

## Section Five - Management, Staffing, Operations and Environmental Sustainability

1. Describe your management and staffing structure. Describe methods used to determine the levels of staffing required to provide excellent customer service, product quality and a well maintained/clean unit. Indicate your commitment to meeting the operational conditions of the airport environment in specific regard to the operating hours. Explain the company's philosophies and goals regarding recruitment and retention of management and staff.

The Qdoba at Sea-Tac is managed collaboratively by staff at the restaurant, district, regional and corporate levels. It literally takes a large "village" of individuals to bring Qdoba to life every day for our customers.

With regard to daily staffing levels, we have learned in our current Qdoba location to utilize the bi-weekly passenger forecasts provided by the Transportation Security Administration (TSA) to schedule adequate staffing in our kitchen and line service operations. One method of calculating our staffing needs is based on a ratio of passengers to customers. The percentage of customer capture to enplanements has steadily grown over the decade that Qdoba has operated in the Central Terminal. Currently, we factor that we will attract 3.5% of the total enplaning customers on any given day. This factoring also includes consideration of the stable levels of employee business. The TSA reports also aid us in planning staffing over the course of our 24-hour day, seven days a week. In addition, the restaurant is equipped with back-of-house software that allows the Manager to make sales projections based upon average check amounts. Once projections are entered into the system, the software also helps the Manager establish staffing levels.

The restaurant currently has a management team comprised of four salaried managers: one Restaurant Manager and three Assistant Managers. We anticipate hiring or promoting one more Assistant Manager as enplanements and demand are growing at Sea-Tac. In addition, there are four Team Leaders. There are always two managerial staff members overseeing every shift. The hourly staff of line servers and cooks consists of 51 full-time and part-time team members who will work anywhere from thirty (30) to forty (40) hours per week. Approximately 70% of our staff works full-time. We do have seasonal hiring for the summer, and many summer hires, including students, return to us repeatedly for a summer job.

### New Qdoba Packaging



The staff that most directly oversees the current Qdoba at Sea-Tac and will also oversee the proposed Qdoba location are profiled below:

*R.J. Moss, Restaurant Manager, 6 years*

R.J. began his Qdoba career as restaurant manager with a franchise group in Idaho in 2010. He transferred to Qdoba corporate operations in May 2013. After his transfer, he led our Redmond location until he took the opportunity to step into the Restaurant Manager role at Sea-Tac in December 2014. First and foremost, R.J. is passionate about people and has made it his priority to train and develop the future leaders of the Sea-Tac location to better serve the guests of the airport. R.J. aspires to advance in the company and hopes that the unique experience he has gained by managing this location will prepare him for the next step in his career.



*Eddie Ritchie, District Manager, 10 years*

Eddie has been with Qdoba since 2006. For three years beginning in 2006, Eddie managed daily operations at Qdoba Sea-Tac as the Restaurant Manager. This provided the experience for him to be promoted to District Manager in 2008. He added the Qdoba at Sea-Tac to his district manager responsibilities in 2010, and loves being involved with the airport again. Eddie has more than 30 years of restaurant experience which includes leadership roles with brands such as Red Robin and Jillian's.

*Keith Johnson, Director of Operations – Western Region, 11 years*

Keith has served as the Director of Operations for the Western Region since 2010. He worked as a District Manager in the Seattle market beginning in 2005 until his promotion to his regional role. The Qdoba at Sea-Tac has been part of his supervisory portfolio since July 2005. Prior to Qdoba, Keith also served as a Restaurant Manager and District Manager of our Jack in the Box® brand in the Seattle market for 10 years. His industry experience spans more than 32 years, including roles at Taco Time, Dairy Queen and Ezell's Famous Chicken.



At Qdoba, we focus on attracting, selecting, engaging and retaining people who share our company values and can make consistent, positive contributions to our operations. As outlined in Section Six, our Qdoba Career Map is the core development tool used to provide employees with detailed education by position, from entry-level to management positions. The longevity of many of our Sea-Tac staff is a testament to our success in attracting and keeping our team members with us.

2. Describe your company's standards for day-to-day operations, including cleaning (areas and frequency), equipment and furniture upkeep, preventative maintenance schedules for all systems, and the means used to track and document these practices.

Qdoba is not a typical fast-casual restaurant. We are an artisanal Mexican kitchen where our customers enjoy a fast, handcrafted meal prepared with fresh ingredients and innovative flavors. We believe that the best ingredients are fresh, natural ones and that the perfect meal is achieved through combining skilled cooks, an open grill and a friendly atmosphere.

Our Qdoba restaurants are designed to showcase food as it is prepared for the customer and provide a superior level of service that comes from handcrafted preparation. Our menu is full of items that provide a high value perception relative to our price point.

The basic premise for our product is that it is guaranteed fresh. In order to offer the freshest food possible, Qdoba must place critical focus on food safety. From every employee's first day at Qdoba, we teach that standards of safety and sanitation must never be compromised. Proper hand washing, glove, apron, and thermometer usage play major roles in food safety procedures. All of our management team are ServSafe certified. Qdoba is compliant with the FDA Food Code and utilizes the procedures of the Hazardous Analysis Critical Control Points (HACCP) in daily activities, where we seek out the most critical points for food safety issues, and take proactive steps to monitor and minimize potential hazards. We maintain accurate and up-to-date records in the unit for inspection at any time.

Quality assurance of our food safety and sanitation standards exists on multiple levels. Comprehensive food safety audits are conducted three times annually by the independent food safety inspection firm NSF. The District Manager also conducts food safety inspections at least four times annually. The King County Health Department randomly inspects the Qdoba at Sea-Tac twice annually. If there is a report of a food-borne illness experienced by a customer, Qdoba has its own food safety audit team that inspects and clears any specific Qdoba location. The Qdoba at Sea-Tac has had a great record of performance related to food safety, which is even more remarkable considering the high-volume of business at this Qdoba location.

Qdoba has comprehensive systems and standard operating procedures outlined in our Operations Manual that guide the operations of each restaurant. In addition, the Qdoba location at Sea-Tac has participated in the Port's Preventative Maintenance Program for the last 10 years. This program requires a schedule of regular inspections of all of our major kitchen systems, such as exhaust hoods and fans, fire suppression systems, floor drains, gas

connections, etc. Qdoba has always remained fully in compliance with the Port's standards and requirements. We clean and maintain our equipment and systems, such as our hood systems which are cleaned monthly by a local contractor. Qdoba also is a participant in the Port's Unified Pest Control Program (UPM). A full complement of these Operation Manual sections can be provided upon request.

## **CT-12 Central Terminal Opportunity**

The current Qdoba location at Sea-Tac operates in the Central Terminal and shares its common seating with the other fast-casual operators in the space. The new location provides for a different experience for our Qdoba customers with the addition of table seating within the unit. One team member will be designated to oversee and maintain the new dining area. Table visits are an integral part of the guest experience at Qdoba. They give us the opportunity to build relationships with our guests and find out about their visit. We can find out how a guest's meal and experience was and use their feedback to improve operations. If any problems occur, we have the opportunity to correct any mistakes or find a solution to ensure they come back again. Our training programs include guidelines for interacting with our customers and monitoring the table seating areas. The addition of a dining area would enable Qdoba to take more proactive measures related to environmental programs.

3. Describe in detail, relevant to your type of business, environmental philosophies and practices that are a part of your day-to-day operation. All companies are required to participate in airport environmental composting and recycling initiatives. Companies are encouraged to use other environmental practices such as compostable service ware.

Qdoba is proud that we were among the first fast-casual restaurants in the Sea-Tac airport to proactively change to environmentally friendly packaging and cutlery. Our cutlery is considered to be recyclable by the City of Seattle, as well as our clear cups which are made of polypropylene. Our to-go packaging is made from natural molded pulp (NMP). This product is made from 100% natural sugar cane, bamboo and palm, and is biodegradable and fully compostable. We use this packaging for our both our to-go tray and to-go bowl. We also we use unbleached recycled material napkins. Our carryout paper bags are made from 40% post-consumer material and can be considered compostable, however, they have not yet undergone the City of Seattle's certification process. Qdoba participates in the Port's grease recycling, paper materials recycling and composting programs.

With the addition of a dining area inside the unit, Qdoba would assume direct responsibility for waste and recycle collection from our customers. We propose that we would work with the Port's Environmental staff to develop a user friendly system for self-sorting of recycle, waste and compostable materials. Qdoba staff would be responsible for managing this system and ensure that the customer generated material, as well as material generated as part of the operation of the unit, reaches the ramp level collection areas.

Another area related to environmental sustainability is a company focus on animal welfare. The humane treatment of animals used in our products is of utmost importance. We work exclusively with suppliers, who along with their producers and vendors, demonstrate strict adherence to protocols established by experts in the industry. With our position in the industry, we are also able to push producers of animal products to more natural forms of production. For example, we have made clear to our egg producers our expectation that the majority of eggs they supply must be cage-free by 2020, and fully transition to cage-free eggs by 2025.

As described in Section Three, Qdoba is making additional strides to be more environmentally friendly in the design, materials and equipment operation of our units as well, such as using tankless water heaters, Energy Star-rated equipment and LED fixtures.

#### LIFESTYLE CONTENT EXAMPLES



#### Summary

- Our management and staffing structure provides leadership and accountability at the restaurant, district, regional and national levels.
- Our layered methods for staff scheduling assure adequate staffing at all times.
- Qdoba is committed to maintaining 24-hour operations in the new CT-12 space..
- Qdoba places critical emphasis on food safety, cleanliness, and stringent inspection and regular cleaning of our vital equipment.
- Qdoba is committed to advancing its focus on sustainability in the new, expanded location.