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The World university games Buffalo '93 The Complete food service perspective

Darrin Stern

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THE WORLD UNIVERSITY GAMES
BUFFALO '93:

The Complete Food Service Perspective

by

Darrin Stern

A Thesis Submitted To:
The Faculty
of the
School of Food, Hotel and Travel Management
at
Rochester Institute of Technology
In Partial Fulfillment Of The Requirements

Masters Of Science

Winter 1994
FORM K

ROCHESTER INSTITUTE OF TECHNOLOGY
School of Food, Hotel and Travel Management
Department of Graduate Studies

M.S. Hospitality-Tourism Management

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Name: Darrin Stern Date: 12/8/93 SS#: ______________

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The Complete Food Service Perspective

Specific Recommendations: (Use other side if necessary.)

Thesis Committee: (1) Richard F. Marecki, Ph.D., CTC (Chairperson)
(2) Carol Whitlock, Ph.D., R.D.
OR (3) ________________________________

Faculty Advisor: Richard F. Marecki, Ph.D., CTC

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The city of Buffalo, New York will not soon forget the summer 1993. After many years of planning, the World University Games finally arrived. With one hundred and forty-five nations appearing to compete in Buffalo, this year's Games was the most successful ever.

The food service department was given the task of planning and producing all food and beverage items throughout the Games. A number of different responsibilities were assumed by our department. The first main job of the department was to develop, distribute, and award three different contracts. These contracts were for athlete feeding, concession stands, and Main Street USA. Contracts were also developed to ensure that the Games would receive a set level of service.

The Games worked under two different modes: one was the planning phase and the other was the operational phase. This operational time period at the Games, proved to be the most exciting segment. Three major processes needed to take place in order for the system to work. The organization structure had to shift from horizontal to vertical in nature; a working staff had to be developed; and the point when the
large list of plans becomes reality, were all major turning points for the implementation of food service department.

In any retrospective study one is able to view their accomplishments can be viewed with a clearer vision then ever before. The experiences at the World University Games were no different. In reviewing any work that is completed, one can always find room for improvement. The food service department at the World University Games Buffalo '93 was no different. When people look back at the summer of 1993, they will remember a fun time and the pleasure of knowing that Buffalo was a good host of the World University Games.
There are a number of people who assisted me in the project. Every great project can not be done alone, and I wish to thank the following people for all of their assistance and support.

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Chapter I

INTRODUCTION

Planning for an international athletic event is a long and intricate process. From the outside one can not begin to understand the massive number of people that are needed to undertake such an event.

Buffalo was the host to the World University Games. The World University Games is the second largest international athletic event in the world, next to the Summer Olympics. Just to provide a perspective of how large the event is, it is twice as large as the Winter Olympics. The World University Games is also known as the Universiade. Promotion and supervision of the Universiade are the responsibility of the governing body, Federation Internationale Du Sport Universitaire (FISU). The first Universiade was held in Turin in 1959, with seven sporting events; nine hundred and eight five athletes from forty-five nations competed. Since then the Universiade has continuously expanded to what it was this year in Buffalo, an athletic competition involving twelve sports and over six thousand athletes from one hundred and forty-eight countries.

Participation in the World University Games is limited. Competitors must meet a number of requirements. First, they
must be a citizen of the country they represent; second, they must be at least seventeen years old and less than twenty-eight years old; third, they must be registered for a full course of study at a university or similar institute. Exceptions have been made for nations with less than two million inhabitants or fewer than five thousand university students.

The World University Games were brought to Buffalo through the efforts of the Greater Buffalo Athletic Corporation (GBAC). The award of the Games to Buffalo was made by FISU on June 17, 1989. GBAC set forth to plan the best Universiade. The mission statement that was used to help guide the Games is as follows:

To present to the world, Games that reflect the purity and non-professionalism of University athletes.

To raise the national and international awareness of the Games as an athletic, culture and commercial venture.

To deliver to the sponsors, Games of the highest level of excellence which generate real value for current and future participation.

To provide a meaningful academic scholarship program that will set these Games apart from all others.

To raise the awareness of the value of athletic competition to the youth of the world.

To show the world the new economic vitality of Buffalo.¹

¹ World University Games Buffalo '93
From this statement each department organized its structure and developed its operational plans.

The following is a most unique look at the Universiade through the eye of the food service department. The material compiled in this paper is a comprehensive overview of the complete planning and operation of food service for the athletes, VIP's, and spectators.
THE STATEMENT OF PROBLEM

In planning an international sporting event there are many different aspects that need to be developed. One department that can make or brake an event is the level of food service that is provide to the athletes, coaches, spectators, and VIPs. When attempting to develop a food service system for such an event, one will find very little help in the form of literature.

THE STATEMENT OF PURPOSE

The purpose of this study was to examine the special event industry and how what the food service industry need to provide.

THE STATEMENT OF ASSUMPTIONS

In any type of research personal bias on the part of the researcher is always a potential problem. The process of acquiring the data and information was done carefully so that all the information that is presented in this paper is of the stated opinions and the actually events of the study.
DEFINITIONS

ATHLETE VILLAGE - The State University of New York at Buffalo Amherst campus was used to house all of the athletes, and coaches. The Ellicott Complex and the Governor Complex were secured areas the United States Department of Defense and the New York State Police both were responsible for the security.

CONCESSION - The leasing of a portion of the premises at a particular site to resale food produces. These sites were purchased from GBAC.

CONTRACTS - A legal binding document that states what both parities obligation are to each other.

CONTRACTOR - A person or a company that contracts with GBAC to perform a service or provide supplies.

FEDERATION INTERNATIONALE DU SPORT UNIVERSITAIRE (FISU) - The international governing body that is responsible for awarding the Games to different cities around the world. FISU is also the group that define the rules for which the Games must act. A similar organization is the International Olympic Committee (IOC).
used in place of The World University Games because it is easier to say.

**GREATER BUFFALO ATHLETIC CORPORATION (GBAC)** - Is the company that was founded to bid on the World University Games on behalf of the City of Buffalo. They later were responsible for the organization and the operation of the summer Universiade.

**MAIN STREET USA** - A facility that was developed for the athletes to relax and have some fun. This area was located in the main athlete village and it consisted of live performances, food vendors, an arcade, and other services.

**MINORITY OWNED BUSINESS ENTERPRISE (MBE)** - are business that identified and certified by New York State to be minority owned.

**REQUEST FOR PROPOSALS (RFP)** - Is a formal process that is used to acquire services for a large organization. This process is supposed to provide that community a chance to get involved in a economic form and it should provide that best price and service for the Games.

**UNIVERSIADE** - Is the name that FISU give to the Summer and Winter events that happen every two years.
**Venue** - Is a term that is used to name all sites that the Games will use.

**VIP Area** - This was a restricted area that was only open to corporate sponsor, the board of director of the GBAC, and all Statesman.

**Women-Owned Business Enterprise (WBE)** - are business that identified and certified by New York State to be women owned.

**World University Games Buffalo '93** - This was the organization that the GBAC formed to develop and operate the physical functions of the Games.
CHAPTER II

LITERATURE REVIEW

This study of the World University Games was accomplished from a great number of sources. This information was gathered through phone conversation, personal interviews, work experience.

During this study, the majority of the information that was used was gathered during the course of the Games. Personal interviews and daily transactions between co-workers provided to a tremendous source. Periodic interviews were held with the Director of Operations, Richard B. Perelman, and the Deputy Director of Operations, Thomas P. Callahan, to obtain a baseline of our event as compared to the L.A. Olympics, and the Seattle Goodwill Games. These interviews provided many insights to what was expected of the food service department and should have been done differently. These two people also served as our resource for information on corporations that have and do provide this level of food service. Another beneficial source was a member of our main food service contract company, Lew Sprages with Service America. The process of assessing the food service department was add by interviews that were held with new of visitor for the Atlanta Committee of the Olympic Games.
These people provide some insights that you could have only seen if you were an observer. Information on what law govern RFP's and the contents that were needed in our contracts was provide by the law firm of the Greater Buffalo Athletic Association.
This paper is a consecutive look at what the major issues in food service are. It reflects a procedure that was followed during the planning stages of the food service department. Throughout the program's development form conception to implementation and then to assessment, each step was interdependent with each other.

This paper is laid out into eight sections, with each section building from the last. Each section covers three areas of service; athlete feeding, concessions, and VIP tents. The first section will cover what the requirements of the food service department were and the creation of the request for proposals (RFP). Next the development of a mailing list for whom the RFP's would be sent. Once the mailings were sent out, the need was to develop the criteria for which all the RFP's would be graded. While the selection process was being completed, contracts also were needed. Lastly came the move into the implementation of the food service operation.

The final section of this thesis covers the need for setting criteria in the service contracts. The assessment
process is the most essential part of the whole puzzle. Here is where the critical analysis of what should and could have been done differently will take place.
With the Greater Buffalo Athletic Corporation planning to spend millions of dollars, they found that they needed a method to ensure that all companies would have an equal chance to provide the committee a service. The Planning Committee decided to follow the same method that most large corporations and all governments use, Request for Proposals (RFP).

The purpose of this process is to standardize the way in which proposals are solicited from potential providers and to standardize the criteria by which they are judged. It is necessary to follow a set of procedures in requesting and assessing proposals. The goal of this standardization is to insure that all proposals and bids are viewed as impartially and as accurately as possible.

All committees of the World University Games were required to follow certain parameters and notification requirements. For any Games expenditures between one dollar and two thousand dollars, the purchasing process used was to be at the discretion of the purchasing department. When expenditures were between two thousand dollars and ten thousand dollars, three competitive quotations were required,
but no formal RFP is required. An RFP must be solicited for a series of similar or related expenditures for products or services that require a Games expenditure of over ten thousand dollars. When it was possible, a minimum of three proposals was required. When the monetary amount increases above twenty-five thousand dollars but is less than one hundred thousand dollars, approval by the Executive Committee was needed. A meeting of the full board of directors was needed to approve expenditures of over one hundred thousand dollars. If the chairman determines it to be imprudent to delay a decision until the next regularly scheduled meeting of the board, the chairman can convene a special committee.

When an RFP was issued on behalf of the World University Games, there were a number of guidelines. The issuing department had to be the one to authorize it. Prior to publication the RFP was reviewed by the finance and risk management department. This was to insure that all the tenets of the RFP were in accordance with the budgeted allocations and all the risk management standards. Next, the procurement department reviewed the RFP to insure that all applicable New York State and Federal procurement guidelines are observed. Once everyone had approved the RFP, notification of the service or product needed was placed in appropriate publications whenever practical and when by applicable laws.
Once the guidelines were set for the needs of an RFP, the food service department would begin to develop all of their RFPs. There are a number of items that must be included in this document. The RFP must express what type of format is needed for a response. The date of issue should be displayed prominently so that no one would question when the RFP was released. The RFP should clearly explain the appropriate risk management questions and all financial concerns. Also, the deadline for any responses must be clearly posted. The people who will be evaluating the proposals need must be identified, and the criteria they will be using must be clearly stated.

The food service department needed to create three different RFP's, one for athlete feeding, one for eleven different concession stands, and one for the opportunity to supply corporate hospitality tents at the State University at Buffalo's new stadium. Once they began developing these RFP's they decide to arrange them a little differently. They ended up writing one RFP for athlete feeding, one for all the concession stands except for the stands located at the University at Buffalo, and then one for the rights to corporate hospitality tents and the concession stands at the University. The three RFP can be found in Appendix A, B, and C section of this paper.
How the specific RFP for concessions was put together is described here as an example. The first section of the RFP provided background information about the World University Games and about the overall food service plan. The document then provided a bidder with information on what the Games was looking for. In this section they spelled out what format and the information that Games was looking to receive. The next section describes how the Games would evaluate and award the different concession stands. Additional, they provided specific venue information so each company could evaluate which venue would be the best for them. The type of information that they provided was the date and time the venues would be open and the expected number of tickets that would be sold during each session.

It is important to remember that when writing an RFP, one must not assume that everyone will want to bid on it. One needs to make sure that the RFP is attractive, and hope that this will create a competitive state may develop.
DEVELOPMENT OF THE MAILING LIST

The creation of a list of who and where the Request For Proposal should go was an important part of the process. Extensive exposure was essential because this would attract a wide variety of responses and then this would lead to a state of competition. The food service department felt that there were three options for exposing the RFP; local, statewide, national, and international. The more companies who knew about the proposal the better off we would be. If the Games decided to stay local, there would have been no guarantee that any of the five potential local providers we knew about would respond. The approach that was taken in advertising the RFP was as follows: (See Appendix D for complete list)

Local: The Buffalo News and Business First
plus some direct mailing.

Statewide: Since neither of the two major in-state trade publications, New York State Restaurant Association or Empire State Food Service News was a viable advertising medium because they were published after the June's submission
deadline. Therefore, a notice was published only in the Contract Reporter.

**Nationwide/International:**

Ads were run in the Food Service Director and Restaurant Business Magazine. The New York Times and The Wall Street Journal were also used as part of the international exposure plan. They decided to include the company that provided the athlete food service for the last World University Games in Sheffield, England, this was a direct mail.

A major concern of all departments of the World University Games was to include minority and women owned businesses. In 1983 Governor Cuomo signed Executive Order No. 21 that established a Minority and Women-Owned Business Enterprise (M/WBE) Program for all State agencies. The program fosters and promotes involvement of these businesses in the State procurement process. The World University Games supported this program and used its formats as a guide to implement its intent within the purpose, ability, and requirement of the organization.

The policy that the World University Games set forth from the beginning was to support a strong commitment to the
M/WBE program, and encouraged the participation by minority and women-owned businesses in contract opportunities. In addition, the Games continually worked to maintain a high amount of goods and services that were purchased from M/WBE firms.

The Greater Buffalo Athletic Association developed a two phase plan to increase use of minority and women-owned vendors for the procurement of materials, supplies and services. They did not want to jeopardize its federal tax exempt status that would preclude competitive products at competitive prices.

The main objective of phase one was to identify who were the minority (MBE) and women-owned business enterprises (WBE) that were certified by the state. They also tried to place orders to the extent that was practicable with the MBE's and WBE's.

Phase two consisted of securing funding for a grant from the Small business Association (SBA). With this funding, the Greater Buffalo Athletic Association was able to achieve an overall goal of ten percent of the purchases from MBE's and five percent from WBE's. The Greater Buffalo Athletic Association also was able to provide seminars on purchasing procedures. These seminars were available to all interested parties. With all of these efforts, the general consensus
was that incorporation of the large number business was successfully achieved.
DEVELOPMENT OF CRITERIA FOR REVIEWING ALL REQUEST FOR PROPOSALS

The evaluation of the proposals that are received is a crucial segment of the overall operation. The evaluation process opens the Games to a potentially large pool of legal conflict. Since the conflict was possible, they instituted strict processing guidelines.

Once a proposal was received by the Greater Buffalo Athletic Association it was forwarded to the manager of food service. The manager then marked the proposal with the date that they received the document. This was done so that no one could argue when the proposal was received, because people had tried to argue that they had sent their proposals earlier. The document was then copied and circulated to the review committee. The committee evaluated the proposals on a basic set of criteria.

Evaluators used the criterion that was stated in the request for proposal (RFP). The food service department developed a form that made the entire process easier to complete and document. The form was set up into six
sections. These sections are based on the major questions that the RFP attempted to have answered;

I. Capability To Perform/Background and Experience.
II. Plan.
III. Financial Management.
IV. Sanitation.
V. Staffing Plan.
VI. Flexibility and Collaboration.

The food service department created two different evaluation forms, one for athlete feeding, and the other for concession (both of these can be found in Appendix E). The two forms are basically the same in design except the concession form is shorter due to the requirements that the RFP placed in it.

Since the athlete food evaluation form is more complex, the creation of that form will be explained. The first section attempts to gauge what experience company "A" has and what might be their capability to perform. The food service department used these questions to help guide the evaluation team through. Typical questions for this section were;

Has the company participated in similar events in the past? (I.e., International; athletic; etc.)
• Is the proposal supported by adequate resources?
• Does the company have a good track record in food service production?

Each section also included space for general strengths and weaknesses to be written in. Section two, their Plan, was evaluated to determine if the company had an understanding of the scope of the project. Was their plan logical, realistic and flexible? It was nice for a company to have good ideas for a big event but they had to be able to perform the required tasks at a stated level of service. Some of the questions that were used in this section were:

• Does the food production plan seem realistic?
• Is the food service plan consistent with the need of the Games?
• Are facility, vehicle, and equipment maintenance adequately addressed?

The question of finances will always be a central area of concern. This section had one basic premise: are the Games getting the quality and level of service needed for the money being spent? Typical questions that had to be answered in this section are as follows:

• Will this company deliver a quality product and provide top service within a realistic budget and on time?
• Is the proposed fee adequately explained, reasonable, and attainable?
A major concern of the Games was the sanitation experience and the ability of the company to comply with and surpass the New York Health codes. The food service department needed to make sanitation a priority because the Games was going to host six thousand people from one hundred and forty-five different countries.

- Has the company clearly outlined how the sanitation plan will be implemented?
- How will sanitation plan interface with overall village operation?

The staffing plan section of the evaluation was designed to assets the quality of the managerial personnel. Also of interest was their plan on staffing their operation. Greater Buffalo Athletic Association wanted to gain some insight into what are the abilities of the service provider and attempt to determine if the company will be able to perform an excellent job.

- Quality of the project manager?
- Quality of the staffing plan?
- Will the staffing plan employ local residents?

The final portion to the evaluation was to determine how The service provider will handle input by the Games and sponsors, as well as how they can accommodate changes and support a collaborative approach to the overall village operation. A review committee was developed to evaluate the proposal. This committee consisted of; the Director of Operations, two
Managers from the Athlete Village staff, two members from the food service department, and one member from the local community. Once the entire review committee has finished their evaluation of the different proposals, they returned their finished evaluations to the food service department. They then compiled the responses and published them to review committees and to the board of directors. An agenda for a formal meeting was set, in this meeting the decision of who would receive the award was made.

In awarding the ten different concessions stands, the food service committee proceeded through a round of elimination processes. The premise that the committee was working with was to try and keep the businesses local in Buffalo. The first step in awarding the concession stands was to eliminate those bidders who were clearly out of their league. These companies were sent letters thanking them for their participation but turned away. The committee then moved to discuss each proposal more directly. They looked at what type of plan the company had in regards to a sanitation program. They were also concerned with the menu and the prices that would be used. The evaluation team also needed to remember that all of these services are geared to the spectators. If a company had made it through all of these different stages, the financial benefit to the Games was then projected. The food service committee decide to divide the ten concession stands between seven companies. Six of these
companies were from the local Buffalo community. By doing this, the committee achieved their goal of having an impact on the local economy but reduced the amount of revenue the Games could make.
DEVELOPMENT OF SERVICE CONTRACTS & AGREEMENTS

The development and execution of contracts are one issue that the World University Games required the assistance of a local attorney. The Games developed unilateral contracts for all of its food service needs. The food service department had four main types of contracts; the sponsor agreement, venue concessions, athlete feeding, and Main Street U.S.A. (Complete copies of these contracts can be found in the Appendix F, G, H, and I).

In development of these different contracts that were used for our concessionaires, the Games needed to make sure that a number of issues were covered. The basic contract that was used for Main Street U.S.A. and the different concession stands was composed of seventeen sections. The "Introduction" was the area used to describe the terminology that would be used within the document. It also stated who were the two parties involved and on what date the contract would commence and terminate. This section would also describe the agreement. In section one, "Terms", was an area where the conditions of the contract were fully expressed.

One method the Games used to ensure that proper food service practices were meet was to require that all local,
state, and federal laws are complied with. Along with this the concessionaires had to submit a copy of the proper health permits. The concessionaires were also made to agree to using only the products of official sponsors. This was important because there were other contracts that the Games had to adhere to.

Ethical practices were a part of the contract that assured that everyone was clear on what was unacceptable. This section, ethical practices, was part of a boiler plate contract because it would appear in all contracts in some form or another.

The next section laid out the criteria a concessionaire must follow. The Games reserved the right to cancel any stand if they did not comply with the set rules. These rules were designed into the contract so the Greater Buffalo Athletic Association could standardize the quality of goods and services provided (The actual criteria is located in Appendix F as part of the concessions contract).

The next major part of the contract was the payment section. This was the area where all parties agreed to a form of restitution. They decided to offer three different payment methods. Each method offered a increasing discount to the concessionaire. The discount rate was based on the timing of their payment.
The next few sections consisted of the basic boiler plate information. Employment laws, insurance, and fire regulations were all stated emphasizing the need for compliance of the different laws and submission of the proper paper work.

Section fifteen was the area where the terms for a default of contract were set. The final part the contract was the signatures of both parties involved. The contract that was used for athlete feeding was basically comprised of the same components but the specifics varied. The sponsor agreement resembled the contracts used for our concessionaires, but a number of the sections did differ. They needed to cover which rights would be granted to the sponsor. In this contract we needed to deal with goodwill and the disposal of the stock. The Games reserved the rights to sell all left over stock for additional income to support in the financing of the Games.

In any major business transaction contracts were all that was needed. The use of such agreement need to always be under the advice of an attorney because contracts rewrite the law for the parties involved. The Games used this contract to confirm that services would be rendered and that all parties concerned would receive equal restitution.
THE PROCESS OF IMPLEMENTATION

In events of this nature, months of planning is all for just two weeks of business. This time period, at the Games, provided to be the most exciting segment. Three major processes needed to take place in order for the system to work. The shifting of the organizational structure from horizontal to vertical in nature, the development of a working staff, and the actual point when a pile of papers becomes the reality of services provided to real customers, were all major turning points for the implementation of food service department.

The World University Games Buffalo '93 was a text book example of an organization changing it structure. From case studies to the corporate board rooms of today, organizational change is the topic discussion. From Tom Peters' *Thriving on Chaos: Handbook for a Management Revolution*², to Jan Carlzon *Moments of Truth*³, one can see how people are taking this concept to heart. In the case of the World University Games, the organizers felt it was necessary to develop in two ways. The first organizational structure that developed was one of hierarchy. Formal lines for procedures were created and all

decisions were made from the top down. At this time the Games staff was still small in size. As the Games developed, the structure within also changed with it. Richard Perelman, Director of Operation, of the World University Games Buffalo '93 was asked, "What does this organization look like?" (in terms of its structure). He answered, "You can see the structure by the different phone lists that we have used. The first phone list that we developed was by department with the department heads on the top of the list. This illustration showed a basic outline of how business was done within the organization." The next phone list was alphabetical in order. "At this point, the Games is an organization of people who can work within their own department and at the same time work with others: we have to, it's the nature of our business."4 The final phone list exhibited decentralization of power. This list placed people into work groups by venue. Within one venue at least one person from each division was listed. These statements, provide an idea for what type of organizational structure existed at the time of implementation.

The process of becoming operational was a task that required the help many volunteers. The food service department called upon a number of other departments to assist in the overall production of services. With the help of eleven outside contractors, and four different

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departments, the food service department was able to provide a high level of service. Over two hundred people had to be trained. The people that volunteered their services to the Games needed to be trained in a many different areas. The food service department needed to fill positions in VIP Tents, Court Side, Athlete Village, and Delegation Service. Volunteer services was the main source for identifying all of the people that were used to fill these position.

The first training that all personnel of the Games received covered what the Games are, what the goals of the Games are, and how to handle a number of problems that could occur during the event. The food service department developed a comprehensive handbook to help educate people about what was needed to perform in this area (See Appendix J for handbook). The handbook was distributed to all volunteers to train people who had no experience in this area. Inside this book, volunteers found the current health laws and proper food handling techniques. They were also given information on the chain of command was within the food department, along with explanations of the different jobs that they would need to perform. This handbook was accompanied by a lecture that covered the same material in the handbook and allowed for a question and answer period.

When the World University Games Buffalo '93 put all of their planning together with the new work crew, they began to
enter the operational stage. This stage was when the real work was done. Food was delivered and served to all the venues, and the athletes were provided their meals. People worked around the clock to make sure that the athletes and the spectators were serviced well and had a good time. The deployment of this support service plan encompassed of every venue that we used. The food service department was responsible for distribution of all of the ice, ice chests, water coolers, all beverages (hot and cold), cups, and packaged food items. These items were basic necessities at all venues and they needed to be maintained and inventoried on a regular basis. This is where our volunteer staff played the largest role. With volunteers at every venue monitoring and serving these items, their role was to act as the eyes and ears of the managers. These people kept the management team informed as to what was happening and how much more of each product was needed. When a venue closed down, these support people ensured that all of the materials were returned and that the venue was replaced to the level it was at before the World University Games Buffalo '93 took control of it.

Technology played a major role in the success of our production. Pager services and cellular phone technology were the two "high-tech" items that greatly influenced the quality of work that took place. These items enabled us to stay in constant contact with all important personnel. The
Pagers could either take a voice mail message, a phone number, and or a text message. What this technology enabled food service to do, was to be in all places at the same time. They were able to react to any problem anywhere. A competition developed about whose pager could go off more often in five minutes. It was not fun to win.

Through it all, the operational stage was the most exciting time. Months of planning finally were used. The chance to see how good the service was, and the need to solve problems instantly, made it worth all of the pain.
CHAPTER IV

ASSESSMENT AND CONCLUSIONS

When given the chance to look back on an event, one has the benefit of having twenty / twenty hind sight. It is possible to do this with the World University Games. In review of the performance of the food service department, there are a number of areas that should have been approached differently. Given this chance to review the entire process, one would find it necessary to start from the beginning and proceed in some type of chronological order. The site selection for the athlete village is the first place to begin this retrospective study.

The World University Games Buffalo '93 contracted with the State University of New York at Buffalo to use two of their housing facilities, the Ellicott Complex and Governors building. These two areas combined provided, five thousand four hundred and thirty beds. The kitchens that are located inside these facilities were designed to work with a main commissary providing service. When the Games agreed on a contract, the commissary was over looked and not included in the contract. This meant that the Games were left with prep kitchens only. The limited space and equipment turned out to be a major issue in finding a company to provide service for feeding our athletes. Apparently that the original
organizing committee should have paid more attention to this topic. If they had, found a company to get involved in the production they would have been less problems and easier on all the personnel to produce.

The combinations of poor planning of cooking facilities, poor public knowledge of the event, and some occasional financial difficulties were among some of the reasons why one major food service provider did not get involved earlier in the planning process. With the lack of support from the food service industries, the food service department was placed on the back burner. With only five months to go until the opening of the athletes village, a contractor was found. This placed all parties involved under the gun to get the job done, and it forced the food service department to cut corners. The end result still was a truly successful production. A high quality product was provided, and on demand.

The food service department was also lacking any form of a paid staff. It were composed of two salaried staff members, four volunteer staff members, and one hundred volunteer workers. The Games hired one person to be the Deputy Director of Operations and Manager of Food Service. He brought with him a large amount of knowledge about large event management, but no food service experience. This placed the food service department in a tough position. They
were forced to place a large amount of responsibilities on the volunteer staff members. This also created a deficient management structure with our department. Due to the lack of funding they were unable to have one manager in each of the following areas; athletes village, hospitality tent, and concessions/venue supplies. If this structure had been achieved, the overall effectiveness of the food service department would have been increased. It would have also allowed for the minimal staff to enjoy their work a little bit more, (an average day was from 5:00 AM to 2:30 am). Unfortunately, money gives people a reason to take a vested interest in something. The small unpaid staff that the food service department did have, would put their priorities in the order that was the best for them. An example this squid priority setting was when the volunteer managers decided to attend a local concert instead of working. This left the department head short handed and there was nothing they could do nothing about because they were just volunteers. It appeared that the Games also misappropriated many of their resources. Equipment in short supply was not supplied to those who had the greatest need. All too often these supplies were given to friends, and or a certain department. Well, this was one political argument that went unchallenged. Business was conducted with some frustration felt amongst the entire food service department.
Interdepartmental cooperation was also an area that could have used some improvement. The marketing department did not interact with all of the departments at the Games. If the marketing staff had worked closer with the food service staff, more items and services could have been acquired that could have benefited the total production of the Games. Together, the two departments might have increased the total involvement of a largely untapped industry. The material and logistics department also played a vital role in food service production. These were the people that had the storage facilities and all of our delivery trucks. With all of these resources under the control of the logistics department, food service was very dependent upon them to produce for us. Since these two departments were interdependent of each other, it was not always easy to make thing work together. Another problem also steamed from an uncommon goal. This was due to the fact that there were two different 'bosses' and this caused the two departments to never work efficiently together.

Overall, the food service department would have to say that the food service program was a success. No event is without little pot holes. Through it all, every one puled through and performed. The athletes who were living in the village showed that they enjoyed the food as determined by the amount of product that was consumed (see Figure 1.0.)
### Figure 1.0

**World University Games Buffalo '93**

**Food Quantities**

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Items</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5 Tons</td>
<td>Butter</td>
<td></td>
</tr>
<tr>
<td>7 Tons</td>
<td>Cheese</td>
<td></td>
</tr>
<tr>
<td>283,000 each</td>
<td>Eggs</td>
<td></td>
</tr>
<tr>
<td>9 Tons</td>
<td>Margarine</td>
<td></td>
</tr>
<tr>
<td>20,000 Gallons</td>
<td>Milk</td>
<td></td>
</tr>
<tr>
<td>25 Tons</td>
<td>Vegetables (fresh)</td>
<td></td>
</tr>
<tr>
<td>12 Tons</td>
<td>Salad</td>
<td></td>
</tr>
<tr>
<td>15 Tons</td>
<td>Pasta - or 5,000 Cubic feet of pasta, enough to fill a 40 foot semi truck</td>
<td></td>
</tr>
<tr>
<td>500 Gallons</td>
<td>Syrup for ice cream</td>
<td></td>
</tr>
<tr>
<td>12,500 Gallons</td>
<td>Juice</td>
<td></td>
</tr>
<tr>
<td>1,200 Gallons</td>
<td>Catsup</td>
<td></td>
</tr>
<tr>
<td>1,877 Gallons</td>
<td>Assorted salad dressings</td>
<td></td>
</tr>
<tr>
<td>18,000 Pounds</td>
<td>Rice</td>
<td></td>
</tr>
<tr>
<td>17 Tons</td>
<td>Hot vegetables for service</td>
<td></td>
</tr>
<tr>
<td>11 Tons</td>
<td>Beef</td>
<td></td>
</tr>
<tr>
<td>3.5 Tons</td>
<td>Seafood</td>
<td></td>
</tr>
<tr>
<td>12 Miles</td>
<td>Saran wrap</td>
<td></td>
</tr>
<tr>
<td>15 Miles</td>
<td>Foil Wrap⁵</td>
<td></td>
</tr>
</tbody>
</table>

Now that the World University Games Buffalo '93 is all over, the team members in food service would have to say that this was a once-in-a-lifetime experience. Most people never get the chance to work and meet these type of people. If given the chance, they would do it all over again, but just a

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⁵ Sprages, Lewis. (1993). [World University Games Buffalo '93], Service America.
little differently. When people ask, "So what do you remember about working on the World University Games Buffalo'93", the answer was; "long hours, working hard, fun, frustration, and great connection for the future."
REFERENCES

Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association.


Stern, D. (1993, June). [Interview with Thomas P. Callahan, Deputy Director of Operations/ Food Service Manager, World University Games Buffalo '93].


World University Games Buffalo '93.
APPENDIXES
APPENDIX A

Request For Proposals: Concessions
REQUEST FOR PROPOSALS:
SPECTATOR CONCESSIONS AT THE
1993 WORLD UNIVERSITY GAMES
(issued 12 February 1993)

Background:

The World University Games, a 12-sport international competition featuring athletes from 17 to 28 years of age, will take place in the greater Buffalo area this coming summer from 8-18 July. The Greater Buffalo Athletic Corporation (GBAC) functions as the organizing committee for these Games, with headquarters at 235 North Street in Buffalo, New York (14201).

Food Service plans:

The GBAC is in the midst of organizing our food service requirements, including the Athlete's Village and for sporting events to be held at various sites around the greater Buffalo area. Although we do not own concession rights at all sites where the Games will be held, the GBAC has the responsibility to provide food services at several sites, which are detailed below.

Through this Request for Proposal, the GBAC is interested in identifying one or more companies or individuals who can serve the committee's needs for spectator food service as currently identified. The successful bidder or bidders will execute a written agreement with the GBAC after selection.

Please note that during the course of the GBAC's final contractual negotiations with other sites, it is possible that additional concession rights may become available. If so, the winning bidder from this Request for Proposal will be given the opportunity to make a bid for such additional business within defined parameters. If such bid is satisfactory, no additional bids will be taken. If unsatisfactory, the GBAC may elect to open the concession sales rights at such sites to bids from other proposes to this Request for Proposal.

Request for Proposals:

The GBAC would like to receive proposals for the provision of concessions to spectators at each of the nine sites for which the committee owns concession rights:

- Buffalo State College/Houston Gymnasium
- Buffalo State College/Sports Arena
- Erie Community College/City Campus Athletic Center
- Erie Community College/North Campus Athletic Fields and Bell Sports Center
- Erie Community College/South Campus Gymnasium
- Royal Canadian Regatta Course at St. Catharines, Ontario
- Sweet Home High School
• Town of Tonawanda Aquatic Center
• Villa Maria Academy Athletic Center

Concession rights at all other sites have been reserved by the venue owner or existing concessionaire. The schedule of events at each of these sites is noted below and is also included in the enclosed ticket brochure for the Games.

Facilities for food service at most of these sites borders on the non-existent. We are more interested in providing a convenient, reasonably-priced food service opportunity for our spectators than in providing a high level of "show" at these sites. Therefore, temporary facilities will be fully sufficient, as long as clean and well-managed. We suggest using either temporary high-school football game-type stands which may be available at no charge to the Games from the local Coca-Cola bottler, or stand-alone food service carts.

Please use the projected ticket sales for each site noted below to assist you in calculating potential revenues from concession sales at these sites. While this is a fairly conservative estimate of what we think can be sold, it is certainly a good representation of what we are fairly certain will be sold.

Requirements of, and response to, this RFP:

We are interested in receiving proposals which provide the GBAC with the following information:

• Sites at which you propose to provide services.
• Services to be provided with projected menus and pricing.
• Percentage of sales and/or up-front dollar guarantee to be paid to the GBAC prior to, during or at the close of the Games.
• Agreement to use food or beverage products of GBAC sponsors; at present, only Coca-Cola and U.S. Sugar fit this description.
• Background and qualifications of your firm, including:
  * current and previous contracts of this type or with other noteworthy installations;
  * ownership or access to carts or other equipment you will need to provide food service at the Games;
  * number of employees or access to labor needed to provide the range of services you outline;
  * three references - preferably current or former clients - who we can call for additional information;

whether your firm is qualified, or would qualify for, certification as a "small business," "minority-owned business" or "women-owned business" as defined by the State of New York.
Please note two very important requirements which must be addressed in your proposal. Failure to acknowledge and address both of these issues could result in your proposal being declared "non-responsive" and ineligible for further consideration.

- The successful bidder for this project will be required to obtain all necessary health permits to the extent such permits are required by each or any of the local jurisdictions involved. To the extent that the propose already holds some or all of the necessary permits, this should be noted.

- The winning bidder will be required to provide evidence of a comprehensive general liability insurance policy with a combined single limit of not less than $1 million; the Greater Buffalo Athletic Corporation as well as some of our site owners will be required to be named as additional insured to this policy during the period of this contract.

The deadline for response to this Request for Proposals is **Friday, 5 March 1993.** Proposals received after that time will not be considered. Proposals must be submitted in two copies and addressed to:

Mr. Tom Callahan  
World University Games  
235 North Street  
Buffalo, New York 14201

Questions regarding this RFP may be forwarded to Mr. Callahan at (716) 888-9300 or by fax at (716) 888-9355.

**Scoring of Proposals:**

Each proposal received by the GBAC will be evaluated according to the following criteria:

- Service level, including menus and staff projected at each site.
- Background and qualification of the firm.
- Financial commitment to the GBAC.

We are more concerned with providing a high-quality amenity for our spectators than we are in making huge sums of money. This must be kept in mind when making your proposal; we will accept the proposal which best meets the GBAC's needs - which may or may not be the best bid in financial terms.

Please do not try to impress us with a fancy presentation. We are much more interested in what you have to say than how you say it; in other words, please save your money and simply tell us what we would like to know. We would be pleased to receive photographs of your existing equipment or of any facilities presently in use on another program.
Venue profiles:

The World University Games organizing committee has the right to organize food service at nine sites, each of which is detailed below, with information on schedules and expected spectator load.

- **Buffalo State College/Houston Gymnasium**

  The Houston Gymnasium will be a primary site for women's basketball. The schedule includes the following sessions:

  Thursday, July 8  9 a.m. and 1 p.m.
  Friday, July 9    1 p.m. and 7 p.m.
  Saturday, July 10 1 p.m. and 7 p.m.
  Monday, July 12   1 p.m. and 7 p.m.
  Tuesday, July 13  1 p.m. and 7 p.m.
  Wednesday, July 14 1 p.m. and 7 p.m.
  Friday, July 16  10 a.m. and 2 p.m.
  Saturday, July 17 9 a.m. and 2 p.m.

  The expected capacity of Houston Gymnasium is 1,500 and an average of 200 tickets are expected to be sold per session. There is a space for a concession stand just outside of the gymnasium proper, in the traffic path of event spectators.

- **Buffalo State College/Sports Arena**

  The new Sports Arena at Buffalo State will seat approximately 3,256 for women's volleyball. The schedule of the 13 sessions includes:

  Friday, July 9    1 p.m. and 7 p.m.
  Saturday, July 10 1 p.m. and 7 p.m.
  Sunday, July 11   1 p.m. and 7 p.m.
  Tuesday, July 13  1 p.m. and 7 p.m.
  Wednesday, July 14 1 p.m. and 7 p.m.
  Thursday, July 15 1 p.m. and 7 p.m.
  Friday, July 16    1 p.m.

  An average of 743 tickets are expected to be sold per session. There is a small concession area located next to the ticket sales booth in the lobby area of this facility.

- **Erie Community College/City Campus**

  The new Athletic Center at the ECC/City Campus will be the site of swimming during the 1993 World University Games. The swimming schedule includes two sessions per day for six days; preliminaries are held in the morning and finals in the evening:

  Friday, July 9    1 p.m. and 7 p.m.
  Saturday, July 10 1 p.m. and 7 p.m.
  Sunday, July 11   1 p.m. and 7 p.m.
Tuesday, July 13 | 1 p.m. and 7 p.m.
Wednesday, July 14 | 1 p.m. and 7 p.m.
Thursday, July 15 | 1 p.m. and 7 p.m.

An average of 1,500 tickets per session are expected to be sold; the most likely distribution includes about 500 spectators for morning sessions and a full-house of 2,500 for the evening finals.

There is no designated area for concessions; however, behind the temporary bleachers to be erected at this site is an open field house area with plenty of room for concession stands of all types.

**Erie Community College/North Campus**

ECC/North will be one of our sites for men's soccer and women's volleyball during the Games. For soccer, the seating capacity is expected to be approximately 2,000, with average ticket sales of about 438 per session. The schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, July 7</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Friday, July 9</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Sunday, July 11</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Tuesday, July 13</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Thursday, July 15</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Saturday, July 17</td>
<td>3 p.m. and 7 p.m.</td>
</tr>
</tbody>
</table>

Concession sales at the outdoor soccer pitch must be organized from a temporary stand or from carts, as there is no existing concession stand.

The gymnasium to be used for women's volleyball is in the Bell Sports Center. Seating for 1,400 will be available, and an average of 697 tickets are expected to be sold per session. The schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday, July 9</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Saturday, July 10</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Sunday, July 11</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Tuesday, July 13</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Wednesday, July 14</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
<tr>
<td>Thursday, July 15</td>
<td>1 p.m. and 7 p.m.</td>
</tr>
</tbody>
</table>

There is an existing concession stand in the lobby of the Bell Sports Center, but Games access to this space is not assured. Therefore, your proposal should assume that a temporary stand or carts will be needed at this site.

**Erie Community College/South Campus**

The ECC/South gymnasium will be used for men's basketball games. The gym seats about 1,400, but an average of 306 tickets is expected to be sold for each session. The schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saturday, July 10</td>
<td>1 p.m.</td>
</tr>
<tr>
<td>Tuesday, July 13</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Wednesday, July 14</td>
<td>7 p.m.</td>
</tr>
<tr>
<td>Thursday, July 15</td>
<td>7 p.m.</td>
</tr>
</tbody>
</table>
Friday, July 16 7 p.m.
Saturday, July 17 9 a.m. and 2 p.m.

There is no existing concession space at ECC/South which the Games has access to. A temporary stand or carts will be needed.

- Royal Canadian Regatta in St. Catharines, Ontario, Canada

The regatta course in St. Catharines will offer grandstand viewing for up to 3,000 persons, although an average of 1,750 spectators are expected. The area is outdoors and temporary stands will be required. The schedule:

Tuesday, July 13 begins at 8 a.m.
Wednesday, July 14 begins at 8 a.m.
Friday, July 16 begins at 8 a.m.
Saturday, July 17 begins at 9 a.m.

- Sweet Home High School

Sweet Home will be the site for some of the men's soccer games. The field has a seating capacity of 3,000 spectators, but an average session is expected to draw 438 ticket buyers. The schedule:

Wednesday, July 7 3 p.m. and 7 p.m.
Friday, July 9 3 p.m. and 7 p.m.
Sunday, July 11 3 p.m. and 7 p.m.
Tuesday, July 13 3 p.m. and 7 p.m.
Thursday, July 15 3 p.m. and 7 p.m.

No permanent concession facilities currently exist; temporary stands and/or carts will be required.

- Town of Tonawanda Aquatic Facility

This is a small site which will be used for water polo. There will be seating for 538 spectators for each session and an average of 272 are expected to be occupied for each session. There is no permanent concession facility at this site, but there are vending machines permanently installed in the lobby. A temporary stand or carts could be located in the lobby area. The schedule:

Friday, July 9 10 a.m., 2 p.m. and 7 p.m.
Saturday, July 10 10 a.m., 2 p.m. and 7 p.m.
Sunday, July 11 10 a.m., 2 p.m. and 7 p.m.
Tuesday, July 13 10 a.m., 2 p.m. and 7 p.m.
Wednesday, July 14 10 a.m., 2 p.m. and 7 p.m.
Thursday, July 15 2 p.m. and 7 p.m.
Friday, July 16 10 a.m., 2 p.m. and 7 p.m.
Saturday, July 17 12 p.m.
• Villa Maria Academy

The gymnasium at this school will be used for women's basketball. There is no permanent concession facility at this site, but a temporary stand or carts may be set up in the lobby area. Please note that spectators may not bring food into the gymnasium itself, but must eat in the lobby area.

The Academy gym seats about 1,000, but an average of only 90 spectators is expected to attend each session. The schedule:

- Thursday, July 8: 9 a.m. and 1 p.m.
- Friday, July 9: 9 a.m. and 1 p.m.
- Saturday, July 10: 9 a.m. and 1 p.m.
- Tuesday, July 13: 9 a.m. and 1 p.m.
- Friday, July 16: 12 p.m.
- Saturday, July 17: 10 a.m.

An additional opportunity exists within the Athlete's Village at the University at Buffalo. In the "Main Street" area, we would like to investigate the possibility of having a vendor install a coffeehouse or ice cream parlor-style area from July 1-20, with service from the afternoon to about 11 p.m. daily. This service would require cash payment from the athletes; frankly, we are not certain about the amount of money that athletes will have available to spend. Moreover, all athletes are entitled to free food service in the dining halls which will be serviced by Delaware North. On the other hand, food service from the dining halls will not be available in the late evening hours when the coffeehouse or ice cream parlor should do the most business. Entertainment at the "main street" complex is scheduled to run from 7-11 p.m. nightly.

What's Next:

You have our thanks in advance for your interest in and support of the 1993 World University Games. If you have questions, please direct them to:

Mr. Tom Callahan
World University Games
235 North Street
Buffalo, New York 14201
Telephone: (716) 888-9300
Facsimile: (716) 888-9355

The GBAC will review all proposals received and determine whether to directly award this contract to a single party, or to call in one or more respondents for additional, in-person, interviews.

All respondents should recognize that if the GBAC does not receive any proposals which it deems adequate to meet its needs, it may reject all applicants.
ROYAL CANADIAN HENLEY REGATTA COURSE: HENLEY ISLAND
ERIE COMMUNITY COLLEGE/NORTH CAMPUS: BELL SPORTS CENTER
ERIE COMMUNITY COLLEGE/CITY CAMPUS
APPENDIX B

Request For Proposal: University Of Buffalo Concessions
REQUEST FOR PROPOSALS:
SPECTATOR CONCESSIONS AT THE
1993 WORLD UNIVERSITY GAMES
(issued 12 February 1993)

Background:

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Through this Request for Proposal, the GBAC is interested in identifying one or more companies or individuals who can serve the committee's needs for spectator food service as currently identified. The successful bidder or bidders will execute a written agreement with the GBAC after selection.

Please note that during the course of the GBAC's final contractual negotiations with other sites, it is possible that additional concession rights may become available. If so, the winning bidder from this Request for Proposal will be given the opportunity to make a bid for such additional business within defined parameters. If such bid is satisfactory, no additional bids will be taken. If unsatisfactory, the GBAC may elect to open the concession sales rights at such sites to bids from other propose to this Request for Proposal.

Request for Proposals:

The GBAC would like to receive proposals for the provision of concessions at the State University of New York at Buffalo/North Campus in Amherst:

- Alumni Arena
- The new University Stadium
  (and hospitality tent village at the South end)
- Ellicott Tennis Complex

Concession rights at all other sites have been reserved by the venue owner or existing concessionaire. The schedule of events at each of these sites is noted below and is also included in the enclosed ticket brochure for the Games.

Facilities for food service at most of these sites borders on the non-existent. We are more interested in providing a convenient, reasonably-priced food service opportunity for our
spectators than in providing a high level of "show" at these sites. Therefore, temporary facilities will be fully sufficient, as long as clean and well-managed. We suggest using either temporary high-school football game-type stands which may be available at no charge to the Games from the local Coca-Cola bottler, or stand-alone food service carts.

Please use the projected ticket sales for each site noted below to assist you in calculating potential revenues from concession sales at these sites. While this is a fairly conservative estimate of what we think can be sold, it is certainly a good representation of what we are fairly certain will be sold.

Requirements of and response to this RFP:

We are interested in receiving proposals which provide the GBAC with the following information:

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- Services to be provided with projected menus and pricing.
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- Agreement to use food or beverage products of GBAC sponsors; at present, only Coca-Cola and U.S. Sugar fit this description.
- Background and qualifications of your firm, including:
  * current and previous contracts of this type or with other noteworthy installations;
  * ownership or access to carts or other equipment you will need to provide food service at the Games;
  * number of employees or access to labor needed to provide the range of services you outline;
  * three references - preferably current or former clients - who we can call for additional information; whether your firm is qualified, or would qualify for, certification as a "small business," "minority-owned business" or "women-owned business" as defined by the State of New York.

Please note two very important requirements which must be addressed in your proposal. Failure to acknowledge and address both of these issues could result in your proposal being declared "non-responsive" and ineligible for further consideration.

- The successful bidder for this project will be required to obtain all necessary health permits to the extent such permits are required by each or any of the local jurisdictions involved. To the extent that the propose already holds some or all of the necessary permits, this should be noted.

- The winning bidder will be required to provide evidence of a comprehensive general liability insurance policy with a combined single limit of not less than $1 million; the Greater Buffalo Athletic Corporation as well as some of our site owners
will be required to be named as additional insured to this policy during the period of this contract.

The deadline for response to this Request for Proposals is **Monday, March 18, 1993.** Proposals received after that time will not be considered. Proposals must be submitted in two copies and addressed to:

Mr. Tom Callahan  
World University Games  
235 North Street  
Buffalo, New York 14201

Questions regarding this RFP may be forwarded to Mr. Callahan at (716) 888-9300 or by fax at (716) 888-9355.

**Scoring of Proposals:**

Each proposal received by the GBAC will be evaluated according to the following criteria:

- Service level, including menus and staff projected at each site.
- Background and qualification of the firm.
- Financial commitment to the GBAC.

We are more concerned with providing a high-quality amenity for our spectators than we are in making huge sums of money. This must be kept in mind when making your proposal; we will accept the proposal which best meets the GBAC's needs - which may or may not be the best bid in financial terms.

Please do not try to impress us with a fancy presentation. We are much more interested in what you have to say than how you say it; in other words, please save your money and simply tell us what we would like to know. We would be pleased to receive photographs of your existing equipment or of any facilities presently in use on another program.

**Venue profiles:**

The World University Games organizing committee has the right to organize food service at nine sites, each of which is detailed below, with information on schedules and expected spectator load.

- **Alumni Arena**

The Alumni Arena at the State University of New York at Buffalo will hold the following events: Diving and men's & women's Volleyball. There are concession facilities (spaces) in existence at this site which will be available, including utilities; however the equipment will not be available for use.

Diving will seat approximately 3,000. The schedule of the 12 sessions includes:

- **Tuesday, July 13**  
  2 p.m. and 7 p.m.
- **Wednesday, July 14**  
  2 p.m. and 7 p.m.
- **Thursday, July 15**  
  2 p.m. and 7 p.m.
Friday, July 16 1 p.m. and 7 p.m.
Saturday, July 17 1 p.m. and 4 p.m.
Sunday, July 18 12:30 p.m. and 4 p.m.

An average of 700 tickets are expected to be sold per session with a projected total ticket sale of 8,400.

Men's Volleyball will seat approximately 10,000. The schedule of the 16 sessions includes:

Friday, July 9 1 p.m. and 7 p.m.
Saturday, July 10 1 p.m. and 7 p.m.
Sunday, July 11 1 p.m. and 7 p.m.
Monday, July 12 1 p.m. and 7 p.m.
Tuesday, July 13 1 p.m. and 7 p.m.
Wednesday, July 14 1 p.m.
Thursday, July 15 1 p.m. and 7 p.m.
Friday, July 16 1 p.m.
Saturday, July 17 1 p.m.
Sunday, July 18 12 p.m.

An average of 1,984 tickets are expected to be sold per session, with a projected total ticket sale of 31,744.

Women's Volleyball will seat approximately 10,000. The schedule of the 2 sessions includes:

Friday, July 16 7 p.m.
Saturday, July 17 7 p.m.

3,000 tickets are expected to be sold at the July 16 session and 6,000 are projected to be sold on July 17.

The new University Stadium, at the State University of New York at Buffalo will hold the Track and Field events as well as the Closing Ceremonies. There is available space for concessions in multiple areas throughout the facility (area consists of cement walls, but without counter tops). There will be utility hookups available, at no charge.

Track & Field and the Closing Ceremonies will seat approximately 15,500. The schedule of the 5 Track & Field sessions include:

Wednesday, July 14 9 a.m.
Thursday, July 15 9 a.m.
Friday, July 16 9 a.m.
Saturday, July 17 9 a.m.
Sunday, July 18 2 p.m.

An average of 7,700 tickets are expected to be sold per session of track and field and 14,000 for the closing ceremonies. The total projected total ticket sales for this venue are is 44,800.

Closing Ceremonies will follow the Track & Field events on Sunday, July 18.
The Ellicott Complex Tennis Courts, at the State University of New York at Buffalo will host the Tennis events, with seating for approximately 4,000. The schedule of the 8 sessions include:

- Friday, July 9 4 p.m. Thursday, July 15 3 p.m.
- Saturday, July 10 10 a.m. Friday, July 16 4 p.m.
- Sunday, July 11 10 a.m.
- Monday, July 12 10 a.m.
- Tuesday, July 13 10 a.m.
- Wednesday, July 14 10 a.m.

An average of 1,213 tickets are expected to be sold per session with a total projection of sales at 9,700.

An additional opportunity exists within the Athlete's Village at the University at Buffalo. In the "main street" area, we would like to investigate the possibility of having a vendor install a coffeehouse or ice cream parlor-style area from July 1-20, with service from the afternoon to about 11 p.m. daily. This service would require cash payment from the athletes; frankly, we are not certain about the amount of money that athletes will have available to spend. Moreover, all athletes are entitled to free food service in the dining halls which will be serviced by Delaware North. On the other hand, food service from the dining halls will not be available in the late evening hours when the coffeehouse or ice cream parlor should do the most business. Entertainment at the "main street" complex is scheduled to run from 7-11 p.m. nightly.

What's Next:

You have our thanks in advance for your interest in and support of the 1993 World University Games. If you have questions, please direct them to:

Mr. Tom Callahan
World University Games
235 North Street
Buffalo, New York 14201

Telephone: (716) 888-9300
Facsimile: (716) 888-9355

The GBAC will review all proposals received and determine whether to directly award this contract to a single party, or to call in one or more respondents for additional, in-person, interviews.

All respondents should recognize that if the GBAC does not receive any proposals which it deems adequate to meet its needs, it may reject all applicants.
APPENDIX

C

Request For Proposal: Athlete Village
World University Games Buffalo'93, a division of Greater Buffalo Athletic Corporation, is the not-for-profit corporation staging the 1993 Universiade. An integral component of the Games is the village for athletes, coaches, and officials. The village serves as a catalyst for international goodwill, a place to foster friendships, a cultural hub, as well as the primary means of providing food and shelter. Additional information on the Games, to include a list of invited countries, is attached (attachment 1).

The World University Games Buffalo'93 is soliciting proposals from various vendors to provide institutional meals for athletes, officials, coaches, and others in the athletes village. The village will be located in the Ellicott complex at the North (Amherst) Campus of the University at Buffalo. A schematic drawing of the campus is attached (attachment 2). In addition to the Ellicott complex, it is anticipated Governors Residence Hall will be used for housing only. The Ellicott complex will be encircled by a security fence with the dining hall(s) and on site food service facilities located within the security zone.

Scope of work:

It is the scope of this solicitation for a contractor to provide all personnel, management, materials, uniforms, products, dietary requirements, supplies and services for the preparation, delivery, service, sanitation, and waste disposal associated with providing required institutional food service in the athletes village.

Food service philosophy:

Games' food service philosophy is to emphasize host country cuisine, but not to the exclusion of international cuisine's. International participants coming to the Buffalo Games should have a good experience while here, have fun, and enjoy the good things our country has to offer. In both an informal and formal level the village will provide the setting for an extensive cultural exchange program. Participants will share their American experiences with their countrymen and women upon their return home. Food is an international language and will greatly influence this experience. Menu selections,
variety (in both daily selections and cycles), and presentation should reflect this philosophy while appealing to international students and visitors. Sample menus are required with the proposal. Balanced, high calorie meals featuring a daily variety of selections at each meal, with emphasis on fresh fruits, vegetables, and salads will appeal to athletes. Athletes in training tend to consume twice the normal amount of beverages, including milk, fruit juices, and mineral water. Sports beverages need not be planned for routine mealtime consumption. Menus should not contain alcoholic beverages of any kind. Final menus will be approved by the Games.

**Dietary restrictions:**

For initial planning purposes, dietary restrictions will be limited to vegetarian and Muslim (Halal) meals only. It is anticipated that no more then 10% of attendees will require each of these meals. It sometimes happens that a country provides their own food or a portion of it. In these circumstances the Games will negotiate an agreement with the contractor.

**Period of operations:**

The village is tentatively scheduled to operate from July 1 to July 20 1993. Meal requirements, based on current estimates and models from previous Games, are shown at attachment 3. Refined estimates will be made when responses to invitations are received in January, 1993.

**Set-up, tear-down:**

For planning purposes the contractor may assume that on-site preparations may begin on May 23, 1993 and tear down must be complete by August 1, 1993. These dates may be changed as negotiations with the University develop.

**Operating hours:**

Operating hours are envisioned to be Breakfast 0600–1000, Lunch 1100 – 3:00, and Dinner from 5:00–11:00. Hot and cold beverage service is to be continuously available for eligible patrons daily from 5:00 a.m. until 11:00 p.m.
Existing facilities:

No existing food preparation, food service, or dining facilities or equipment, located on or off campus, will be made available to the contractor by the Games. It is anticipated that temporary structures will be required for dining halls, food preparation areas, storage, sanitation, etc. Dining areas, on-site storage, portable refrigeration, and required sanitation facilities will be the responsibility of the contractor. The type of temporary structure(s), with rated capacities, use of off-site facilities and equipment to be utilized, should be addressed in the proposal. The Games will not require on-site preparation, cooking, or dish washing.

Staffing:

The contractor shall be responsible for hiring a quality staff, to include a project manager and a licensed dietitian. The project manager and key management staff should be identified and their resumes contained in the proposal. During village operations the dietitian will serve as a liaison/consultant (with posted office hours) to countries and athletes on specific food service issues as well as performing other duties for the contractor. Provisions to include participation by local school food service/culinary arts programs are encouraged. Training and staffing plans should be included in the proposal. Specific use of volunteers to accomplish any work should be detailed in the proposal. The Games does not anticipate providing volunteers for accomplishment of any work under this contract.

Sub-contractors:

All known and expected sub-contractors and major suppliers should be identified in the proposal.

Games furnished property/services:

The village manager will be designated as the Games contact with the contractor. The Games will provide phone service (one line) to the contractor's on-site manager during the village operating period as part of the village communications network. Additional phone services are the responsibility of the contractor and may be obtained from the Games at rates to be established for all phone users within the village. It is not anticipated that any other Games property will be provided to the contractor. Office space, both in pre-games the operational mode, is the responsibility
of the contractor. Parking for all contractors serving the village, concessionaires, village volunteers, and visitors will be designated within a short distance from the village. Transportation (shuttle service) will be provided by the Games from these designated areas to the village if they are beyond walking distance.

**Sanitation:**

Sanitation is a primary concern. Sanitation must meet Town of Amherst, Erie County, State of New York, and applicable Federal health code standards. The contractor's facilities and operations are subject to unannounced inspections by qualified representatives of FISU, the Games (village and medical components) as well as Town, County, and State health officials. Of particular interest will be plans for holding temperatures, testing and monitoring procedures, methods of transferring foods from facility to facility, maintaining cleanliness in the dining hall(s), personal hygiene, and arrangements for policing the area (up to 25 feet from all food service facilities).

**Insurance:**

Proof of general liability insurance in the amount of $10,000,000 and property damage in the amount of $2,000,000 is anticipated (certificate of insurance naming GBAC as an additional insured) upon award of the contract, subject to negotiation. Additional insurance (workman's compensation, auto, etc.) should meet applicable local and State codes. Hold harmless and indemnity agreements will be required.

**Accreditation:**

Entry to the village will be limited and controlled. All persons, including contract personnel, entering the village must be properly accredited and will be subject to security screening. In addition, contractor personnel under this contract, even if they will not enter the village, must be accredited since off-site food facilities will be subject to security restrictions. The Games will accomplish the accreditation for the contractor's employees in cooperation with the contractor. Accreditation will include, as a minimum, checks by Department of Motor Vehicle and New York State Department of Criminal Justice Services. The Games will provide the necessary forms for accreditation. Vehicular entry into the village will be limited to deliveries through the designated delivery gate. All vehicles entering the village will be subject to search by the security staff.
Type of contract:

This is not a fixed cost contract. The Games requires proposals to specify (total of breakfast, lunch, dinner, beverage service) on a per diem food charge basis per eligible patron. A daily forecast of eligible patrons is enclosed (attachment 3). The Games will control eligible food service patrons through the accreditation process; the contractor will establish procedures to insure that only eligible persons are fed. Procedures for accomplishing this control should be specified in the proposal. Contractor will provide Games with a daily report of meals served the previous day NLT 9:00 a.m. each day.

Basis for cost:

The per diem cost should be based on a buffet or cafeteria concept and not, repeat not, on the number of times an individual passes through the line or on an individual entree basis. There should be at least five main dishes per meal, including one Muslim and one vegetarian. Again, proposal should specify how the lines and food cost will be controlled. During village operations, the Games will provide the contractor with the latest expected numbers of patrons two (2) days in advance.

Service/costs:

The proposal should include at least two separate quotes for per diem food charges: (1) utilizing of china, glassware, and flatware; and, (2) for disposable products. Specifications for disposable products upon which cost is based should be detailed in the proposal.

Bonds:

A performance bond will be a subject of negotiation.

Other Services:

In addition to the routine food service outlined above, the contractor will provide hot and cold beverages and very light snacks to the volunteer lounge(s) on an around the clock basis. Proposal should address how the contractor will accomplish this task. It is anticipated that 800 volunteers will work the first shift and 300 volunteers will be in the
village on second and third shifts during the entire period of operations. Proposal should provide a plan for providing this service. Costs for this service should be listed separately in the cost proposal, expressed as a total cost for the entire service.

**Sponsorships:**

The Games provides many opportunities for advertising, usually accomplished through a sponsorship agreement. The contractor, or contractor suppliers, may be interested in a Games sponsorship as part of their proposal. If this is the case sponsorship proposal(s) should be included in the proposal, but should not effect the per diem food charge which should be listed separately. Sponsorship contracts will be negotiated separately but should be listed here for information and negotiation purposes.

**Utilization of in-kind goods and services:**

The Games may have a number of food and food related item sponsors and license holders. Some of these sponsors will provide products or services on an in-kind basis. The food service contractor must utilize these products and services; the Games will provide them at wholesale/best price to the contractor and be entitled to a credit on the contract price.

**Box lunches:**

The Games will have requirements for "box lunches" for athletes, officials, coaches, and volunteers. This requirement is not part of this RFP.

**Use of Logos:**

Official Games sponsors will have rights to display their Logos in food service areas. If the contractor is an official sponsor of the Games this will entitle use of its LOGO in and around the food service areas, on exteriors of tents, buildings, and included with the Games LOGO on printed materials, sign boards, etc., as contained in sponsorship contracts. If the contractor awarded this contract is not an official sponsor only the official Games LOGO will be utilized on all printed materials and on sign boards within the village provided by the contractor. A non sponsor may not use its LOGO anywhere. There are no LOGO restrictions for delivery vehicles. All Logos must be approved by the Games.
Utilities:

Contractor is responsible for all costs, if any, for installation and removal of utilities and for service/consumption. The Games will be notified of all negotiations with utility companies, the University at Buffalo, and other agencies regarding utilities. A utility plan should be addressed in the proposal. Dining areas should be air conditioned.

Permits:

The contractor is responsible for obtaining required permits. The Games shall be notified of all permit requirements before the permit is obtained. A copy of permits received shall be provided to the Games.

Village agreement:

The contractor will be made subject to the Village agreement negotiated between the Games and the University concerning village operations. This agreement has not been completed as of the date of this RFP. However, a known element at this time is that all grounds and facilities must be restored to pre-Games condition.

Contract award:

The Games anticipated awarding this contract in June, 1992. Within 6 workdays of award, the contractor (project manager and others so designated), must meet with Games officials to conduct any negotiations, finalize the contract, discuss milestones and to coordinate planning and operational details.

Payment:

Payment schedules will be made a matter of negotiations.

Evaluation:

The Games will evaluate all proposals received. Unless all offers are rejected, award shall be made to that responsible offeror whose offer, conforming to this solicitation, is
determined to be the best overall response, cost and other factor considered. It is anticipated that only one contractor will be selected.

**Evaluation factors:**

- **Capability to perform:** Evidence that the offeror is capable of establishing the required feeding operation, evidence that the offeror's organization is large enough to handle the program, evidence that the offeror can operate in an international environment, and evidence that the offeror currently possesses or has a reasonable plan to handle additions or reductions. Incorporating the philosophy of the Games into the overall concept will be a major factor. Reputation and previous experience in a similar venture will be considered.

- **Plan:** Evidence that the offeror demonstrates a clear understanding of Games requirements, including the purpose, concepts and requirements to provide food services as outlined, according to sound management and quality control plans. A major factor will be incorporation of the Games philosophy, thought the food program, as an international vehicle for bringing the world together.

- **Organizational experience and capabilities:** Demonstrated ability to attract and hire personnel with the skills and experience required. Staffing and training plans.

- **Personnel qualifications and experience:** Demonstrated qualifications and experience of project manager, including evidence or previous experience in managing a project of this magnitude and scope.

- **Cost:** Termination. World University Games Buffalo'93 reserves the right to terminate this contract for non-specific performance of any of the stated requirements. The contractor has the right to terminate this contract with XX days notice. Penalty?

**Pre-proposal meeting:**

There will be a pre-proposal meeting held at 8:00 a.m. on April 13, 1992 at the Games headquarters, 235 North Street, Buffalo, NY. The meeting will include a village site visit.

**Due date:**
Proposals are requested by COB June 12, 1992. Five copies of the proposal should be provided. Proposals received after this date will not be accepted. Forward proposals to:

World University Games Buffalo'93
ATTN.: Village Manager
235 North Street
Buffalo, NY, 14201

Questions. Questions prior to submittal should be referred to Mr. James M. Niemira, (716) 888-9300.

3 Attachments

(1) Games Information
(2) Site Map
(3) Meal Estimates
Governors Kitchen
Estimate on Meals Required in the Elicott Complex

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* Indicates dates of opening and closing ceremonies. Serving the dinner meal on these dates will require special arrangements which may or not effect these estimates.
What are the World University Games?

The World University Games are the second largest international athletic event in
the world, next to the Summer Olympics. They are twice as large as the Winter Olympics
and the Pan American Games.

With the Summer Olympics permitting participation by professional athletes, the
World University Games have become the top international amateur athletic competition.

They are sponsored by the Federation Internationale du Sport Universitaire (FISU),
headquarters in Belgium. FISU is made up of 90 national university sports associations.

The Games, held every two years, are also known as the Universiade.

A Winter Games is held every other year, in the same years as the Summer Games.

The Games have three components. In addition to the sports competition, there is
an educational component and a cultural festival promoting cultural exchange and
understanding between nations. The educational program includes an international sports
higher education conference and a school-based program. The focus of the latter is a
curriculum for students in kindergarten through Grade 12 that will be available to more than
200,000 students in 655 school buildings in the eight counties of Western New York. It
combines the international flavor of the games with the New York State curriculum to
produce school-based lessons, programs and activities underscoring the fact that the
students are part of a global community.

When will the World University Games Buffalo '93 be held?

The World University Games Buffalo '93 will be held from July 8-18, 1993.

Training venues will open on July 1, 1993.

This is the first time in the 70-year history of the Games that they will be held in the
United States.

The 1991 Summer Games were held in Sheffield, England. The Games of 1995
will be held in Fukuoka, Japan.
Will there be special opening and closing ceremonies?

Opening and closing ceremonies in the spirit of those of the Olympics will be held on Thursday, July 8, 1993 and Sunday, July 18, 1993, respectively, in Rich Stadium, home of the Buffalo Bills and located in the Buffalo suburb of Orchard Park. The opening ceremony will feature the traditional parade of athletes from participating countries. The Games' opening and closing ceremonies, involving thousands of local and visiting performers, will be emceed by Dick Clark of "American Bandstand" fame and produced by Ricky Kirshner, whose recent credits include the Tony awards, the 1992 Democratic National Convention and President Clinton's star-studded Inaugural Ball. The opening ceremony will include the traditional parade of athletes and will feature a multi-faceted salute to American music. The closing ceremony will feature a dynamic display of lasers and fireworks, heralding the passage of the Games' flame and official flag to the 1995 host country, Japan.

Who will compete in the games?

Some 5,000 athletes from more than 100 countries are expected to participate in the World University Games Buffalo '93. They will be accompanied by an estimated 2,000 officials from the various nations.

To be eligible to compete in the games, an athlete must be between the ages of 17 and 28 and currently attending a post-secondary school or have been out of school for only one year prior to the Games.

The athletes will be housed in an athletes village in the Ellicott Complex of dormitories on the State University of New York at Buffalo North (Amherst) Campus.

What caliber of athletes will compete?

The World University Games have a tradition of attracting the world's top athletes. Many athletes who have participated in the Games have gone on to be Olympic and/or world champions in their sport. It's estimated that more than half of the athletes who will participate in the World University Games Buffalo '93 will participate in subsequent Olympic competitions. For example, many of the track-and-field qualifying heats for the 1992 Summer Olympics included at least one athlete who competed in the 1991 World University Games in Sheffield, England.

Among the top athletes who have competed in past Games are:

**Athletics track and field:** triple jumper Willie Banks, sprinter Valene Briscoe, triple jumper Mel Conley, decathlete Dave Johnson, sprinter Roger Kingdom, sprinter Mel Lattany, shot-putter Randy Matson and pole-vaulter Bob Seagram of the USA; high jumper Valery Brumel of the former Soviet Union; long-distance-runner Innocent Egbonike of Nigeria; decathlete Jurgen Hingsen of the former West Germany, sprinter Ben Johnson of Canada, sprinter Alberto Juantorena of Cuba sprinter Martina Koch of the former East Germany, sprinter Pietro Mennea of Italy, middle-distance-runner David Moorcroft of Great Britain and long-distance-runner Emile Zatopek of Czechoslovakia, who held 18 track-and-field world records in his career.

**Basketball:** Larry Bird, Charles Barkley, Bill Cunningham, Darrell Giffith, Ron Harper, Bobby Hurley, Karl Malone, Kevin McHale, Chuck Person and Bill Bradley of the USA, as well as Dawn Staley, two time NCAA Women's Player of the Year. On the
teams from the former Soviet Union have been Alexander Belov, who in the 1972 Summer Olympics sunk the basket that defeated the American team, and Arvidas Sabonis, center on the team that defeated the American team in the 1988 Olympics.

\textbf{Gymnastics:} Nadia Comaneci of Romania, Olga Korbut of the former Soviet Union and Peter Vidmar of the USA.

\textbf{Swimming:} Matt Biondi and Mary T. Meagher of the USA, Alex Baumann of Canada, Michael Gross of the former West Germany and Vladimir Salnikov of the former Soviet Union.

\textbf{Diving:} Greg Louganis, Micki King and Eesley Bush of the USA, and Q. Li and L. Tan of China.

\textbf{Tennis:} Brian Gottfried of the USA, Jan Kodes of Czechoslovakia, Virginia Ruzici of Romania and A. Armithraj of India.

\section*{What sports will be involved in the Games?}

The Games will feature 12 competitive sports. Ten of the sports are required: track and field (referred to as "athletics"), basketball, diving, fencing, gymnastics, soccer (referred to as "football"), swimming, tennis, volleyball and water polo. Also on the schedule are two optional sports, baseball and rowing.

The 1993 Games will mark the first time that baseball has been included in the menu of sports.

It also will be the first time for women's competition in soccer.

The Games are the world's largest international competition in both basketball and volleyball, with more teams participating in each sport than in the Summer Olympics.

\section*{Where will the competitions be held?}

Competition will be held at 17 venues in Buffalo, Western New York and Southern Ontario. An additional 25 sites will serve as practice venues. The competition venues in Western New York include the State University of New York at Buffalo, Pilot Field, home of the Triple A Buffalo Bisons; Buffalo's Memorial Auditorium, the Niagara Falls Convention Center, State University College at Buffalo, Canisius College, Erie Community College, Niagara University, Lewiston-Porter Soccer Complex, Erie County International Agricenter and the Town of Tonawanda Aquatics Center. Competition venues in southern Ontario include the Royal Henley Regatta Course in St. Catharines and McMaster University in Hamilton, Ontario.
Amendment #1

RFP for Feeding in the Athletes Village

The RFP for Feeding in the Athletes Village distributed by the Greater Buffalo Athletic Corporation is being amended as follows:

Paragraph titled "Box Lunches" is rescinded. This paragraph is replaced by the following paragraphs:

Responders to this proposal may include the box lunch program for athletes and officials as part of their proposal. An estimate daily requirement is attached. Contractor's proposal may or may not include the athletes box lunch program. It is possible to award separate contracts for these requirements. It is also possible to submit a bid only on the box lunch program.

The Games requires box lunches because of training and scheduling issues. Variety, presentation, sanitation and dietary requirements are key concerns for this program. Standards expressed elsewhere in this RFP apply to the athletes box lunch program. Proposals should address these issues as well as means to control the ordering, handling, accountability, and distribution of box lunches. Three types of box lunches are suggested: meat based, salad based, and vegetarian based. Container and accouterments pack should be specified. Costs should be stated on a per box basis.
Amendment #2

RFP for Feeding in the Athletes Village

The RFP for Feeding in the Athletes Village distributed by the Greater Buffalo Athletic Corporation is being further amended as follows:

Paragraph titled "Other Services" is rescinded in its entirety. This paragraph will not be replaced.

The following information is provided for clarification.

Minority participation: A question concerning minority participation arose at the April 13 pre-proposal conference. Research confirms that the GBAC contract with the United States Information Agency (USIA), the only Federal Agency providing a grant at this time, does not contain a provision for minority set-asides. If additional questions arise in this area please contact the point of contact specifies in the original RFP.

Rest rooms: A question concerning rest rooms was surfaced at the April 13 pre proposal conference. For purposes of this RFP the feeding facilities are considered an extension of existing buildings, which have adequate rest rooms for athletes and participants. Prospective contractor will be responsible for providing employee facilities in quantities sufficient to meet code requirements.
APPENDIX D

Mailing List For The Athlete Village Request For Proposal
LOCAL MAILING LIST:

Hyatt Corporation
Marriott Corporation
ARA Foodservice
Delaware North Companies, Incorporated
Homestyle Family Buffet

INTERNATIONAL MAILING LIST:

Gardner Marchant
APPENDIX E

Evaluation Form: Athlete Feeding & Concessions
ATHLETE FEEDING PROPOSAL EVALUATION

I. CAPABILITY TO PERFORM/BACKGROUND AND EXPERIENCE

Experience: Demonstrated experience at producing similar type of food service contracts, providing a logical approach which includes the ability to anticipate and accommodate increases and decreases as they arise, dependability at meeting deadlines, and the ability to work with a variety of local resources.

Considerations: Contracts of a similar size that were either international or national events involving the size and scope of the Games; who within the company has the experience we are looking for? Has the Games philosophy been incorporated into the proposal?

* * *

1. Does the company have a good track record in food service production?
   O 1 2 3 4 5 6 7 8 9 10

2. Have they demonstrated an ability to anticipate needs and resolve crises?
   O 1 2 3 4 5 6 7 8 9 10

3. Has the company participated in similar events in the past? (ie. international, athletic etc.)
   O 1 2 3 4 5 6 7 8 9 10

4. Is the proposal supported by adequate resources?
   O 1 2 3 4 5 6 7 8 9 10

5. Have they considered all the physical limitations of the UB North Campus and other variables such as weather?
   O 1 2 3 4 5 6 7 8 9 10

6. Have the menus been provided and do the appear to adequately meet the Games philosophy?
   O 1 2 3 4 5 6 7 8 9 10

COMMENTS: STRENGTHS WEAKNESSES
II. PLAN

Job Knowledge: Demonstrates a thorough knowledge and understanding of the scope of the project, job requirements and responsibilities which include creative menus, sanitation, food production plans, transportation, dietary requirements. Is the plan logical, realistic, inclusive, and flexible?

Considerations: Does the theme and logistical plan work given the purpose of the Games and the UB North Campus limitations; will the concept provide participants an adequate level of quality and service?

* * *

7. Does the company have a good understanding of the tasks at hand?
   O 1 2 3 4 5 6 7 8 9 10

8. Has the company demonstrated an analytical, logical and realistic approach?
   O 1 2 3 4 5 6 7 8 9 10

9. Do sub-tasks demonstrate a flow and a grasp of problems expected to be encountered in the performance of the job?
   O 1 2 3 4 5 6 7 8 9 10

10. Does the proposal adequately address quality control?
    O 1 2 3 4 5 6 7 8 9 10

11. Does the company offer a varied menu with attention to specific cultural/dietary requirements?
    O 1 2 3 4 5 6 7 8 9 10

12. How does the plan interface with other village requirements - deliveries, security, etc.?
    O 1 2 3 4 5 6 7 8 9 10

13. Are plans for warehousing and storage adequate?
    O 1 2 3 4 5 6 7 8 9 10

14. Does the food production plan seem realistic?
    O 1 2 3 4 5 6 7 8 9 10
15. Is the food service plan consistent with the needs of the Games?
   O 1 2 3 4 5 6 7 8 9 10

16. Are facility, vehicle, and equipment maintenance adequately addressed?
   O 1 2 3 4 5 6 7 8 9 10

17. Are transportation plans realistic and adequate?
   O 1 2 3 4 5 6 7 8 9 10

18. Is the utility service plan consistent with the needs?
   O 1 2 3 4 5 6 7 8 9 10

19. Are facilities specified adequate and do they meet the needs as specified in the proposal?
   O 1 2 3 4 5 6 7 8 9 10

20. Is the proposed layout consistent with the needs of the Games?
    O 1 2 3 4 5 6 7 8 9 10

21. Is the control mechanism adequate and consistent with the needs?
    O 1 2 3 4 5 6 7 8 9 10

22. Do hours of operation, set-up, tear-down and periods of operation meet Games requirements?
    O 1 2 3 4 5 6 7 8 9 10

COMMENTS: STRENGTHS WEAKNESSES
III. **FINANCIAL MANAGEMENT**

**Getting Our Money's Worth:** Are we getting the quality and level of services we need for the money we are spending?

Considerations: Management fee, mark up, accountability, incorporation of sponsors, percentage between personnel and programming, division of responsibilities, obtaining sponsorships, insurance coverage, payment schedule, probation period, termination notice, etc.

* * *

23. Will this company deliver a quality product and provide top services within a realistic budget and on time?
   
   O 1 2 3 4 5 6 7 8 9 10

24. Is the company prepared to work with the Organizing Committee to help market the Games (maximize sponsors' dollars) and the Village?
   
   O 1 2 3 4 5 6 7 8 9 10

25. Are insurance, bonds, termination, and payment schedules adequately addressed?
   
   O 1 2 3 4 5 6 7 8 9 10

26. Is the proposed fee adequately explained, reasonable, and attainable?
   
   O 1 2 3 4 5 6 7 8 9 10

**COMMENTS:**

**STRENGTHS**

**WEAKNESSES**
IV. SANITATION

A major concern of the Games is adequate sanitation. Is sanitation adequately addressed?

Considerations: Is sanitation addressed completely? How is quality control addressed? Can the Games be comfortable with the sanitation plan presented?

* * *

27. Adequacy of the sanitation plan?
O 1 2 3 4 5 6 7 8 9 10

28. Has the company clearly outlined how the sanitation plan will be implemented?
O 1 2 3 4 5 6 7 8 9 10

29. How will sanitation plan interface with overall village operation?
O 1 2 3 4 5 6 7 8 9 10

30. Does the sanitation plan address all set-up requirements -water, electric, etc.?
O 1 2 3 4 5 6 7 8 9 10

COMMENTS: STRENGTHS WEAKNESSES
V. STAFFING PLAN

Quality of Resumes and adequacy of staffing plan: Are the resumes provided and the staffing plan presented by the company adequate to the task at hand?

Considerations: Does the project manager have experience with this type of contract and has he/she worked an event of this magnitude? Is a dietitian specified? Is the staffing plan adequate to meet production needs?

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<td>34. Quality of other personnel specified in the proposal?</td>
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<td>35. Quality of the training plan specified in the proposal?</td>
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<td>36. Quality of plans to use local schools?</td>
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<td>37. Quality of subcontractors?</td>
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<td>38. Will the staffing plan employ local residents?</td>
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COMMENTS: STRENGTHS WEAKNESSES
VI. **FLEXIBILITY AND COLLABORATION**

**Flexibility and Collaboration:** Reception to input by Organizing Committee and sponsors as well as how they can accommodate changes and support a collaborative approach to the village.

Considerations: direct, unrestricted access for consultation, input of ideas, changes, concerns to be addressed in a collaborative manner; perceived level of confidence that we have that an open working relationship can be established with this company and that they can successfully accomplish the task.

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*   *   *
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39. How receptive does the company appear to input by the Organizing Committee, staff, and sponsors - how well can they accommodate changes to the proposals?

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40. What is our level of confidence in this company?.

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CONCESSIONS PROPOSAL EVALUATION

I. CAPABILITY TO PERFORM/BACKGROUND AND EXPERIENCE

Experience: Demonstrated experience at producing similar type of food service contracts, providing a logical approach which includes the ability to anticipate and accommodate increases and decreases as they arise, dependability at meeting deadlines, and the ability to work with a variety of local resources.

Considerations: Contracts of a similar size that were either international or national events involving the size and scope of the Games; who within the company has the experience we are looking for? Has the Games philosophy been incorporated into the proposal?

*   *   *

1. Does the company have a good track record in food service production?
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2. Have they demonstrated an ability to anticipate needs and resolve crises?
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3. Has the company participated in similar events in the past? (ie. international, athletic etc.)
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4. Is the proposal supported by adequate resources?
   O  1  2  3  4  5  6  7  8  9  10

COMMENTS: STRENGTHS WEAKNESSES
II. PLAN

**Job Knowledge:** Demonstrates a thorough knowledge and understanding of the scope of the project, job requirements and responsibilities which include creative menus, sanitation, food production plans, transportation, dietary requirements. Is the plan logical, realistic, inclusive, and flexible?

* * *

5. Does the company have a good understanding of the tasks at hand?
   O 1 2 3 4 5 6 7 8 9 10

6. Does the proposal adequately address quality control?
   O 1 2 3 4 5 6 7 8 9 10

7. Do hours of operation, set-up, tear-down and periods of operation meet Games requirements?
   O 1 2 3 4 5 6 7 8 9 10

8. Does the proposal offer a diversity of products to sold?
   O 1 2 3 4 5 6 7 8 9 10

9. Does the proposal adequately cover what equipment the company will use?
   O 1 2 3 4 5 6 7 8 9 10

10. Does the proposal illustrate what the look and layout of the equipment that will be used?
    O 1 2 3 4 5 6 7 8 9 10

COMMENTS: STRENGTHS WEAKNESSES
III. FINANCIAL MANAGEMENT

Getting Our Money's Worth: Are we getting the quality and level of services we need for the money we are spending?

* * *

11. Are insurance, and payment schedules adequately addressed?

O 1 2 3 4 5 6 7 8 9 10

12. Is the proposed fee adequately explained, reasonable, and attainable?

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COMMENTS: STRENGTHS WEAKNESSES
IV. **SANITATION**

A major concern of the Games is adequate sanitation. Is sanitation adequately addressed?

**Considerations:** Is sanitation addressed completely? How is quality control addressed? Can the Games be comfortable with the sanitation plan presented?

*   *   *

13. Adequacy of the sanitation plan?
   
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14. Has the company clearly outlined how the sanitation plan will be implemented?
   
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15. How well sanitation plan interface with overall village operation?
   
   0 1 2 3 4 5 6 7 8 9 10

16. Does the sanitation plan address all set-up requirements - water, electric, etc.?
   
   0 1 2 3 4 5 6 7 8 9 10

17. Are the proper New York State Health permits included with the proposal?
   
   0 1 2 3 4 5 6 7 8 9 10

**COMMENTS:** 

**STRENGTHS** 

**WEAKNESSES**
V. **STAFFING PLAN**

**Considerations:** Does the project manager have experience with this type of contract and has he/she worked an event of this magnitude? Is a dietitian specified? Is the staffing plan adequate to meet production needs?

* * *

18. Quality of project manager?
   - O 1 2 3 4 5 6 7 8 9 10

19. Quality of dietitian?
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20. Quality/adequacy of staffing plan?
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22. Quality of the training plan specified in the proposal?
   - O 1 2 3 4 5 6 7 8 9 10

23. Quality of plans to use local schools?
   - O 1 2 3 4 5 6 7 8 9 10

24. Quality of subcontractors?
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25. Will the staffing plan employ local residents?
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APPENDIX F

Venue Concessions Contact
VENUE CONCESSIONS CONTRACT

Agreement made as of this _th day of ____, ____, between __________________ (hereinafter called "Concessionaire"), and GREATER BUFFALO ATHLETIC CORPORATION, a New York Not-for-Profit corporation with its principal office at World University Games Buffalo'93, 235 North Street, Buffalo, NY, 14201 (hereinafter the "GBAC").

WHEREAS, GBAC constitutes the local organizing committee having responsibility for staging the 1993 World University Games to be held from July 8, 1993, through July 19, 1993 (hereinafter called the "Games"); and

WHEREAS, GBAC has the right to concessions at Tonawanda Aquatics Center venue.

NOW, THEREFORE, the Concessionaire and GBAC hereby agree as follows:

GBAC agrees to permit the Concessionaire to occupy only the space designated on Exhibit "A" during the period of July 1, 1993 through July 19, 1993 inclusive (the "Licensed Space") for the purpose of providing food concessions, and for no other purpose or use. Concessionaire shall not have any right hereunder to use or occupy any space other than the Licensed Space.

I. TERMS

A. Concessionaire must be in continuous compliance with all regulations local, state and federal as they pertain to the provision of food services. The Concessionaire will provide and attach as Exhibit "B" copies of all applicable health and food service permits.

B. Concessionaire agrees to use only products of official sponsors extent such products are available at competitive prices in appropriate quantities. By way of example, Concessionaire acknowledges that the Coca-Cola Corporation is an official supplier of the Games and that Concessionaire may only use soft drinks, juices and isotonic drinks manufactured or distributed by the Coca-Cola Corporation.

C. If any official sponsor or supplier shall donate products to GBAC, Concessionaire agrees to purchase the same from GBAC at wholesale cost, to the extent GBAC is able to supply appropriate quantities.

D. Paragraphs B and C shall only apply to products of a type which Concessionaire intends to sell at the Licensed Space.
E. Concessionaire agrees that where refrigeration is available, it will sell donated popsicles on consignment for $2.00 and will remit $1.75 per popsicle to GBAC retaining $.25.

F. Deliveries of equipment and supplies must be scheduled through the GBAC Material Logistics Department. All vehicles and equipment inside the secured venue area are subject to a security inspection.

II. ETHICAL PRACTICES

The Concessionaire agrees to exercise its rights hereby without infringement upon the rights of others, to handle or sell no commodity for which an exclusive right has been granted to others, nor to engage in any business, sell or distribute any commodity at the venue except as expressly stipulated herein, and to confine all operations to the Licensed Space and not in such a manner as to be a nuisance or annoyance to the spectators, participants, staff or others, or act in a manner not appropriate to the highest business or professional ethics. The GBAC reserves the right to prohibit the sale or distribution of any item which in the opinion of GBAC is not in the best public interest, or which is not in keeping with aims and purposes of the GBAC.

III. PLACEMENT AND OPERATIONS OF CONCESSION

A. The GBAC reserves the right to replace without notice any Concessionaire not ready and in place at the time and date(s) stipulated in this agreement. During the official open hours of each day, the concession stand must be continuously open to the public and in the charge of a competent attendant. For security reasons, all staff, workers, delivery personnel and anyone else who will need access to the venue must be processed through the GBAC accreditation system. An accreditation form will have to be filled out by each person and then be approved by GBAC security.

IV. CHARACTER AND ARRANGEMENT OF EXHIBITS

A. The GBAC reserves the right to reject any concession stand or layout which does not meet the following criteria.

1. Arrangement of concessions must not obstruct passage of spectators.
2. Sound devices or radio broadcasting facilities cannot be used without specific written permission from GBAC.

3. For concessions located in buildings, floor coverings must not be sealed to the floor and must be removed at the close of the venue.

4. Partitions or signs placed around or made a part of any concessions shall not extend beyond the space allotted.

B. A photograph of concession stand and/or carts and a plan for the physical layout of the concession must be submitted to the GBAC with the signing of this contact and attached as Exhibit "C". GBAC reserves the right to reject any design which in their opinion is not appropriate to the venue.

V. PRICE POSTING

Concessionaires shall post in a conspicuous manner at the front or entrance of space showing price of meals, lunches, drinks, and all other articles to be sold.

VI. SIGNS

A. All signs and the place thereof must meet the approval of the GBAC and must be consistent with the "Look" of the Games.

B. The size of sign and place of posting to must be included on Exhibit "C" and is subject to the approval of GBAC.

VII. PAYMENT

A. In consideration of the rights herein granted to it, Concessionaire agrees to pay GBAC in accordance with the payment option below selected by Concessionaire (select one):

1. A full non-refundable payment to GBAC in the amount of $________ on or before June 7, 1993, or

2. A total payment to GBAC of 50% of $________ payable in two equal, non-refundable installments, the
first being due on or before June 7, 1993 and the second on or before July 23, 1993.

3. A non-refundable deposit of $_______ due on or before June 7, 1993, together with an amount equal to 10% of gross sales made at the Licensed Space, determined in accordance with Exhibit "D" attached hereto and made a part thereof.

___The Concessionaire hereby agrees to payment option.

B. Whichever payment option is selected, there is due upon execution of this Agreement by Concessionaire a deposit in the amount of $128.57. This deposit will only be refunded if this agreement is terminated through no fault of Concessionaire or if GBAC shall decline to sign this Agreement. The deposit shall be credited against the first payment due from Concessionaire under the selected payment option. All sums referenced herein shall be U.S. dollars.

VIII. INDEPENDENT CONTRACTOR STATUS

Concessionaire, in the performance of his/her functions, duties, and obligations herein, shall at all times be and act as independent contractor. Nothing in this agreement shall be construed as creating a partnership or joint venture between the parties hereto, or as constituting Concessionaire as an agent or employee of the GBAC in any manner whatsoever, nor shall any part of this agreement be construed as giving Lessee any authority whatsoever to bind the GBAC in any manner whatsoever. Concessionaire hereby agrees, covenants and warrants that the GBAC shall not be liable for any salaries or sum of money or benefits due employees of Concessionaire nor for any expense incurred by Concessionaire, nor for any debt contracted by Concessionaire.

IX. COMPLIANCE WITH EMPLOYMENT LAWS

Lessee shall attach as Exhibit "E" the certification to the GBAC that full Worker's Compensation Insurance coverage is in force and covering persons employed by Concessionaire. Concessionaire shall be solely and absolutely responsible for compliance with all applicable laws, regulations and rules concerning employment. Concessionaires hereby agrees to save and keep GBAC harmless from and against any and all loss, cost, expense, liability, or damage, any and all claims, demands, or liabilities by or to any and all employees of Concessionaire or others.

X. INSURANCE AND INDEMNITY
Concessionaire shall provide a certificate of liability insurance listing GBAC as an additional insured party. This certificate must be attached as Exhibit "F" and must include coverage for completed products and operations. The Concessionaire releases and agrees to defend, indemnify, and save the GBAC harmless from and against all losses, costs, liabilities, expenses and claims for damages and injuries, including injury or death to persons or property resulting from any cause of action relating to or in any way referable to the activities or omissions of Concessionaire or to any products of Concessionaire,

and agrees the GBAC shall not be liable in any way to the Concessionaire or his agents, servant or employees on account of any such damage or injury thereof from any cause whatsoever.

XI. FIRE REGULATIONS

No Concessionaire shall use open flame, flammable liquid, propane compressed gas or oil burning equipment without first obtaining the written permission of the GBAC and all Fire Department authorities having jurisdiction. All propane and propane tanks must be provided only by a vendor which the GBAC has approved. All use of cooking fuel must be done in accordance with all applicable laws.

XII. CARE OF CONCESSION

Concessionaire will care for its Licensed Space and after closing hours shall sweep and remove all debris. Concessionaire shall ensure that all employees and agents are at all times cleanly and neatly clad, orderly and polite in their conduct and speech, and that the leased area is kept clean. All property of the Concessionaire and others shall be at their sole risk and the GBAC shall not be responsible in any way for any loss of or damage to such property.

XIII. REFUSE

Concessionaire is responsible for clearing all refuse from their area. Refuse should be bagged and disposed of as stipulated by the rules applicable to the subject venue.

XIV. SUPPLEMENTAL INFORMATION

All information contained in Exhibit "G" hereto is true and correct and is subject to GBAC approval.

XV. DEFAULT
Any of the following shall constitute an event of default hereunder:

(i) the failure by Concessionaire to pay GBAC any sum due hereunder on or before the due date for the same, time being the essence as to such date, or

(ii) the failure by Concessionaire to maintain at all times each and every policy of insurance required hereunder, or

(iii) the breach by Concessionaire of any of its affirmative obligations under this Agreement, or

(iv) the failure by Concessionaire to open for business and remain open in strict compliance with Exhibit "H" to this Agreement.

Upon the occurrence and during the continuation of an event of default, GBAC may terminate this agreement upon three (3) days prior written notice to Concessionaire, provided, however, if such default shall occur during the period July 1, 1993 - July 18, 1993, GBAC may terminate this Agreement immediately and without prior notice and in such event, GBAC may, without limitation and without prior notice (1) revoke all accreditation for Concessionaire and its employees, (2) remove all of Concessionaire's property from the Licensed Space and store the same at Concessionaire's risk and expense, and/or (3) lease the Licensed Space to one or more concessionaires. In no such event shall GBAC be liable to Concessionaire for any damages whatsoever.

XVI. MISCELLANEOUS

A. Sales Taxes: Concessionaire shall be solely responsible for and shall comply fully with all laws respecting the collection and payment of sales taxes on products sold at the Licensed Space. A copy of Concessionaire's Certificate of Authority to Collect Sales Taxes issued by the New York State Department of Taxation and Finance is attached hereto as Exhibit "I".

B. No Representations: Concessionaire acknowledges that neither GBAC nor any officer, director, agent or representative of GBAC has made any representation, prediction or estimation of the sales volume which Concessionaire might anticipate at the Licensed Space.

C. Entire Agreement: This Contract contains the entire agreement of the parties and may not be amended, modified or superseded except in writing signed by both parties.
D. Governing Law: This Contract shall be governed by the laws of New York State.

E. Waiver: Failure of any party hereto to object to or to take affirmative action with respect to any conduct of the other which is in violation of this Contract shall not be construed as a waiver of such violation or breach or any future violation, breach or wrongful conduct.

F. Notices: All notices relating to this Contract shall be in writing and transmitted either by hand delivery or by United States mail. All notices shall be sent to the addressee thereof at its address set forth above.

G. Headings: Headings in this Contract are for convenience or reference only, and shall not be utilized in the construction or interpretation of any provision of this Contract.

H. Severability: If any provision of this Contract is invalid, illegal, or unenforceable, the balance of this Contract shall remain in effect, and if any provision is inapplicable to any person and circumstance, it shall nevertheless remain applicable to all other persons and circumstances.

IN WITNESS WHEREOF, this Agreement has been signed and delivered as of the day and year first set forth above.

GBAC: GREATER BUFFALO ATHLETIC CORPORATION
By:

CONCESSIONAIRE: By:
Exhibits:

To be provided by GBAC
A Space designated by GBAC for the use of Concessionaire

To be provided by Concessionaire
B Health permit

C Photograph of stand/cart and space plan (Space plan to be drawn on Exhibit "A")

D Payment Plan

E Workers Compensation compliance certificate

F Certificate of Insurance

G Supplemental Questions

H Operating Schedule

I Certificate of Authority to Collect Sales Tax
EXHIBIT "D"

WORLD UNIVERSITY GAMES BUFFALO '93
Venue Concessions
Payment policy and procedures

Before set-up at venue:

1. Concessionaire must submit a deposit of $100.00 or 10% of the projected WUG revenue, whichever is greater, by June 7, 1993.

Forward to:
World University Games Buffalo '93
Finance Division
235 North Street
Buffalo, NY 14201
Attn: Richard Brumfield

2. World University Games will send confirmation of payment to Concessionaire. Also enclosed will be the designated AUDIT AND CONTROL form which you will submit each day with the cash receipts at the Venue Finance Office.

At the venue site:

1. Each day the Concessionaire must submit cash receipts of the previous day's sales with a completed AUDIT AND CONTROL form from the Finance Office at the following scheduled time (Sunday-Saturday): TBA.

2. The Finance Coordinator receives the AUDIT AND CONTROL form from the Concessionaire and records the information on the Concessionaire INVOICE form. The Finance Coordinator and Concessionaire will sign the INVOICE.

Last day of competition at venue:

1. On the last day, the Concessionaire must submit cash receipts from the previous day and from the last day at the following time: 2 hours after venue closing.

2. After recording the figures for the two days on the INVOICE, the Finance Coordinator and the Concessionaire will sign off on the INVOICE. A copy of the INVOICE will then be submitted to the Concessionaire for payment.

3. As agreed to the Concessionaire contract, the Concessionaire will pay the specified percentage of total cash receipts. This last payment may be made that day but NO LATER THAN JULY 23, 1993. The payment should be sent to WUG Headquarters at the above address.
EXHIBIT "F"

SUPPLEMENTAL QUESTIONS

1. HOW MANY INDIVIDUALS (STAFF MEMBERS) WILL YOU NEED TO BE ACCREDITED.

2. WHAT TYPE OF COOKING FUEL IF ANY WILL YOU BE USING.

3. WHAT WILL YOUR CONCESSION SERVE AND AT WHAT PRICE. PLEASE ATTACH MENU.
Dear Venue Concessionaire:

Please find attached a proposed contract for your services at one of the World University Games competition venues. You will find that there are a number of documents and items which must be returned by you along with the signed contract. Specifically, you must provide a health permit, a photograph of your stand/cart, a space plan, a worker's compensation compliance certificate, a certificate of authority to collect all sales taxes, a certificate of insurance complying with Section X of the Contract and answers to supplemental questions. Additionally, you must select among the three payment options outlined in section VII of the contract and you must pay all deposits required by paragraph B of Section VII of the Contract.

If you have any questions please do not hesitate to contact Darrin Stern, Assistant Food Service Manager or myself at (716)888-9300. All contracts and exhibits must be returned to my attention at Greater Buffalo Athletic Corporation, 235 North Street, Buffalo, New York 14201 on or before __________, 1993.

Please note that if we have not received the signed contract, together with all materials described in this letter on or before __________, 1993, time being of the essence as to such date, we will be unable to consider your application, and this contract will be awarded to another concessionaire, without notice to you. The enclosed contract shall not be binding upon Greater Buffalo Athletic Corporation unless and until signed by an officer of the Corporation.

Sincerely yours,

Thomas P. Callahan
Deputy Director Operations
Main Street U.S.A. Contract
Main Street USA CONCESSIONS CONTRACT

Agreement made as of this _____ day of ___, 1993, between______________ (hereinafter called "Concessionaire"), and GREATER BUFFALO ATHLETIC CORPORATION, a New York Not-for-Profit corporation with its principal office at World University Games Buffalo'93, 235 North Street, Buffalo, NY, 14201 (hereinafter the "GBAC").

WHEREAS, GBAC constitutes the local organizing committee having responsibility for staging the 1993 World University Games to be held from July 8, 1993, through July 19, 1993 (hereinafter called the "Games"); and

WHEREAS, GBAC has the right to concessions at Main Street USA in the athletes village.

NOW, THEREFORE, the Concessionaire and GBAC hereby agree as follows:

GBAC agrees to permit the Concessionaire to occupy only the space designated on Exhibit "A" during the period of July 1, 1993 through July 19, 1993 inclusive (the "Licensed
Space") for the purpose of providing food concessions, and for no other purpose or use.

(All drafts and checks to be made to Greater Buffalo Athletic Corporation in U.S. funds.)

This agreement is conditional upon its signed return no later than__________.

The concessionaire releases and agrees to defend, indemnify and save the GBAC harmless from and against all losses, costs, liabilities, expenses and claims for damages and injuries, including death to person or property resulting any cause of action relating to or any way referable to the privilege for providing Concessions, and agree the GBAC shall not be liable in any way to the lessee or his agents, servant or employees on account of any such damage or injury there of from any cause whatsoever.

This agreement shall be construed as having been made in the State Of New York and the laws of said State if New York shall be applicable to its interpretation and enforcement. This instrument, including all rules, regulations and terms, constitutes the entire agreement between the parties and no agent or employee of either party is authorized to make orally any addition or modification thereof.

Concessionaire shall not have any right hereunder to use or occupy any space other than the Licensed Space.
I. TERMS

A. Concessionaire must be in continuous compliance with all regulations local, state and federal as they pertain to the provision of food services. The Concessionaire will provide and attach as Exhibit "B" copies of all applicable health and food service permits.

B. Concessionaire agrees to use only products of official sponsors to the extent such products are available at competitive prices in appropriate quantities. By way of example, Concessionaire acknowledges that the Coca-Cola Corporation is an official supplier of the Games and that Concessionaire may only use soft drinks, juices and isotonic drinks manufactured or distributed by the Coca-Cola Corporation.

C. If any official sponsor or supplier shall donate products to GBAC, Concessionaire agrees to purchase the same from GBAC at wholesale cost, to the extent GBAC is able to supply appropriate quantities.

D. Paragraphs B and C shall only apply to products of a type which Concessionaire intends to sell at the Licensed Space.
E. Deliveries of equipment and supplies must be scheduled through the GBAC Materiel Logistics Department. All vehicles and equipment inside the secured venue area are subject to a security inspection.

II. ETHICAL PRACTICES

The Concessionaire agrees to exercise its rights hereby without infringement upon the rights of others, to handle or sell no commodity for which an exclusive right has been granted to others, nor to engage in any business, sell or distribute any commodity at the venue except as expressly stipulated herein, and to confine all operations to the Licensed Space and not in such a manner as to be a nuisance or annoyance to the spectators, participants, staff or others, or act in a manner not appropriate to the highest business or professional ethics. The GBAC reserves the right to prohibit the sale or distribution of any item which in the opinion of GBAC is not in the best public interest, or which is not in keeping with aims and purposes of the GBAC.

III. PLACEMENT AND OPERATIONS OF CONCESSION

A. The GBAC reserves the right to replace without notice any Concessionaire not ready and in place at the time and date(s) stipulated in this agreement. During the official open hours of each day, the concession stand must be
continuously open to the public and in the charge of a competent attendant. For security reasons, all staff, workers, delivery personnel and anyone else who will need access to the venue must be processed through the GBAC accreditation system. An accreditation form will have to be filled out by each person and then be approved by GBAC security.

IV. CHARACTER AND ARRANGEMENT OF EXHIBITS

A. The GBAC reserves the right to reject any concession stand or layout which does not meet the following criteria.

1. Arrangement of concessions must not obstruct passage of spectators.

2. Sound devices or radio broadcasting facilities cannot be used without specific written permission from GBAC.

3. For concessions located in buildings, floor coverings must not be sealed to the floor and must be removed at the close of the village.
4. Partitions or signs placed around or made a part of any concessions shall not extend beyond the space allotted.

B. A photograph of concession stand and/or carts and a plan for the physical layout of the concession must be submitted to the GBAC with the signing of this contact and attached as Exhibit "C". GBAC reserves the right to reject any design which in its opinion is not appropriate to the village.

V. PRICE POSTING

Concessionaires shall post in a conspicuous manner at the front or entrance of space showing price of food, and all other articles to be sold.

VI. SIGNS

A. All signs and the place thereof must meet the approval of the GBAC and must be consistent with the "Look" of the Games.
B. The size of sign and place of posting to must be included on Exhibit "C" and is subject to the approval of GBAC.

VII. PAYMENT

A. In consideration of the rights herein granted to it, Concessionaire agrees to pay GBAC in accordance with the payment option below selected by Concessionaire (select one):

1. A full non-refundable payment to GBAC in the amount of $______ on or before June 7, 1993, or
2. A total payment to GBAC of $______ payable in two equal, non-refundable installments, the first being due on or before June 7, 1993 and the second on or before July 23, 1993.

   The Concessionaire hereby agrees to payment option.

B. Whichever payment option is selected, there is due upon execution of this Agreement by Concessionaire a deposit in the amount of $100.00. This deposit will only be refunded if this agreement is terminated through no fault of Concessionaire or if GBAC shall decline to sign this Agreement. The deposit shall be credited against
the first payment due from Concessionaire under the selected payment option. All sums referenced herein shall be U.S. dollars.

VIII. INDEPENDENT CONTRACTOR STATUS

Concessionaire, in the performance of his/her functions, duties, and obligations herein, shall at all times be and act as an independent contractor. Nothing in this agreement shall be construed as creating a partnership or joint venture between the parties hereto, or as constituting Concessionaire as an agent or employee of the GBAC in any manner whatsoever, nor shall any part of this agreement be construed as giving Lessee any authority whatsoever to bind the GBAC in any manner whatsoever. Concessionaire hereby agrees, covenants and warrants that the GBAC shall not be liable for any salaries or sum of money or benefits due employees of Concessionaire nor for any expense incurred by Concessionaire, nor for any debt contracted by Concessionaire.

IX. COMPLIANCE WITH EMPLOYMENT LAWS

Lessee shall attach as Exhibit "E" the certification to the GBAC that full Worker's Compensation Insurance coverage is in force and covering persons employed by Concessionaire. Concessionaire shall be solely and absolutely responsible for compliance with all applicable laws, regulations and rules
concerning employment. Concessionaires hereby agrees to save and keep GBAC harmless from and against any and all loss, cost, expense, liability, or damage, any and all claims, demands, or liabilities by or to any and all employees of Concessionaire or others.

X. INSURANCE AND INDEMNITY

Concessionaire shall provide a certificate of liability insurance listing GBAC as an additional insured party. This certificate must be attached as Exhibit "F" and must include coverage for completed products and operations. The Concessionaire releases and agrees to defend, indemnify, and save the GBAC harmless from and against all losses, costs, liabilities, expenses and claims for damages and injuries, including injury or death to persons or property resulting from any cause of action relating to or in any way referable to the activities or omissions of Concessionaire or to any products of Concessionaire, and agrees the GBAC shall not be liable in any way to the Concessionaire or his agents, servant or employees on account of any such damage or injury thereof from any cause whatsoever.
XI. FIRE REGULATIONS

No Concessionaire shall use open flame, flammable liquid, propane compressed gas or oil burning equipment without first obtaining the written permission of the GBAC and all Fire Department authorities having jurisdiction. All propane and propane tanks must be provided only by a vendor which the GBAC has approved. All use of cooking fuel must be done in accordance with all applicable laws.

XII. CARE OF CONCESSION

Concessionaire will care for its Licensed Space and after closing hours shall sweep and remove all debris. Concessionaire shall ensure that all employees and agents are at all times cleanly and neatly clad, orderly and polite in their conduct and speech, and that the leased area is kept clean. All property of the Concessionaire and others shall be at their sole risk and the GBAC shall not be responsible in any way for any loss of or damage to such property.

XIII. REFUSE

Concessionaire is responsible for clearing all refuse from its area. Refuse should be bagged and disposed of as stipulated by the rules applicable to the subject village.
XIV. SUPPLEMENTAL INFORMATION

All information contained in Exhibit "G" hereto is true and correct and is subject to GBAC approval.

XV. DEFAULT

Any of the following shall constitute an event of default hereunder:

(i) the failure by Concessionaire to pay GBAC any sum due hereunder on or before the due date for the same, time being of the essence as to such date, or

(ii) the failure by Concessionaire to maintain at all times each and every policy of insurance required hereunder, or

(iii) the breach by Concessionaire of any of its affirmative obligations under this Agreement, or

(iv) the failure by Concessionaire to open for business and remain open in strict compliance with Exhibit "H" to this Agreement.

Upon the occurrence and during the continuation of an event of default, GBAC may terminate this agreement upon
three (3) days prior written notice to Concessionaire, provided, however, if such default shall occur during the period July 1, 1993 - July 18, 1993, GBAC may terminate this Agreement immediately and without prior notice and in such event, GBAC may, without limitation and without prior notice (1) revoke all accreditation for Concessionaire and its employees, (2) remove all of Concessionaire's property from the Licensed Space and store the same at Concessionaire's risk and expense, and/or (3) lease the Licensed Space to one or more concessionaires. In no such event shall GBAC be liable to Concessionaire for any damages whatsoever.

XVI. MISCELLANEOUS

A. Sales Taxes: Concessionaire shall be solely responsible for and shall comply fully with all laws respecting the collection and payment of sales taxes on products sold at the Licensed Space. A copy of Concessionaire's Certificate of Authority to Collect Sales Taxes issued by the New York State Department of Taxation and Finance is attached hereto as Exhibit "I".

B. No Representations: Concessionaire acknowledges that neither GBAC nor any officer, director, agent or representative of GBAC has made any representation,
prediction or estimation of the sales volume which Concessionaire might anticipate at the Licensed Space.

C. Entire Agreement: This Contract contains the entire agreement of the parties and may not be amended, modified or superseded except in writing signed by both parties.

D. Governing Law: This Contract shall be governed by the laws of New York State.

E. Waiver: Failure of any party hereto to object to or to take affirmative action with respect to any conduct of the other which is in violation of this Contract shall not be construed as a waiver of such violation or breach or any future violation, breach or wrongful conduct.

F. Notices: All notices relating to this Contract shall be in writing and transmitted either by hand delivery or by United States mail. All notices shall be sent to the addressee thereof at its address set forth above.

G. Headings: Headings in this Contract are for convenience or reference only, and shall not be utilized in the construction or interpretation of any provision of this Contract.
H. Severability: If any provision of this Contract is invalid, illegal, or unenforceable, the balance of this Contract shall remain in effect, and if any provision is inapplicable to any person and circumstance, it shall nevertheless remain applicable to all other persons and circumstances. 

IN WITNESS WHEREOF, this Agreement has been signed and delivered as of the day and year first set forth above.

GBAC:                                          GREATER BUFFALO ATHLETIC
                                               CORPORATION
                                               By:
                                               By:

CONCESSIONAIRE:
EXHIBITS:

To be provided by GBAC

A. Space designated by GBAC for the use of Concessionaire

To be provided by Concessionaire

B. Health permit

C. Photograph of stand/cart and space plan (Space plan to be drawn on Exhibit "A")

D. Payment Plan

E. Workers Compensation compliance certificate

F. Certificate of Insurance

G. Supplemental Questions

H. Operating Schedule

I. Certificate of Authority to Collect Sales Tax
EXHIBIT "D"

WORLD UNIVERSITY GAMES BUFFALO '93

Venue Concessions

Payment policy and procedures

Before set-up at venue:

1. Concessionaire must submit a deposit of $100.00 by ______, 1993.

   Forward to:
   World University Games Buffalo '93
   Finance Division
   235 North Street
   Buffalo, NY 14201
   Attn: Richard Brumfield

2. World University Games will send confirmation of payment to Concessionaire.
SUPPLEMENTAL QUESTIONS

1. HOW MANY INDIVIDUALS (STAFF MEMBERS) WILL YOU NEED TO BE ACCREDITED

2. WHAT TYPE OF COOKING FUEL IF ANY WILL YOU BE USING

3. WHAT WILL YOUR CONCESSION SERVE AND AT WHAT PRICE. PLEASE ATTACH MENU.
Dear Venue Concessionaire:

Please find attached a proposed contract for your services at Main Street USA of the World University Games athlete village. You will find that there are a number of documents and items which must be returned by you along with the signed contract. Specifically, you must provide a health permit, a photograph of your stand/cart, a space plan, a worker's compensation compliance certificate, a certificate of authority to collect all sales taxes, a certificate of insurance complying with Section X of the Contract and answers to supplemental questions. Additionally, you must select among the two payment options outlined in section VII of the contract and you must pay all deposits required by paragraph B of Section VII of the Contract.

If you have any questions please do not hesitate to contact Darrin Stern, Assistant Food Service Manager or
myself at (716)888-9300. All contracts and exhibits must be returned to my attention at Greater Buffalo Athletic Corporation, 235 North Street, Buffalo, New York 14201 on or before _________________, 1993.

Please note that if we have not received the signed contract, together with all materials described in this letter on or before _________________, 1993, time being of the essence as to such date, we will be unable to consider your application, and this contract will be awarded to another concessionaire, without notice to you. The enclosed contract shall not be binding upon Greater Buffalo Athletic Corporation unless and until signed by an officer of the Corporation.

Sincerely yours,

Darrin Stern
Assistant Manager - Food Service
APPENDIX H

Athlete Feeding Contract
AGREEMENT

This agreement is made by and between Service America Sports Catering, a Maryland Corporation, with its principal place of business at 1389 Pridemore Court, Lexington, Kentucky 40505 ("SASC") and the Greater Buffalo Athletic Corporation, a not-for-profit corporation with its principal place of business at 235 North Street, Buffalo, New York 14201 ("GBAC"). GBAC has been designated by the Federation Internationale du Sports Universitaire ("FISU") to organize and stage the 1993 World University Games ("Games") in Buffalo, New York and surrounding areas.

WITNESSETH

WHEREAS, Client desires to engage SASC and SASC desires to provide food and beverage services in connection with the 1993 World University Games;

NOW, THEREFORE, in consideration of the promises and of the covenants set forth herein, the parties agree as follows:

1.0 APPOINTMENT

1.1 Designation: GBAC hereby grants to SASC the following designations during the periods of time over which GBAC has control of the specific facilities noted below:

a) primary provider of dining services for athletes, coaches and others in residence at the Athlete's Village located in the Ellicott Complex and Governors Residence Halls of the State University of New York at Buffalo ("Athlete's Village" or "Village") during the Games period of July 1-20, 1993.

SASC acknowledges and agrees that secondary food services, such as vending machines may be made available by other vendors to Village residents within Village boundaries, but that such food service shall be on a pay-for-service basis only and shall not be offered in place of primary dining services to be provided by SASC.

b) exclusive right-holder to sell food and beverages at Games competition sites at the State University of New York at Buffalo ("University") Alumni Arena, Ellicott Tennis Complex and the new University Stadium ("University Concession Stands").

c) exclusive provider of facilities and food services for the GBAC's Corporate Hospitality Village to be located at the south end of the University Stadium ("Corporate Hospitality Village").
1.2 **Term:** The term of the Agreement shall be from May 1, 1993 until July 30, 1993.

2.0 **OPERATIONAL RESPONSIBILITIES**

2.1 **SASC's Responsibilities:** SASC will be responsible for the following with regard to the food and related services it will provide:

a) SASC will provide food service for residents of the Athlete's Village and authorized guests of GBAC during a minimum of three meal periods per day, during hours designated in this Agreement in conformance with its proposal to provide such food service submitted in March 1993 and incorporated by this reference and made a part of this Agreement.

### Red Jacket Dining Hall and Richmond Dining Hall
Beginning with breakfast, July 1, 1993 through dinner, July 18, 1993.

<table>
<thead>
<tr>
<th>Meal Hours</th>
<th>Breakfast</th>
<th>6:30am to 9am</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lunch</td>
<td>11:30am to 2pm</td>
</tr>
<tr>
<td></td>
<td>Dinner</td>
<td>6pm to 8pm</td>
</tr>
</tbody>
</table>

### Governors Dining Hall
Beginning with breakfast, July 1, 1993 through dinner, July 20, 1993.

<table>
<thead>
<tr>
<th>Meal Hours</th>
<th>Breakfast</th>
<th>6:30am to 9am</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lunch</td>
<td>11:30am to 2pm</td>
</tr>
<tr>
<td></td>
<td>Dinner</td>
<td>6pm to 11pm</td>
</tr>
</tbody>
</table>

Extended hours of dining will operate in Governor's Hall only, beginning Friday, July 9, 1993 and running through Sunday, July 18, 1993.

### American Cafe'
Beginning with lunch, July 6, 1993 through dinner, July 18, 1993.

<table>
<thead>
<tr>
<th>Meal Hours</th>
<th>Breakfast</th>
<th>6:30am to 9am</th>
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<tr>
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<td>Lunch</td>
<td>11:30am to 2pm</td>
</tr>
<tr>
<td></td>
<td>Dinner</td>
<td>6pm to 8pm</td>
</tr>
</tbody>
</table>

1) Such provision of food service shall be include planning of menus and portions in agreement with the GBAC, procurement of food and beverages, labor required to prepare and serve meals and supervisory support to ensure that such food and service meets or exceeds all applicable...
standards and laws relating to food preparation and serving.

2) SASC shall utilize GBAC-procured food and food service-related products in quantities arranged by GBAC through its sponsors, suppliers and other affiliates. The use of such products at no charge to SASC shall result in rebates to GBAC by SASC on a mutually agreed upon basis with such rebates equaling the value of actual production savings to SASC from the use of donated products.

SASC shall provide meal service for Village residents who cannot be resident in the Athlete's Village during scheduled meal periods. Such meals shall be in the form of packages, also known as "boxed meals".

In addition to the "Late Night Cafe" service provided at Governor's Dining Hall, boxed meals shall be available upon request to SASC Village Food Service Director with 24 hours advance notice of the day required.

"Boxed meals" shall be the responsibility of SASC and shall be prepared under SASC supervision by Rita Hayes & Associates under sub-contractor agreement.

b) SASC shall obtain, at its own expense, from the University or a University-approved provider, the items and services for use in the Athlete's Village detailed in Addendum A.

2.2 Corporate Hospitality and Concessions:

a) SASC shall provide food and beverage concessions and Corporate Hospitality food and support services in accordance with its proposal submitted to the GBAC in March 1993 and hereby incorporated into this Agreement by reference.

b) SASC shall obtain all necessary health and liquor licenses and permits needed for the performance of this Agreement including, without limitation, fire, building, zoning and tent permits for the Corporate Hospitality Village, attendant temporary kitchen(s) installed to service the Corporate Hospitality Village and facilities for concession sales at the Ellicott Tennis Complex, Alumni Arena and/or University Stadium.
SASC, at its sole cost and expense, shall provide a uniform code of dress for all of its employees and staff working at any Games site and shall be responsible to clean, launder and maintain such uniforms, aprons and other apparel work by its personnel at its direction.

d) SASC will have all individuals requiring access to the Athlete's Village, Corporate Hospitality Village and University concession areas accredited through the Games accreditation system.

e) SASC will coordinate all deliveries of equipment and supplies through the GBAC's Material Logistics Department.

f) SASC will submit all vehicles which will require entry into the Athlete's Village to screening by Games security forces prior to entry.

g) SASC will provide planning staff on a full time basis beginning May 17, 1993. This staff is to be housed at the GBAC headquarters complex in Buffalo.

2.3 GBAC's Responsibilities: GBAC, at its sole expense, will be responsible for the following:

a) Providing access by SASC to areas of the University designated by GBAC for SASC's use without charge, consistent with GBAC's existing Agreements for access and space use with the University. Such facilities and equipment shall include, but are not limited to, food preparation, service and dining areas and suitable furniture in Ellicott Complex and Governors Residence Halls and the fixtures and equipment therein; storage space for inventory, equipment and supplies; and restrooms and changing areas for employees.

b) Assisting SASC where possible to secure all necessary licenses and permits, including liquor licenses and permits, required herein. Nothing in this subparagraph shall in any way be constructed as reducing SASC's ultimate responsibility for securing such permits.

c) Providing general security for the Games, including SASC facilities at the Athlete's Village, Corporate Hospitality Village and University concession stands.

d) Providing all necessary credentials for SASC staff, vendors, trucks and service vehicles, provided such
groups have followed GBAC's accreditation and screening procedures.

e) Providing up to ten parking permits for SASC support vehicles in an area close to the Athlete's village.

f) Client will provide SASC sufficient space for a support area near the University Stadium to service the requirements of the Corporate Hospitality Village and park refrigerated trucks, storage trailers, office trailers and the like.

g) GBAC will, upon SASC requests, provide additional signage required at all locations. Such signage will include bilingual menu boards, directional signage, etc.

h) GBAC will provide SASC with proof of tax exempt status and all necessary supporting documentation of that status.

3.0 FINANCIAL ARRANGEMENTS

3.1 SASC will provide dining services at the Athlete's Village per this Agreement at the rate of $20.25 per Village Resident per day. This daily rate shall provide for three (3) meals per day on an unlimited seconds basis for each eligible resident. This daily rate is based on a minimum of 58,000 billing units.

On or before June 20, 1993, GBAC shall provide SASC with a daily guaranteed number of Village residents to be provided food service. This number will be the number of residents SASC shall use to invoice GBAC. Should the actual number of Village Residents exceed the guaranteed number for any given day, SASC shall invoice GBAC for the higher number served.

SASC shall invoice GBAC on a daily basis and GBAC shall pay such invoices on a daily basis. SASC shall be responsible for providing a system of accountability for the recording of the number of residents fed at the Athlete's Village during any individual day. GBAC shall have the right to audit any and all manual or electronic records compiled through the agreed upon recording system.

GBAC shall provide SASC with an advance payment in the amount of $100,000 at the signing of the contract. GBAC will provide additional advance payments of at least $100,000 each to SASC on Friday, June 18, 1993 and Monday, July 5, 1993. The specific amounts will be mutually agreed upon. Such agreement shall, upon execution, become part of this Agreement.
The amount of payment due SASC shall be reduced by the value of donated products used to provide food services to GBAC as required under this agreement. Such donations shall be valued at an amount equal to SASC's normal production price for each item donated and used. Upon demand, GBAC shall receive a schedule of such pricing.

3.2 In return for the exclusive right to provide food and beverage service at the Corporate Hospitality Village, a commission of 20 percent of all food and beverage sales, less applicable state and local sales taxes, will be paid to GBAC by SASC. The calculation of such payment shall be subject to audit by GBAC and SASC shall be responsible to provide, at its expense, a system of record keeping on which the calculation of payment shall be based.

Final calculation of all charges will be provided no later than July 30, 1993. Final menus will be presented no later than thirty (30) days prior to the Event and are subject to GBAC approval.

3.3 In return for the exclusive right to provide spectator food concessions at the University's Ellicott Tennis Complex, Alumni Arena and new University Stadium, SASC shall pay to GBAC an amount equal to ten percent of the first $100,000 in gross sales revenues collected and an additional 15 percent on the gross sales revenues above $100,000. Should SASC expand its spectator food concessions by the use of sub-contractors, SASC shall pay to GBAC an amount equal to 25 percent of the amounts SASC receives from such sub-contractors.

The calculation of such payment shall be subject to audit by GBAC and SASC shall be responsible to provide, at its expense, a system of record keeping on which the calculation of payment shall be based.

4.0 INSURANCE AND INDEMNITIES

4.1 Insurance: Each party agrees to maintain its own insurance policies for Comprehensive General Liability Insurance including product liability, in amounts of not less than one million dollars ($1,000,000). SASC will name the Greater Buffalo Athletic Corporation and the State University of New York at Buffalo as additional insured and certificate holders. A certificate evidencing such coverage shall be presented by SASC to GBAC not later than June 1, 1993.
4.2 **Property Insurance:** GBAC will maintain insurance on its headquarters facility and all property contained therein for fire and casualties. The parties agree to waive there respective rights of recovery, including subrogation, against one another for losses or damage to each party's property as a result of fire or other casualties normally covered under standard broad form insurance policies.

4.3 **Indemnification:** Each party will indemnify, defend and hold harmless the other party, its officers, employees and agents from any and all liability, loss, damages, claims, liens, costs and expenses, including attorney's fees to the extent caused by the negligent acts or omissions of the indemnifying party, its officers, employees and agents in the performance of its obligations under this Agreement. The indemnified party will give reasonable notice to the indemnifying party of any claim, action or proceeding in respect of which indemnity may be sought hereunder. An indemnifying party may participate, at its own expense, in the defense of any such action. This Section will survive the termination of this Agreement.

5.0 **GENERAL TERMS AND CONDITIONS**

5.1 **Binding Effect:** This agreement will be binding upon and will insure to the benefit of the parties hereto and their respective successors, assigns and representatives.

5.2 **Entire Agreement:** This agreement constitutes the final, complete and exclusive written agreement of the parties with respect to the concession and catering services to be provided by SASC and will supersede all previous communications, representative, agreement or statements, whether oral or written, by any party or between parties.

5.3 **Modification:** No modification of any of the terms and conditions of this agreement will be effective unless such modification is expressed in writing and signed by the party against whom enforcement is sought.

SASC shall be permitted to engage subcontractors to carry out parts of this Agreement; however, such sub-contract shall be subject to written approval of the GBAC in advance of its execution.

5.4 **Waiver:** The failure of either party to enforce any of the terms of this Agreement on one or more occasions will not constitute a waiver of the right to enforce such term or each and every term of this Agreement on any other occasion.
5.5 **Notices:** All notice required by this Agreement will be in writing and will be delivered personally, or by overnight courier or registered or certified mail, return receipt requested, addressed as follows:

To GBAC:  
World University Games  
235 North Street  
Buffalo, New York 14201  
Attn.: Thomas P. Callahan

To SASC:  
Service America Sports Catering  
1389 Pridemore Court  
Lexington, Kentucky 40505  
Attn.: Jeffrey M. Parsons

5.6 **Relationship of Parties:** The parties agree that SASC will be an independent contractor to GBAC. Nothing herein will be construed to create a partnership, joint venture or agency relationship between the parties and neither will have the authority to bind the other in any respect.

5.7 **Status of Personnel:** SASC will provide a staff of employees, including supervisory personnel, as required for the efficient operation of the food service operation hereunder. All persons employed by SASC in connection with such operation will be on SASC's payroll and will be deemed employees of SASC for tax and insurance purposes. SASC's employees will comply with all rules promulgated by GBAC for the safe and orderly conduct of the activities carried out at premises specified by GBAC. SASC employees, agents and suppliers will have supervised access to such parts of GBAC's facilities as necessary for enable SASC to carry out its responsibilities hereunder.

5.8 **Employment Practices:** SASC will not discriminate in any manner on the basis of gender, age, race, color, creed or national origin with respect to its employees, and it will conform in all respects to the pertinent provisions of federal, state and local statutes, laws, regulations and ordinances governing employment practices.

5.9 **Contingencies:** Neither party will be liable to the other party for any nonperformance of its obligations under this Agreement caused by the occurrence of any contingencies beyond the control of the parties, including but not limited to declared or undeclared war, sabotage, insurrection, riot or acts of civil disobedience, acts of a public enemy, acts of governments or agencies affecting the terms of this Agreement, acts of third parties not within the control
of the party whose performance is affected, shortages of fuel, failures of power, accidents, fires, explosions, floods and other acts of God. In the event of any such contingencies occur, the party whose performance is affected will have a reasonable time in which to resume performance and such party's nonperformance will not constitute a default hereunder.

5.10 Rights and Duties Upon Termination: Upon termination of this Agreement for any reason, the following provisions will apply:

a) Final Accounting: SASC will deliver to GBAC, within thirty (30) days after the date of termination, a final accounting of the results of food service operation and will remit to GBAC all amounts due, if any, after deducting any amounts which may be owed by GBAC to SASC.

5.11 Governing Law: This Agreement shall be governed in accordance with the laws of the State of New York, irrespective that one party may have a principle place of business in another state.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the date of execution.

Service America Sports Catering

By: ____________________________

Title: ____________________________

World University Games Buffalo '93

By: ____________________________

Title: ____________________________
APPENDIX I

Sponsor Agreement
SPONSOR AGREEMENT

THIS SPONSOR AGREEMENT is made and entered into this 14th day of June, 1993, by and between GREATER BUFFALO ATHLETIC CORPORATION, a New York Not-for-Profit corporation having a place for the transaction of business at 235 North Street, Buffalo, New York 14201 (the "Organizer") and MCCULLAGH HORTON a corporation organized and existing under the laws of the State of New York, with an address at 245 Swan Street, Buffalo, New York, 14204 (the "Sponsor").

WITNESSETH:

WHEREAS, the Greater Buffalo Athletic Corporation controls the operation of the World University Games and owns and controls certain rights relating thereto; and

WHEREAS, the Organizer has been awarded the right to sponsor and conduct the "Games" and in such capacity is the licensee and/or owner of the "Marks" (as such terms are hereinafter defined); and

WHEREAS, Sponsor has agreed to provide cash and/or in-kind support for the Games in exchange for certain promotional rights to be granted by the Organizer, all is more fully set forth herein below.

NOW, THEREFORE, in consideration of the foregoing and the mutual premises, covenants and undertakings hereinafter set forth, Organizer and Sponsor hereby agree as follows:

1.0 DEFINITIONS

As used herein, the following terms shall have the following meanings:

1.1 "Agreement": shall mean this Sponsorship Agreement including any exhibits and/or schedules attached hereto and made a part hereof.

1.2 "Games": shall mean the 1993 summer World University Games to be held in and around Buffalo, New York in July of 1993.

1.3 "Marks": shall mean only the trademarks and/or service marks identified in Schedule 1.3 attached hereto and made a part hereof.

1.4 "Premiums": shall mean items of merchandise which are, or are intended to
be, given away free of charge or sold for advertising or promotional purposes.

1.5 "Products": shall mean only those products or services described in Schedule 1.5 attached hereto and made a part of.

1.6 "Territory": shall mean the geographic area set forth in Schedule 1.6 attached hereto and made a part hereof.

1.7 "Term": shall mean the period commencing on 14th of June, 1993 and ending on 31st July, 1993 unless sooner terminated in accordance with the terms of this Agreement.

2.0 RIGHTS GRANTED

2.1 "Official Sponsor Status": Subject to organizer's right of approval, as described herein below, Organizer grants to Sponsor the exclusive right during the Term to use the Marks in advertising and promoting the Products and to refer to itself as an "Official Sponsor" of the 1993 World University Games.

2.2 "Use of Marks on Premiums": Subject to Organizer's right of approval as described herein below, Organizer grants to sponsor the right during Term to use the Marks on Premiums.

2.3 "Display of Products": subject to the availability of space and suitable facilities, Organizer grants sponsor the right to display some or all of the Products at appropriate venues during the Games.

2.4 "Other Rights": Organizer hereby further grants to Sponsor:

(i) a preferential right to purchase tickets for All Games' events at prime or VIP locations subject to ticket availability;

(ii) the opportunity to participate in publicity and marketing programs established by Organizer, as designated by Organizer.
(iii) will receive tickets and hospitality to be specified in schedule 2.4 attached.

(iv) will receive invitation to VIP reception, Press conference and other Games related events.

(v) will receive recognition in the Official Games Publication.

2.6 "Grants to Third Parties": Organizer shall have the right to grant any of the rights granted to the Sponsor in this Agreement to any other person(s), provided, however, Organizer shall not grant any such rights to any person for use in connection with a product or service substantially similar to or competitive or antithetical with any of the Products.

2.7 "Condition to Grant of Rights": The grant of the rights herein to Sponsor is conditioned upon Sponsor's full and complete compliance with the notice and other provisions of the copyright and trademark laws of the United States as they relate to such rights. Sponsor agrees to cause to appear on or within each Product, on each carton, container and/or packing or wrapping material bearing any Mark, and on or within all advertising, promotional or display material bearing any Mark, appropriate notice of any applicable trademark, service mark or copyright and any other appropriate notice reasonably required by Organizer, and Sponsor shall do everything reasonably necessary to maintain such trademark, service mark, copyright or other right. Each and every tag, label, imprint, promotional item, advertising copy, Premium or other device bearing any Mark shall be submitted by Sponsor to Organizer or its written approval prior to use by the Sponsor. Organizer reserves the right to make changes in its notice requirement at any time by prior written notice to Sponsor of not less than thirty (30) days.

2.7 "Use of Marks": In using the Marks, the Sponsor shall faithfully and accurately
reproduce the Marks. The Sponsor acknowledges and agrees that, except for the rights granted herein, it has no right, title or interest whatsoever in any of the Marks. The Sponsor further agrees that it will not use the marks or any of them in any way which might jeopardize or dilute the Organizer's proprietary interest in or the validity of the Marks or any of them. Furthermore, the Sponsor shall not take any action to the detriment of Organizer's rights or interest in or to any of the Marks, either during the Term of this Agreement or thereafter. Sponsor shall take whatever measures are necessary to insure that the Marks are used only on or in connection with the Products. The Sponsor shall restrict the use of the Marks in its advertisements, point of sales materials, stationery and other printed materials to an identification with the Products, being careful to exclude identification with any other product and/or service manufactured, distributed, sold, performed or advertised by the Sponsor or any third-party.

2.8 "Assignment to Organizer": If as a result of Sponsor's activities hereunder, Sponsor acquires any rights whatsoever in or with respect to the Marks or any of them, or any other property of Organizer, Sponsor shall, upon expiration or termination of this Agreement, assign and transfer all such rights to Organizer without additional consideration.

3.0 SPONSOR'S CONTRIBUTION

3.1 "Products/Services Contributed": In consideration of the rights granted hereunder to Sponsor, sponsor shall provide Organizer with the products and/or services described in Schedule 3.1 attached and made a part hereof, to be delivered to Organizer, on the dates and at the locations specified in Schedule 3.1.

3.2 "Standards": Any products or services furnished by the Sponsor for the purpose of athletic competition or preparation shall meet the standards, if any, of the
appropriate governing body having jurisdiction over the relevant sporting event.

3.3 "Service": the Sponsor agrees, at no cost or expense to Organizer, to provide personnel on an "on call" basis for the delivery, installation, repair, maintenance and removal of the products supplied hereunder, or to perform any services to be rendered to or on behalf of Organizer hereunder. All of Sponsor's personnel shall be subject to Organizer's security and personnel policies and practices. Sponsor agrees to carry workers' compensation and employer's liability insurance, in such amounts as may be required by law, for any personnel utilized by Sponsor pursuant to this Section 3.3.

3.4 "Taxes": Sponsor shall pay all sales and use and similar taxes imposed in connection with or as a consequence of the supply of products or services hereunder.

4.0 GOODWILL

The Sponsor recognizes the value of the publicity and goodwill associated with the Marks and acknowledges that such Marks and each of them have a secondary meaning and that such goodwill belongs exclusively to Organizer.

5.0 Indemnity AND INSURANCE

5.1 "Indemnity": the Sponsor hereby agrees to be solely responsible, to defend and indemnify and hold Organizer harmless from and against any claims, demands, causes of action, damages, liabilities or things of value, including, without limitation, reasonable attorney's fees, arising out of:

(i) the use by Sponsor of the Marks in connection with the sale, distribution or use of the Products or otherwise or,

(ii) the exercise by Sponsor of any of the rights granted in this Agreement, such indemnity to include, without limitation:
(a) any unauthorized use of any patent, process, method or device by Sponsor in connection with the Products,

(b) alleged defects in any of the Products,

(iii) the unauthorized use of the Marks or any of them by the Sponsor, and

(iv) any defect or alleged defect in any product supplied, or any negligent or alleged negligent performance of any service rendered, by the Sponsor pursuant to this Agreement.

5.2 "Insurance": the Sponsor will obtain and maintain during the Term hereof, a standard comprehensive General Liability Policy which

(i) specifically covers Sponsor's contractual liabilities hereunder, and

(ii) provide standard product liability coverage. Such insurance shall be issued by an insurance company licensed to do business in the State of New York and reasonably acceptable to Organizer. Such policy or policies shall name Organizer as an additional insured and shall otherwise be in a form reasonably satisfactory to Organizer and shall be in an amount of not less than 51,000,000.00 per incident or occurrence. Such policy or policies shall further contain an undertaking by the insurer not to terminate or modify the same without at least thirty (30) days prior written notice to Organizer.

6.0 TERMINATION

6.1 "By Organizer": Without prejudice to any of its other rights, Organizer shall have the right to terminate this Agreement upon notice to Sponsor at any time if:

(i) The Sponsor shall fail to timely make any contribution due under Section 3 of this Agreement with ten (10) days after the
date provided in this Agreement for the making thereof.

(ii) The Sponsor shall file or have filed against it any petition under the bankruptcy or insolvency laws of the United States or any state or any other jurisdiction or shall have or permit a receiver or trustee to be appointed for its business or property or be adjudicated a bankrupt or insolvent.

(iii) The Sponsor shall commit a breach of or default in any other provision of this Agreement.

6.2 "By Sponsor": This Agreement may be terminated by the Sponsor upon the breach or default by Organizer in the performance of any material provision hereof. Termination by the Sponsor shall be effective upon thirty (30) days' written notice to Organizer following the breach or default in question, provided, however, that if Organizer shall cure such breach or default within such thirty (30) day period, this Agreement shall continue in full force and effect, and provided further that if such breach or default be of such nature that it cannot be cured within thirty (30) days, the Organizer shall not to be in default hereof if it promptly commences to cure the same, and for so long thereafter as Organizer is diligently occupied in curing the same.

6.3 "Termination of Rights": The rights granted to the Sponsor hereunder, including, without limitation, all rights of sponsor in the Marks, shall terminate simultaneously with the expiration or earlier termination of this Agreement.

7.0 DISPOSAL OF STOCK

After the expiration or earlier termination of this Agreement, the Sponsor may dispose of any Products or any carton, container, packaging or wrapping material, promotional or advertising items, or Premiums bearing any of the Marks which are on-hand or in process at the time of such expiration or
termination for a period of thirty (30) days thereafter, provided the Sponsor shall therefore have satisfied all of its obligations to Organizer under this Agreement.

8.0 PREMIUMS

Prior to producing or purchasing any Premiums, Sponsor shall inquire of Organizer as to whether Organizer has therefore entered into any agreement with any licensee of Organizer (a "Licensee") to produce any item(s) similar to any such Premiums. In the event Organizer shall advise Sponsor that Organizer has entered into any such agreement(s) with any such Licensee(s), Sponsor agrees to enter into good faith negotiations with such Licensee(s) for the purchase of such Premiums from such Licensee(s).

9.0 MISCELLANEOUS PROVISIONS

9.1 "Relationship of Parties": Nothing herein shall be construed to place Organizer and Sponsor in the relationship of partners, joint ventures, or agents or any similar relationship and neither party hereto shall have the power to obligate or bind the other in any manner whatsoever. Organizer in no way guarantees the quality, merchantability or fitness for a particular purpose of any of the Products.

9.2 "Notices": All notices and statements required or permitted to be given hereunder shall be given or made at the respective addresses of the Organizer and Sponsor set forth above unless a different address is specified in this Agreement or notification of a change of address is given in writing. All notices shall be sent by registered or certified mail or by nationally recognized overnight courier service and shall be deemed to have been given at the time mailed or tendered to a courier.

9.3 "Entire Agreement": This Agreement contains the entire agreement of Organizer and Sponsor with respect to the
subject matter hereof and supersedes all prior oral or written communications or agreements. No representation was made or relied upon by either party other than those expressly set forth herein. This Agreement may not be modified except by writing signed by the party against whom such modification is sought to be enforced.

9.4 "Reservation of Rights": Organizer retains all rights not expressly granted to Sponsor herein.

9.5 "No Assignment": This Agreement, and the rights granted herein, are personal to the sponsor, and Sponsor may not sub license or franchise or assign this Agreement or any right of the Sponsor hereunder nor suffer any such right to devolve by operation of law or otherwise upon any assignee, receiver, liquidation, trustee or other party. Subject to the foregoing, this Agreement shall be binding upon and shall inure to the benefit of the parties hereto, their respective successors and assigns.

9.6 "Waiver": Failure of either party to this Agreement to object to or take affirmative action with respect to any conduct of the other party in violation of the terms of this Agreement shall not be construed as a waiver of such violation or breach or any future violation, breach or wrongful conduct.

9.7 "Headings": Headings in this Agreement are for convenience only and shall not be used to interpret or construe the provisions hereof

9.8 "Choice of Law, Forum": The validity, interpretation and performance of this Agreement shall be controlled by and construed under the laws of the State of New York and Organizer and Sponsor hereby submit and consent to the exclusive jurisdiction of the courts of the State of New York and the United States District Court for the Western New York in any action or proceeding brought hereunder. At Organizer's option, any
dispute or disagreement between the parties hereto shall be settled by arbitration in the City of Buffalo, New York under the rules then obtaining of the American Arbitration Association, and judgment upon the aware may be entered in any court having jurisdiction.

IN WITNESS WHEREOF, Organizer and Sponsor have caused this Agreement to be executed as of the day and year first set forth above.

GREATER BUFFALO ATHLETIC CORPORATION

By:

By:
RIDER I

SCHEDULE: 1.3
1) Official World University Games Logo
2) Official World University Games Mascot

SCHEDULE: 1.5
1) Official Coffee and Tea Supplier for the Games

SCHEDULE: 1.6
1) Territory - United States of America

SCHEDULE: 2.4
1) McCullagh Horton will have the opportunity to display prominent signage at all hospitality areas.
2) 55 Tickets to Opening Ceremonies 30 Tickets to Closing Ceremonies 55 Tickets to Finals 155 Tickets to Preliminaries Access (for 35) to WUG hospitality area-as, and the opportunity to purchase hospitality at the Hospitality Area at the University at Buffalo and Rich Stadium Opportunity to purchase preferred tickets

SCHEDULE: 3.1
1) In-kind supply of the following products as required by food service in the approximate value of $30,000:

   Coffee: McCullah's Hotel Restaurant Blend - Usage, approximation 5,000 pounds

   Allied Product: Non-dairy creamers, sugar, Tea, Tasters Choice Decaf, cups, stirrer sticks

   Coffee Brewing Equipment: Approximately 80, 3 - burner pour - over commercial coffee units

   Office Service: To supply 350 people and 5, 3 - burner pour - over commercial coffee units
RIDER II

RIDER to sponsor Agreement dated the 10th of June, 1993 between GREATER BUFFALO ATHLETIC CORPORATION AND MCCULLAGH HORTON.

The following provision is hereby added to the Sponsor Agreement in the same manner and to the same extent as if fully set forth therein:

EQUIPMENT DAMAGE

If any of the coffee machines (herein known as "equipment") that is used by the Organizer and is damaged during the period of use, the cost of repairing the equipment will be the obligation of the Organizer.

Except for the foregoing, the Sponsor Agreement shall remain unmodified and in full force and effect.

GREATER BUFFALO ATHLETIC CORPORATION

By:

MCCULLAGH HORTON

By:
Missing Page
# HOSPITALITY SERVICE

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WHAT ARE THE WORLD UNIVERSITY GAMES?
What are the World University Games?

The World University Games are the second largest international athletic event in the world, next to the Summer Olympics. They are twice as large as the Winter Olympics and the Pan American Games.

With the Summer Olympics permitting participation by professional athletes, the World University Games have become the top international amateur athletic competition. They are sponsored by the Federation Internationale du Sport Universitaire (FISU), headquarters in Belgium. FISU is made up of 90 national university sports associations.

The Games, held every two years, are also known as the Universiade. A Winter Games is held every other year, in the same years as the Summer Games.

The Games have three components. In addition to the sports competition, there is an educational component and a cultural festival promoting cultural exchange and understanding between nations. The educational program includes an international sports higher education conference and a school-based program. The focus of the latter is a curriculum for students in kindergarten through Grade 12 that will be available to more than 200,000 students in 655 school buildings in the eight counties of Western New York. It combines the international flavor of the games with the New York State curriculum to produce school-based lessons, programs and activities underscoring the fact that the students are part of a global community.

When will the World University Games Buffalo '93 be held?

The World University Games Buffalo '93 will be held from July 8-18, 1993. Training venues will open on July 1, 1993.

This is the first time in the 70-year history of the Games that they will be held in the United States.

The 1991 Summer Games were held in Sheffield, England. The Games of 1995 will be held in Fukuoka, Japan.
Will there be special opening and closing ceremonies?

Opening and closing ceremonies in the spirit of those of the Olympics will be held on Thursday, July 8, 1993 and Sunday, July 18, 1993, respectively, in Rich Stadium, home of the Buffalo Bills and located in the Buffalo suburb of Orchard Park. The opening ceremony will feature the traditional parade of athletes from participating countries. The Games' opening and closing ceremonies, involving thousands of local and visiting performers, will be emceed by Dick Clark of "American Bandstand" fame and produced by Ricky Kirshner, whose recent credits include the Tony awards, the 1992 Democratic National Convention and President Clinton's star-studded Inaugural Ball. The opening ceremony will include the traditional parade of athletes and will feature a multi-faceted salute to American music. The closing ceremony will feature a dynamic display of lasers and fireworks, heralding the passage of the Games' flame and official flag to the 1995 host country, Japan.

Who will compete in the games?

Some 5,000 athletes from more than 100 countries are expected to participate in the World University Games Buffalo '93. They will be accompanied by an estimated 2,000 officials from the various nations.

To be eligible to compete in the games, an athlete must be between the ages of 17 and 28 and currently attending a post-secondary school or have been out of school for only one year prior to the Games.

The athletes will be housed in an athletes village in the Ellicott Complex of dormitories on the State University of New York at Buffalo North (Amherst) Campus.

What caliber of athletes will compete?

The World University Games have a tradition of attracting the world's top athletes. Many athletes who have participated in the Games have gone on to be Olympic and/or world champions in their sport. It's estimated that more than half of the athletes who will participate in the World University Games Buffalo '93 will participate in subsequent Olympic competitions. For example, many of the track-and-field qualifying heats for the 1992 Summer Olympics included at least one athlete who competed in the 1991 World University Games in Sheffield, England.

Among the top athletes who have competed in past Games are:

**Athletics (track and field):** triple jumper Willie Banks, sprinter Valene Briscoe, triple jumper Mel Conley, decathlete Dave Johnson, sprinter Roger Kingdom, sprinter Mel Lattany, shot-putter Randy Matson and pole-vaulter Bob Seagram of the USA; high jumper Valery Brumel of the former Soviet Union; long-distance-runner Innocent Egbenike of Nigeria; decathlete Jurgen Hingsen of the former West Germany, sprinter Ben Johnson of Canada, sprinter Alberto Juantorena of Cuba sprinter Martina Koch of the former East Germany, sprinter Pietro Mennea of Italy, middle-distance-runner David Moocroft of Great Britain and long-distance-runner Emile Zatopek of Czechoslovakia, who held 18 track-and-field world records in his career.

**Basketball:** Larry Bird, Charles Barkley, Bill Cunningham, Darrell Gniffith, Ron Harper, Bobby Hurley, Karl Malone, Kevin McHale, Chuck Person and Bill Bradley of the USA, as well as Dawn Staley, two time NCAA Women's Player of the Year. On the teams from the former Soviet Union have been Alexander Belov, who in the 1972 Summer
Olympics sunk the basket that defeated the American team, and Arvidas Sabonis, center on the team that defeated the American team in the 1988 Olympics.

Gymnastics: Nadia Comaneci of Romania, Olga Korbut of the former Soviet Union and Peter Vidmar of the USA.

Swimming: Matt Biondi and Mary T. Meagher of the USA, Alex Baumann of Canada, Michael Gross of the former West Germany and Vladimir Salnikov of the former Soviet Union.

Diving: Greg Louganis, Micki King and Eesley Bush of the USA.

Tennis: Brian Gottfried of the USA, Jan Kodes of Czechoslovakia, Virginia Ruzici of Romania and A. Armithraj of India.

What sports will be involved in the Games?

The Games will feature 12 competitive sports. Ten of the sports are required: track and field (referred to as "athletics"), basketball, diving, fencing, gymnastics, soccer (referred to as "football"), swimming, tennis, volleyball and water polo. Also on the schedule are two optional sports, baseball and rowing.

The 1993 Games will mark the first time that baseball has been included in the menu of sports. It also will be the first time for women's competition in soccer. The Games are the world's largest international competition in both basketball and volleyball, with more teams participating in each sport than in the Summer Olympics.

Where will the competitions be held?

Competition will be held at 17 venues in Buffalo, Western New York and Southern Ontario. An additional 25 sites will serve as practice venues. The competition venues in Western New York include the State University of New York at Buffalo, Pilot Field, home of the Triple A Buffalo Bisons; Buffalo's Memorial Auditorium, the Niagara Falls Convention Center, State University College at Buffalo, Canisius College, Erie Community College, Niagara University, Lewiston-Porter Soccer Complex, Erie County International Agricenter and the Town of Tonawanda Aquatics Center. Competition venues in southern Ontario include the Royal Henley Regatta Course in St. Catharines and McMaster University in Hamilton, Ontario.
HOSPITALITY FOOD SERVICE

JOB RESPONSIBILITIES
HOSPITALITY SERVICE

Job Description

Hospitality Food Service:

- Sports Coordinators (all those members distributing box meals.
- Protocol Managers (all those members working in the
  Hospitality Venues)
- Press Hospitality (all those members providing food service for
  the world Press Corporations)

Responsibilities:

- Provide daily reports of the quality of the Food Service.
- Provide a clean, sterile distribution of food.
- Fill out the proper food order forms.
- Check inventory every day, replace stock when needed.
- Establish a clean working place.
- Follow the sanitation codes and proper procedures.
- Proper handling and sanitation of food.
- Timing of food distribution and sporting events.
- Check deliveries for proper order and temperature.
INFORMATION

Names And Numbers

If you have any questions about food distribution, box meals and/or any other food related information contact the following people:

Darrin Stern: Assistant Manager - Food Service
(pager) 744-6812 --- voice mail
1-800-283-2255 code 10298

Trudy Lehner: Volunteer Coordinator Food Service/
Village Food Service Manager
(pager) 744-6814 --- voice mail
1-800-283-2255 code 10299

Wendy Stevens: Venue Supplies Manager
(pager) 744-6790 --- voice mail
1-800-283-2255 code 10308

Village HQ: Desk Information number 639-2101

Operations Center: Phone number 843-3710

Joyce Wagner: Operation Management
(pager) 774-6794 --- voice mail
1-800-283-2255 code 10323

The pagers' number work as follows:

Voice mail- call the 744 number, a message will sound after the tone. You can either punch in the telephone number which you want the caller to return or leave a brief message (like an answering machine) when you are finished with your message press the pound key to end the message.

1-800 number- dial 1-800-283-2255 the operator will ask for the pager's code number. State the appropriate code number then tell our short message to the operator and your message will be sent to the person you are trying to contact.
REFRIGERATION

AND

PROPER STORAGE
DANGER ZONE

TEMPERATURES

°F   ºC
250  121.1
240  115.5
212  100.0
165  73.8
140  60
130  55
120  48.8

Canning temperatures for low-acid vegetables, meat, and poultry in pressure canner.

Canning temperatures for fruits, tomatoes, and pickles in water-bath canner.

Cooking temperatures destroy vegetative forms of most bacteria. Time required to kill bacteria decreases as temperature is increased.

Hot-holding temperatures prevent growth of bacteria.

Some bacterial growth may occur. Many bacteria survive.

Temperatures in this zone allow rapid growth of bacteria and production of toxins by some bacteria.

Some growth of food-poisoning bacteria may occur.

Cold temperatures permit slow growth of some bacteria that cause spoilage and illness.

Freezing temperatures stop growth of bacteria, but allow many bacteria to survive.

6 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
## Signs of Acceptable and Unacceptable Quality in Fresh Fruits

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<th>Signs of Good Quality</th>
<th>Signs of Bad Quality, Spoilage</th>
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</thead>
<tbody>
<tr>
<td>Apples</td>
<td>Firmness; crispness; bright color</td>
<td>Softness; bruises. (Irregularly shaped brown or tan areas do not usually affect quality)</td>
</tr>
<tr>
<td>Apricots</td>
<td>Bright, uniform color; plumpness</td>
<td>Dull color; shriveled appearance</td>
</tr>
<tr>
<td>Bananas</td>
<td>Firmness; brightness of color</td>
<td>Grayish or dull appearance (indicates exposure to cold and inability to ripen properly)</td>
</tr>
<tr>
<td>Blueberries</td>
<td>Dark blue color with silvery bloom</td>
<td>Moist berries</td>
</tr>
<tr>
<td>Cantaloupes</td>
<td>Stem should be gone; netting or veining should be coarse; skin should be yellow-gray or pale yellow</td>
<td>Bright yellow color; mold; large bruises</td>
</tr>
<tr>
<td>( Muskmeions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cherries</td>
<td>Very dark color; plumpness</td>
<td>Dry stems; soft flesh; gray mold</td>
</tr>
<tr>
<td>Cranberries</td>
<td>Plumpness; firmness. Ripe cranberries should bounce</td>
<td>Leaky berries</td>
</tr>
<tr>
<td>Grapes</td>
<td>Should be firmly attached to stems. Bright color and plumpness are good signs</td>
<td>Soft areas; dull color</td>
</tr>
<tr>
<td>Honeydew</td>
<td>Soft skin; faint aroma; yellowish white to creamy rind color</td>
<td>Drying stems; leaking berries</td>
</tr>
<tr>
<td>melon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lemons</td>
<td>Firmness; heaviness. Should have rich yellow color</td>
<td>White or greenish color; bruises or watersoaked areas; cuts or punctures in rind</td>
</tr>
<tr>
<td>Limes</td>
<td>Glossy skin; heavy weight</td>
<td>Dry skin; molds</td>
</tr>
<tr>
<td>Oranges</td>
<td>Firmness; heaviness; bright color</td>
<td>Dry skin; spongy texture; blue mold</td>
</tr>
<tr>
<td>Peaches</td>
<td>Slightly soft flesh</td>
<td>A pale tan spot (indicates beginning of decay); very hard or very soft flesh</td>
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7 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
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<tr>
<th></th>
<th>Signs of Good Quality</th>
<th>Signs of Bad Quality, Spoilage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pears</strong></td>
<td>Firmness</td>
<td>Dull skin; shriveling; spots on the sides</td>
</tr>
<tr>
<td><strong>Pineapples</strong></td>
<td>&quot;Spike&quot; at top should separate</td>
<td>Mold; large bruises; unpleasant odor; brown leaves</td>
</tr>
<tr>
<td></td>
<td>easily from flesh</td>
<td></td>
</tr>
<tr>
<td><strong>Plums</strong></td>
<td>Fairly firm to slightly soft</td>
<td>Leaking; brownish discoloration</td>
</tr>
<tr>
<td></td>
<td>flesh</td>
<td></td>
</tr>
<tr>
<td><strong>Raspberries,</strong></td>
<td>Stem caps should be absent;</td>
<td>Mushiness; wet spots on containers (sign of possible decay of</td>
</tr>
<tr>
<td><strong>Boysenberries</strong></td>
<td>flesh</td>
<td>berries)</td>
</tr>
<tr>
<td></td>
<td>should be plump and tender</td>
<td></td>
</tr>
<tr>
<td><strong>Strawberries</strong></td>
<td>Stem cap should be attached;</td>
<td>Gray mold; large uncolored areas</td>
</tr>
<tr>
<td></td>
<td>berries should have rich red</td>
<td></td>
</tr>
<tr>
<td></td>
<td>color</td>
<td></td>
</tr>
<tr>
<td><strong>Tangerines</strong></td>
<td>Bright orange or deep yellow</td>
<td>Punctured skin; mold</td>
</tr>
<tr>
<td></td>
<td>color; loose skin</td>
<td></td>
</tr>
<tr>
<td><strong>Watermelon</strong></td>
<td>Smooth surface; creamy</td>
<td>Stringy or mealy flesh (spoilage difficult to see on outside)</td>
</tr>
<tr>
<td></td>
<td>underside; bright red flesh</td>
<td></td>
</tr>
</tbody>
</table>
# Signs of Acceptable and Unacceptable Quality in Fresh Vegetables

<table>
<thead>
<tr>
<th>Artichokes</th>
<th>Signs of Good Quality</th>
<th>Signs of Poor Quality, Spoilage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plumpness; green scales; clinging leaves</td>
<td>Brown scales; grayish-black discoloration; mold</td>
</tr>
<tr>
<td>Asparagus</td>
<td>Closed tips; round spears</td>
<td>Spread-out tips; spears with ridges; spears that are not round</td>
</tr>
<tr>
<td>Beans (snap)</td>
<td>Firm, crisp pods</td>
<td>Extensive discoloration; tough pods</td>
</tr>
<tr>
<td>Beets</td>
<td>Firmness; roundness; deep red color</td>
<td>Gray mold; wilting; flabbiness</td>
</tr>
<tr>
<td>Brussels sprouts</td>
<td>Bright color; tight-fitting leaves</td>
<td>Loose, yellow-green outer leaves; ragged leaves (may indicate worm damage)</td>
</tr>
<tr>
<td>Cabbage</td>
<td>Firmness; heaviness for size</td>
<td>Wilted or decayed outer leaves (Leaves should not separate easily from base)</td>
</tr>
<tr>
<td>Carrots</td>
<td>Smoothness; firmness</td>
<td>Soft spots</td>
</tr>
<tr>
<td>Cauliflower</td>
<td>Clean, white curd; bright green leaves</td>
<td>Speckled curd; severe wilting; loose flower clusters</td>
</tr>
<tr>
<td>Celery</td>
<td>Firmness; crispness; smooth stems</td>
<td>Flabby leaves; brown-black interior discoloration</td>
</tr>
<tr>
<td>Cucumber</td>
<td>Green color; firmness</td>
<td>Yellowish color; softness</td>
</tr>
<tr>
<td>Eggplant</td>
<td>Uniform, dark purple color</td>
<td>Softness; irregular dark brown spots</td>
</tr>
<tr>
<td>Greens</td>
<td>Tender leaves free of blemishes</td>
<td>Yellow-green leaves; evidence of insect decay</td>
</tr>
<tr>
<td>Lettuce</td>
<td>Crisp leaves; bright color</td>
<td>Tip burn on edges of leaves (slight discoloration of outer leaves is not harmful)</td>
</tr>
<tr>
<td>Mushrooms</td>
<td>White, creamy, or tan color on tops of caps</td>
<td>Dark color on underside of cap; withering veil</td>
</tr>
<tr>
<td>Onions</td>
<td>Hardness; firmness; small necks; papery outer scales</td>
<td>Wet or soft necks</td>
</tr>
</tbody>
</table>

---

9 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
<table>
<thead>
<tr>
<th>Item</th>
<th>Signs of Good Quality</th>
<th>Signs of Poor Quality, Spoilage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onions (green)</td>
<td>Crisp, green tops; white portion two to three inches in length</td>
<td>Yellowing; wilting</td>
</tr>
<tr>
<td>Peppers (green)</td>
<td>Glossy appearance; dark green color</td>
<td>Thin walls; cuts, punctures</td>
</tr>
<tr>
<td>Potatoes</td>
<td>Firmness; relative smoothness</td>
<td>Green rot or mold; large cuts; sprouts</td>
</tr>
<tr>
<td>Radishes</td>
<td>Plumpness; roundness; red color</td>
<td>Yellowing of tops (sign of aging); softness</td>
</tr>
<tr>
<td>Squash (summer)</td>
<td>Glossy skin</td>
<td>Dull appearance; tough surface</td>
</tr>
<tr>
<td>Squash (winter)</td>
<td>Hard rind</td>
<td>Mold; softness</td>
</tr>
<tr>
<td>Sweet potatoes</td>
<td>Bright skins</td>
<td>Wetness; shriveling; sunken and discolored areas on sides of potato (Sweet potatoes are extremely susceptible to decay.)</td>
</tr>
<tr>
<td>Tomatoes</td>
<td>Smoothness; redness. (Tomatoes that are pink or slightly green will ripen in a warm place.)</td>
<td>Bruises; deep cracks around the stem scar</td>
</tr>
<tr>
<td>Watercress</td>
<td>Crispness; bright green color</td>
<td>Yellowing, wilting, decaying of leaves</td>
</tr>
</tbody>
</table>

10 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
Refrigerated Storage of Foods

<table>
<thead>
<tr>
<th>Food</th>
<th>Recommended Temperatures (°F/°C)</th>
<th>Maximum Storage Periods</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roasts, steaks, chops</td>
<td>32-36/0-2.2</td>
<td>3 to 5 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>Ground and stewing</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>Variety meats</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>Whole ham</td>
<td>32-36/0-2.2</td>
<td>7 days</td>
<td>May wrap tightly</td>
</tr>
<tr>
<td>Half ham</td>
<td>32-36/0-2.2</td>
<td>3 to 5 days</td>
<td>May wrap tightly</td>
</tr>
<tr>
<td>Ham slices</td>
<td>32-36/0-2.2</td>
<td>3 to 5 days</td>
<td>May wrap tightly</td>
</tr>
<tr>
<td>Canned ham</td>
<td>32-36/0-2.2</td>
<td>1 year</td>
<td>Keep in can</td>
</tr>
<tr>
<td>Frankfurters</td>
<td>32-36/0-2.2</td>
<td>1 week</td>
<td>Original wrapping</td>
</tr>
<tr>
<td>Bacon</td>
<td>32-36/0-2.2</td>
<td>1 week</td>
<td>May wrap tightly</td>
</tr>
<tr>
<td>Luncheon meats</td>
<td>32-36/0-2.2</td>
<td>3 to 5 days</td>
<td>Wrap tightly when opened</td>
</tr>
<tr>
<td>Leftover Cooked Meats</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Wrap or cover tightly</td>
</tr>
<tr>
<td>Gravy, Broth</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Highly perishable</td>
</tr>
<tr>
<td>Poultry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whole chicken, turkey,</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>duck, goose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Giblets</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Wrap separate from bird</td>
</tr>
<tr>
<td>Stuffing</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Covered container separate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>from bird</td>
</tr>
<tr>
<td>Cut-up cooked poultry</td>
<td>32-36/0-2.2</td>
<td>1 to 2 days</td>
<td>Cover</td>
</tr>
<tr>
<td>Fish</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fatty fish</td>
<td>30-34/-1.1-1.1</td>
<td>1 to 2 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>Fish—not iced</td>
<td>30-34/-1.1-1.1</td>
<td>1 to 2 days</td>
<td>Wrap loosely</td>
</tr>
<tr>
<td>Fish—iced</td>
<td>32/0</td>
<td>3 days</td>
<td>Don’t bruise with ice</td>
</tr>
<tr>
<td>Shellfish</td>
<td>30-34/-1.1-1.1</td>
<td>1 to 2 days</td>
<td>Covered container</td>
</tr>
<tr>
<td>Eggs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eggs in shell</td>
<td>40/4.4</td>
<td>1 week</td>
<td>Do not wash. Remove</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>from container</td>
</tr>
<tr>
<td>Leftover yolks/whites</td>
<td>40-45/4.4-7.2</td>
<td>2 days</td>
<td>Cover yolks with water</td>
</tr>
</tbody>
</table>

11 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
<table>
<thead>
<tr>
<th>Food</th>
<th>Recommended Temperatures (°F/°C)</th>
<th>Maximum Storage Periods</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eggs (continued)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dried eggs</td>
<td>40-45/4.4-7.2</td>
<td>1 year</td>
<td>Cover tightly</td>
</tr>
<tr>
<td>Reconstituted eggs</td>
<td>40-45/4.4-7.2</td>
<td>1 week</td>
<td>Same treatment as eggs in shell</td>
</tr>
<tr>
<td>Cooked Dishes with</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eggs, Meat, Milk, Fish, Poultry</td>
<td>32-36/0-2.2</td>
<td>Serve day prepared.</td>
<td>Highly perishable</td>
</tr>
<tr>
<td>Cream-Filled Pastries</td>
<td>32-36/0-2.2</td>
<td>Serve day prepared.</td>
<td>Highly perishable</td>
</tr>
<tr>
<td>Dairy Products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fluid milk</td>
<td>38-39/3.3-3.9</td>
<td>5 to 7 days after date on carton</td>
<td>Keep covered and in original container</td>
</tr>
<tr>
<td>Butter</td>
<td>38-40/3.3-4.4</td>
<td>2 weeks</td>
<td>Waxed cartons</td>
</tr>
<tr>
<td>Hard cheese (cheddar,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>parmesan, romano)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soft cheese</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cottage cheese</td>
<td>38-40/3.3-4.4</td>
<td>3 days</td>
<td>Cover tightly</td>
</tr>
<tr>
<td>Other soft cheeses</td>
<td>38-40/3.3-4.4</td>
<td>7 days</td>
<td>Cover tightly</td>
</tr>
<tr>
<td>Evaporated milk</td>
<td>50-70/10-21.1</td>
<td>1 year unopened</td>
<td>Refrigerate after opening</td>
</tr>
<tr>
<td>Dry milk (nonfat)</td>
<td>50-70/10-21.1</td>
<td>1 year unopened</td>
<td>Refrigerate after opening</td>
</tr>
<tr>
<td>Reconstituted dry milk</td>
<td>38-40/3.3-4.4</td>
<td>1 week</td>
<td>Treat as fluid milk</td>
</tr>
<tr>
<td>Fruit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apples</td>
<td>40-45/4.4-7.2</td>
<td>2 weeks</td>
<td>Room temperature till ripe</td>
</tr>
<tr>
<td>Avocados</td>
<td>40-45/4.4-7.2</td>
<td>3 to 5 days</td>
<td>Room temperature till ripe</td>
</tr>
<tr>
<td>Bananas</td>
<td>40-45/4.4-7.2</td>
<td>3 to 5 days</td>
<td>Room temperature till ripe</td>
</tr>
<tr>
<td>Berries, Cherries</td>
<td>40-45/4.4-7.2</td>
<td>2 to 5 days</td>
<td>Do not wash before refrigerating</td>
</tr>
<tr>
<td>Citrus</td>
<td>40-45/4.4-7.2</td>
<td>1 month</td>
<td>Original container</td>
</tr>
<tr>
<td>Cranberries</td>
<td>40-45/4.4-7.2</td>
<td>1 week</td>
<td></td>
</tr>
<tr>
<td>Grapes</td>
<td>40-45/4.4-7.2</td>
<td>3 to 5 days</td>
<td>Room temperature till ripe</td>
</tr>
<tr>
<td>Pears</td>
<td>40-45/4.4-7.2</td>
<td>3 to 5 days</td>
<td>Room temperature till ripe</td>
</tr>
</tbody>
</table>

12 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
<table>
<thead>
<tr>
<th>Food</th>
<th>Recommended Temperatures (°F/°C)</th>
<th>Maximum Storage Periods</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fruits (continued)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pineapples</td>
<td>40–45/4.4–7.2</td>
<td>3 to 5 days</td>
<td>Refrigerate (lightly covered) after cutting</td>
</tr>
<tr>
<td>Plums</td>
<td>40–45/4.4–7.2</td>
<td>1 week</td>
<td>Do not wash before refrigerating</td>
</tr>
<tr>
<td><strong>Vegetables</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweet potatoes, mature</td>
<td>60/15.6</td>
<td>1 to 2 weeks at room temp.</td>
<td>Ventilated containers for onions</td>
</tr>
<tr>
<td>onions, hard-rind squashes,</td>
<td></td>
<td>3 months at 60°F</td>
<td></td>
</tr>
<tr>
<td>rutabagas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potatoes</td>
<td>45–50/7.2–10</td>
<td>30 days</td>
<td>Ventilated containers</td>
</tr>
<tr>
<td>All other vegetables</td>
<td>40–45/4.4–7.2</td>
<td>5 days maximum</td>
<td>Unwashed for storage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for most; 2 weeks</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>for cabbage, root</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>vegetables</td>
<td></td>
</tr>
</tbody>
</table>

13 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
## Recommended Maximum Storage Periods for Goods in Dry Storage

<table>
<thead>
<tr>
<th>Food</th>
<th>Recommended Maximum Storage Period if Unopened</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baking Materials</strong></td>
<td></td>
</tr>
<tr>
<td>Baking powder</td>
<td>8 to 12 months</td>
</tr>
<tr>
<td>Chocolate, baking</td>
<td>6 to 12 months</td>
</tr>
<tr>
<td>Chocolate, sweetened</td>
<td>2 years</td>
</tr>
<tr>
<td>Cornstarch</td>
<td>2 to 3 years</td>
</tr>
<tr>
<td>Tapioca</td>
<td>1 year</td>
</tr>
<tr>
<td>Yeast, dry</td>
<td>18 months</td>
</tr>
<tr>
<td>Baking soda</td>
<td>8 to 12 months</td>
</tr>
<tr>
<td><strong>Beverages</strong></td>
<td></td>
</tr>
<tr>
<td>Coffee, ground, vacuum packed</td>
<td>7 to 12 months</td>
</tr>
<tr>
<td>Coffee, ground, not vacuum packed</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Coffee, instant</td>
<td>8 to 12 months</td>
</tr>
<tr>
<td>Tea, leaves</td>
<td>12 to 18 months</td>
</tr>
<tr>
<td>Tea, instant</td>
<td>8 to 12 months</td>
</tr>
<tr>
<td>Carbonated beverages</td>
<td>Indefinitely</td>
</tr>
<tr>
<td><strong>Canned Goods</strong></td>
<td></td>
</tr>
<tr>
<td>Fruits (in general)</td>
<td>1 year</td>
</tr>
<tr>
<td>Fruits, acidic (citrus, berries, sour cherries)</td>
<td>6 to 12 months</td>
</tr>
<tr>
<td>Fruit juices</td>
<td>6 to 9 months</td>
</tr>
<tr>
<td>Seafood (in general)</td>
<td>1 year</td>
</tr>
<tr>
<td>Pickled fish</td>
<td>4 months</td>
</tr>
<tr>
<td>Soups</td>
<td>1 year</td>
</tr>
<tr>
<td>Vegetables (in general)</td>
<td>1 year</td>
</tr>
<tr>
<td>Vegetables, acidic (tomatoes, sauerkraut)</td>
<td>7 to 12 months</td>
</tr>
<tr>
<td><strong>Dairy Foods</strong></td>
<td></td>
</tr>
<tr>
<td>Cream, powdered</td>
<td>4 months</td>
</tr>
<tr>
<td>Milk, condensed</td>
<td>1 year</td>
</tr>
<tr>
<td>Milk, evaporated</td>
<td>1 year</td>
</tr>
<tr>
<td><strong>Fats and Oils</strong></td>
<td></td>
</tr>
<tr>
<td>Mayonnaise</td>
<td>2 months</td>
</tr>
</tbody>
</table>

---

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Educational Foundation of the National Restaurant Association
<table>
<thead>
<tr>
<th>Food</th>
<th>Recommended Maximum Storage Period if Unopened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fats and Oils (continued)</td>
<td></td>
</tr>
<tr>
<td>Salad dressings</td>
<td>2 months</td>
</tr>
<tr>
<td>Salad oil</td>
<td>6 to 9 months</td>
</tr>
<tr>
<td>Vegetable shortenings</td>
<td>2 to 4 months</td>
</tr>
<tr>
<td>Grains and Grain Products</td>
<td></td>
</tr>
<tr>
<td>Cereal grains for cooked cereal</td>
<td>8 months</td>
</tr>
<tr>
<td>Cereals, ready-to-eat</td>
<td>6 months</td>
</tr>
<tr>
<td>Flour, bleached</td>
<td>9 to 12 months</td>
</tr>
<tr>
<td>Macaroni, spaghetti, and other noodles</td>
<td>3 months</td>
</tr>
<tr>
<td>Prepared mixes</td>
<td>6 months</td>
</tr>
<tr>
<td>Rice, parboiled</td>
<td>9 to 12 months</td>
</tr>
<tr>
<td>Rice, brown or wild</td>
<td>Should be refrigerated</td>
</tr>
<tr>
<td>Seasonings</td>
<td></td>
</tr>
<tr>
<td>Flavoring extracts</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Monosodium glutamate</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Mustard, prepared</td>
<td>2 to 6 months</td>
</tr>
<tr>
<td>Salt</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Sauces (steak, soy, etc.)</td>
<td>2 years</td>
</tr>
<tr>
<td>Spices and herbs (whole)</td>
<td>2 years to indefinite</td>
</tr>
<tr>
<td>Paprika, chili powder, cayenne</td>
<td>1 year</td>
</tr>
<tr>
<td>Seasoning salts</td>
<td>1 year</td>
</tr>
<tr>
<td>Vinegar</td>
<td>2 years</td>
</tr>
<tr>
<td>Sweeteners</td>
<td></td>
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<tr>
<td>Sugar, granulated</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Sugar, confectioners</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Sugar, brown</td>
<td>Should be refrigerated</td>
</tr>
<tr>
<td>Syrups, corn, honey, molasses, sugar</td>
<td>1 year</td>
</tr>
<tr>
<td>Miscellaneous</td>
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<tr>
<td>Dried beans</td>
<td>1 to 2 years</td>
</tr>
<tr>
<td>Cookies, crackers</td>
<td>1 to 6 months</td>
</tr>
<tr>
<td>Dried fruits</td>
<td>6 to 8 months</td>
</tr>
<tr>
<td>Gelatin</td>
<td>2 to 3 years</td>
</tr>
<tr>
<td>Dried prunes</td>
<td>Should be refrigerated</td>
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<tr>
<td>Jams, jellies</td>
<td>1 year</td>
</tr>
<tr>
<td>Nuts</td>
<td>1 year</td>
</tr>
<tr>
<td>Pickles, relishes</td>
<td>1 year</td>
</tr>
<tr>
<td>Potato chips</td>
<td>1 month</td>
</tr>
</tbody>
</table>

15 Applied Food Service Sanitation, 4th Educational Foundation of the National Restaurant Association
CONTINUOUS MONITORING OF FRESHNESS
AND SERVICEABILITY OF ALL FOODS

- All foods must be inspected before they are served.
- Check for tenderness, breakage and/or punctures.
- Check for off color and blemishes.
- Use proper refrigeration for all left-overs that can be used the next day.
- Check fruit and vegetables at the end of the day to decide if they can be kept under refrigeration for the next day.
DAILY BOX
MEAL MENUS
The following choices are available on July 1st, 6th, 11th, and 16th.

Choices:

**Code: RED**
- Shaved Roast Beef on Onion Roll
- Pickle Spears
- Hellman's Mayonnaise and Dijon Mustard (individualized packets)
- Three Bean Salad
- Fresh Fruit
- Oatmeal Cookies
- Napkin, salt, and pepper

**Code: BLUE**
- Shaved Honey Baked Ham Sandwich on Wheat Bread
- Pickle Spears
- Hellman's Mayonnaise and Dijon Mustard (individualized packets)
- Three Bean Salad
- Fresh Fruit
- Oatmeal Cookies
- Napkin, salt, and pepper

**Code: GREEN**
- Celery, Carrot, Raw Mushroom Medley on bed of Garden Fresh Bean Sprouts with Radish Roses Oil and Vinegar (individualized) Roll
- Three Bean Salad
- Roasted Nuts
- Oatmeal Cookies
- Napkin, salt, and pepper
BOX MEAL MENU

The following choices will be available on July 5th, 10th. and 15th.

Choices

Code: RED
Shaved Pastrami on Dinner Roll
Hellman's Mayonnaise and Dijon Mustard (individualized packets)
Pickle Spears
Pasta Salad
Fresh Fruit
Chocolate Chip Cookies
Napkin, salt. and pepper

Code: BLUE
Shaved Corned Beef Sandwich on Onion Roll
Horseradish, Hellman's Mayonnaise, Dijon Mustard (individualized)
Pasta Salad
Chocolate Chip Cookies
Napkin, salt. and pepper

Code: GREEN
Cream Cheese Sandwich on Date Bread
Broccoli Spears
Carrot Sticks
Roasted Peanuts
Pasta Salad
Chocolate Chip Cookies
Napkin, salt. and pepper
BOX MEAL MENU

The following choices are available on July 3rd, 8th, 13th, and 18th.

Choices

Code: RED
Shaved Salami on Kaiser Roll
Hellman's Mayonnaise
Dijon Mustard
Marinated Vegetables
Old Fashioned Peanut Butter Cookies
Fresh Fruit
Napkin, salt, and pepper

Code: BLUE
Shaved Breast of Turkey on
Wheat Bread with Cheese
Hellman's Mayonnaise and Dijon
Mustard (individualized packets)
Marinated Vegetables Old Fashioned
Peanut Butter Cookies Fresh Fruit
Napkin, salt, and pepper

Code: GREEN
Fresh Green Garden Salad with
Cherry Tomatoes and Radish Roses
topped with Parmesan Cheese
Dinner Roll Marinated Vegetables Fresh Fruit
Napkin, salt, and pepper
The following choices are available on July 4th, 9th, and 14th.

**Choices**

**Code: RED**
Shaved Danish Ham Sandwich on Wheat Bread Hellman's Mayonnaise and Dijon Mustard (individualized)
Pickle Spears Three Bean Salad Fresh Fruit Raisin Cookies Napkin, salt, and pepper

**Code: BLUE**
Shaved Breast of Chicken Sandwich on Rye Bread Hellman's Mayonnaise and Dijon Mustard (individualized)
Pickle Spears Three Bean Salad Fresh Fruit Raisin Cookies Napkin, salt, and pepper

**Code: GREEN**
Rotini Salad on Bed of Lettuce with Carrot Coins Club Crackers (Individualized packets) Wheat Roll Roasted Nuts Three Bean Salad
HOSPITALITY MENU

Set Items To Be Continually Serviced:

Coca-Cola Products, McCullagh Coffee, Evian Water
Assorted Fruit Bowls
Assorted Salted Snacks
Tortilla Chips & Salsa
Hostess Baseballs
Bagels
Bean Salad
And Any Other Donations Received

HOSPITALITY LOUNGES WILL BE MADE AVAILABLE FOR ALL V.I.P.'S, DIGNITARIES, SPONSORS AND CORPORATE PATRONS
MENU FOR THE MAIN PRESS CENTER

MENU

Breakfast 7-9 AM

• Doughnuts, Muffins, Fresh Fruit Baskets (Apples, Oranges, Bananas, Etc.)

Lunch 12-2 PM

• Fresh Fruit Baskets, Assorted Salted Snacks

Dinner 5-7 PM

• Assorted Salted Snacks, Portion Sliced Submarine Sandwiches
  (3 Types: Ham, Turkey & Vegetarian)
TIMES OF EVENTS AND HOSPITALITY SERVICE

TO COORDINATE THE APPROPRIATE TIMES BETWEEN HOSPITALITY AND COMPETITION EVENTS
2 HOURS HAVE BEEN ADDED TO THE BEGINNING OF THE EVENT, AND 1 HOUR HAS BEEN ADDED AT THE END TO ALLOW FOR HOSPITALITY SET UP, OPERATION AND CLEAN UP

ALL FOOD SERVICE IS GOING TO BE DISTRIBUTED AT THE LOADING DOCKS AT EACH VENUE

PLEASE CHECK YOUR VENUE FOR THE TIME AND DATE OF YOUR EVENT AND HOSPITALITY SERVICE TIMES THAT HAVE BEEN ADDED ON
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: BASKETBALL

CANISIUS KOESSI

Protocol Manager: Linda Seay
Venue Manager: Cynhia Goldner

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>1st Shift (PM)</th>
<th>2nd Shift (PM)</th>
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<tbody>
<tr>
<td>July 7</td>
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<tr>
<td>July 16</td>
<td>1:00 - 7:30</td>
<td>5:00 - 12</td>
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</tbody>
</table>
TIME OF EVENTS/HOSPITALITY OPERATION  
EVENT: BASEBALL

DWYER STADIUM

Protocol Manager: Patty DeGaine  
Venue Manager: John Bienko

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>July 9</td>
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</table>
| July 10  | 2:00 PM - 8:00 PM  
           | 6:00 PM - 12 MIDNIGHT |
| July 11  | 2:00 PM - 8:00 PM |
| July 12  | 1:00 PM - 7:00 PM |
| July 13  | 2:00 PM - 9:00 PM |
| July 14  | 1:00 PM - 7:00 PM  
           | 5:00 PM - 11:00 PM |
| July 15  | 10:00 AM - 4:00 PM |
| July 16  | 10:00 AM - 4:00 PM |
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: FENCING

ERIE COUNTY AGRI CENTER

Protocol Manager: Peter and Renee Foley
Venue Manager: Jeff McNeil

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
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<tr>
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<td>July 17</td>
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<tr>
<td>July 18</td>
<td>5:00 PM - 9:30 PM</td>
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</table>
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: SWIMMING

ECC CITY POOL
Protocol Manager: Nancy Hargrave
Venue Manager: David Lee

DATE AND HOURS OF OPERATION
July 9  8:00 AM - 9:00 PM
July 10 8:00 AM - 9:30 PM
July 11 8:00 AM - 9:30 PM
July 13 8:00 AM - 9:30 PM
July 14 8:00 AM - 9:30 PM
July 15 8:00 AM - 9:30 PM
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: SOCCER

SWEET HOME
Protocol Manager: Lawrence Hollands
Venue Manager: Mike Stellrecht

DATE AND HOURS OF OPERATION

July 7
1:00PM - 4:30 PM
4:30 PM - 8:00 PM

July 9
1:00PM - 4:30 PM
4:30 PM - 8:00 PM

July 11
1:00PM - 4:30 PM
4:30 PM - 8:00 PM

July 13
1:00PM - 4:30 PM
4:30 PM - 8:00 PM

July 15
1:00PM - 4:30 PM
4:30 PM - 8:00 PM

July 17
1:00PM - 4:30 PM
4:30 PM - 8:00 PM
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: TRACK AND FIELD / CROSS COUNTRY

UB STADIUM
Protocol Manager: Wayne Chelikowshy
Venue Manager: John Crawford

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Hours</th>
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<tbody>
<tr>
<td>July 14</td>
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<td>July 15</td>
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<td>July 17</td>
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<tr>
<td>July 18</td>
<td>TF/CC</td>
<td>12 Noon - 12 Midnight</td>
</tr>
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</table>

TF =-Track and Field
CC = Cross Country
# TIME OF EVENTS/HOSPITALITY OPERATION

**EVENT: VOLLEYBALL / BASKETBALL**

## BUFFALO STATE HOUSTON

<table>
<thead>
<tr>
<th>Protocol Manager:</th>
<th>Linda Blackwell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venue Manager:</td>
<td>Sarah Russell</td>
</tr>
</tbody>
</table>

## DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Time</th>
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<tbody>
<tr>
<td>July 8</td>
<td>VB</td>
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</tr>
<tr>
<td>July 9</td>
<td>VB</td>
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<td>5:00 PM - 12:00 AM</td>
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<tr>
<td>July 10</td>
<td>VB</td>
<td>11:00 AM - 5:30 PM</td>
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<td>July 11</td>
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<td>5:00 PM - 12:00 AM</td>
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</tbody>
</table>

**VB** = Volleyball

**B** = Basketball
# TIME OF EVENT/HOSPITALITY OPERATION

**EVENT:** BASKETBALL

## VILLA MARIA

**Protocol Manager:** Richard Zorn  
**Venue Manager:** Brendan O'Brien

## DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Hours</th>
</tr>
</thead>
</table>
| July 7 | 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 8 | 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 9 | 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 10| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 11| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 12| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 13| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 14| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 15| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
| July 16| 11:00 AM - 6:00 PM  
5:00 PM - 12:00 PM |
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: BASEBALL

SAL MAGLIE

Protocol Manager:  Mark and Sharon McMahon
Venue Manager:  Bridgit Lett

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Hours</th>
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<tbody>
<tr>
<td>July 9</td>
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<td>July 15</td>
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<tr>
<td>July 16</td>
<td>2:00 PM - 8:00 PM</td>
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</tbody>
</table>
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: BASKETBALL

MEMORIAL AUD
Protocol Manager: Chuck Panepinto
Venue Manager: Cynthia Fair

DATE AND HOURS OF OPERATION

July 8        7:00 AM - 4:00 PM
July 9        11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 10       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 12       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 13       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 14       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 16       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
July 17       11:00 AM - 2:00 PM
               5:30 PM - 10:00 PM
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: ROWING

HENLEY REGATTA
Protocol Manager: Frank Kaderbeck
Venue Manager: Dave Brennan

DATE AND HOURS OF OPERATION
July 13 7:00 AM - 7:00 PM
July 14 7:00 AM - 7:00 PM
July 16 7:00 AM - 7:00 PM
July 17 7:00 AM - 7:00 PM
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: WATER POLO

AQUATIC CENTER

Protocol Manager: Theresa Pilkington
Venue Manager: Art Crawford

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Matches</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 9</td>
<td>8:00 AM - 12:00 AM</td>
<td>(3 different matches)</td>
</tr>
<tr>
<td>July 10</td>
<td>8:00 AM - 12:00 AM</td>
<td>(3 different matches)</td>
</tr>
<tr>
<td>July 11</td>
<td>8:00 AM - 12:00 AM</td>
<td>(3 different matches)</td>
</tr>
</tbody>
</table>
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: BASEBALL

PILOT FIELD
Protocol Manager: Bea Slick
Venue Manager: Andrew Ballard

DATE AND HOURS OF OPERATION
July 9 9:00 AM - 1:00 PM
July 10 9:00 AM - 1:00 PM
July 11 9:00 AM - 1:00 PM
July 12 9:00 AM - 1:00 PM
July 13 1:00 PM - 7:00 PM
5:00 PM - 11:00 PM
July 14 1:00 PM - 7:00 PM
5:00 PM - 11:00 PM
July 15 1:00 PM - 7:00 PM
5:00 PM - 11:00 PM
July 16 1:00 PM - 7:00 PM
5:00 PM - 11:00 PM
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: GYMNASTICS

NF CONVENTION CENTER

Protocol Manager: Connie Thomas
Venue Manager: Cynthia Leonard

DATE AND HOURS OF OPERATION

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>July 9</td>
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</table>
**TIME OF EVENT/HOSPITALITY OPERATION**  
**EVENT: VOLLEYBALL/ DIVING**

**UB ALUMNI ARENA**

Protocol Manager: Carol and Bob Yetto / Mary Szczepanek  
Venue Manager: Mitch Tomishen

**DATE AND HOURS OF OPERATION**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<td>July 8</td>
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**VB** = Volleyball  
**D** = Diving
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: VOLLEYBALL

NIAGARA- SCAFFIDI
Protocol Manager
Venue Manager: Tom McCorry

DATE AND HOURS OF OPERATION
July 8  8:30 AM - 5:00 PM
July 9  5:00 PM - 11:00 PM
July 10 5:00 PM - 11:00 PM
TIME OF EVENT/HOSPITALITY OPERATION
EVENT: BASKETBALL

NIAGARA- GALLAGHER
Protocol Manager

Venue Manager: Tom McCorry

DATE AND HOURS OF OPERATION

July 8  7:00 AM - 5:30 PM
July 9  11:00 AM - 5:30 PM
      5:00 PM - 11:30 PM
July 10 11:00 AM - 5:30 PM
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July 13 11:00 AM - 5:30 PM
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July 14 11:00 AM - 5:30 PM
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July 15 11:00 AM - 5:30 PM
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July 16 11:00 AM - 5:30 PM
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TIME OF EVENT/HOSPITALITY OPERATION
EVENT: SOCCER

LEW-PORT

Protocol Manager: Dave Pan
Venue Manager: Chip Harding

DATE AND HOURS OF OPERATION

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TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: VOLLEYBALL

ECC NORTH

Protocol Manager:    Chris Pawenski
Venue Manager:      Christine Tirone

DATE AND HOURS OF OPERATION

July 14    VB 11:00 AM - 6:00 PM
July 15    VB 11:00 AM - 10:00 PM
TIME OF EVENTS/HOSPITALITY OPERATION
EVENT: SOCCER

ECC NORTH
Protocol Manager: Chris Pawenski
Venue Manager: Christine Tirone

DATE AND HOURS OF OPERATION

July 11
1:00 PM - 3:30 PM
4:30 PM - 9:30 PM

July 13
1:00 PM - 3:30 PM
4:30 PM - 9:30 PM

July 15
1:00 PM - 3:30 PM
4:30 PM - 9:30 PM
ERIE COUNTY

DEPARTMENT OF HEALTH
FOOD GUIDELINES
Dear Temporary Food Service Operator:

The New York State Sanitary Code Part 14-2.2 states "A temporary food service establishment shall obtain and display a valid permit from an issuing official authorized by the State Commissioner of Health. It further states in Part 14-2.17 "it is unlawful for any temporary food service establishment to be operated without a permit. Failure to obtain a permit is cause for immediate closure."

If you intend to serve potentially hazardous food products such as hot dogs, hamburgers, sausage or poultry you must obtain an Erie County Health Permit and conform with the requirements of the State Sanitary Code for Temporary Stands.

Enclosed is an information packet including a permit application and fee schedule (non-profit organizations are fee exempt but must file an application). Please fill out the application and return it along with the proper fee to the address indicated at least ten (10) days prior to the event.

Your temporary stand is subject to inspection by this Department at any time during its operation to insure compliance with the State Sanitary Code

If you require further information or have any questions regarding this matter please contact this office at your earliest convenience (858-6089).

Food Service Protection Program  
Environmental Health Services

Enc:

(5-90)  
ERIE COUNTY OFFICE BUILDING, 95FRANKLIN STREET, BUFFALO, NEW YORK 14202
1. The use of "home canned" or prepared food is absolutely prohibited both as an ingredient and/or individually served or sold.

2. Cook foods to 140°F or higher. Cook poultry until internal temperature reaches 165°F. Cook pork until internal temperature reached 150°F. Hot foods must be maintained at 140°F or above and cold foods at 45°F or below at all times.

3. Care must be observed in food storage - adequate refrigeration is important. Perishable, potentially hazardous food shall be maintained at 45°F or below. Provide thermometers to measure temperature of foods, both cold and hot. Hot foods are to be maintained at 140°F or above.

4. Keep time between preparation and serving as short as possible.

5. Menu should be limited to avoid leftovers or waste.

6. Food should not be handled unnecessarily during preparation and service. Use plastic gloves, ladle, tongs or paper wrap. KEEP HANDS CLEAN.

7. HAND WASHING FACILITIES must be provided at each food stand. Such facilities shall consist of soap paper towels and a container equipped with tap or spigot to produce a stream of water. Waste water must be collected in a receptacle and disposed of in a sanitary manner.

8. Convenient and adequate toilet and hand washing facilities must be available. Hand washing signs must be posted.

9. All food handlers must be free from illness, boils sores and cuts, and shall use hygienic food handling practices. NO SMOKING IN FOOD STANDS.

10. Menu must omit hazardous items such as creamed sauces, custards and filled pastries.

11. Food handlers must wear clean clothing. Hats and/or hairnets are required.
12. **CLEAN AND SANITIZE ALL FOOD CONTRACT SURFACES AND EQUIPMENT** before, during and after use. Provide each stand with an approved sanitizing solution.

13. Food and eating utensils must be protected from dust, flies and handling by customers. Easily cleanable counter protector devices are required to protect food when placed on display.
Effective August 19, 1992, New York State passed a series of amendments to Part 14 of the Sanitary Code pertaining to food service establishments. The following is a list of the more important changes to the code.

1. Shell fish tags must now be retained for 90 days instead of 60 days.

2. The new definition for potentially hazardous foods now includes:
   a) can support growth of c. botulinum
   b) has a water activity greater than .85
   c) has a pH greater than 4.6
   d) cooked potatoes and cooked rice

3. Potentially hazardous foods must be cooled from 120°F to 70°F in 2 hours and from 70°F to 45°F in 4 additional hours.

4. Potentially hazardous foods must be reheated to a temperature of at least 165°F within 2 hours.

5. Cooked foods from an approved commercial source must be reheated to at least 140°F.

6. All food service establishment operators are required to report alleged foodborne illnesses related to their own establishment to the Health Department.

7. Insurance of a Health Department permit is contingent on the applicants part history of compliance with the State Sanitary Code.

8. Whole, uncracked shell eggs are now considered potentially hazardous food.

9. Shell egg containers must no identify the source by name or plant number.

10. Shell eggs must now be store at 45°F or less.

11. Shell eggs must now be cooked to 145°F unless an individual consumer requests preparation of raw, pouched, fried or other style eggs.

12. When eggs are processed in a blender the food container shall be disassembled, cleaned, and sanitized after after use.
13. Bare hand contact of food which will not be subsequently cooked prior service is prohibited. Prepare and dispense food using utensils, sanitary gloves waxed paper or napkins.

The above code changes are now being enforced by the Erie County Health Department. A copy of the actual code change is available from your local district health office or by calling 858-6089.
NEW YORK STATE

SANITATION CODES
Chapter I State Sanitary Code

PART 14
SUBPART 14-2
TEMPORARY FOOD SERVICE ESTABLISHMENTS
(Statutory authority: Public Health Law, Section 225)

Section

14 - 2.1 Definition of Temporary Food Service Establishment
14 - 2.2 Permit
14 - 2.3 Food; Definition of Potentially Hazardous Food
14 - 2.4 Definition of Contamination
14 - 2.5 Ice
14 - 2.6 Equipment
14 - 2.7 Definition of Sanitation
14 - 2.8 Handwashing Facilities
14 - 2.9 Water
14 - 2.10 Wet Storage
14 - 2.11 Waste
14 - 2.12 Toilet Facilities
14 - 2.13 Floors
14 - 2.14 Walls and Ceilings Of Food Preparation Areas
14 - 2.15 Transportation
14 - 2.16 Personnel
14 - 2.17 Enforcement Provisions
14 - 2.18 Waiver
14 - 2.19 Separability

14 - 2.1 Definition Of Temporary Food Service Establishment. A "temporary food service establishment" means a place where food is prepared or handled and served to the public, with or without charge, and which operates at a fixed location in conjunction with a single event or celebration of not more than 14 consecutive days duration.

14 - 2.2 Permit. A temporary food service establishment shall obtain and display a valid permit from an issuing official authorized by the State Commissioner of Health.

14-2.3 Food; Definition of Potentially Hazardous Food. (a) All food used by a temporary food service establishment is to be wholesome, safe for human consumption, and obtained from sources that comply with laws relating to food and food labeling. Fluid milk and milk products used or served are to be pasteurized and obtained from sources that comply with laws relating to milk processing and labeling. All foods which are not readily identifiable are to be labeled to identify the food by common name.
"Potentially hazardous food" means any food that consists in whole or in part of milk or milk products, eggs, meat, poultry, fish, shellfish, edible crustacea, or other ingredients, including synthetic ingredients, in a form capable of supporting rapid and progressive growth of infectious or toxigenic microorganisms.

Temporary food service establishments may only serve food which requires limited preparation such as hamburgers and frankfurters requiring only seasoning and cooking. The preparation or service of other potentially hazardous foods, including pastries filled with cream or synthetic cream, custards, and similar products, and salads or sandwiches containing meat, poultry, eggs, or fish is prohibited except if prepared under approved conditions, transported and stored at a temperature of 45 degrees Fahrenheit (7.2 degrees Celsius) or below, or at a temperature of 140 degrees Fahrenheit (60 degrees Celsius) or above, in approved facilities, and served without contamination to the consumer. The permit issuing official, or his designated representative, may require that food be served directly in the unopened container in which it was packaged unless the equipment and operations are adequate to protect food from contamination.

Food is to be protected from contamination in the establishment at all times including storage, preparation, and display to patrons.

Definition of Contamination. "Contamination" means exposing food to filth, toxic substances, excessive manual contact during preparation, rodent or insect contact of infestation, or any condition which permits introduction of pathogenic microorganisms or foreign matter. Potentially hazardous foods held at temperatures between 45 degrees Fahrenheit (7.2 degrees Celsius) and 140 degrees Fahrenheit (60 degrees Celsius) for a period of time beyond that required for preparation are considered to be contaminated. Sufficient hot and cold storage facilities are to be provided and used to maintain potentially hazardous foods at required temperatures during storage. Each facility is to have a thermometer, accurate to plus or minus 2 degrees Fahrenheit, indicating the temperature therein.

Ice. Ice that is consumed or that touches food is to be made from potable water from approved sources in a manner that protects it from contamination. Such ice is to be obtained only in chipped, crushed, or cubed form and in single-use, safe, plastic or wet-strength paper bags filled and sealed at the point of manufacture. The ice is to be held in these bags until it is dispensed in a way that protects it from contamination.

Equipment. (a) Equipment is to be constructed, located, and installed in a way that prevents food contamination and facilitates cleaning the equipment.

(b) Food contact surfaces are to be smooth and free from cracks or pits and are to be easily cleanable. All food contact surfaces are to be
kept clean and sanitized immediately prior to and during use as needed to prevent food contamination.

(c) Non-food-contact surfaces are to be kept free of built up soil, grease, food encrustations or similar deposits.

(d) Single-service articles are to be rinsed consumers at all temporary food service establishments which do not have effective facilities for clearing and sanitizing tableware.

(e) When food operations are conducted in other than daylight hours, artificial light is to be installed to at least 20 foot candles of light at all food-contact and food-preparation surfaces. Artificial lighting fixtures located over or by food preparation surfaces. Artificial lighting fixtures located over or by food preparation and food service facilities are to be protected to prevent broken glass from falling into food or onto food-contact surfaces.

14 - 2.7 Definition of Sanitation. "Sanitation" means effective bactericidal treatment by heat or chemical means, acceptable to the permit issuing official, which destroys pathogens on surfaces treated.

14 - 2.8 Handwashing Facilities. Handwashing facilities are to be provided at each establishment. This facility is to be at least potable warm water, soap and individual paper towels.

14 - 2.9 Water. Enough potable water from an approved source is to be available in the establishment for food preparation, cleaning and sanitizing utensils and equipment, and handwashing. If not otherwise readily available, a heating facility capable of producing enough hot water for these purposes shall be provided in the establishment.

14 - 2.10 Wet Storage. Packaged food is not to be stored in contact with water or undrained ice. Wrapped sandwiches are not to be stored in direct contact with ice.

14 - 2.11 Waste. (a) All sewage, including liquid waste, is to be disposed of in a sanitary sewer, and approved subsurface disposal system, or in a holding tank.

(b) Temporary food service establishments and the immediate vicinity of the operation are to be kept clean and free from litter. Trash and rubbish containers with plastic bag liners are to be provided for garbage and refuse disposal.

14 - 2.12 Toilet Facilities. Toilet facilities serving temporary, food service establishments are to include warm running water, soap and individual paper towels for handwashing by employees.

14 - 2.13 Floors. Floors in food preparation areas are to be constructed of concrete, asphalt, tight wood or other similar cleanable material kept in good repair. Dirt or gravel, when graded to dram, may be used as
subflooring, when covered with clean removable platforms or duckboards, or covered with wood chips, shavings, or other suitable materials effectively treated to control dust.

14 - 2.14 Walls and Ceilings of Food Preparation Areas. (a) Ceilings are to be made of wood, canvas, or other materials that protect the interior of the establishment from the weather. Walls and ceilings of food preparation areas are to be constructed in a way that prevents the entrance of insects. Screening material used for walls, doors, or windows or to be at least 16 mesh to the inch. Doors to food preparation areas are to be solid or screened and are to be self-closing.

(b) Counter-service openings shall be provided with tight fitting solid or screened doors or windows or shall be provided with fans installed and operated to restrict the entrance of flying insects. Counter-service openings are to be kept closed except in actual use.

(c) Where other effective methods of fly control, acceptable to the permit issuing official are employed, or at a time of the year when there is no insect problem, the screening requirement of subdivision (a) and (b) of this section will not apply.

14 - 2.15 Transportation. During transportation food is to be protected from contamination, including maintenance of hot or cold temperature requirements.

14 - 2.16 Personnel. All persons handling food are to be free from infectious disease which can be transmitted by foods and are not to have a boil, infected cut or sore, or respiratory disease. They are to wear clean clothing, not smoke or use tobacco while handling food or in food preparation areas. and use hair restraints to minimize hair contact with hands, food and food-contact surfaces. All personnel handling food are to wash their hands with soap and water after using the toilet, smoking eating, or when soiled. Living and sleeping quarters are to be separate from food operation areas.

14 - 2.17 Enforcement provisions. It is unlawful for any temporary food service establishment to be operated without a permit. Failure to obtain a permit is cause for immediate closure. Only an individual, partnership, corporation, association, or similar legal entity complying with requirements of this subpart, after making applications on forms provided by the permit issuing official, is entitled to receive and retain such a permit.

(a) The application for permit is to be fully completed.

(b) The permit issuing official or his authorized representative may suspend a permit and order a temporary food service establishment closed and all food operations discontinued immediately when in his judgement continued operation is a danger to public health and it appears prejudicial to the public interest to delay action. The permit issuing official may order immediate closure for deliberate refusal to correct a violation. The permit issuing official is to provide the
operator of any establishment ordered closed an opportunity for a hearing within 15 days of such an action.

(c) The permit issuing official or his representative is to be permitted access for purposes of inspection at all times while the temporarily food service establishment is in operation whether open to the public for service of food or not. Refusal of admittance is cause for permit revocation and order to close.

(d) Embargo. (1) The permit issuing official or his designated representative may, by written order, place an embargo order on food which he determines or has reason to believe to be contaminated, unfit for human consumption, or from an unapproved source. Such food may not be used, sold, donated, discarded, repackaged or otherwise disposed of until such embargo is lifted by the permit issuing official, his designated representative, or court of competent jurisdiction. The permit issuing official shall provide the owner of the food embargoed, or the representative of the owner, an opportunity to be heard within fifteen calendar days after the date of the order of the embargo. The hearing officer, based on the evidence produced at such a hearing, will make a recommendation written order, direct the embargoed food, or any part of it, (1) to be continued to be held under embargo pending further testing, analysis or court action, (2) to be destroyed, (3) to be denatured and rendered inedible, (4) to be released for return to another food processing plant for further processing, (5) to be released to another regulatory agency, or (6) to other appropriate action. The permit issuing official will consider the hearing officer's recommendation in determining the disposition of the embargoed food. The owner of the food embargoed shall be deemed to have received notice of embargo and hearing at the time the notice of embargo and hearing is delivered to any of his employees or agents.

(2) The permit issuing official or his designated representative may take representative samples of the suspected food for analysis upon payment of the retail value of the sample taken.

14 - 2.18 Waiver. The permit issuing official may waive any requirements under sections 14-2.13 and 14-2.14 of this Subpart when, in his opinion, it does not endanger the public health.

14 - 2.19 Separability. If any provision of this Subpart is held invalid, such invalidity shall not affect other provisions which shall be given effect without the invalid provisions.
EQUIPMENT OPERATION

COCA-COLA
OPERATING PROCEDURE FOR PORTABLE PREMIX EQUIPMENT - (ELECTRIC)

1. Remove lid and fill with water to silver coil.
2. Plug machine in electric outlet (115V)
3. Switch on back of machine is in the "on" position. (Machine should run at least two hours before using it.)
4. Connect gaugess to CO2 tank.
   Turn on CO2 tank.
   A. Single line off gauges is for Diet Coke.
      Pressure should be set at 45 P.S.I.
   B. Remaining lines should be at 60 P.S.I. (For all remaining flavors)
      * Pressures can be raised by turning set-screw in a clockwise motion and lowered turning set-screw in a counter-clockwise motion.
5. To connect tank, take 2 slotted, connect from gauges and connect to 2 prong valve on premix tank.
   Take 3 slotted connect from machine and connect to 3 prong valve on premix tank.
   * Flavor handles are interchangeable.
6. Drain lines must be placed in a bucket.
   If foaming occurs, check above steps.
   If it continues, raise the gauge pressures.
   (Never lower pressures)
   Do not exceed 75 P.S.I. on flavors and 55 P.S.I. on the Diet.

TROUBLE SHOOTING

If Machine is not running:
1. is it plugged in
2. is the outlet in service
3. is on-off switch in the "on" position

If soft drinks is foaming:
1. check water level
2. check gauge pressures
3. is machine running

ANY QUESTION, CALL 874-4810
SERVICE AMERICA
Service America Sports Catering

Based in Lexington, Kentucky, Service America Sports Catering continues to enhance its reputation as one of the nation's foremost food service companies specializing in off-premises special event catering, general concessions, and equipment rental. For over twenty years, Service America Sports Catering has been associated with many of the country's most prestigious golf, tennis, motorsports, equestrian, and aviation events.

Service America Sports Catering has been able to provide strong, personal service and a superior quality food product by developing an experienced, dedicated staff; maintaining an unparalleled equipment inventory and constantly improving presentation and amenities, both with hospitality catering and general event concessions. Service America Sports Catering's off-premises experience is witnessed by the impressive list of events and clients it has been our pleasure to serve.

Service America Sports Catering's event experience in both general concessions and corporate catering provides the necessary background to approach your event. The food service experience, management strength, and financial resources of Service America Sports Catering's parent company, Service America Corporation, provide even broader incentives for a prospective arrangement with your event.

As the nation's largest all food service company, operating in 43 states, Service America began its association with Service America Sports Catering with the commitment to becoming the unquestioned leader in the sports hospitality industry. Service America has aligned all of its substantial resources with the same effort and dedication that made Service America the nation's leader in food service management of convention centers and sports arenas. Innovative design concepts and experienced management, together with the culinary expertise of highly trained chefs, make the Service America experience consistent in quality and performance at each and event venue.

Service America Corporation and Service America Sports Catering combine to offer your event the strong leadership it requires to bring this exciting sporting event a permanent marketing and management team, unparalleled staff resources and the finest equipment inventory in the industry. In addition, Service America has close relationships with a variety of major national corporations and is willing to assist the race in marketing the event to these potential corporate sponsors. Together with a solid financial commitment, this will provide the race the service, atmosphere, presentation, and quality that the your event merits.
CORPORATE HOSPITALITY PROGRAM

The following features of Service America Sports Catering's approach to hospitality catering serve to provide clients and sponsors with the finest quality food and service while contributing to the overall success of the event.

- Complete menu and catering guides prepared for each event with-custom menus and regional specialties for each event.

- A full time sales staff responsible for handling inquiries and coordinating all aspects of customer service.

- Periodic meetings on site to discuss logistics, meet with clients, sponsors and vendors to increase customer satisfaction prior to the event.

- Completely self contained on site commissary facilities with our state of the art mobile kitchens, mobile refrigeration units and warewashing equipment guaranteeing fresh product and immediate service.

- Access to Service America's experienced and dedicated team of chefs, cooks, managers, wait staff and support personnel.

- The resources of the nation's largest all foodservice company at our disposal. Whether the event demands the experience of over 20,000 employees, the knowledge and expertise of the industry's finest facilities planning program or the added support of Service America's network of national vendors and suppliers the reputation of Service America will be evident at each and every event.

- Unique support services - Computer generated income reports, on-site accountability, creative and efficient commission programs, corporate sponsorship and marketing programs offer the event organizer the security of a Service America special event.
HOSPITALITY FOODS AND DELIVERIES
HOSPITALITY FOODS

Food products supplied to the hospitality tents must be manufactured in a licensed food preparation area. If this facility is not currently operated by the contractor, a separate permit must be obtained. The facility should have a minimum of 600 sq. ft. of refrigerated storage, 250 sq. ft. of freezer storage, and 1200 sq. ft. of dry storage. These requirements are minimums for the quantities required.

The facility should have ample space to setup an assembly line to produce box lunches, and table space to produce hospitality platters. The basic equipment required to produce these menu items are:

1. Ovens - 24-pan capacity
2. Stearners or Kettles - 60 gal. capacity
3. Prep sinks
4. Sanitizing sinks - 3 compartments
5. Slicer
6. Vegetable chopper or Julienne cutter
7. Sheet tray racks - 12 each
8. Knives, peeler, spoons and roller spatulas
9. Storage pans, mixing bowls, and sheet trays

All food service personnel should be in uniform, accredited, and have attended a food handling seminar. Food service personnel should adhere to the dress code and standards of performance set forth by Service America Corporation.

The kitchen should be set up in a customer supplier relationship. You will have storage and receiving personnel who supply food prep personnel. Food prep will supply assembly, assembly will supply transportation. If this philosophy is used to set up the kitchen and instill the workers, quality will be maintained.

When manufacturing a product, a recipe or an assembly chart should be developed to insure that cost and product integrity are preserved. The recipe card should also include a photograph of the product. When assembly begins, a sample should be made by a Lead or Supervisor to again insure quality, and to answer questions concerning appearance of the endproduct.
During assembly, the temperature of the product is very important. Food products may not be left out of refrigeration for more than 30 minutes. After assembly, the unit must have a minimum of 3 hours to chill for transportation. When assembling for transportation, trays must be covered with a hard shell plastic dome for stacking, or wrapped in PVC before boxing. All products must be dated and kept no longer than 48 hours.
DELIVERIES

All delivery vehicles must be properly licensed, fully insured, and refrigerated. A hydraulic left gate at the rear of the truck would be helpful for delivery to the venues. A Plan for Delivery should be submitted for approval to the Director of Food Operations no later than June 28, 1993. This plan should include an Emergency Plan to detail how, in the event of a breakdown, deliveries would still be made. All drivers must adhere to the dress code, have proper accreditation, and a Class B (or higher) driver's license. Delivery vehicles must be sanitized daily with a chlorine solution to eliminate food particles and bacteria, and to deter the harboring of insects.

When delivering prepared food at venues, a Delivery Slip must accompany each order. The Delivery Slip will contain a number at the top which will match the numbers on the selected items to be delivered. When unloading and storing items under refrigeration at the venue, great care should be taken. The few minutes it takes to insure that items are properly stored is considerably less than the hours it would take to replace them. After the delivery has been stored and the refrigerator secured, a representative from that venue must sign the Delivery Slip verifying that the goods have been delivered in good condition, and in the correct quantity. The driver must write the time and date on the delivery form and give a copy to the receiver. A copy of all planned deliveries must be submitted to the Director of Food Operations by 8:00 am for that day. The List of Planned Deliveries should include the name of the venue, as well as the time required for service.
BOX MEAL PROCEDURES
BOX MEAL ORDERING PROCEDURE

- The box meals will be ordered by a Chef d' Mission/Coach/Delegation Attache of each country using the box meals order forms supplied by the World University Games. These forms will be part of your information packet. Extra copies are available at the Food Service Desk in the Village HQ (Ellicott Complex, Millard 220).

- Once a box meal is ordered for an athlete, that meal will be deleted off of his/her meal card and he will not be able to eat at any village cafeteria for that meal period in which the order was placed.

- Once the order form is complete, it must be delivered to the Food Service desk in the Village HQ (location stated above). These form must be turned in before 10 pm each night 48 hours prior to the date needed.

- If there are any problems with the order form, please contact the Food Service Desk in the Village HQ (location stated above).
BOX MEAL DISTRIBUTION FOR SPORTS COORDINATORS

- These meals are for the athletes only. Do Not give these meals to the volunteers.

- If there are any problems with the order form, please contact Darrin Stern, Wendy Stevens or Trudy Lehner at the Food Service Desk in the Village HQ (639-2101).

- It is the responsibility of the sports coordinators at each venue to store and distribute the meals to the athletes.

- From sports, we need a daily report of how many box meals were actually distributed attached is an example of the receiving/shipping form.

- The meals will be ordered by their color code of Red, Blue or Green, refer to the attached menu for proper color codes.

- When an athlete comes to get a meal, check the order form to see which one they ordered.

- The Sports Coordinator that will receive the box meal deliveries, has to sign a receiving/shipping form to show that all the meals have been received.
BOX MEAL DISTRIBUTION FOR SPORTS COORDINATORS

• These meals are for the athletes only. Do Not give these meals to the volunteers.

• If there are any problems with the order form, please contact Darrin Stern, Wendy Stevens or Trudy Lehner at the Food Service Desk in the Village HQ (639-2101).

• It is the responsibility of the sports coordinators at each venue to store and distribute the meals to the athletes.

• From sports, we need a daily report of how many box meals were actually distributed attached is an example of the receiving/shipping form.

• The meals will be ordered by their color code of Red, Blue or Green, refer to the attached menu for proper color codes.

• Then an athlete comes to get a meal, check the order form to see which one they ordered.

• The Sports Coordinator that will receive the box meal deliveries, has to sign a receiving/shipping form to show that all the meals have been received.
**WORLD UNIVERSITY GAMES**  
**BUFFALO '93**

**DAILY REPORT FOR BOX MEALS**

*To be completed every night at 9:45pm*

| Venue name: Batavia - Dwyer | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: Buffalo state | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: Canisius Koessler | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: ECC City | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: ECC North | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: Erie Co. Aq. Center | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

| Venue name: Henley Regatta | Total Box Meal Ordered:  
| Total Red Meals:  
| Total Blue Meal:  
| Total Green Meal:  |

**PAGE TOTAL:**

1 of 3
<table>
<thead>
<tr>
<th>Venue Name</th>
<th>Total Box Meal Ordered:</th>
<th>Total Red Meals:</th>
<th>Total Blue Meals:</th>
<th>Total Green Meals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewiston - Porter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memorial Auditorium</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NF Convention Ctr.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Niagara Gallagher</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Niagara Scaffidi</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pilot Field</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sal Maglie</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweet Home</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tot. Aquaric Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PAGE TOTAL:**

2 of 3
Total Box Meal Ordered: ____________________
  Total Red Meals: ____________________
  Total Blue Meal: ____________________
  Total Green Meal: ____________________

Venue name: UB Alumni Arena

Total Box Meal Ordered: ____________________
  Total Red Meals: ____________________
  Total Blue Meal: ____________________
  Total Green Meal: ____________________

Venue name: UB Stadium

Total Box Meal Ordered: ____________________
  Total Red Meals: ____________________
  Total Blue Meal: ____________________
  Total Green Meal: ____________________

Venue name: UB Tennis

Total Box Meal Ordered: ____________________
  Total Red Meals: ____________________
  Total Blue Meal: ____________________
  Total Green Meal: ____________________

Venue name: Villa Maria

PAGE TOTAL: ____________________

DAILY TOTAL: ____________________
Box Meal Request Form

In order for athletes to receive a "box meal", you MUST complete this form an , submit to the FOOD SERVICE DESK IN VILLAGE HQ - 48 HOURS PR TOR TO THE |-3.TE MEAL NEEDED .

Date Needed: ____/____/1993

List NAME and MEAL CARD NUMBERS of all athlet ec who wish to receive box meals.

<table>
<thead>
<tr>
<th>ATHLETE NAME</th>
<th>MEAL CARD #</th>
<th>VENUE NAME</th>
<th>SPORT NAME</th>
<th>MEAL L - LUNCH</th>
<th>MEAL D - DINNER</th>
<th>MEAL CHOICE RED, GREEN BLUE</th>
</tr>
</thead>
</table>

Submitted By (Print):_________________________ Date:____________ Country:__________

Submitted By (Signature):_____________________ Phone#:____________

Pager#:____________

Received By:(Print):_________________________ Date:____________

(Signature):__________________________

cc: Rita Hayes
Service America
Sport Coordinator

Page____ of____
Date: ________________________  
Venue: ________________________

<table>
<thead>
<tr>
<th></th>
<th>Quantity Shipped</th>
<th>Quantity Received</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Box Meals:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hospitality Food:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Food</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Delivered by: ________________________

Received by: ________________________

Printed: ________________________

Please fax this form to Wendy Stevens/Darrin Stern in the Village Food Service (639-2106) and Joyce Wagner in the Operations Center (843-3710)
The following choices are available on July 1st, 6th, 11th, and 16th.

Choices:

**Code: RED**
- Shaved Roast Beef on Onion Roll
- Pickle Spears
- Hellman's Mayonnaise and Dijon Mustard (individualized packets)
- Three Bean Salad
- Fresh Fruit
- Oatmeal Cookies
- Napkin, salt, and pepper

**Code: BLUE**
- Shaved Honey Baked Ham Sandwich on Wheat Bread
- Pickle Spears
- Hellman's Mayonnaise and Dijon Mustard (individualized packets)
- Three Bean Salad
- Fresh Fruit
- Oatmeal Cookies
- Napkin, salt, and pepper

**Code: GREEN**
- Celery, Carrot, Raw Mushroom Medley on bed of Garden Fresh Bean Sprouts with Radish Roses
- Oil and Vinegar (individualized) Roll
- Three Bean Salad
- Roasted Nuts
- Oatmeal Cookies
- Napkin, salt, and pepper
BOX MEAL MENU

The following choices will be available on July 5th, 10th, and 15th.

<table>
<thead>
<tr>
<th>Choices</th>
<th>Code: RED</th>
<th>Code: BLUE</th>
<th>Code: GREEN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shaved Pastrami on Dinner Roll</td>
<td>Shaved Corned Beef Sandwich on Onion Roll</td>
<td>Cream Cheese Sandwich on Date</td>
</tr>
<tr>
<td></td>
<td>Hellman’s Mayonnaise and Dijon Mustard (individualized packets)</td>
<td>Horseradish, Hellman’s Mayonnaise, Dijon Mustard (individualized)</td>
<td>Broccoli Spears</td>
</tr>
<tr>
<td></td>
<td>Pickle Spears</td>
<td>Pasta Salad</td>
<td>Carrot Sticks</td>
</tr>
<tr>
<td></td>
<td>Pasta Salad</td>
<td>Fresh Fruit</td>
<td>Roasted Peanuts</td>
</tr>
<tr>
<td></td>
<td>Chocolate Chip Cookies</td>
<td>Chocolate Chip Cookies</td>
<td>Pasta Salad</td>
</tr>
<tr>
<td></td>
<td>Napkin, salt, and pepper</td>
<td>Napkin, salt, and pepper</td>
<td>Chocolate Chip Cookies</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Napkin, salt, and pepper</td>
</tr>
</tbody>
</table>
## BOX MEAL MENU

The following choices are available on July 3rd, 8th, 13th, and 18th.

<table>
<thead>
<tr>
<th>Choices</th>
<th>Code: RED</th>
<th>Code: BLUE</th>
<th>Code: GREEN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shaved Salami on Kaiser Roll</td>
<td>Shaved Breast of Turkey on Wheat Bread with Cheese</td>
<td>Fresh Green Garden Salad with Cherry Tomatoes and Radish Roses topped with Parmesan Cheese Dinner Roll Marinated Vegetables Fresh Fruit Napkin, salt, and pepper</td>
</tr>
<tr>
<td></td>
<td>Hellman's Mayonnaise</td>
<td>Hellman's Mayonnaise and Dijon Mustard (individualized packets)</td>
<td>Napkin, salt, and pepper</td>
</tr>
<tr>
<td></td>
<td>Dijon Mustard</td>
<td>Marinated Vegetables Old Fashioned Peanut Butter Cookies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marinated Vegetables</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Old Fashioned Peanut Butter Cookies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fresh Fruit</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Napkin, salt, and pepper</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BOX MEAL MENU

The following choices are available on July 4th, 9th, and 14th.

<table>
<thead>
<tr>
<th>Choices</th>
<th>Code: RED</th>
<th>Code: BLUE</th>
<th>Code: GREEN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shaved Danish Ham Sandwich on Wheat Bread Hellman's Mayonnaise and Dijon Mustard (individualized) Pickle Spears Three Bean Salad Fresh Fruit Raisin Cookies Napkin, salt, and pepper</td>
<td>Shaved Breast of Chicken Sandwich on Rye Bread Hellman's Mayonnaise and Dijon Mustard (individualized) Pickle Spears Three Bean Salad Fresh Fruit Raisin Cookies Napkin, salt, and pepper</td>
<td>Rotini Salad on Bed of Lettuce with Carrot Coins Club Crackers (Individualized packets) Wheat Roll Roasted Nuts Three Bean Salad</td>
</tr>
</tbody>
</table>