

PHOENIX3 COLLECTIVE

Operations Manual

GRAB & GO

"Prepared with care. Ready when you are."

April 2026 | CONFIDENTIAL

Section 01

PROGRAM VISION & PHILOSOPHY

PURPOSE OF GRAB & GO

Grab & Go is a natural extension of the Phoenix3 dining experience. It exists to deliver speed and convenience without compromising quality, freshness, or the culinary standards our kitchens are known for. It allows residents, guests, and team members to move through their day efficiently while still experiencing food that reflects the care, craft, and intention behind every Phoenix3 plate.

Grab & Go Supports

- Faster guest throughput during peak periods and all-day accessibility
- Incremental revenue beyond traditional meal service windows
- Consistent, chef-caliber food quality for guests with limited time
- Brand expression that extends the Phoenix3 experience beyond the dining room
- A meaningful connection between food-as-medicine and everyday convenience

WHAT MAKES PHOENIX3 GRAB & GO DIFFERENT

Our program is grounded in the Phoenix3 culinary philosophy. Packaged food should still feel Phoenix3-made, because it is.

Key Principles

- Chef-crafted recipes designed specifically for hold, transport, and visual excellence
- Phoenix3nt-quality ingredients — responsibly sourced through our Galley-managed procurement system
- Fresh-first production with clear FIFO rotation standards
- No factory-style food, no anonymous prepackaged items, no compromises
- Plant-forward and nutritionally balanced offerings anchored in food-as-medicine values

"Prepared with care. Ready when you are."

This promise governs every decision, from menu selection and ingredient sourcing to packaging and the moment an item is pulled from the case. If an item cannot meet this standard consistently, it does not belong in Grab & Go.

THE Phoenix3 CULINARY FRAMEWORK

All Grab & Go programming is governed by the Phoenix3 Culinary Framework:

- Level 1 — Our Culinary Philosophy: Our approach rewards authenticity, quality, and care.
- Level 2 — Our Culinary Commitment (Our Culinary Commitment document): Operational standards, dietary protocols, and brand consistency
- Level 3 — Brand Culinary Experience: Phoenix3-specific menu development, format, and guest-facing expression

Section 02

GUEST EXPERIENCE PRINCIPLES

THE PRINCIPLES

Grab & Go must be intuitive, fast, and trustworthy. Guests should never need to ask questions to feel confident selecting an item. The case itself communicates quality, freshness, and care — at a glance, without any staff intervention required.

FRESHNESS GUIDELINES

Freshness is non-negotiable. Every item in the case must meet Phoenix3 standards at the moment of guest selection — not just at the time of production.

- All products must follow defined production and rotation schedules documented in this manual
- Items must be labeled with a use-by date/time no later than 72 hours from production
- Products must be removed earlier if quality, visual, or sensory standards are no longer met — regardless of the printed date
- FIFO (First In, First Out) is mandatory at all times, no exceptions
- No item may remain in the case past its approved hold window, regardless of appearance

Freshness Is Immediately Visible Through

- Clean, fog-free containers with no condensation, leaks, or smearing
- Vibrant, colorful ingredients that reflect honest, fresh preparation
- Clear, legible labels with accurate dates and pricing
- A case that looks curated, not filled — never cluttered or crowded

If it does not look appealing through the container, it does not belong in the case. Guest trust is built through every item on that shelf.

SPEED & CLARITY EXPECTATIONS

Grab & Go is designed for minimal friction. A guest should be able to select an item, understand its contents and allergens, confirm its price, and be on their way — in under 60 seconds.

Guest Expectations

- No staff assistance should be required to understand products — though our team is always available per Phoenix3 hospitality standards
- Pricing must be visible, clear, and prominently displayed
- Packaging must be easy to carry, open, and dispose of
- Allergen information must be prominent, accurate, and complete

Operational Requirements

- Clear, chef-intentional product names — no generic or ambiguous item titles
- Logical category placement by daypart (Breakfast, All-Day, Lunch, Desserts)
- Consistent merchandising across all Phoenix3 locations
- Case and shelf signage maintained, clean, and current at all times

Section 03

MENU ARCHITECTURE & PRODUCT STRATEGY

CORE CATEGORIES

Phoenix3 Grab & Go offerings are organized into six intentional categories. Balance within and across categories is the goal — not volume.

BREAKFAST	Sandwiches, Bowls, Wraps, Overnight Oats, Parfaits — items designed for morning daypart with strong portability
PASTRIES	Scratch baked items including cookies, bars, and seasonal baked goods — limited daily selection
ALL-DAY	Snack packs, fruit, hummus, parfaits, hard-boiled eggs, and other items available across all dayparts
LUNCH	Salads, Grain Bowls, Sandwiches, Wraps, Soups, Side Salads, and Salad Protein add-ons
RETAIL F&B	Charcuterie and cheese boards, curated retail food and beverage items by location
DESSERTS	Mousse cups, brownies, scratch cookies, and seasonal indulgences — portioned for individual enjoyment

BALANCE RULES

The Phoenix3 Grab & Go case must reflect deliberate, curated balance. Our approach mirrors the Phoenix3 Culinary Philosophy at every level of menu development.

- A minimum of 40% of offerings should be plant-forward or plant-based at all times
- A balance of indulgent and better-for-you options across each category
- Multiple price tiers to meet different guest needs — including accessible price points
- Familiar favorites alongside elevated, seasonal, and chef-driven items
- Allergen diversity — at least 2 items per category free from common top-9 allergens

Grab & Go should never feel like an overflow of the hot line or an afterthought. Items earn their place in the case by performing well in this format — visually, structurally, and culinarily.

SEASONAL ROTATION POLICY

The Phoenix3 Grab & Go recipe database is a living document, updated seasonally with new items approved through the Phoenix3 culinary approval process. New items are shared system-wide upon culinary sign-off by the CCO.

- Seasonal rotations occur four times per year: Spring, Summer, Fall, and Winter
- New items must complete a hold-time and visual-appeal trial before release
- All recipes are centrally managed in Galley Solutions — the Phoenix3 enterprise culinary platform of record
- R-Codes (Galley short codes) are the authoritative identifier for every approved recipe

Section 04

APPROVED RECIPE CATALOG

All items listed below are part of the approved Phoenix3 Grab & Go recipe catalog, managed in Galley Solutions. Each Galley R-Code links directly to the authoritative recipe, including ingredients, sub-recipes, yield, allergens, and production notes. R-Codes highlighted in **amber** are active hyperlinks to Galley. Codes marked TBD require R-Code assignment in Galley prior to production authorization.

BREAKFAST — BOWLS & OVERNIGHT OATS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Greek Yogurt Fresh Fruit Parfait	Greek Yogurt, Fresh Fruit, Granola, Honey — Nut-Free <i>Allergens: Milk</i>	<i>Milk</i>	GRAB AND GO-37	\$2.83
Berry Yogurt Parfait	Greek Yogurt, Strawberries, Blueberries, Granola <i>Allergens: Milk, Wheat</i>	<i>Milk, Wheat</i>	GRAB AND GO-3	\$2.87
Pineapple Mango Parfait	Greek Yogurt, Pineapple, Mango, Granola, Toasted Coconut <i>Allergens: Milk, Tree Nuts</i>	<i>Milk, Tree Nuts</i>	GRAB AND GO-38	\$3.25

Whipped Cinnamon Berry Parfait	Whipped Greek Yogurt, Cinnamon Granola, Seasonal Berries <i>Allergens: Milk, Wheat</i>	<i>Milk, Wheat</i>	GRAB AND GO-39	\$3.10
Chocolate Peanut Butter Parfait	Chocolate Greek Yogurt, Peanut Butter Granola, Banana, Dark Chocolate Chips <i>Allergens: Milk, Wheat, Peanuts</i>	<i>Milk, Wheat, Peanuts</i>	GRAB AND GO-35	\$3.45
Acai Bowl	Fresh Berries, Coconut, Granola <i>Allergens: Milk, Tree Nuts</i>	<i>Milk, Tree Nuts</i>	R-TBD	\$4.49
Overnight Oats — Espresso	Yogurt, Espresso, Blueberries, Chia Seeds <i>Allergens: Milk, Tree Nuts</i>	<i>Milk, Tree Nuts</i>	R-TBD	\$3.47
Overnight Oats — Cocoa Peanut Butter	Vanilla Yogurt, Cocoa, Peanut Butter, Oats, Strawberries <i>Allergens: Milk, Tree Nuts, Peanuts</i>	<i>Milk, Tree Nuts, Peanuts</i>	R-TBD	\$2.31
Overnight Chia Oats — Carrot Cake	Spiced oats, carrots, cream cheese drizzle, walnuts <i>Allergens: Milk, Tree Nuts, Wheat</i>	<i>Milk, Tree Nuts, Wheat</i>	R-TBD	\$3.25
Chocolate Pudding Cup	Rich dark chocolate pudding, whipped cream — 5 oz cup <i>Allergens: Milk, Eggs</i>	<i>Milk, Eggs</i>	GRAB AND GO-36	\$2.45
Matcha Chia Pudding	Blueberry Jam, Matcha Chia Pudding <i>Allergens: Tree Nuts</i>	<i>Tree Nuts</i>	R-TBD	\$2.54
Breakfast Bowl	Fingerling Potato, Scrambled Egg, Sliced Bacon, Fire Roasted Tomato, Shredded Monterey Jack, Avocado Crema, Cilantro <i>Allergens: Egg, Milk</i>	<i>Egg, Milk</i>	R-TBD	\$3.34

BREAKFAST — SANDWICHES, WRAPS & MAINS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Chicken Salad Croissant	Tender Chicken, Creamy Mayo, Greek Yogurt, Crisp Celery, Fresh Herbs on Toasted Croissant <i>Allergens: Milk, Eggs, Wheat</i>	<i>Milk, Eggs, Wheat</i>	GRAB AND GO-34	\$4.25
BLT Chicken Wrap	Grilled Chicken, Crispy Bacon, Fresh Lettuce, Roma Tomato, Cheddar, Creamy Dressing in Flour Tortilla <i>Allergens: Milk, Eggs, Wheat, Soy</i>	<i>Milk, Eggs, Wheat, Soy</i>	GRAB AND GO-32	\$3.65
BBQ Chicken Wrap	Tender BBQ Chicken, Fresh Vegetables, White Cheddar Cheese in Whole Wheat Tortilla <i>Allergens: Milk, Wheat, Soy</i>	<i>Milk, Wheat, Soy</i>	GRAB AND GO-33	\$3.85
Falafel Pita Wrap	Handmade Falafel, Creamy Hummus, Tangy Feta, Olive Tapenade, Roasted	<i>Milk, Wheat, Sesame</i>	GRAB AND GO-31	\$3.75

	Vegetables in Pita <i>Allergens: Milk, Wheat, Sesame</i>			
Turkey BLT Sandwich	Oven Turkey, Bacon, Lettuce, Tomato, Mayo on Sliced Bread <i>Allergens: Milk, Eggs, Wheat, Soy</i>	Milk, Eggs, Wheat, Soy	GRAB AND GO-19	\$3.55
Bacon Brioche Breakfast Sandwich	Fresh Cooked Egg, Cheddar Cheese, Applewood Smoked Bacon, Harissa Aioli on Brioche <i>Allergens: Eggs, Soy, Milk, Wheat</i>	Eggs, Soy, Milk, Wheat	R-TBD	\$2.96
Sausage, Egg & Cheese Brioche	Cooked Egg, Cheddar Cheese, Sausage Patty, Caramelized Onion Jam on Brioche <i>Allergens: Milk, Eggs, Wheat</i>	Milk, Eggs, Wheat	R-TBD	\$3.39
Ham & Gruyere Croissant Melt	Fresh Croissant, Black Forest Ham, Gruyere Cheese, Dijon Mustard, Butter <i>Allergens: Milk, Wheat, Eggs</i>	Milk, Wheat, Eggs	R-TBD	\$4.86
Breakfast Burrito	Cage-Free Egg, Sausage, Shredded Potato, Monterey Jack Cheese, Fajita Peppers, Black Bean Relish, Avocado Crema, Salsa Roja <i>Allergens: Milk, Eggs, Wheat</i>	Milk, Eggs, Wheat	R-TBD	\$3.76
Steak & Egg Ciabatta	Flank Steak, Cage-Free Egg, Cheddar Cheese, Roasted Red Pepper, Arugula, Garlic Aioli on Ciabatta <i>Allergens: Eggs, Wheat, Soy</i>	Eggs, Wheat, Soy	R-TBD	\$6.23

ALL-DAY — SNACK PACKS & CASE ITEMS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Hard-Boiled Egg Cup	Hard-Boiled Eggs with Pepper & Salt Pack <i>Allergens: Egg</i>	Egg	GRAB AND GO-21	\$0.92
Fruit Cup — Mixed Berry	Strawberries, Blueberries, Raspberries, Blackberries <i>Allergens: None</i>	None	GRAB AND GO-1	\$2.10
Fruit Cup — Mixed Fruit	Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries <i>Allergens: None</i>	None	GRAB AND GO-20	\$2.21
Fruit Cup — Cantaloupe	Fresh Cantaloupe, lemon zest <i>Allergens: None</i>	None	GRAB AND GO-2	\$1.65
Fruit Cup — Honeydew	Fresh Honeydew, mint <i>Allergens: None</i>	None	GRAB AND GO-5	\$1.65
Fruit Cup — Pineapple	Fresh Pineapple chunks <i>Allergens: None</i>	None	GRAB AND GO-24	\$1.75
Fruit Cup — Grapes	Red and Green Seedless Grapes <i>Allergens: None</i>	None	GRAB AND GO-22	\$1.75

Tropical Fruit Salad	Mango, Pineapple, Papaya, Coconut, Lime Zest <i>Allergens: None</i>	None	GRAB AND GO-41	\$2.45
Fruit & Cheese Snack Cup	Seasonal Fruit, Curated Cheese Selection, Honey <i>Allergens: Milk</i>	Milk	GRAB AND GO-23	\$3.25
Cottage Cheese & Fresh Fruit Cup	Whole-Milk Cottage Cheese, Seasonal Fresh Fruit, Honey <i>Allergens: Milk</i>	Milk	GRAB AND GO-42	\$2.85
Cheese & Pepperoni Snack Cup	Cubed Cheese Blend, Sliced Pepperoni, Crackers <i>Allergens: Milk, Wheat</i>	Milk, Wheat	GRAB AND GO-18	\$3.15
Southwest Black Bean Salad Cup	Black Beans, Corn, Roasted Peppers, Red Onion, Cilantro, Lime Cumin Dressing <i>Allergens: None</i>	None	GRAB AND GO-25	\$2.45
Guacamole & Chips Snack Cup	House-Made Guacamole, Tortilla Chips <i>Allergens: None</i>	None	GRAB AND GO-43	\$3.45
Hummus, Olives & Pita Chips	Housemade Hummus, Marinated Olives, Toasted Pita Chips <i>Allergens: Wheat, Sesame</i>	Wheat, Sesame	R-TBD	\$3.67
Vegetable Crudite with Ranch	Celery, Carrots, English Cucumber, Red Bell Pepper, Broccoli Florets, Grape Tomato, Housemade Ranch Dressing <i>Allergens: Milk, Eggs, Soy</i>	Milk, Eggs, Soy	R-TBD	\$1.84
Sunbutter Snack Pack	Sunbutter, Green Grapes, Fuji Apples, Everything Seasoning Flatbread <i>Allergens: None</i>	None	R-TBD	\$2.84
Antipasto Pack	Marinated Bocconcini Mozzarella, Marinated Artichokes, Cherry Tomato, Marinated Olives, Salami, Prosciutto <i>Allergens: Milk</i>	Milk	R-TBD	\$2.25

LUNCH — SIDE SALADS (SMALL PORTION)

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Tuna Salad, Side Cup	Albacore Tuna Salad, Grape Tomato, Pita Bread <i>Allergens: Eggs, Wheat, Soy, Fish</i>	Eggs, Wheat, Soy, Fish	GRAB AND GO-12	\$2.92
Egg Salad, Side Cup	Egg Salad with Chives, Grape Tomato, Pita Bread <i>Allergens: Eggs, Soy</i>	Eggs, Soy	GRAB AND GO-14	\$2.97
Chicken Salad, Side Cup	Herb Chicken Salad, Celery, Fresh Herbs, Light Mayo <i>Allergens: Eggs</i>	Eggs	GRAB AND GO-13	\$2.85

Caprese Salad Cup	Fresh Mozzarella, Roma Tomato, Fresh Basil, Extra Virgin Olive Oil, Balsamic Glaze <i>Allergens: Milk</i>	Milk	GRAB AND GO-27	\$2.95
Golden Beet Salad Cup	Roasted Golden Beets, Goat Cheese, Fresh Herbs, Honey-Dijon Dressing <i>Allergens: Milk</i>	Milk	GRAB AND GO-26	\$2.85
Greek Salad Cup	Romaine Lettuce, Cherry Tomatoes, Cucumber, Kalamata Olives, Feta Cheese, Balsamic Vinaigrette <i>Allergens: Milk</i>	Milk	GRAB AND GO-30	\$2.75
Salmon Salad Cup	Flaked Roasted Salmon, Greek Yogurt, Fresh Dill, Celery, Red Onion, Lemon <i>Allergens: Fish, Milk, Eggs</i>	Fish, Milk, Eggs	GRAB AND GO-28	\$4.25
Homestyle Potato Salad	Yukon Gold Potatoes, Celery, Red Onion, Dill, Creamy Mustard Dressing <i>Allergens: Eggs</i>	Eggs	GRAB AND GO-44	\$2.45
Garbanzo, Feta & Olive Salad	Chickpeas, Feta Cheese, Kalamata Olives, Cherry Tomato, Green Onion, Baby Arugula, Parsley, Oregano, Basil, Rosemary <i>Allergens: Milk</i>	Milk	R-TBD	\$1.16
Mediterranean Chickpea Salad	Chickpeas, Sliced Cucumber, Roasted Red Pepper, Red Onion, Parsley, Cherry Tomato, Greek Vinaigrette <i>Allergens: None</i>	None	R-TBD	\$2.77
Japanese Cucumber Salad	Persian Cucumber, Rice Vinegar, Soy Sauce, Sesame Oil, Ginger, Scallions, Chili Crisp <i>Allergens: Soy, Sesame</i>	Soy, Sesame	R-TBD	\$0.83
Marinated Bean Salad	Kidney Beans, Northern Beans, Black Beans, Red Onion, Celery, Parsley, Red Wine Vinaigrette <i>Allergens: None</i>	None	R-TBD	\$1.29

LUNCH — ENTREE SALADS & GRAIN BOWLS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Cobb Chicken Salad	Romaine, Baby Kale, Grilled Chicken, Hard-Boiled Egg, Grape Tomato, Bacon, Shredded Monterey Jack, Diced Avocado, Red Wine Vinaigrette <i>Allergens: Eggs, Milk</i>	Eggs, Milk	GRAB AND GO-6	\$3.55
Chicken Caesar Salad	Crisp Romaine, Grilled Chicken, Greek Yogurt Caesar Dressing, Garlic Croutons, Parmesan <i>Allergens: Milk, Eggs, Fish, Wheat</i>	Milk, Eggs, Fish, Wheat	GRAB AND GO-11	\$3.85

Caesar Salad	Crisp Romaine, Homemade Greek Yogurt Caesar Dressing, Garlic Sourdough Croutons, Shaved Parmesan <i>Allergens: Milk, Eggs, Fish, Wheat</i>	<i>Milk, Eggs, Fish, Wheat</i>	<u>GRAB AND GO-29</u>	\$3.45
Garden Salad	Mixed Greens, Cherry Tomatoes, Cucumber, Carrots, Red Onion — Dressing on the Side <i>Allergens: None</i>	<i>None</i>	<u>GRAB AND GO-4</u>	\$2.25
Greek Salad (Entree)	Romaine, Cherry Tomatoes, English Cucumber, Kalamata Olives, Feta Cheese, Balsamic Vinaigrette <i>Allergens: Milk</i>	<i>Milk</i>	<u>GRAB AND GO-30</u>	\$3.65
Southwest Black Bean Grain Bowl	Black Beans, Corn, Roasted Peppers, Red Onion, Cilantro, Lime Cumin Dressing — 32 oz <i>Allergens: None</i>	<i>None</i>	<u>GRAB AND GO-25</u>	\$4.25
Italian Pasta Salad	Rotini Pasta, Salami, Olives, Roasted Red Peppers, Artichoke Hearts, Italian Vinaigrette <i>Allergens: Wheat, Milk</i>	<i>Wheat, Milk</i>	<u>GRAB AND GO-46</u>	\$3.45
Italian Tortellini Salad	Cheese Tortellini, Cherry Tomatoes, Basil Pesto, Baby Spinach, Pine Nuts <i>Allergens: Milk, Wheat, Tree Nuts, Eggs</i>	<i>Milk, Wheat, Tree Nuts, Eggs</i>	<u>GRAB AND GO-45</u>	\$3.85
Garden Macaroni Salad	Elbow Macaroni, Garden Vegetables, Creamy Herb Dressing <i>Allergens: Milk, Eggs, Wheat</i>	<i>Milk, Eggs, Wheat</i>	<u>GRAB AND GO-47</u>	\$2.85
Classic Iceberg Wedge	Iceberg, Cherry Tomato, Chives, Crumbled Bacon, Blue Cheese Crumbles, House-Made Blue Cheese Dressing <i>Allergens: Milk, Eggs</i>	<i>Milk, Eggs</i>	R-TBD	\$4.54
BLAT Chopped Salad	Romaine, Bacon, Roma Tomato, Avocado, Chives, Housemade Croutons, Champagne Vinaigrette <i>Allergens: Milk, Wheat, Eggs</i>	<i>Milk, Wheat, Eggs</i>	R-TBD	\$4.68
Nicoise Salad	Yellowfin Tuna, Boston Bibb Lettuce, Hard-Boiled Egg, Cherry Tomato, Haricot Vert, Fingerling Potato <i>Allergens: Eggs, Fish</i>	<i>Eggs, Fish</i>	R-TBD	\$6.66
Roasted Vegetable & Quinoa Bowl	Farro/Quinoa Mix, Roasted Zucchini, Red Peppers, Tomato Confit, Roasted Chicken, Avocado Crema, Goat Cheese, Pickled Shallots, Baby Kale, Red Wine Vinaigrette <i>Allergens: Milk</i>	<i>Milk</i>	R-TBD	\$5.35
Miso & Kale Power Bowl	Kale, Shredded Cabbage, Edamame, Roasted Sweet Potato, Miso Ginger Dressing, Sesame Seeds <i>Allergens: Soy, Sesame</i>	<i>Soy, Sesame</i>	R-TBD	\$3.85

LUNCH — SALAD PROTEIN ADD-ONS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Grilled Chicken Breast	Herb-marinated grilled chicken breast — portion <i>Allergens: None</i>	None	R-TBD	\$2.07
Grilled Citrus Shrimp	Grilled Citrus Shrimp — portion <i>Allergens: Shellfish</i>	Shellfish	R-TBD	\$3.24
Grilled Asian Flank Steak	Grilled Steak — portion <i>Allergens: Soy</i>	Soy	R-TBD	\$2.94
Herbed Grilled Tofu	Herb Grilled Tofu — plant-based protein portion <i>Allergens: Soy</i>	Soy	R-TBD	\$0.60

LUNCH — SANDWICHES & WRAPS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Chicken Caesar Wrap	Grilled Chicken, Housemade Caesar Dressing, Croutons, Chopped Romaine in Flour Tortilla <i>Allergens: Wheat, Eggs, Milk, Fish</i>	Wheat, Eggs, Milk, Fish	GRAB AND GO-7	\$3.65
Southwest Turkey Wrap	Turkey Breast, Black Bean Relish, Monterey Jack, Chipotle Mayo, Lettuce, Tomato in Flour Tortilla <i>Allergens: Wheat, Milk, Eggs, Soy</i>	Wheat, Milk, Eggs, Soy	GRAB AND GO-8	\$3.55
Pesto Chicken Salad Sandwich	Pesto Chicken Salad, Fresh Romaine Hearts, Sliced Tomato on Toasted Ciabatta <i>Allergens: Wheat, Milk, Eggs</i>	Wheat, Milk, Eggs	R-TBD	\$3.81
Italian Baguette Sandwich	Prosciutto, Capicola, Salami, Roasted Tomato Confit, Fresh Mozzarella, Mixed Greens on Fresh Baguette <i>Allergens: Milk, Wheat</i>	Milk, Wheat	R-TBD	\$4.10
Chimichurri Flank Steak Sandwich	Chimichurri Marinated Flank Steak, Roasted Tomato, Baby Spinach, Chimichurri, Horseradish Aioli on Multigrain Bread <i>Allergens: Wheat, Eggs</i>	Wheat, Eggs	R-TBD	\$4.95
Tuna Melt Ciabatta (Hot)	Albacore Tuna Salad, Cheddar Cheese, Roasted Tomato Confit on Toasted Ciabatta <i>Allergens: Milk, Eggs, Fish, Wheat</i>	Milk, Eggs, Fish, Wheat	R-TBD	\$3.96
Italian Meatball Hoagie (Hot)	Hand-Made Italian Meatball, Marinara on Hoagie Roll, Provolone Cheese, Fresh	Milk, Wheat, Eggs	R-TBD	\$5.63

	Basil, Grated Parmesan <i>Allergens: Milk, Wheat, Eggs</i>			
Turkey Swiss Sandwich	Oven Turkey, Swiss Cheese, Lettuce, Tomato, Whole Grain Mustard on Country Bread <i>Allergens: Milk, Wheat</i>	<i>Milk, Wheat</i>	R-TBD	\$3.85

LUNCH — SOUPS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Corn & Green Chili Soup	Roasted Corn, Hatch Green Chili, Cream, Lime — 12 oz cup <i>Allergens: Milk</i>	<i>Milk</i>	R-827	\$2.88
Clam Chowder	House-Made New England Clam Chowder — 12 oz cup <i>Allergens: Milk, Wheat, Fish, Shellfish</i>	<i>Milk, Wheat, Fish, Shellfish</i>	R-TBD	\$2.88
Seasonal Soup — Rotating	Chef's daily/weekly rotating soup — see Galley for current recipe <i>Allergens: Varies</i>	<i>Varies</i>	R-TBD	Varies

RETAIL — BOARDS & CHARCUTERIE

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Cheese Board	Caramelized Onion Cheddar Blend, Jalapeno Havarti, Brie Cheese, Cornichons, Fig Jam, Dried Cranberries, Dried Apricots, Everything Cracker <i>Allergens: Milk, Wheat</i>	<i>Milk, Wheat</i>	R-TBD	\$5.36
Charcuterie Board	Caramelized Onion Cheddar, Jalapeno Havarti, Brie, Cornichon, Fig Jam, Dried Cranberries, Dried Apricots, Everything Cracker, Soppressata, Prosciutto, Capicola, Whole Grain Mustard <i>Allergens: Milk, Wheat</i>	<i>Milk, Wheat</i>	R-TBD	\$6.30
Fruit & Cheese Snack Cup	Seasonal Fruit Medley, Curated Cheese Selection, Honey <i>Allergens: Milk</i>	<i>Milk</i>	GRAB AND GO-23	\$3.25

DESSERTS — CUPS, COOKIES & BARS

ITEM NAME	DESCRIPTION	ALLERGENS	GALLEY R-CODE	PREPARED COST
Chocolate Pudding Cup	Rich Dark Chocolate Pudding, Whipped Cream — 5 oz cup <i>Allergens: Milk, Eggs</i>	<i>Milk, Eggs</i>	GRAB AND GO-36	\$2.45
Mango & Coconut Mousse Cup	Mango Puree, Coconut Milk, Fresh Mango, Toasted Coconut — 5 oz cup <i>Allergens: Dairy</i>	<i>Dairy</i>	R-TBD	\$2.65
Ginger Rice Pudding	Jasmine Rice, Coconut Milk, Candied Ginger, Raisins, Cinnamon <i>Allergens: Dairy</i>	<i>Dairy</i>	R-TBD	\$1.95
Chocolate Chip Cookie	Scratch Chocolate Chip Cookie — individually wrapped <i>Allergens: Milk, Eggs, Wheat, Soy</i>	<i>Milk, Eggs, Wheat, Soy</i>	GRAB AND GO-16	\$1.25
Oatmeal Cookie	Scratch Oatmeal Cookie — individually wrapped <i>Allergens: Milk, Eggs, Wheat</i>	<i>Milk, Eggs, Wheat</i>	GRAB AND GO-15	\$1.25
Sugar Cookie	Scratch Sugar Cookie, Light Glaze — individually wrapped <i>Allergens: Milk, Eggs, Wheat</i>	<i>Milk, Eggs, Wheat</i>	GRAB AND GO-17	\$1.25
Double Chocolate Brownie	Fudge Brownie, Chocolate Ganache — individually wrapped <i>Allergens: Milk, Eggs, Wheat, Soy</i>	<i>Milk, Eggs, Wheat, Soy</i>	GRAB AND GO-10	\$1.65
GF Chocolate Chip Cookie	Gluten-Free Scratch Chocolate Chip Cookie — individually wrapped <i>Allergens: Milk, Eggs, Tree Nuts</i>	<i>Milk, Eggs, Tree Nuts</i>	R-TBD	\$1.55
Vegan Peanut Butter Cookie	Scratch Plant-Based Peanut Butter Cookie — individually wrapped <i>Allergens: Peanuts, Wheat</i>	<i>Peanuts, Wheat</i>	R-TBD	\$1.45
Cardamom Espresso Chocolate Chip Cookie	Scratch Signature Cookie — individually wrapped <i>Allergens: Milk, Eggs, Wheat, Soy</i>	<i>Milk, Eggs, Wheat, Soy</i>	R-TBD	\$1.65

R-Codes updated April 2026 from Galley Solutions live database. Codes showing 'GRAB AND GO-X' are confirmed, active, and hyperlinked to the Galley recipe record. Codes showing 'R-TBD' require recipe entry and short code assignment in Galley prior to production authorization.

Section 05

PACKAGING & LABELING

APPROVED PACKAGING BY CATEGORY

Each Grab & Go category has designated, approved packaging that supports food integrity, temperature retention, visual appeal, ease of transport, and responsible cost management. Packaging is a component of the recipe — it is not interchangeable.

Only approved packaging may be used. Substitutions based on supply availability require prior approval from the Phoenix3 CCO or designated culinary leadership.

CATEGORY	CONTAINER TYPE	SEAL/LID TYPE	LABEL LOCATION
Breakfast Bowls/Parfaits	32 oz kraft bowl or clear PET cup	Dome or flat lid	Top label, centered
Overnight Oats/Chia	16 oz PET clear cup	Flat peel lid	Top label, centered
Snack Packs / All-Day	4-compartment clear PET tray	Snap lid	Side label
Sandwiches / Wraps	Kraft paper box or clamshell	Tuck tab or snap	Top label
Salads (Entree)	32 oz clear PET clamshell	Snap lid	Top label, centered
Side Salads	16 oz clear PET container	Snap lid	Side or top
Soups	12 oz kraft paper cup	Flat lid + sleeve	Side sleeve
Boards / Retail	Clear deli container w/ insert	Snap lid	Top label
Dessert Cups	5–8 oz clear PET cup	Flat peel lid	Top label
Cookies/Bars	Cellophane wrap or kraft sleeve	Heat seal or fold	Tag or top sticker

LABEL STANDARDS

Every Phoenix3 Grab & Go item must be labeled accurately, legibly, and consistently. Labels are a critical food safety control point and a primary brand touchpoint.

Required Label Elements — All Items

- Product name (as it appears in the approved recipe catalog)
- Ingredient list — in descending order by weight
- Allergen disclosures — bolded, accurate, complete
- Made-on date and time
- Use-by date and time (maximum 72 hours from production; earlier if quality standards are not met)
- Nutritional Statement — as required by applicable local and state regulations
- Retail price — prominent and legible

- Phoenix3 logo or wordmark — per brand guidelines

Label Placement Rules

- Labels must be placed in the same location for each container type — see packaging matrix above
- Labels must never obscure product visibility unnecessarily
- Label orientation must always be readable without rotating the container
- Pre-printed Phoenix3 brand label stock must be used — no handwritten labels for guest-facing items

Consistency in label placement and accuracy builds guest trust, speeds decision-making, and demonstrates the Phoenix3 commitment to transparent, honest food.

HOW FOOD SHOULD LOOK IN THE PACKAGE

- Food should be centered and level — not heaped, sunken, or off-center
- Ingredients should be visible through the container — color, texture, and vibrancy are the selling point
- Garnishes should enhance appearance, not create clutter or impede closing the lid
- No spills, smears, condensation on interior surfaces, or leaks of any kind
- Dressings and sauces must always be packaged separately — never pre-dressed

If it does not look appealing through the container, it should not be sold. Period.

Section 06

MERCHANDISING & CASE DESIGN

STOCKING STANDARDS

The Phoenix3 Grab & Go case is a retail environment. It should be treated as such — curated, intentional, and consistently maintained.

- All items must be front-facing — labels visible, containers upright
- Older items must always be placed in front (FIFO — enforced, not optional)
- Products are zoned vertically or horizontally by category, as defined in the site-specific schematic
- Empty space must be addressed promptly — through restock, pull-down to lower shelf, or adjustment of zoning
- No item may remain in the case beyond its approved hold window

PRODUCT SELECTION GUIDANCE

Teams should not fill space for the sake of fullness. Every item in the case must earn its place. Selection is evaluated against three criteria:

- Sales performance — items that consistently sell at or near par quantity
- Visual appeal — items that represent the Phoenix3 brand through the container
- Role in category balance — items that contribute to plant-forward, allergen, and price-tier balance

If a category is underperforming, adjust the assortment — not the standard. Never retain items that no longer meet quality, visual, or sales thresholds.

CASE LAYOUT & SCHEMATIC

Each Phoenix3 location operates from a defined merchandising schematic that outlines category placement, vertical or horizontal zoning, and the ideal product mix per shelf. Schematic deviations require manager approval and CCO notification for systemic changes.

Recommended Case Layout — Top to Bottom

- Shelf 1 (Eye Level): Entree Salads, Grain Bowls, Sandwiches — highest-revenue items
- Shelf 2 (Grab Level): Wraps, Breakfast Items, Overnight Oats
- Shelf 3 (Mid): All-Day Snack Packs, Parfaits, Fruit
- Shelf 4 (Lower): Soups, Side Salads, Retail Boards
- Shelf 5 / End Cap: Desserts, Cookies, Pastries — impulse category

SIGNAGE STANDARDS

- Category header cards must be in place at all times — Phoenix3 brand colors and fonts only
- Allergen and dietary icons must be accurate and current
- Pricing signage must match the label price on every item
- 'Made Fresh Today' or 'Chef's Choice' callout cards may be used for featured items — pending CCO approval

Section 07

PRODUCTION SCHEDULING & PAR MANAGEMENT

PRODUCTION PHILOSOPHY

Phoenix3 Grab & Go is a fresh-first program. No item is produced in volumes that cannot be sold within its approved hold window. Overproduction is a quality failure, not a safety net.

The goal is to sell out — not to have a full case at closing time. A case that runs low at end of day means the food was fresh, the par was right, and the promise was kept.

PRODUCTION SCHEDULING FRAMEWORK

All production is driven by the Phoenix3 Grab & Go Production Schedule, updated daily by the Culinary Lead and anchored to Galley Solutions recipe management.

TIME BLOCK	PRODUCTION TASKS	RESPONSIBLE	GALLEY ACTION
5:00 – 6:30 AM	Pull pre-made overnight oats, parfaits; produce breakfast sandwiches; label and stock case	Culinary Lead / AM Cook	Pull Galley prep list
6:30 – 7:00 AM	Case audit — confirm stocking, labeling, FIFO, temp check	Culinary Lead	Log temp in Galley or temp sheet
9:00 – 10:30 AM	Produce all-day snack packs, salads; prep grain bowls; begin lunch protein batch	Cold Prep Cook	Check recipe via Galley R-Code
10:30 – 11:00 AM	Pull and discard any Breakfast items past hold window; restock case for lunch	Culinary Lead	Update waste log
11:00 AM – 12:00 PM	Stock lunch items; confirm case balance; verify allergen accuracy on labels	Culinary Lead	Confirm quantities in Galley
2:00 – 3:00 PM	Mid-day case audit; pull any expired items; restock from reserve as needed	Cook / Manager	Update waste log
3:00 – 4:00 PM	Begin production for next morning — overnight oats, parfaits, pre-cook proteins	PM Prep Cook	Pull next-day Galley prep list
End of Day	Pull all items past hold window; complete waste log; clean and sanitize case	Culinary Lead / Closer	Submit waste data to Galley

PAR LEVEL MANAGEMENT

Par levels are established per location based on historical sales velocity, daypart, and day of week. Par levels are documented in Galley and reviewed monthly by the Culinary Lead and site manager.

- Par levels are a starting point, not a ceiling — adjust in real time based on daily pace
- Seasonal events, client activities, and special programs require par adjustments at least 48 hours in advance
- Waste exceeding 10% of daily production requires a written corrective action note in the waste log
- Consistent waste trends trigger a par level review within 5 business days

HOLD TIME STANDARDS

The following maximum hold times apply from time of packaging — not from time of production of individual components:

CATEGORY	MAX HOLD (from packaging)	TEMP STANDARD	PULL TRIGGER
Breakfast Sandwiches / Hot Items	4 hours from production	140°F+ (if hot hold) or 41°F or below	Visual decline or temp breach
Overnight Oats / Chia Pudding	72 hours	41°F or below	Off aroma, weeping, separation
Parfaits / Yogurt Cups	48 hours	41°F or below	Liquid separation, lid expansion
Snack Packs / Fruit Cups	48 hours	41°F or below	Browning, wilting, moisture
Entree Salads (dressed)	24 hours	41°F or below	Wilt, browning, sogginess
Entree Salads (undressed)	48 hours	41°F or below	Visual decline
Sandwiches / Wraps	48 hours	41°F or below	Bread degradation, moisture
Soups	4 hours from service (same day)	140°F+ (hot hold)	Temp breach or end of service
Dessert Cups	72 hours	41°F or below	Texture decline, weeping
Cookies / Bars (wrapped)	5 days from bake date	Ambient, 70°F or below	Stale aroma, moisture

Section 08

FOOD SAFETY & HACCP STANDARDS

FOOD SAFETY PHILOSOPHY

Food safety is not a regulatory checkbox at Phoenix3. It is a direct expression of our culinary philosophy and our promise to every guest. The standards in this section represent the minimum — our kitchens consistently aspire to exceed them.

Every Grab & Go item is a direct reflection of Phoenix3. There is no 'back of the cooler' version of our standards. The same rigor that governs plated dining governs every packaged item.

TEMPERATURE CONTROL POINTS

Cold chain integrity is mandatory at every stage of Grab & Go production and service.

- Cold case must maintain 36°F–41°F at all times — verified and logged twice daily
- All refrigerated items must be at or below 41°F before entering the case
- Hot-hold items (soups, hot sandwiches) must maintain 140°F or above during service
- The temperature danger zone (41°F–140°F) is treated as a zero-tolerance area — no item may remain in this range for more than 2 hours cumulative
- Thermometer calibration must be verified weekly using the ice-water method (32°F ± 2°F)

HACCP CRITICAL CONTROL POINTS — GRAB & GO

CCP	CRITICAL LIMIT	MONITORING	CORRECTIVE ACTION
Cold Case Temperature	36°F–41°F	Every 4 hours	Adjust unit; pull items; notify manager; log incident
Hot Hold Temperature	140°F or above	Every 2 hours	Reheat to 165°F within 1 hour or discard
Receiving Temperature	41°F or below (cold); 135°F or above (hot)	Upon every delivery	Reject non-conforming product; document refusal
Allergen Cross-Contact	Zero tolerance	Pre-production check; label verification	Discard item; re-clean surface; re-produce with proper protocol
Date/Label Accuracy	Zero variance	Before every case stock	Pull item; correct label; never serve with inaccurate dates
Hold Time Compliance	Per category matrix	Every case audit	Pull and discard expired items; update waste log

ALLERGEN PROTOCOL

- Every recipe's allergen profile is maintained in Galley Solutions and reflected on all labels
- Allergen changes to any recipe require CCO approval and immediate label correction across all sites
- Top-9 allergens must be declared on every label: Milk, Eggs, Fish, Shellfish, Tree Nuts, Peanuts, Wheat, Soybeans, Sesame

- Shared equipment must be thoroughly cleaned and sanitized between allergen-containing and allergen-free production runs
- 'May contain' statements may only be used where cross-contact risk is documented and unavoidable — not as a generic disclaimer

PERSONAL HYGIENE STANDARDS

- Hands must be washed for a minimum of 20 seconds at designated handwashing stations before handling any Grab & Go item
- Single-use gloves must be worn for all ready-to-eat food handling — changed between tasks and after any contamination risk
- Hair restraints (hairnet or hat) and clean, closed-toe shoes are required at all production stations
- Jewelry, watches, and nail polish are not permitted during production
- Team members experiencing symptoms of illness (vomiting, diarrhea, jaundice, open sores) must be excluded from food handling — no exceptions

SANITATION STANDARDS

- All food contact surfaces must be cleaned and sanitized before and after each production session using approved Phoenix3 sanitizer solution
- Sanitizer concentration must be verified with test strips at the start of each shift — log results
- Cold case interior must be cleaned weekly at minimum — more frequently as needed
- Refrigeration unit seals, door gaskets, and fan areas must be inspected monthly

Section 09

DAILY OPERATIONS CHECKLISTS

The following checklists are to be completed by the designated team member at each time block. All completed checklists must be retained on-site for a minimum of 90 days and made available upon request for internal audit.

Opening Checklist — 5:30 AM (Culinary Lead)

<input type="checkbox"/>	Wash hands and don appropriate PPE before any food handling
<input type="checkbox"/>	Verify cold case temperature — log on temperature record (target: 36°F–41°F)
<input type="checkbox"/>	Check refrigeration unit for any alarms, condensation buildup, or unusual sounds
<input type="checkbox"/>	Pull overnight oats and chia puddings produced previous PM — verify dates and temperatures
<input type="checkbox"/>	Begin breakfast sandwich production per Galley prep list
<input type="checkbox"/>	Label all completed items with product name, made-on date/time, use-by date/time, allergens, and price
<input type="checkbox"/>	Stock case in correct category zones — FIFO always; no unlabeled items in case
<input type="checkbox"/>	Verify allergen signage is accurate for current day's selection
<input type="checkbox"/>	Confirm pricing signage matches labels throughout case
<input type="checkbox"/>	Brief pre-service check: case clean, front-facing, no condensation inside containers

Mid-Morning Production Check — 9:00 AM (Cold Prep Cook)

<input type="checkbox"/>	Review Galley prep list for lunch daypart items due
<input type="checkbox"/>	Begin salad and grain bowl production — verify recipe using Galley R-Code
<input type="checkbox"/>	Confirm all cold prep ingredients are within temperature standards before use
<input type="checkbox"/>	Label all items in production with prep date, time, and expected yield
<input type="checkbox"/>	Pull any breakfast items that have reached their approved hold window
<input type="checkbox"/>	Complete waste log entry for any pulled items — quantity and reason
<input type="checkbox"/>	Verify FIFO on all in-process cold storage items
<input type="checkbox"/>	Sanitize all cutting boards and prep surfaces between allergen groups

Lunch Stocking & Audit — 10:45 AM (Culinary Lead)

<input type="checkbox"/>	Pull any breakfast items from case that are past hold window
<input type="checkbox"/>	Complete waste log entry for pulled breakfast items
<input type="checkbox"/>	Stock lunch items — sandwiches, salads, grain bowls, wraps, soups
<input type="checkbox"/>	Verify case zone alignment — correct categories in correct sections
<input type="checkbox"/>	Confirm all lunch items are labeled with accurate dates, allergens, and pricing

<input type="checkbox"/>	Verify case temperature after restocking (temp can rise briefly during door activity)
<input type="checkbox"/>	Confirm hot-hold soup temperature if applicable — minimum 140°F
<input type="checkbox"/>	Visual audit of entire case from guest perspective — front-facing, clean, appealing

Mid-Day Case Audit — 2:00 PM (Manager or Designee)

<input type="checkbox"/>	Walk case from guest perspective — front-facing, clean, no condensation
<input type="checkbox"/>	Check labels on all remaining items — any approaching hold window must be flagged or pulled
<input type="checkbox"/>	Log cold case temperature check on temperature record
<input type="checkbox"/>	Confirm restocking needs for afternoon and communicate to PM prep cook
<input type="checkbox"/>	Review current day sales pace vs. par — adjust par note for next day if needed
<input type="checkbox"/>	Confirm soup and any hot items are at or above 140°F

PM Production — 3:00 PM (PM Prep Cook)

<input type="checkbox"/>	Pull next-day Galley prep list — confirm recipe counts and R-Codes
<input type="checkbox"/>	Produce overnight oats per Galley recipe — label with made-on date/time and use-by
<input type="checkbox"/>	Produce chia puddings and yogurt parfaits for next morning
<input type="checkbox"/>	Pre-batch sauces, dressings, and sub-recipe components requiring overnight rest
<input type="checkbox"/>	Label and date all prep items placed in refrigeration storage
<input type="checkbox"/>	Verify refrigeration temperatures before closing prep session
<input type="checkbox"/>	Complete prep log noting quantities produced, yield, and any yield variances
<input type="checkbox"/>	Sanitize all prep surfaces and equipment; change sanitizer solution if needed

Closing Checklist — End of Service (Culinary Lead / Closer)

<input type="checkbox"/>	Pull and discard all Grab & Go items that have reached hold window — no exceptions
<input type="checkbox"/>	Complete waste log for all pulled items — quantity, category, reason
<input type="checkbox"/>	Clean interior of cold case — remove all trays, wipe surfaces, check for moisture accumulation
<input type="checkbox"/>	Confirm overnight setback temperature is set (if applicable) — minimum food safe range
<input type="checkbox"/>	Ensure all signage is stored, accurate, or updated for next day
<input type="checkbox"/>	Review tomorrow's prep list in Galley — flag any sourcing issues to manager
<input type="checkbox"/>	Final temperature log entry for cold case
<input type="checkbox"/>	Complete daily operations log — note any issues, equipment concerns, or guest feedback
<input type="checkbox"/>	All production and waste records are organized and filed for 90-day retention

TEMPERATURE MONITORING LOG

Complete this log a minimum of twice per operational day: once during opening setup and once during mid-day audit. Additional entries are required after any restocking event or equipment anomaly.

Location: _____ Date: _____ Technician: _____

Time	Item	Temp (°F)	Standard	Pass/Fail	Initials	Corrective Action

Target ranges: Cold Case 36°F–41°F | Refrigerator Storage 34°F–38°F | Hot Hold 140°F+ | Danger Zone 41°F–140°F (no item may remain in danger zone for more than 2 cumulative hours)

WASTE LOG

All items pulled from the case for any reason must be logged. This data informs par adjustments, production planning, and waste reduction targets.

Date	Time	Item	Qty Pulled	Reason	Initials

Reason codes: EXP = Expired/Hold Window | QUAL = Quality Decline | TEMP = Temperature Breach | OVR = Overproduction | ALR = Allergen Error

Section 10

QUALITY STANDARDS & ACCOUNTABILITY

THE Phoenix3 QUALITY STANDARD

Quality at Phoenix3 is not an inspection — it is an expectation that every team member internalizes. The following standards apply to every Grab & Go item produced in every Phoenix3 kitchen.

- Every item must look as good as it tastes — visual appeal is a culinary standard, not a marketing concern
- Every label must be as accurate as the recipe — there is no acceptable margin of error on allergens
- Every interaction between a guest and the case must feel like an interaction with a Phoenix3 chef
- Every item pulled from the case for quality reasons is a quality success, not a waste failure

QUALITY AUDIT CADENCE

The Phoenix3 Grab & Go program is subject to the following quality audit schedule:

FREQUENCY	AUDIT TYPE	CONDUCTED BY	DOCUMENTATION
Daily	Case visual and temp audit; label spot check	Culinary Lead	Daily operations log
Weekly	Full case standard audit; waste trend review; par level assessment	Site Manager	Weekly QA report
Monthly	Full program review; recipe compliance check; Galley data reconciliation	CCO / Regional Lead	Monthly QA report to CCO
Quarterly	Program refresh; seasonal recipe rotation approval; par recalibration	CCO + Site Team	Seasonal planning document

ESCALATION PROTOCOL

The following issues require immediate escalation beyond the site team:

- Any temperature breach in which product has been in the danger zone for an unknown or extended period
- Any confirmed or suspected allergen cross-contact event
- Any guest complaint involving food safety, illness, or allergen reaction
- Any repeated (2+ consecutive weeks) waste rate above 15% of daily production
- Any equipment failure impacting food safety compliance

Escalation contact: Site Manager > VP Culinary, Patrick Ford

NEW RECIPE APPROVAL PROCESS

All new Grab & Go recipes must complete the following process before appearing in any Phoenix3 case:

1. Recipe developed and entered in Galley Solutions with full ingredient list, yield, allergens, and cost
2. Internal test batch produced — evaluated for hold performance, visual appeal, flavor, and portability
3. Label template generated — allergen review completed by Culinary Lead
4. CCO approval granted — Galley R-Code assigned and recipe activated
5. Recipe shared system-wide via Galley — added to approved catalog and this Operations Manual at next revision