiday period operating hours are planned from 12:00 PM to 9:30 PM each day. Summer operating hours are planned for Monday to Friday and will be operating from 5 PM to 9:30 PM (excluding the 4th of July) and Saturday and Sunday from 12:00 PM to 9:30 PM. The schedule is weather permitting and always in consideration of scheduled activities by the Town and visitation at the facility.

This operation is anticipated to be executed with approximately two to three employees, all of whom will obtain the California Food Handlers' Certificate. The Nueve Reinas manager and owner shall have the obligation to complete the food allergy awareness certificate as well as the food manager certification. These courses will be paid for by the company as part of the employee training process. All the required permits shall be obtained upon or prior to approval of the project including, but not limited to, an issued tax identification number, city and county business licenses, food handler and health permits, food safety certification, mobile food facility permits, and workers' compensation insurance.

Food and Beverages To Be Sold

Nueve Reinas will provide an extensive but simple Argentinian menu with the most popular to-go food options typical of Argentinian cuisine. These include, but are not limited to: empanadas, sandwiches de miga (crustless sandwich), chipa (cheese bread), and a sweet dessert, flan con dulce de leche y/o crema (bread-pudding similar to the famous creme brulee with dulce de leche and sweet cream).

Empanadas: distinct empanada fillings, i.e. chicken, beef, tuna, vegetable, corn, ham and cheese, bacon egg and cheese, wrapped in a delicious flaky, buttery pastry wrap. These can be fried or baked depending on the customers' preference. Ordering bulk frozen, prepared empanadas to bake at home will also be an option, i.e. pre-cooked frozen empanadas to take home at a lower price. Each flavor of empanada is unique, the beef empanada filling contains

cooked beef, beef broth, onion, garlic, pork fat, hard boiled egg, green onion, spices, salt and pepper. The tuna empanada filling contains canned cooked tuna, onion, garlic, green onion, cream cheese, spices and salt. The chicken empanada filling contains: cooked chicken, chicken broth, onion, garlic, red bell pepper, green onion, pork fat, leek, spices, salt and pepper. The vegetable empanada filling contains: cooked spinach, onion, corn flour, water, mozzarella cheese, salt and spices. The corn empanada filling contains: cooked corn, onion, red bell pepper, corn flour, water, spices and salt. The ham and cheese empanada filling contains: ham and cheese. The bacon, egg and cheese empanada filling contains: cooked bacon, hard boiled egg and mozzarella cheese. The pastry wrap is made out of wheat flour, water, salt or a greasier option with pork fat or vegetable oil. We prepare our corn and vegetable empanadas with a pastry made of vegetable oil - a great option for vegans and vegetarians. These will be made from scratch and be pre-cooked, ready to either fry, bake or sell frozen at the food truck located at the ice rink. The food truck will be outfitted with a fryer, a freezer and an oven ready to deliver an excellent variety of to-go finger foods or sit down plates. Empanadas are the perfect street food - the size of the empanada is around 5 inches which makes it perfect to grab and go without leaving a mess. They are delicious, affordable, filling and a perfect satisfying to-go option.

Sandwiches de miga are also an amazing to-go option and very easy to eat. They are served cold with a variety of flavors and options. The most popular are ham and cheese, egg, and ham and pineapple, but there are infinite filling possibilities. They are made with crustless bread and typically accompanied with butter or mayonnaise. The sandwich de miga is often served cold, but is also great when toasted. We will have a toaster in place ready for those who prefer it warm and crunchy.

Another finger food option we offer is the **chipa**, a cheese and cassava flour round pastry, to be served warm or cold - an excellent snack option to accompany a coffee or tea in the afternoon.

Refreshments offered will include coffee, tea, and homemade hot chocolate of real cacao with a touch of cayenne pepper to add extra warmth on those cold winter days. Real fruit smoothies will also be provided, with a variety of milks for those with special preferences.

For those with a sweet tooth, **flan with dulce de leche o crema**, a traditional Argentinian dessert made with eggs and milk, will be offered.

Experience and Qualifications

The Nueve Reinas' company manager has worked in the food and beverage industry for over 10 years with experience in several countries including Panama, Argentina, and the United States.

She is well-versed in a variety of cooking techniques, provides excellent customer service and is experienced in the administrative aspects of the business. She is fluent in both English and Spanish which helps facilitate clear communication with Spanish-speaking kitchen staff.

Resources

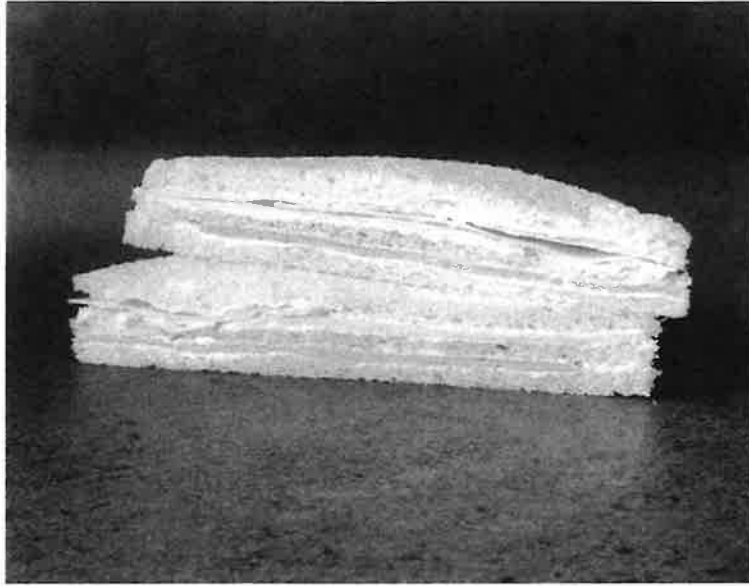
Nueve Reinas will operate out of a medium-sized food truck with a backup generator staged for use while electricity may be unavailable. The food cart will be provided with a conventional oven, a fryer, an electric toaster, a blender and a fridge and freezer.

The commission paid to the town will be 7% of the gross sales paid monthly.

Exemplary Photos
Empanadas Argentinas



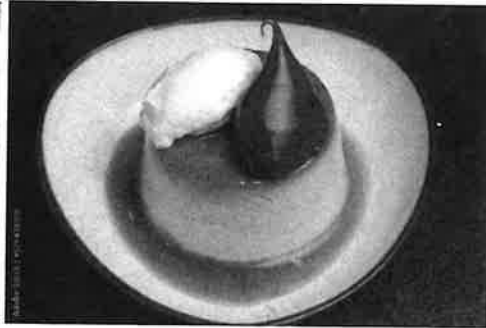
Sandwich de miga



Chipa



Flan with dulce de leche and cream



Logo



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