



B A R G H A U S E N

Queuing Management Plan

Dutch Bros Coffee (CA7301)

PREPARED BY

Barghausen Consulting
Engineers, Inc.

PREPARED FOR

Dutch Bros Coffee

CLIENT ADDRESS

110 S.W. 4th Street, Grants Pass, OR 97526

SITE ADDRESS

N.W.C. of 17th and Tustin
Santa Ana, California
92705

PROJECT NO.

23222

DATE

July 10, 2024

JURISDICTION

City of Santa Ana

Overview

The project proposes to develop a 1.28-acre area for construction of a new 950-square-foot Dutch Bros Coffee with dual drive-through lanes to accommodate up to 23 vehicles in the queue. Specific measures are identified to improve operations and efficiency. These measures improve the overall vehicular and pedestrian traffic by minimizing spillover onto adjacent sites and public roads once the site is constructed and established. Dutch Bros Coffee will create a traffic plan to handle events of high volume of vehicle traffic when the level of service exceeds the 23-vehicle drive-through queuing area.

Site Design

The Dutch Bros Coffee site is proposing an extensive directional sign package that will direct customers throughout the site to significantly improve the flow of traffic. This will include signs to enter and exit the drive-through and clearly marked areas that customers are not allowed to block in order to allow for safe exiting of the site. A sign package is prepared to depict the directional signage graphics and locations.

The layout of the site is designed to create the best possible flow and to maximize the queuing capacity to minimize the potential for spillover. Approximately 500 feet of stacking space is available behind the drive-through window to provide queuing for up to 23 vehicles. Based on available queuing data from other established Dutch Bros Coffee sites in the region, a maximum of 15 vehicles in the queue are projected in the A.M. Peak Hour (7:00 a.m. to 9:00 a.m.) and 22 vehicles are projected in the queue during P.M. Peak Hours (3:00 p.m. to 5:00 p.m.). Based on this information, the proposed dual drive-through with queuing capacity for up to 23 vehicles is sufficient to handle the projected volume. The Site Plan is enclosed to show the site design and layout that will be enacted when queues are observed to exceed drive-through lanes.

Operations

All staff are required to attend a monthly shop meeting to discuss traffic plans in detail. In addition, the staff will gather before each shift to ensure that the traffic strategy is set. As previously mentioned, Dutch Bros Coffee will create a traffic plan to handle the initial rush of customers expected during the opening weeks since customer volumes may initially exceed projections for the site in the established condition. This plan will be enacted when queues are observed to exceed drive-through lanes.

Dutch Bros Coffee will implement a runner system at the proposed facility that is designed to increase speed and efficiency in serving drive-through customers. Approximately three (3) to four (4) Dutch Bros Coffee employees travel from vehicle to vehicle to greet customers and take orders. These "runners" utilize a handheld device to transmit customers' orders to the multiple drink stations inside the building. Additionally, runners will charge individuals while in line, so by the time they arrive at the service window, they may pick up their order and be on their way. The Dutch Bros Coffee runner system greatly reduces the amount of time necessary in the drive-through queuing lanes with the efficient runner system, which effectively maintains a steady flow of service to mitigate against potential overflow events. The combination of wayfinding signage and on-site "Runners" ensures that patrons are able to easily navigate the site and a Dutch Bros Coffee operational strategies are upheld at all times.

The runner system will reduce customers' time at the window to 30 to 45 seconds. If customers are taking longer than that timeframe, the drink runners will bring drinks to the customers in line behind the window to allow those customers to exit via the escape lane. This means customers are not required to reach the drive-through window to receive their order and exit the site. The escape lane connects directly to the Elder Creek Road access point where patrons may exit quickly after service as to not cause congestion to customers entering the Dutch Bros Coffee site.

In addition to the three (3) to four (4) runners, one (1) person's sole responsibility will be traffic control. During peak hours, one (1) additional person will be on staff to assist with traffic control. Tactics will include instructing all vehicles to pull forward as close as possible to utilize the maximum queuing available,

directing cars into the escape lane if needed, and ensuring no cars are blocking the road or areas they are not allowed to block.

During times of high heat, Dutch Bros has operational measures in place to care for their employees. If the temperature is above 115 degrees, Dutch Bros employees are allowed to remain inside the conditioned building instead of taking customer orders within the stacking lanes. If the temperature is between 100-114 degrees, outdoor positions must wear an "Ice Hug" or ice vest and rotate every 30 minutes. If the temperature is between 90-99 degrees, the outdoor positions must wear Ice Hugs and rotate every 60 minutes. In addition, there is a proposed patio over the customer walk-up window that will provide shade on the site.

In the rare event of spillover, additional space is provided in the parking area for cars to idle. Cones can be placed by the Dutch Bros Coffee employee to direct traffic around the parking lot prior to making the entrance to the dual drive-through lanes as shown in the Grand Opening Staffing Plan.

The Grand Opening Signage Plan shows the placement of signage on the site during peak events to clearly communicate the Dutch Bros traffic management operations.

Conclusion

The above measures will significantly improve the efficiency of the drive-through lanes. The site design and operational measures will minimize spillover onto adjacent properties and public roads and effectively manage the stacking of vehicles.

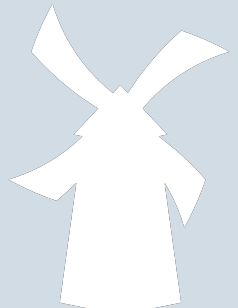
Traffic Management Plan

Property Management Team

CA7301 - Santa Ana
17th and Tustin Ave
Santa Ana, CA

Construction Manager:
John Caglia

Construction Coordinator:
Sarah Montelongo



Speed, Quality, Service



Timing Standards

45 seconds per car (at window). Speed timings conducted weekly in addition to a quarterly company wide evaluation.

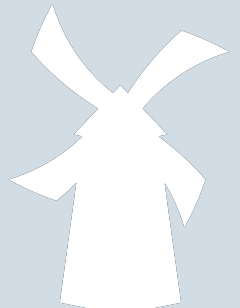
Escape Lane

An escape lane permits customers to leave the line as soon as their drinks are delivered by a drink runner.



Peak Hours

DB will staff an additional traffic controller during peak hours as needed.



Speed, Quality, Service



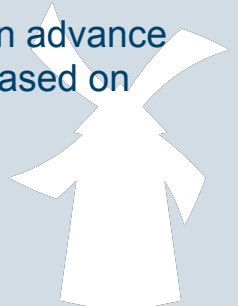
Off-Site Operations

DB always evaluates the need of off-duty police officer support during our grand opening period.

Off duty police officers provide off-site support during business hours as determined necessary by DB leadership. Their job is to safely direct customer vehicles to and from a location. Prevent vehicles from blocking critical drives or otherwise restricting traffic flow (off-site).

Staffing Model

Schedules are written a minimum of 1-2 weeks in advance (in accordance with state and local guidelines) based on gross sales, trends, local events, and weather.



Speed, Quality, Service

Outside Traffic Management

Line Buster (LB)

Job Duty: Increase speed of the customers experience by taking orders while ensuring 2' gap between cars. Ensuring when the line pulls forward the customers moves forward.

Drink Runner (DR)

Job Duty: Deliver completed drinks to the customer in line before reaching the window. Ensuring escape lane is used to minimize service time.

Dutch Bros Traffic Controller (DBTC)

Job Duty: Direct traffic in and out of location. Ensuring vehicles from blocking critical drives or otherwise restricting traffic flow (on-site).



Training and FAQ's

Full Shop Meetings:

- Monthly meetings in which all shop personnel are required to attend. Discuss traffic plans and new commitments in detail.

Pre-Shift Huddles:

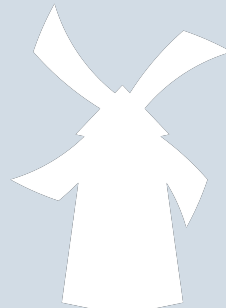
- Before each shift (morning, noon, night) the crew goes over updates, important communication, issues, and ensures strategy is set for the shift

Promotional Days / Major Holidays / Sticker Days:

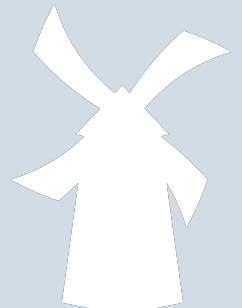
- Dutch will determine if needed and hire a Third-Party Traffic Control Company to come in when the Stacking could possibly be an issue.

Evolving Traffic Plan:

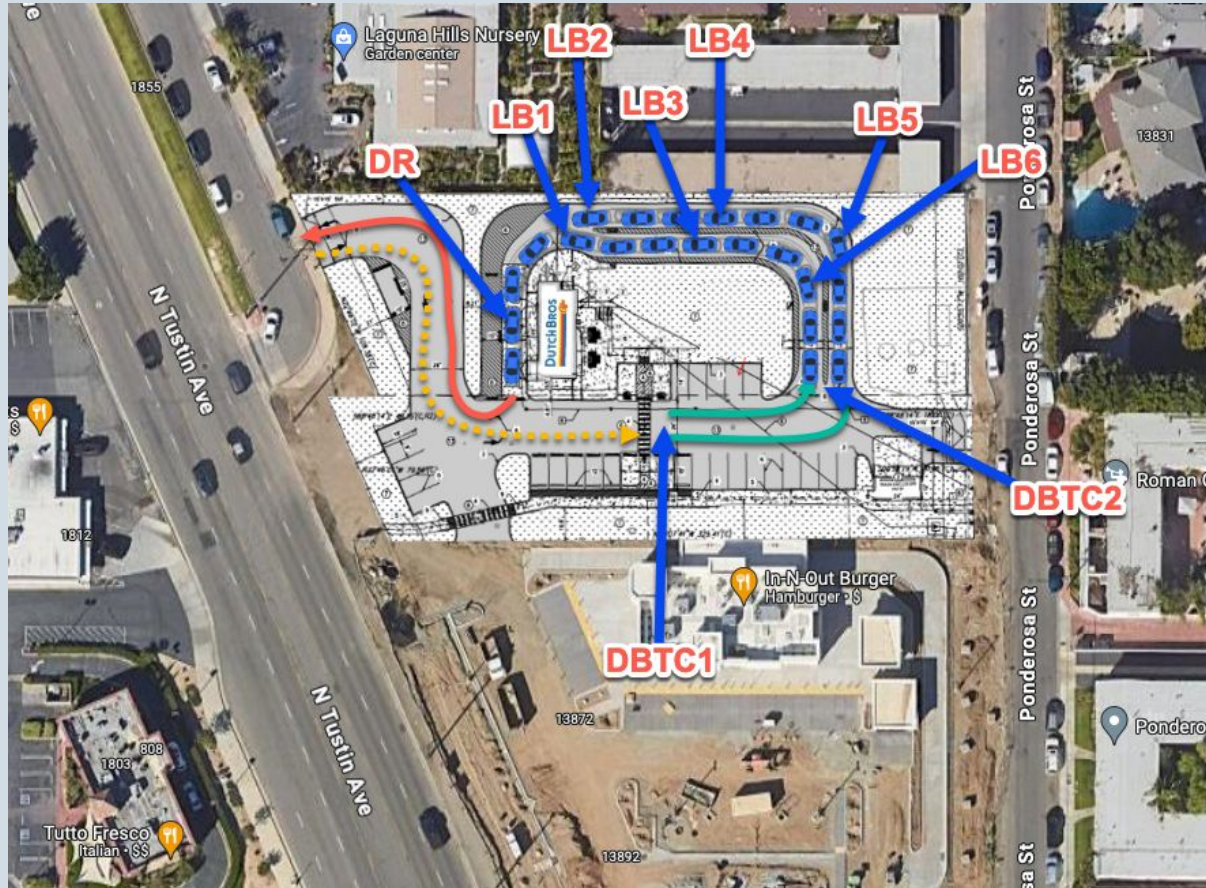
- The Grand Opening plan will be utilized whenever necessary to mitigate traffic congestion that may occur from our new shop opening. We reserve the right to adjust the plan as conditions dictate, and expect that after the initial community response, our traffic patterns will settle to a predictable level within the first 90 days of operation.



Directional Signage Examples



Queueing Staffing Plan



Traffic Plan Legend

LB ----- Line Buster

DR ----- Drink Runner

----- No Stacking

----- Ingress

----- Egress

Queueing Signage Plan

