

ORIGINAL ALCOHOL BEVERAGE RETAIL LICENSE APPLICATION

Submit to municipal clerk.

For the license period beginning July 1 20 12 ;
ending June 30 20 13

TO THE GOVERNING BODY of the: Town of } Madison
 Village of }
 City of }

County of Dane Aldermanic Dist. No. _____ (if required by ordinance)

| Applicant's Wisconsin Seller's Permit Number: <u>456-0002958536-03</u> | |
|------------------------------------------------------------------------|---------------|
| Federal Employer Identification Number (FEIN): <u>20-4998835</u> | |
| LICENSE REQUESTED ▶ | |
| TYPE | FEE |
| <input type="checkbox"/> Class A beer | \$ |
| <input checked="" type="checkbox"/> Class B beer | \$ |
| <input type="checkbox"/> Class C wine | \$ |
| <input type="checkbox"/> Class A liquor | \$ |
| <input checked="" type="checkbox"/> Class B liquor | \$ |
| <input type="checkbox"/> Reserve Class B liquor | \$ |
| Publication fee | \$ <u>100</u> |
| TOTAL FEE | \$ |

1. The named INDIVIDUAL PARTNERSHIP LIMITED LIABILITY COMPANY
 CORPORATION/NONPROFIT ORGANIZATION

hereby makes application for the alcohol beverage license(s) checked above.

2. Name (individual/partners give last name, first, middle; corporations/limited liability companies give registered name): ▶ ERJ Dining III, LLC, 1903 Stanley Gault Parkway, Louisville, KY 40223

An "Auxiliary Questionnaire," Form AT-103, must be completed and attached to this application by each individual applicant, by each member of a partnership, and by each officer, director and agent of a corporation or nonprofit organization, and by each member/manager and agent of a limited liability company. List the name, title, and place of residence of each person.

| | Title | Name | Home Address | Post Office & Zip Code |
|-----------------------|-------|------------------------------------|--------------------------------|-----------------------------|
| President/Member | | <u>Ulysses Lee Bridgeman, Jr.,</u> | <u>1604 Cherokee Road,</u> | <u>Louisville, KY 40205</u> |
| Vice President/Member | | <u>Paul Scott Thompson,</u> | <u>6812 W. Greyhawk Court,</u> | <u>Franklin, WI 53132</u> |
| Secretary/Member | | <u>Troy David Hanke,</u> | <u>9717 Moorfield Circle,</u> | <u>Louisville, KY 40241</u> |
| Treasurer/Member | | <u>Michael Francis Bova,</u> | <u>412 San Mateo Drive,</u> | <u>Allen, TX 75013</u> |
| Agent | | <u>Paul Scott Thompson,</u> | <u>6812 W. Greyhawk Court,</u> | <u>Franklin, WI 53132</u> |
| Directors/Managers | | | | |

3. Trade Name ▶ Chili's Grill & Bar Business Phone Number 608-242-9300
4. Address of Premises ▶ 4344 East Towne Boulevard Post Office & Zip Code ▶ Madison 53704

5. Is individual, partners or agent of corporation/limited liability company subject to completion of the responsible beverage server training course for this license period? Yes No
6. Is the applicant an employe or agent of, or acting on behalf of anyone except the named applicant? Yes No
7. Does any other alcohol beverage retail licensee or wholesale permittee have any interest in or control of this business? Yes No
8. (a) Corporate/limited liability company applicants only: Insert state Kentucky and date 06/30/06 of registration.
(b) Is applicant corporation/limited liability company a subsidiary of any other corporation or limited liability company? Yes No
(c) Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin? Yes No
(NOTE: All applicants explain fully on reverse side of this form every YES answer in sections 5, 6, 7 and 8 above.)

9. Premises description: Describe building or buildings where alcohol beverages are to be sold and stored. The applicant must include all rooms including living quarters, if used, for the sales, service, and/or storage of alcohol beverages and records. (Alcohol beverages may be sold and stored only on the premises described.) single story brick veneer

10. Legal description (omit if street address is given above): _____
11. (a) Was this premises licensed for the sale of liquor or beer during the past license year? Yes No
(b) If yes, under what name was license issued? _____
12. Does the applicant understand they must file a Special Occupational Tax return (TTB form 5630.5) before beginning business? [phone 1-800-937-8864] Yes No
13. Does the applicant understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in Section 2, above? [phone (608) 266-2776]. Yes No
14. Does the applicant understand that they must purchase alcohol beverages only from Wisconsin wholesalers, breweries and brewpubs? Yes No

READ CAREFULLY BEFORE SIGNING: Under penalty provided by law, the applicant states that each of the above questions has been truthfully answered to the best of the knowledge of the signers. Signers agree to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another. (Individual applicants and each member of a partnership applicant must sign; corporate officer(s), members/managers of Limited Liability Companies must sign.) Any lack of access to any portion of a licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

SUBSCRIBED AND SWORN TO BEFORE ME

this 17 day of May
Brenda L. Hites (Clerk/Notary Public)
Troy Hanke (Officer of Corporation/Member/Manager of Limited Liability Company/Partner/Individual)
My commission expires 10/25/2012
Troy Hanke (Officer of Corporation/Member/Manager of Limited Liability Company/Partner)
Troy Hanke (Additional Partner(s)/Member/Manager of Limited Liability Company if Any)

TO BE COMPLETED BY CLERK

| | | | |
|----------------------------------------------|--------------------------------|---------------------------------|-----------------------------------|
| Date received and filed with municipal clerk | Date reported to council/board | Date provisional license issued | Signature of Clerk / Deputy Clerk |
| Date license granted | Date license issued | License number issued | |

LICL1B.2012.00266

A-17
P-631

26519

City of Madison Supplemental Class B License Application

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Seller's Permit Certificate (Entity must match the Articles of Incorporation) <input checked="" type="checkbox"/> Federal Employer Identification # <input checked="" type="checkbox"/> Notarized Original Application Form <input checked="" type="checkbox"/> Notarized Supplemental Form <input type="checkbox"/> Orange Sign (Clerk's Office provides at time of application) | <input checked="" type="checkbox"/> Written Description of Premise <input checked="" type="checkbox"/> Background Investigation Form(s) <input type="checkbox"/> Notarized Transfer of Ownership <input checked="" type="checkbox"/> *Articles of Incorporation <input checked="" type="checkbox"/> *Notarized Appointment of Agent * Corporation/LLC only | <input checked="" type="checkbox"/> Floor Plans <input checked="" type="checkbox"/> Lease <input checked="" type="checkbox"/> Sample Menu <input checked="" type="checkbox"/> Business Plan |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

1. Name of Applicant/Partner/Corporation/LLC ERJ Dining III, LLC

2. Address of Licensed Premise 4344 East Towne Blvd, Madison 53704

3. Telephone Number: 608-242-9300 4. Anticipated opening date: 6-1-12 (8-3-04)

5. Mailing address if not opening immediately 1903 Stanley Gault Parkway, Louisville, Ky 40223

6. Have you contacted the Alderperson, Police Department District Captain, Alcohol Policy Coordinator, and the neighborhood association representative for the area in which you intend to locate? Yes No

7. Are there any special conditions desired by the neighborhood? Yes No

Explain. _____

8. Business Description, including hours of operation: Full service restaurant/lounge/bar,
Sun-Thurs: 11am-10pm; Fri-Sat 11am-11pm.

9. Do you plan to have live entertainment? No Yes—What kind? _____

10. Detailed written description of building, including overall dimensions, seating arrangements, capacity, bar size and all areas where alcohol beverages are to be sold and stored. **The licensed premise described below shall not be expanded or changed without the approval of the Common Council.**

Approximately 5,600 s.f. 3rd story building, one large dining area w/ lounge,
office, storeroom + kitchen; storage area for alcohol off kitchen area

11. Are any living quarters directly or indirectly accessible and under control of the applicant? Yes No
 Please note that alcohol may be sold and stored only on the licensed premise, not in living quarters.

12. Describe existing parking and how parking lot is to be monitored. parking 360° around store, 2
rows each. monitored by shopping center

13. Describe your management experience, staffing levels, duties and employee training.
All have training and certification RAS

14. Identify the **registered agent** for your Corporation or LLC. This is your corporation's agent for service of process, notice or demand required or permitted by law to be served on the corporation.

Paul Thompson, 6812 W. Greynhawk Court, Franklin WI 53152
 Name Address

15. Utilizing your market research, who would you project your target market to be?

Family dining

16. What age range would you hope to attract to your establishment? 25-40

17. Describe how you plan to advertise/promote your business. What products will you be advertising?

National advertising

18. Are you operating under a lease or franchise agreement? Yes (attach a copy) No

19. Owner of building where establishment is located: Madison/West Towne, LLC

Address of Owner: C/O CBL & Associates Property, Inc
Suite 500, 2030 Hamilton Place Blvd. Phone Number _____
Chattanooga, TN 37421

20. Private organizations (clubs): Do your membership policies contain any requirement of "Invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin? Yes No

21. List the ^{Members} Directors of your Corporation/LLC (LLC)

Ulysses L. Bridgeman, Jr., 1604 Cherokee Road, Louisville Ky 40205
Name Address

Troy Hanks, 9717 Mansfield Circle, Louisville Ky 40241
Name Address

Paul Thompson, 16812 W. Greghawk Court, Franklin WI 53132
Name Address

Michael Boya, 412 ~~425~~ San Mateo Drive, Allen TX 75013

22. List the Stockholders of your Corporation/LLC

| Name | Address | % of Ownership |
|-------------|---------|----------------|
| <u>Same</u> | | |
| | | |
| | | |

23. What type of establishment are you? (Check all that apply) Tavern Nightclub Restaurant

Other Please Explain. _____

24. What type of food will you be serving, if any? _____

Breakfast Lunch Dinner

25. Please submit a sample menu with your application, if possible. What might eventually be included on your operational menu when you open? Appetizers Salads Soups Sandwiches Entrees

Desserts Pizza Full Dinners

26. During what hours of your operation do you plan to serve food? All open hours

27. What hours, if any, will food service not be available? _____
28. Indicate any other product/service offered. None _____
29. Will your establishment have a kitchen manager? Yes No
30. Will you have a kitchen support staff? Yes No
31. How many wait staff do you anticipate will be employed at your establishment? 50-60 total employees
During what hours do you anticipate they will be on duty? All open hours _____
32. Do you plan to have hosts or hostesses seating customers? Yes No
33. Do your plans call for a full-service bar? Yes No
If yes, how many bar stools do you anticipate having at your bar? 12 _____
How many bartenders do you anticipate you would have working at one time on a busy night? 2 _____
34. Will there be a kitchen facility separate from the bar? Yes No
35. Will there be a separate and specific area for eating only? Yes No
If yes, what will be the seating capacity for that area? _____
36. What type of cooking equipment will you have? Stove Oven Fryers Grill Microwave
37. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products? Yes No
38. What percentage of your overall payroll do you anticipate will be devoted to food operation salaries?
88% _____
39. If your business plan includes an advertising budget, what percentage of your advertising budget do you anticipate will be related to food? 60% _____
What percentage of your advertising budget do you anticipate will be drink related? 20% _____
40. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin? Yes No
41. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association? Yes No
-

42. What is your estimated capacity? 200 app.

43. Pursuant to Chapter 38.02 of the Madison General Ordinances, all restaurants and taverns serving alcohol beverages shall substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. For new establishments, the percentage will be an estimate.

| | |
|------------------------------------------------------|-------------|
| Gross Receipts from Alcoholic Beverages | 12 % |
| Gross Receipts from Food and Non-Alcoholic Beverages | 88 % |
| Gross Receipts from Other | 0 % |
| Total Gross Receipts | 100% |

44. Do you have written records to document the percentages shown? Yes No
You may be required to submit documentation verifying the percentages you've indicated.

Read carefully before signing: Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted will not be assigned to another. Any lack of access to any portion of a licensed premise during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 25 day of May, 2012
Brenda L. Hites
(Clerk/Notary Public)

My commission expires 10/28/2012

[Signature]
(Officer of Corporation/Member of LLC/Partner/Individual)

**BRENDA L. HITES, NOTARY PUBLIC
STATE AT LARGE, KENTUCKY
MY COMMISSION EXPIRES 10/28/2012**



WISCONSIN DEPARTMENT OF REVENUE
 PO BOX 8902
 MADISON, WI 53708-8902

State of Wisconsin • DEPARTMENT OF REVENUE

REGISTRATION UNIT
 2135 RIMROCK RD PO BOX 8902 MADISON, WI 53708-8902
 PHONE: 608-266-2776 TTY: 608-267-1049 FAX: 608-261-6248
 EMAIL: sales10@revenue.wi.gov WEBSITE: www.revenue.wi.gov

ERJ DINING III LLC
 1903 STANLEY GAULT PKWY
 LOUISVILLE KY 40223-4159

Letter ID: L0064283264
 Batch Index: 590514688-25

Wisconsin Department of Revenue
 Seller's Permit

LEGAL/REAL NAME: ERJ DINING III LLC
 BUSINESS NAME: CHILIS
 4344 E TOWNE BLVD
 MADISON WI 53704-3706

The seller whose name appears above is authorized to engage in the business of selling tangible personal property and taxable services at the location shown. This permit is not transferable and is not valid at any other location. This permit must be conspicuously displayed at the place of business for which issued. Return this permit to the Department if you discontinue sales of taxable property and services at this location.

If your business is not operated from a fixed location, such as craft shows, flea markets, etc., this permit should be displayed or carried with you to the various events.

| Tax Type | Account Type | Filing Number | Account Number |
|-------------|-----------------|---------------|-------------------|
| Sales & Use | Seller's Permit | | 456-0002958536-03 |

COMMONWEALTH OF KENTUCKY
TREY GRAYSON
SECRETARY OF STATE

0640143.06

Dcornish
LAOO

Trey Grayson
Secretary of State
Received and Filed
06/06/2006 9:11:39 AM
Fee Receipt: \$40.00



ARTICLES OF ORGANIZATION
Limited Liability Company

For the purposes of forming a limited liability company in Kentucky pursuant to KRS Chapter 275, the undersigned organizer(s) hereby submit(s) the following Articles of Organization to the Secretary of State for filing:

Article I: The name of the limited liability company is
ERJ Dining III, LLC

Article II: The street address of the limited liability company's initial registered office in Kentucky is
1903 Stanley Gault Parkway, Louisville, KY 40223

Street City State Zip Code

and the name of the initial registered agent at that office is Karen M. Campbell

Article III: The mailing address of the limited liability company's initial principal office is
1903 Stanley Gault Parkway, Louisville, KY 40223

Street or PO Box Number City State Zip Code

Article IV: The limited liability company is to be managed by:

- a manager or managers. (must check one)
- its member(s).

Executed by the Organizer(s) on May 22, 2006

Date

Karen M. Campbell
Signature of Organizer

Karen M. Campbell

Type or Print Name of Organizer

Signature of Organizer

Type or Print Name of Organizer

Document No.: DN2006095870

Lodged By: erj dining

Recorded On: 06/16/2006 09:09:34

Total Fees: 9.00

Transfer Tax: .00

Deputy Clerk: DARHAR

Karen M. Campbell

Type or print name of registered agent

I, Karen M. Campbell, consent to serve as the initial registered agent on behalf of the company.

Karen M. Campbell
Signature of Registered Agent

Karen M. Campbell

Type or Print Name & Title

Appointment of New Liquor/Beer Agent

To be completed by Corporate Officer or Member of LLC

I, Troy Hanke, officer/member for ERJ Dining III, LLC
(Corporation/LLC), doing business as Chili's Grill & Bar, authorize and appoint
Paul Thompson (Name) as the liquor/beer agent for the premise
located at 4344 East Town Boulevard, Madison.


Subscribed and sworn to before me this

17 Day of May, 2012

Brenda L. Hites
Notary Public, Dane County, Wisconsin

My Commission Expires 10/28/2012

Troy Hanke
Signature of Officer/Member



To be completed by appointed Liquor/Beer Agent

I, Paul Thompson, appointed liquor/beer agent for
ERJ Dining III, LLC (name of Corporation or LLC), being first duly sworn

say I have vested in me, by properly authorized and executed written delegation, full authority and control of the premise described in the license of such corporation or limited liability company, and I am involved in the actual conduct of the business as an employee, or have a direct financial interest in the business of the licensee, therein relating to the intoxicating liquor/fermented malt beverage. The interest I have in the business is 10 %.


Subscribed and sworn to before me this

17 Day of May, 2012

Brenda L. Hites
Notary Public, Dane County, Wisconsin

My Commission Expires 10/28/2012

Paul Thompson
Signature of Agent



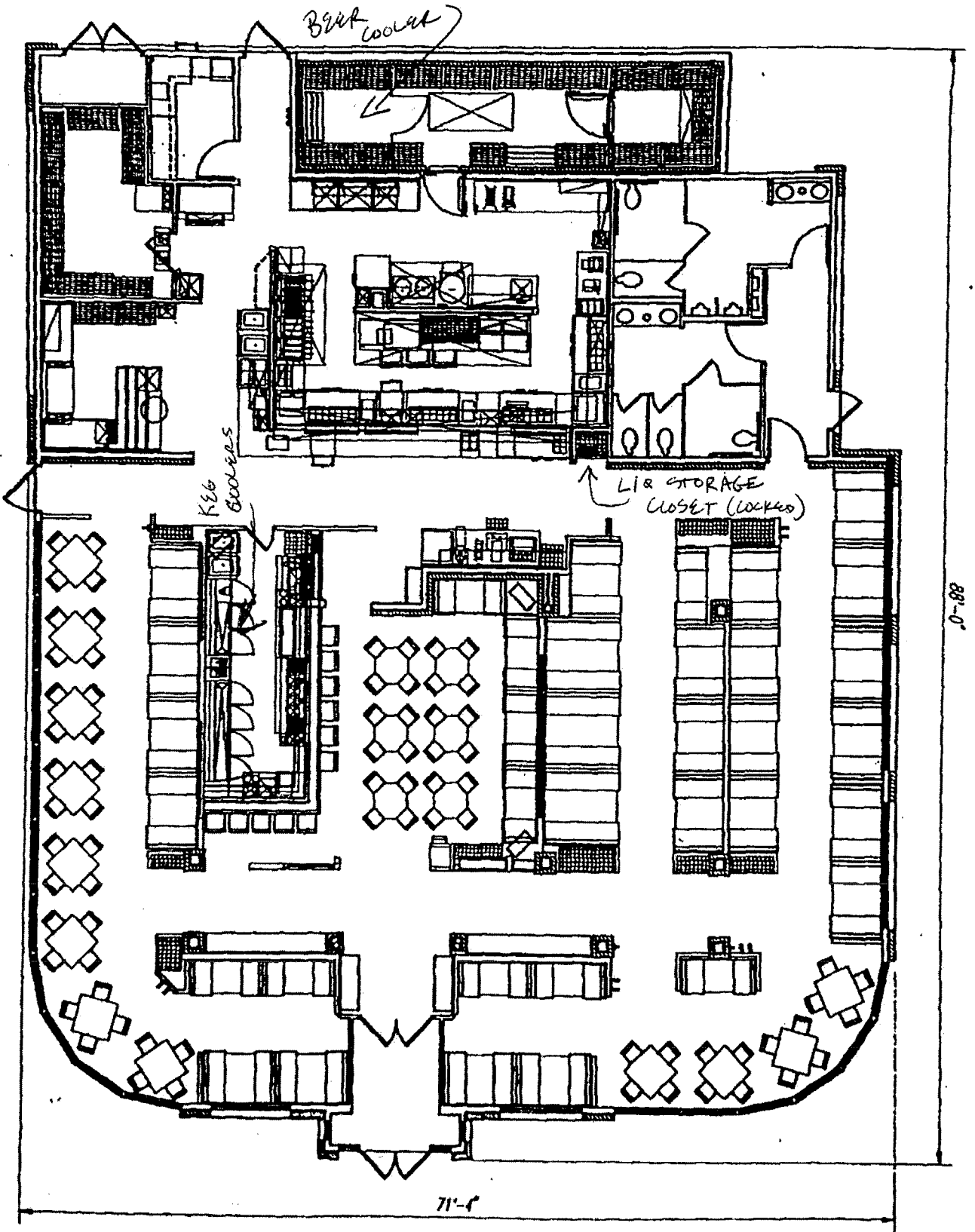
The appointed Liquor/Beer Agent must complete the other side of this form.

EAST MAD

1 APRIL 1984

HILL'S PROTOTYPE 7 FLOORPLAN

EAST MADISON



88'-0"

Imprimir menú

Cerrar ventana



E. Madison-ERJ III
 4344 E. Towne Blvd.,
 Madison, WI, 53704-3706
 Teléfono : 608-242-9300

LIGHTER CHOICES

Our Lighter choice items are featured on HealthyDiningFinder.com and meet HEALTHY DINING'S nutrition criteria: not more than 750 calories, 25 grams fat and 8 grams saturated fat.

GRILLED CHICKEN SALAD - \$9.59

Grilled chicken with cheese, tomatoes, black beans, corn relish and honey-lime vinaigrette.

SWEET & SPICY CHICKEN - \$9.99

Habanero & sweet orange glaze brushed over grilled chicken with onions and peppers. Served with rice and steamed broccoli.

LIGHTER CHOICE 6 OZ. CLASSIC SIRLOIN* - \$10.49

100% USDA Choice sirloin with carne asada rub and house-made pico de gallo. Served with steamed broccoli.

LIGHTER CHOICE GRILLED SALMON - \$14.29

Served with rice and steamed broccoli.

POLLO ASADO MARGARITA - \$10.99

El clásico pollo asado a la Margarita con toques de limón y cítricos, acompañado de arroz, frijoles negros, tiras de tortillas y pico de gallo hecho en casa.

LIGHTER CHOICE SANTA FE CHICKEN WRAP - \$8.49

With corn, tortilla strips, avocado and tomatoes. Served with steamed broccoli and a side of ranch.

LIGHTER CHOICE GRILLED CHICKEN SANDWICH - \$8.99

With tomato, lettuce and non-fat honey-mustard dressing on a wheat bun. Served with steamed broccoli.

**\$20 DINNER FOR TWO
 COMPARTE UNA ENTRADA**

- QUESO FRITO
- TORRE DE TIRAS DE CEBOLLA CRUJIENTE Y JALAPEÑOS
- TOSTADAS DE MAÍZ Y SALSA
- TOSTADAS DE MAÍZ Y GUACAMOLE CON MAÍZ A LAS BRASAS
- MEDIA ORDEN DE PAPAS FRITAS CON QUESO ESTILO TEXAS

ELIGE DOS PLATOS FUERTES DE TAMAÑO REGULAR

- CAMARONES FRITOS
- ENSALADA EXPLOSIÓN DE QUESADILLAS
- HAMBURGUESA CLÁSICA CON TOCINO
- PASTA CAJUN CON POLLO
- POLLO ASADO MARGARITA
- 6 OZ. CLASSIC SIRLOIN
- MEDIO COSTILLAR DE BABY BACK CON PAPAS FRITAS ESTILO CASERO
- QUESADILLAS DE POLLO CON TOCINO Y RANCH
- CHICKEN CRISPERS®
- CRISPY CHICKEN CRISPERS®
- FAJITAS DE POLLO

**LUNCH COMBOS
 START HERE**

- HOUSE SALAD
- BOWL OF CHILI
- CHICKEN ENCHILADA SOUP
- SWEET CORN SOUP
- CHICKEN & GREEN CHILE SOUP
- SOUP OF THE DAY

NOW FINISH THE JOB

\$6 COMBOS

- SÁNDWICH BLT ESTILO SOUTHWESTERN
- SÁNDWICH CLÁSICO DE PAVO
- SÁNDWICH DE JAMÓN ASADO Y QUESO SUIZO

\$7 COMBOS

- MINI HAMBURGUESAS BIG MOUTH® [2]
- QUESADILLAS DE POLLO CON TOCINO Y RANCH
- ENSALADA COBB

\$8 COMBOS

- PASTA ESTILO CAJUN CON POLLO
- CLUB SÁNDWICH ESTILO CALIFORNIA
- SÁNDWICH DE FAJITA DE POLLO

Entradas

Nuestras entradas se preparan al momento en que tú las ordenas, todas están son deliciosas, tan deliciosas que no podrás evitar compartirlas.

DIP TRIPLE - \$11.29

Escoge tres de tus opciones favoritas. Acompañadas de ricos aderezos.

- Big Mouth® Bites
- Alitas deshuesadas Búfalo
- Rollos primavera estilo Southwestern
- Cascaras de papa
- Chicken Crispers®
- Wings over Buffalo®
- Tiras de queso frito
- Torre de tiras de cebolla crujiente y jalapeños
- Dip caliente de espinacas y alcachofas

ROLLOS PRIMAVERA ESTILO SOUTHWESTERN - \$8.99

Pollo ahumado, frijoles negros, granos de maíz, queso Jack con jalapeños, pimientos rojos y espinacas envueltos en una tortilla de harina crujiente. Acompañados de aderezo ranch con aguacate.

CASCARAS DE PAPA - \$7.29

Rellenas de queso, tocino ahumado en madera de manzano y cebolla verde; acompañados de crema agria.

Nachos clásicos

Con queso derretido, jalapeños, frijoles, queso y un toque de condimentos para carne de res. Acompañados de nuestro pico de gallo hecho en casa y crema agria.

Grande - \$8.49

Regular

Regular - Agrega carne de fajita o pollo ahumado

Grande - Agrega carne de fajita o pollo ahumado - \$9.99

SARTÉN DE QUESO - \$5.79

Salsa de queso con carne de res sazonada. Acompañada de tostadas de maíz calientes y nuestra salsa hecha en casa.

Guacamole con maíz a las brasas - \$5.69

Preparado con aguacates frescos, cilantro picado, pico de gallo hecho en casa, granos de maíz asado a la parrilla y jalapeños. Acompañado de tostadas de maíz y nuestra salsa hecha en casa.

PAPAS FRITAS CON QUESO ESTILO TEXAS

Con jalapeños y tocino ahumado en madera de manzano. Acompañadas de aderezo ranch con jalapeños.

ORDEN COMPLETA - \$7.99

MEDIA ORDEN

Papas fritas con queso estilo Texas con Chili

Sobre ellas servimos nuestro famoso chili, jalapeños, cebollín y tocino ahumado en madera de manzano. Acompañado de aderezo ranch.

ORDEN COMPLETA - \$8.49

MEDIA ORDEN

SALSA DIP CALIENTE CON ESPINACAS Y ALCACHOFAS - \$7.99

Acompañado de tostadas de maíz calientes.

TOSTADAS DE MAÍZ ¡SIN FIN! - \$3.99

Acompañadas de nuestra salsa hecha en casa.
Pruébala con aderezo ranch por.49 más

ALITAS DE POLLO DESHUESADAS BÚFALO - \$8.99

Cubitos de pechuga de pollo empanizados y cubiertos con nuestra salsa búfalo picante. Acompañadas de un fresco aderezo Bleu Cheese y tiras de apio.

WINGS OVER BÚFALO® - \$9.59

Alitas de pollo cubiertas con nuestra salsa búfalo picante. Acompañadas de tiras de apio.

TORRE DE TIRAS DE CEBOLLA CRUJIENTES Y JALAPEÑOS - \$4.29

Acompañadas de aderezo ranch con jalapeños.

FRIED CHEESE - \$6.59

Acompañado de aderezo ranch con jalapeños.

Sopas y Chilis

Entra en calor con nuestras sopas llenas de SABOR y con nuestro chili, famoso en el mundo entero.

SOUTHWEST CHICKEN & SAUSAGE SOUP

Tender white beans, oven-roasted chicken, savory sausage, chunky garden veggies with garlic and chicken broth. Topped with tortilla strips.

PLATO SOPERO - \$4.25

TAZA - \$2.99

SOPA DE ENCHILADA DE POLLO

Con tiras de tortilla, queso y pico de gallo hecho en casa.

PLATO SOPERO - \$4.25

PLATO SOPERO CON CUALQUIER PLATO FUERTE - \$2.99

TAZA - \$2.99

TAZA CON CUALQUIER PLATO FUERTE - \$2.69

LOADED BAKED POTATO SOUP

Topped with applewood smoked bacon, cheese and green onions.

PLATO SOPERO - \$4.25

TAZA - \$2.99

CHILI TERLINGUA

Chili a base de carne de res, cebollas y chiles, cocido lentamente. Espolvoreado con queso.

PLATO SOPERO - \$4.99

PLATO SOPERO CON CUALQUIER PLATO FUERTE - \$3.99

TAZA - \$3.49

TAZA CON CUALQUIER PLATO FUERTE - \$2.99

CHILI Y ENSALADA DE LA CASA - \$6.99

SOPA Y ENSALADA DE LA CASA - \$6.99

GUARNICIONES - \$1.99

- Puré de papa con todo
- Puré de papa con salsa Gravy a la pimienta negra
- Frijoles negros
- Arroz
- Maíz dulce entero
- Papas fritas estilo casero
- Ensalada de repollo
- Brócoli al vapor
- Manzanas con canela

Ensaladas

Creadas con ingredientes súper FRESCOS y MEZCLADOS A MANO en nuestra cocina.

ENSALADA SANTA FÉ CON POLLO - \$9.59

Pollo a la parrilla cubierto en chile con salsa picante Santa Fe, pico de gallo hecho en casa y aderezo ranch.

ENSALADA CARIBEÑA

Pollo asado con tocino ahumado en madera de manzano, aguacate, queso, pimientos rojos, huevo cocido y aderezo ranch con aguacate.

GRILLED CHICKEN - \$9.59

Camarones asados Grande - \$10.29

ENSALADA QUESADILLA EXPLOSIÓN - \$9.59

Capas de sabor que hacen de esta nuestra ensalada mas popular. Incluye pollo parrilla con queso, tomates, ensalada de granos de maíz, cilantro y crujientes tiras de tortilla. Aderezada con nuestra vinagreta de Balsámico y Cítricos. Acompañada con trozos de quesadilla de queso.

ENSALADA DE POLLO DESHUESADO BÚFALO - \$9.59

Con tocino ahumado en madera de manzano, trocitos de queso bleu cheese, tiras de tortilla, pico de gallo hecho en casa y aderezo ranch.

ENSALADA CESAR CON POLLO AHUMADO - \$9.59

Con crutones, lajas de queso parmesano y aderezo Cesar.

ENSALADA DE LA CASA - \$3.99

Con granos de maíz asado a la parrilla, cebolla morada y pepinos. Acompáñalo con el aderezo de tu elección.

Sandwiches

Satisface todos tus antojos con nuestros sándwiches CASEROS. Acompañados con papas fritas estilo casero.

PHILLY CHEESESTEAK SANDWICH - \$8.99

Seasoned, shaved steak with peppers & onions with cheese sauce on a Philly roll.

POLLO A LA PARRILLA - \$8.99

Con tocino ahumado en madera de manzano, tomates, queso Suizo y aderezo de miel y mostaza, en un bollo con semillas de ajonjolí o bien integral.

POLLO BÚFALO CON RANCH - \$8.69

Pollo crujiente con salsa picante de alitas y aderezo ranch en un bollo con semillas de ajonjolí o bien integral.

CLASSIC TURKEY TOASTED SANDWICH - \$8.49

Dos rebanadas de pan integral estilo Texas con lechuga, tomate, queso provolone y mayonesa.

CALIFORNIA CLUB TOASTED SANDWICH - \$8.59

Dos rebanadas de pan integral estilo Texas con pavo, jamón de cerdo, tocino ahumado en madera de manzano, queso suizo, tomates, cebollas, lechuga y mayonesa sazónada

GRILLED HAM & SWISS TOASTED SANDWICH - \$7.69

Dos rebanadas de pan blanco estilo Texas con tomates y mayonesa sazónada.

WRAP DE POLLO SANTA FE - \$8.49

Con granos de maíz, tiras de tortilla, queso cheddar, aguacate y tomates. Acompañado de aderezo ranch con chile ancho.

Hamburguesas Big Mouth®

Nuestras hamburguesas Big Mouth Burgers® están MEJOR QUE NUNCA. Las preparamos con carne 100% USDA Choice FRESCA, nunca antes congelada, posteriormente las asamos. Y Las acompañamos con lechuga fresca, pepinillo, tomate y papas fritas estilo casero.

HAMBURGUESA CON TOCINO AHUMADO ESTILO SUREÑA - \$9.59

Tocino de maple, queso cheddar ahumado, mayonesa, crujientes tiras de cebolla. Acompañada de salsa BBQ con chile ancho.

HAMBURGUESA CON TOCINO AHUMADO Y JALAPEÑO® - \$9.59

Con tocino ahumado en madera de manzano, queso cheddar ahumado, tiras de tortilla, cebolla morada, mayonesa, jalapeños y aderezo ranch con jalapeño.

Hamburguesa BBQ Shiner Bock® - \$8.29

Una hamburguesa que seguro se te antojará, cubierta con salsa agridulce BBQ Shiner Bock®, queso cheddar y tiras de cebolla crujiente.

CLASSIC BACON BURGER - \$8.99

La favorita de todos, con tocino ahumado en madera de manzano, queso cheddar y mayonesa.

Hamburguesa con aguacate - \$8.99

Con rebanadas de aguacate fresco, cebolla morada, queso Suizo y aderezo ranch con aguacate en un bollo integral.

MINI HAMBURGUESAS BIG MOUTH® - \$8.99

Cuatro mini hamburguesas cubiertas con tocino ahumado en madera de manzano,

queso Americano, cebollas asadas y aderezo Ranch sobre pan de hamburguesa con ajonjolí. Acompañadas de tiras de cebolla crujientes y aderezo Ranch con jalapeño.

OLDTIMER® - \$7.49

Deliciosa hamburguesa con mostaza y cebolla morada.

Hamburguesa con hongos y queso suizo* - \$8.99

Con hongos salteados, queso suizo y mayonesa.

Fajitas & Quesadillas

FAJITA TRÍO - \$14.99

Filete de res a la parrilla, pollo y camarones picantes al ajo y limón.

FAJITAS DE RES - \$12.99

FAJITAS DE POLLO - \$12.49

COMBO DE FAJITAS - \$12.79

Deliciosas tortillas de harina al chipotle, calientitas y rellenas de los crujientes Honey-Chipotle Chicken Crispers® y queso Jack y pico de gallo hecho en casa. Acompañadas de aderezo ranch con aguacate.

QUESADILLAS DE CARNE DE RES CON TOCINO Y RANCH - \$9.69

QUESADILLAS DE POLLO CON TOCINO Y RANCH - \$9.69

QUESADILLAS CLUB DE POLLO - \$9.69

Capas de pollo asado, tocino ahumado con madera de manzano, guacamole con maíz a las brasas, cebolla salteada, pimientos, queso Monterrey Jack y aderezo Ranch con chile ancho. Servido con crema agria y pico de gallo hecho en casa.

Tacos

Usamos SOLAMENTE CARNE DE POLLO BLANCA, filete de res 100% USDA Choice o camarones PREMIUM. CAPEADOS A MANO y fritos a la perfección.

TACOS DE CAMARONES ASADOS - \$10.79

Tres tortillas de harina con camaron a la parrilla adobado en una salsa picante de chile y limón, cilantro fresco con limón, pico de gallo hecho en casa y rajitas de aguacate.

CHICKEN CLUB TACOS - \$9.49

Tres tortillas de harina rellenas de pollo a la parrilla, tocino ahumado en madera de manzano, tomates, queso, lechuga y aderezo Ranch con chile ancho.

TACOS CRUJIENTES DE POLLO - \$9.49

Tres tortillas de harina rellenas de Crispy Chicken Crispers®, tocino ahumado en madera de manzano, tomates, queso, lechuga, un toque de aderezo de miel y chipotle y aderezo ranch.

Pollo

POLLO MONTEREY® - \$10.99

Cubierto con salsa BBQ, tomate, queso y tocino ahumado en madera de manzano. Acompañado de puré de papas con salsa Gravy a la pimienta negra y verduras de la estación.

POLLO ASADO MARGARITA - \$10.99

El clásico pollo asado a la Margarita con toques de limón y cítricos, acompañado de arroz, frijoles negros, tiras de tortillas y pico de gallo hecho en casa.

PASTA CAJUN

Pasta penne con una cremosa salsa Alfredo con toques de ajo y especias Cajun y cubierto con cebollas verdes.

CON POLLO A LA PARRILLA - \$10.99

CON CAMARONES A LA PARRILLA - \$11.99

CRISPY HONEY-CHIPOTLE CHICKEN CRISPERS® - \$10.29

Pollo extra crujiente mezclado con nuestra salsa de miel y chipotle. Acompañado de maíz entero, papas fritas estilo casero y aderezo ranch.

CRISPY CHICKEN CRISPERS® - \$10.29

Pollo extra crujiente con maíz entero, papas fritas estilo casero y tu opción de aderezo, elige entre: salsa Gravy a la pimienta, salsa BBQ, aderezo de miel y mostaza o ranch.

CHICKEN CRISPERS® - \$10.29

Acompañados de maíz entero, papas fritas estilo casero y aderezo de miel y mostaza.

Seafood

(NUEVOS) CAMARONES FRITOS - \$10.99

Acompañados de papas fritas estilo casero, ensalada de repollo picante y salsa.

SALMÓN ASADO CON AJO Y HIERBAS - \$14.29

Acompañado de arroz y verduras de la estación.

Costillas Baby Back

Siempre hemos ahumado nuestras costillas en casa. Pero apartar de ahora las ahumamos LENTAMENTE sobre planchas de MADERA DE PECANA, así nos aseguramos que la carne está tan SUAVE que se separa sola del hueso y que tenga un SABOR TAN DELICIOSO que te será imposible resistirte a probarlas.

FULL RACK - \$17.99

With cinnamon apples and homestyle fries.

COMBINA TUS COSTILLAS - \$17.99

Elige dos medios costillares de cualquiera de nuestros sabores favoritos y tu opción de dos guarniciones.

MEDIO COSTILLAR - \$10.79

Tu opción de una guarnición

Combinaciones Personalizadas

COMBINACIONES PERSONALIZADAS - \$17.99

Crea tu propia combinación. Elige dos de tus platillos favoritos. Acompañados de verduras de la estación y puré de papa con todo.

- Camarones Fritos
- Medio costillar de Baby Back Ribs
- Pollo Monterey®
- Pollo asado Margarita
- Salmón asado con ajo y hierbas
- Camarones asados, picantes, con ajo y limón
- 6 oz. Sirloin clásico*

Steak

FILETE DE SIRLOIN - 6 OZ - \$10.49

6 oz de Sirloin 100% USDA Choice. Cubierto con mantequilla sazónada y tu opción de dos guarniciones.

FILETE DE SIRLOIN - 10 OZ - \$14.99

10 oz de Sirloin 100% USDA Choice. Cubierto con mantequilla sazónada y tu opción de dos guarniciones.

Filete de Ribeye - \$16.99

Corte grueso de filete de res 100% USDA, marmoleado para agregarle más sabor; y con un toque de mantequilla sazonada. Acompañado de brócoli al vapor y puré de papas con todo.

FILETE DE RES COUNTRY FRIED - \$11.29

Acompañado de maíz entero y puré de papas con Gravy a la pimienta.

Postres**PASTEL MOLTEN DE CHOCOLATE - \$6.29**

Cubierto con una bola de helado de vainilla debajo de una capa de crujiente chocolate

PAY DE CHISPAS DE CHOCOLATE PARAÍSO - \$5.99

Suave barra caliente cubierta de chispas de chocolate, nueces y coco rallado. Acompañado de helado de vainilla y un toque de salsa de chocolate y caramelo

BROWNIE SUNDAE - \$5.99

Delicioso Brownie de chocolate caliente con helado de vainilla y salsa de chocolate.

PASTEL DE QUESO - \$5.99

Bañado con salsa de fresa

LICUADO DE HELADO DE CHOCOLATE - \$3.99

Licuado de helado de chocolate.

Bebidas

Bebe responsablemente. Maneja responsablemente

MARGARITA PRESIDENTE®

Mezclada a mano de Tequila Sauza® Conmemorativo®, licor de naranja Patrón Citrónge y Brandy Presidente®. ¡Disfrútala también sabor zarzamora, fresa o mango!

CERVEZA

Las servimos en tarros congelados o vasos largos. Pregúntale a tu mesero acerca de la selección de cervezas locales.

Vino Tinto de Primera

- WHITE ZINFANDEL, WOODBRIDGE® BY ROBERT MONDAVI
- WHITE ZINFANDEL, BERINGER®
- CHARDONNAY, WOODBRIDGE® BY ROBERT MONDAVI
- CHARDONNAY, TOASTED HEAD®
- PINOT GRIGIO, ECCO DOMANI®
- PINOT NOIR, MIRASSOU® CALIFORNIA
- MERLOT, WOODBRIDGE® BY ROBERT MONDAVI
- MERLOT, BLACKSTONE®
- CABERNET SAUVIGNON, WOODBRIDGE® BY ROBERT MONDAVI
- CABERNET SAUVIGNON, BAREFOOT®

(NUEVA) LA MARGARITA MÁS FRESCA DEL MUNDO

¡La más fresca de todas! Tequila Silver Milagro® (100% agave azul), néctar de agave Milagro y limón recién exprimido en las rocas.

(NUEVA) MARGARITA PATRÓN CON GRANADA

La mezcla perfecta de Tequila Silver Patrón (100% agave azul), licor de naranja Patrón Citrónge y jugo de granada con un toque de Sprite®.

MARGARITA GRAND PATRÓN®

Tequila Patrón Silver (100% Agave Azul), licor de naranja Grand Marnier® y unas cuantas gotas de limón.

MARGARITA EL NIÑO®

Tequila Herradura® Reposado (100% agave azul), Gran Gala®, licor de naranja Patrón Citrónge y jugo de naranja recién exprimido.

MARGARITA TROPICAL SUNRISE

Tequila Hornitos® Reposado (100% Agave Azul), licor de melón De Kuyper®, jugo de piña y un toque de granadina.

MARGARITA DE PRIMERA

Tequila Sauza® Gold, licor de naranja Patrón Citrónge y Gran Gala®. Las servimos congeladas o en las rocas.

MARGARITAS FRAPÉ DE PRIMERA

- Fresa Mango
- Fresa Frambuesa y Mango

LA CLÁSICA MARGARITA

Tequila, triple sec y un toque de jugo de limón verde.

BEBIDAS SIN FIN

- Relleno Gratis en Café
- Té Helado
- Té Helado con Sabores
- Limonadas
- Sodas (Coke®, Diet Coke®, Coke Zero®, Sprite®, Dr Pepper®, Té helado de zarzamora o Mango, limonada de fresa o limonada Minute Maid)

Menú Infantil Pepper Pal

Cada comida del menú infantil Pepper Pal® se sirve con tú opción de PLATO FUERTE, GUARNICIÓN y una BEBIDA (los Chilin' Fruit Freezers y las malteadas Chock-A-Lot son extra). Elige una opción de cada una de las selecciones.

MINI HAMBURGUESAS PEPPER PALS® - \$4.59

MINI HAMBURGUESA CON QUESO PEPPER PALS® - \$4.59

BANDERILLA PEPPER PALS® - \$4.59

KRAFT® MACARRONES CON QUESO - \$4.59

MINI CRISPERS DE POLLO PEPPER PALS® - \$4.59

PLATO DE POLLO ASADO PEPPER PALS® - \$4.59

SÁNDWICH DE QUESO PEPPER PALS® - \$4.59

SÁNDWICH DE POLLO ASADO PEPPER PALS® - \$4.59

QUESADILLA DE QUESO PEPPER PALS - \$4.59

PEPPER PALS® CRISPY CHICKEN CRISPERS® - \$4.59

PIZZA DE QUESO PEPPER PALS® - \$4.59

Platones para Fiestas

Cada uno de los Platones para Fiestas rinden para un promedio de 6 a 8 personas.

Por favor, llama con anticipación para hacer tu pedido.

DIP TRIPLE - \$42.99

Escoge tres de tus opciones favoritas. Acompañadas de ricos aderezos.

- Big Mouth® Bites
- Alitas deshuesadas Búfalo
- Rollos primavera estilo Southwestern
- Cascaras de papa
- Chicken Crispers®
- Wings over Buffalo®
- Tiras de queso frito
- Dip caliente de espinacas y alcachofas

MINI HAMBURGUESAS BIG MOUTH® - \$38.99

Mini hamburguesas cubiertas con tocino ahumado en madera de manzano, queso Americano, cebollas asadas y aderezo Ranch. Acompañadas de aderezo ranch.

ALITAS DE POLLO DESHUESADAS BÚFALO - \$48.99

Cubitos de pechuga de pollo, empanizados y cubiertos con nuestra salsa búfalo picante. Acompañadas de un fresco aderezo Bleu Cheese y tiras de apio.

WINGS OVER BÚFALO® - \$49.99

Alitas de pollo cubiertas con nuestra salsa búfalo picante. Acompañadas de tiras de apio.

Costillas Baby Back a la parrilla - \$59.99

Costillas suaves, jugosas. Ahumadas a fuego lento y con una triple capa de salsa BBQ. Puedes ordenar las originales Costillas Baby Back o bien escoger entre cualquiera de nuestros deliciosos sabores: Habanero, Miel y BBQ, Miel y Chipotle, Aderezo Memphis, unto de Azúcar Morena y chile

Fajitas Clásicas

Rebanadas de nuestras ya famosas fajitas de filete de res o de pollo, acompañadas de cebollas y pimientos asados, crema agria, guacamole, queso cheddar, pico de gallo y tortillas de harina.

PARTY PLATTER CHICKEN FAJITAS - \$43.99

PARTY PLATTER STEAK FAJITAS - \$43.99

PARTY PLATTER COMBO FAJITAS - \$43.99

SÁNDWICH DE PAVO AHUMADO - \$34.99

Deliciosos pavo ahumado, queso Suizo, mayonesa, lechuga y tomate. Agrega tocino ahumado en madera de manzano.

CUSTOM COMBOS - \$59.99

Create your own combo. Served with steamed broccoli and loaded mashed potatoes. Choose any two favorites on one mouth-watering plate.

- Baby Back Ribs
- Monterey Chicken
- Margarita Grilled Chicken
- 6 oz. Classic Sirloin
- Spicy Garlic & Lime Grilled Shrimp
- Grilled Salmon with Garlic & Herbs

SANTA FE CHICKEN WRAPS - \$36.99

Pan estilo Flatbread relleno de maíz, tiras de tortilla, queso cheddar, aguacate y tomates. Acompañado de aderezo ranch con chile ancho.

ENSALADA CARIBEÑA

Trozos de piña fresca, gajos de mandarina, cerezas deshidratadas, cebollas verdes, cilantro, semillas de ajonjolí y aderezo de miel y limón. Con pollo o camarones a la parrilla.

POLLO A LA PARRILLA - \$36.99

Camarones asados Grande - \$39.99

ENSALADA QUESADILLA EXPLOSIÓN - \$32.99

Capas de sabor que hacen de esta nuestra ensalada mas popular. Incluye pollo parrilla con queso, tomates, ensalada de granos de maíz, cilantro y crujientes tiras de tortilla. Aderezada con nuestra vinagreta de Balsámico y Cítricos. Acompañada con trozos de quesadilla de queso.

Tostadas de Maíz y Salsa para Fiesta - \$7.99

Tostadas de maíz crujientes y calentitas servidas con nuestra deliciosa salsa casera. Add guacamole or queso for an additional

ENSALADA DE LA CASA - \$14.99

Con crutones, tomates, cebolla morada, pepinos y queso. Acompañala con el aderezo de tu elección.

SWOT Analysis 2011

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
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| <ul style="list-style-type: none"> •Sabretooth/Aloha •ERJ Food Decisions/Upgrades •Core Philosophy •Flexibility •Support Staff •Ability to control line items/middle P&L •Local Marketing/Team •Ability to Grow •Internal Quality Controls •Retention •Quality People •Development Programs •Chilis Care | <ul style="list-style-type: none"> •Server Standards/Attitude •Urgency in correcting mistakes/opportunities •Guest Recovery •Top Line Sales •Manager Engagement •Execution of Existing Systems •Benchmarking •Gaps •Lost in the sea of sameness •Sabretooth/Aloha Knowledge/All Levels •Food & Service Execution in Peak Times •Spec Knowledge •BOH Training •Growing Number of Reports/Data •Inability to handle multiple initiatives •Inability to recruit top quality candidates | <ul style="list-style-type: none"> •Age/Condition of Facilities •Coordinate Implementation of Initiatives •Clear Communication of Expectations at all Levels/Regions •Communication from Top Down •Beer/Wine/Liquor Sales Drivers •BOH Productivity/Wages •Media and Communication Upgrades •Targeting other Demographics •Evaluating our Prototype •Call Ahead Waiting •Technology Growth •Evaluating Corporate Initiatives •Effective Implementation of Existing Tools •GEM – Knowledge/Understanding/Results •Involvement of Operations in Marketing Initiatives •Entrepreneurial Outlook •Decision Making around our Inverted Pyramid | <p>Internal</p> <ul style="list-style-type: none"> Food Execution/Lack Of Service Sense of Urgency/Complacency Wrong Turnover Lack of Leadership Skills <p>External</p> <ul style="list-style-type: none"> Competitors Fast Casual Government Utilities Road Construction Unemployment – Perception Coupons Price Point Erosion Drink Specials |

SWOT Analysis 2012

| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
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| <ul style="list-style-type: none"> • Brand Recognition • Commitment to development • IT – new programs/support • Operational Support • Home office support • Local marketing support • Growth • Utilizing resources/more with less • Flexibility – making decisions • Retention – stability • Cost controls – improved operating results • Working as a team • Creativity • Being a good partner with Brinker, ex: Food Testing • Better perspective of team needs | <ul style="list-style-type: none"> • Lack of hospitality focus/behaviors • Customer complacency • Guest recovery in restaurant • Guest counts • Manager engagement – understanding their pattern of management/where to be and when • Tolerating under performers at all levels • Execution of food quality/spec knowledge • Specific positive recognition of good behaviors • Communication and follow up at every level to create accountability • Do we finish/drive initiatives-programs to completion • Wells/Betters – Ask more of the right questions • To-go business • Bar business/Liquor Mix • Execution of existing systems/programs • Drill down on AVT reporting – finding the issue • Commitment vs. compliance • Diversity/Inclusion – Internal/External | <ul style="list-style-type: none"> • Customer hospitality focus • Re-imaging • Cost Controls • Sharing thoughts/needs with support teams (Ex: reports, spec plus, training) – utilizing resources • BOH Labor – change with KOF • Utilization of scheduling tools • AVT – focus on specific items/do more with current reporting • Team member recognition • Social Media • Utilization of Ziosks reporting/tools – integration of GEM and Marketing • Implementing Brinker initiatives | <p><u>Internal</u></p> <ul style="list-style-type: none"> • Food safety • Over confident • Unplanned/wrong turnover • Litigation • Liquor stings • Service/Food execution and complacency <p><u>External</u></p> <ul style="list-style-type: none"> • Government regulations • Weather • Competition • Couponing/Discounting • Alcohol pricing • Unemployment |

ERJ Business Plan 2012

| PEOPLE | PEOPLE | OPERATIONS | OPERATIONS | FINANCIAL |
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| <p>Year Hiring Projections: *42 GM's *218 Managers</p> <p>This is based on 15% turnover and opening 5 stores over 5 years. Turnover under 15% GM Turnover under 10% MIT Turnover under 10%</p> <p>Hourly Turnover under 70% - bottom 10 restaurants employee surveys done by people Team</p> <p>Strategic Hiring – Placement of MIT's AD Orientation - 6/1/2012</p> <p>GM Orientation Kit - Implement Continue Targeted Hourly Modules – Transferable soft skills/Peer Today, Boss Tomorrow/Service Oriented – implement Team Leader Workbook Module to follow up to workbook</p> <p>40% Internals Promoted into Mgmt. Accountability to Quality Circle Meetings/Surveys – Must be submitted to office by AD – New Forms/Uniformed Implement Self-Assessment Module/Workbook - Webinar 12/1-1/1/12</p> <p>ProStart Program – Career Building in High Schools/Partner in Communities</p> <p>New Store Opening Hiring Procedure follow up – continue to do work days with managers</p> <p>Interview & Hire Refresh/Recruiting Ideas and needs – 3 Webinars /3 key areas</p> <p>1D Development</p> <ul style="list-style-type: none"> *Situational Team Leadership/Pattern of Management *Whale Done Module <p>New GM's-Targeted Managers</p> <ul style="list-style-type: none"> *New GM Conference – Team Building Exercise – Situational Leadership 2 Day Program – 10 New GM's to complete | <p>Need 42 New GM's over the next 3 years – we need to focus on our bench strength & retention</p> <ul style="list-style-type: none"> *Targeted Manager Modules: •Setting Expectations •Group Decision Making •Situational Leadership Module 2 day Program •OPS – GM of Qtr. •Pattern of Management/Pocket Guide <p>Manager/MIT Development Modules</p> <ul style="list-style-type: none"> •Rich & Mary – Validate the information of Pocket Guide/Performance Management Module – minimum of one work day with each AD during MIT/AD workday. - Continue to fill in gaps •Cluster meetings – incorporate existing GM/Managers during AD/MIT workday •Fill in the gaps of programs/workdays in restaurants – find best practices – feedback for AD's/GM's <p>Compliance</p> <p>See Attached</p> <p>PEOPLE:</p> <ul style="list-style-type: none"> •Vacation Tracking – Hourly/Manager •Recruiting Binder – Dropbox/Back Office System •I-9 Audit •File Folder Audits/Child Labor Audits – completed new file folder/signature compliance •E-Learning – create webinars to understand utilization of site •Salary Planning Tools done by July 15th •All Reviews delivered by September 2012 – Audited by November 30, 2012 •Webinars Implemented – follow up in testing •Food Testing – All managers •Online MIT Test – 3/1/2012 | <p>Guest Obsessed Culture</p> <ul style="list-style-type: none"> Chillhead Way Raise the Bar Employee Recognition Team Service Guest Measurement Tool <p>Operational Pattern of Management</p> <ul style="list-style-type: none"> Positioning/Aces in Places GM Orientation – roll out Set clear expectations - debrief <p>Communication</p> <ul style="list-style-type: none"> Weekly Pep Talk - sent by RD on Friday for weekly updates <p>Let's Play Restaurant Better!</p> <ul style="list-style-type: none"> Engage friendly staff Properly trained employees Clear expectations – set goals and follow up Motivated people Committed to what you do | <p>Utilization of Systems</p> <ul style="list-style-type: none"> Weekly Inventory/AVT individual items Scheduling Tools/Reports <p>Kitchen Execution</p> <ul style="list-style-type: none"> KOF 1 Follow up BOH Labor measurement Recertification at all levels of food knowledge | <p>Financial Pattern of Management</p> <ul style="list-style-type: none"> AD/GM required to reconcile P&L (or approved Manager) Sabretooth P&L – AD's review AD/RD – Prelim P&L posted on Friday – discussions to be scheduled on following Monday AD/GM P&L Review GM/Manager P&L Review Quarterly Review of Company P&L – Leadership Team <p>Budgets</p> <ul style="list-style-type: none"> Quarterly Budgets – Simplified <p>P&L Expectations</p> <ul style="list-style-type: none"> Sales Increase – 3% increase BWL % - 2% improvement Labor – COS – Controllable Discounts - AVT - Contribution Year over Year Improvement – 2% <p>Reinvestment</p> <ul style="list-style-type: none"> KOF 2 TV Walls Awning replacement |

Business Plan – ERJ 2012

| MARKETING | OPERATIONS SYSTEMS | OPERATIONS SYSTEMS | | |
|-----------|--------------------|--------------------|--|--|
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People & Development – Plan 2012

| People | AD/GM Development | Manager Development | Compliance |
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| <p>3 Year Hiring Projections:</p> <ul style="list-style-type: none"> ❖ 1 AD's ❖ 42 GM's ❖ 218 Managers <p>This is based on 15% turnover and opening 5 stores over 5 years.</p> <ul style="list-style-type: none"> • Turnover under 15% • GM Turnover under 10% • MIT Turnover under 10% • Strategic Hiring – Placement of MIT's • 6 month follow up on new hires • Focus on Diversity/Hiring – Reflect demographics of each market • AD Orientation – Implement 6/1/2012 • GM Orientation – Implement 1/1/2012 • Continue Targeted Hourly Modules – Transferable soft skills/Peer Today, Boss Tomorrow/Service Oriented – 40% Internals Promoted into Mgmt. • Accountability to Quality Circle Meetings/Surveys – Uniformed forms • ProStart Program – Career Building in High Schools/Partner in Communities • New Store Opening Hiring Procedure follow up – continue to do work days with managers • Interview & Hire Refresh/Recruiting ideas and needs – creating webinars and testing to ensure compliance <p>Development Modules for each level of Management 2012:</p> <ul style="list-style-type: none"> • AD's - attend 1 Development Module • GM's – attend at least 1 Development Module • New GM's – attend 2 Development Modules • Targeted Managers – attend 2 Development Modules • Managers – attend a minimum 1 Development Module • New Managers/MIT's – attend a minimum of 2 Development Modules • Targeted Leaders/Hourly – attend 2 Development Modules | <p>Follow up to Situational Leadership</p> <ul style="list-style-type: none"> ❖ Leading at a Higher Level ❖ Situational Leadership – Begin teach back to MIT/Managers ❖ Pattern of Management Module teaching back to MIT/Managers <p>AD Development</p> <ul style="list-style-type: none"> ❖ Situational Team Leadership/Pattern of Management ❖ Whale Done Module <p>New GM's-Targeted Managers</p> <ul style="list-style-type: none"> ❖ New GM Conference – Team Building Exercise – Situational Leadership 2 Day Program – Approximately 10-12 GM's 2012 <p>The cost per person: \$300/person for materials</p> | <p>Need 42 New GM's over the next 3 years – we need to focus on our bench strength & retention</p> <p>❖ Targeted Manager Modules:</p> <ul style="list-style-type: none"> • Setting Expectations • Group Decision Making • Situational Leadership Module 2 day Program • OPS – GM of Qtr. • Pattern of Management/Pocket Guide <p>Manager/MIT Development Modules</p> <ul style="list-style-type: none"> • HR Module • Interview/Hire Module - Webinar • P&L 101 • Benefits Module • Hourly Review Modules • Self – Assessment Workbook - Webinar • Situational Leadership – 5 hours • Pattern of Management • Inclusion Modules • LRM – understanding the role – Module/Implemented testing • Gold of the Desert Kings-Strategy/Group Decision Making/Influencing Skills (we will put this module on during PM-team building) • Sabretooth | <ul style="list-style-type: none"> • Quarterly Wage & Hour Updates • ServSafe/Food Safety • RAS – each market • Updated HR Manual -Online • Updated HR Module • LOA Tracking/FMLA Compliance • File Folder Audits • Child Labor Audits – INMWI • Updated Handbooks – Signed February • Salary Planning Tools • Completed Reviews/All Managers • Exit Interviews to review turnover • Tracking EcoSure/Health Inspections • Tracking CTS Information • Tracking Bartender RAS certifications in ADP • AD Audits • E-Learning – Implementation of Webinars • Online Testing for all modules |

People & Development Planning Calendar 2012

| 1st Quarter 2012 | 2nd Quarter 2012 | 3rd Quarter 2012 | 4th Quarter 2012 |
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| <p>PEOPLE: Vacation Tracking – Hourly/Manager •Recruiting Binder – Sabretooth/Webinar Format •1-9 Audit •File Folder Audits/Child Labor Audits – completed new file folder/signature compliance •Create education regarding benefits/changes at a glance during enrollment •E-Learning – Webinars 4/1/2012</p> <p>DEVELOPMENT: AD Development – Refresh on Situational Leadership – One/One Mapping Whale Done Module Create AD Orientation Create Self Evaluation Module - Webinar Create DRS Certification ProStart – Mentoring/Career Building</p> <p><u>January/February</u> Manager Modules – all new managers from Nov 11 – Feb. 12</p> <p><u>March</u> Team Leader Development Modules/Workbook – evaluate needs in each market</p> <p>COMPLIANCE: RAS – Manager/Bartender Classes each Month to ensure compliance Serve Safe – Illinois Instructor implemented/Tracking Tracking all CTS/MIT Information Tracking all EcoSure/Health Inspection Any ADP reporting /WOTC File Folders Audits</p> | <p>PEOPLE: Self Evaluation Module/Workbook – Manager Level – Webinars completed by 3/1/2012</p> <p>DEVELOPMENT: •Refresh on GM Situational Leadership – 12⁰ Clock High 5 hours Mapping of Manager •Inclusion Module – webinar completed by 3/1/2012 •Hourly Review Module •ProStart Program – Career Building •Implement Self Eval Module – Managers – Webinar 3/1/2012 •GM Orientation – Implement by 1/1/2012</p> <p><u>June</u> – New GM/Targeted Manager Conference – All Markets •2 day modules – Situational Leadership/Pattern of Management</p> <p><u>April/May/June</u> Development for each GM (one day only) – Refresh on Situational Leadership – 4 hours</p> <p>COMPLIANCE: RAS – Manager/Bartender Classes each Month to ensure compliance Serve Safe – classes each month/Tracking Tracking all CTS/MIT Information Tracking all EcoSure/Health Inspection Any ADP reporting/WOTC File Labor Audits Child Labor Audits All Employees to resign handbook/Exclusion Policy</p> | <p>PEOPLE Salary Planning Tools done by July 15th All Reviews delivered by September 2012</p> <p><u>July/August/September</u> Development for each GM (one day only) – Refresh on Situational Leadership – 5 hours/Pattern of Management – Personal Responsibility – 2 to 3 hours Travel to each Market to complete Modules Whale Done Module</p> <p><u>August</u> Team Leader Development Modules</p> <p>COMPLIANCE: RAS – Manager/Bartender Classes each Month to ensure compliance Serve Safe – classes each month/tracking Tracking all CTS/MIT Information Tracking all EcoSure/Health Inspection Any ADP reporting /WOTC Child Labor Audits File Folder Audits</p> | <p>PEOPLE: Ensure all reviews are completed Ensure all file folders are complete</p> <p>DEVELOPMENT: •ProStart Program – Career Building</p> <p><u>November</u> Manager Modules - all new managers from March 12 – November 12</p> <p><u>October</u> Team Leader Modules</p> <p>COMPLIANCE: RAS – Manager/Bartender Classes each Month to ensure compliance Serve Safe – classes each month/tracking Tracking all CTS/MIT Information Tracking all EcoSure/Health Inspection Any ADP reporting /WOTC Child Labor Audits File Folder Audits</p> |

Training Curriculum 2012

| AD Development | GM/MIP Development | Manager Development | Team Member Development |
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| <p><u>One Day Classroom Training</u></p> <ul style="list-style-type: none"> •Pattern of Management – Teach during ADM/MT day •Whale Done •Follow up on Diagnostic Mapping •One on One time with Director of Ops - Restaurant AD Visit Form • Case Study - Situational Leadership •Complete all webinars/testing | <p><u>Targeted General Managers One Day Classroom Training (This will mirror the AD Day)</u></p> <ul style="list-style-type: none"> •Pattern of Management – Teach Back/Best Practices •Refresh to Situational Leadership •Bill Smith Case Study •12'O Clock High Case Study •Follow up to One on One Forms •Follow up on Diagnostic Mapping •One on One time with Area Director/utilizing workbook/Restaurant Visit Form •Role Plays to reinforce store visit •Whale Done Module •Complete all webinars and testing <p><u>General Manager Development</u></p> <ul style="list-style-type: none"> • Fill in the gaps Pattern of Management/Pocket Guide •Refresh to Situational Leadership •12'O'Clock High Case Study <p><u>New General Manager Development</u></p> <ul style="list-style-type: none"> •Full Situational Leadership Program (2 days) •Pattern of Management/Pocket Guide – understanding their role in implementing/utilizing with their managers •GM Orientation – Homework/Projects | <p><u>New Manager Development</u></p> <ul style="list-style-type: none"> •HR/Interview & Hire - Webinar •Hourly Review Module •P&L 101 •Inclusion - Webinar •Understanding LRM Role – Module/Testing •Explaining Development Workbook •Situational Leadership/Pattern of Management •Operating Systems •OZ Principle •Online Testing/Webinars <p><u>Targeted Manager Development</u></p> <ul style="list-style-type: none"> •Full Situational Leadership Program (2 days) •Pattern of Management Best Practices – Fill in gaps of Pocket Guide •OPS – GM of the Quarter •Whale Done •Leadership Workbook <p><u>Manager Development</u></p> <ul style="list-style-type: none"> •Pattern of Management/Pocket Guide •Group Decision Making •Inclusion Module - Webinar •Service Challenge – Coaching •Self Eval Module - Webinar •Manager Development Workbook - Webinar | <p><u>Targeted Team Leader Module (One Day)</u></p> <ul style="list-style-type: none"> •P&L 100 •Interviewing Skills/Resume writing •Peer Today/Boss Tomorrow •Coaching/Contracting •Testimonials •Workbook – Team Leader •Service Challenge – Upselling <p><u>All Levels Development</u></p> <ul style="list-style-type: none"> E-Learning – Webinars Interview & Hire/3 Separate Webinars: tools/active recruiting/interviewing Inclusion – workbook/testing/webinar Evaluation Module – webinar/testing Online Food Testing |