



Donise E. Brown
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Via Electronic Mail

July 13, 2016

Craig E. Leen
City Attorney
City of Coral Gables
405 Biltmore Way
Coral Gables, Florida 33134

**RE: Starbucks Response to Notice of Violation for Starbucks Store
located at 475 S. Dixie Highway Coral Gables, Florida
[Starbucks Store #11784]**

Dear Mr. Leen,

Please accept this letter as Starbucks proposed short and long term plan to address the drive-thru stacking at the above captioned Starbucks location.

Currently, the drive-thru at this location is operating with a two (2) car stack which does not allow for sufficient time for the food and beverage to be prepared from the point of order to the point of pick-up which has resulted in the drive-thru stacking concern at this location. The Starbucks Drive-Thru Standard is a recommended minimum five (5) car stack from the point of order to the point of pick-up (the "Starbucks Drive-Thru Standard"). This standard was developed to be consistent with the time required to produce beverages and food using roles and routines that our baristas are regularly trained to implement. It is our plan to implement the Starbucks Drive-Thru Standard at this location. Upon implementation we believe our ability to improve the pace of our operations will be significant and we will be able to enhance our ability to reduce the stacking concerns.

We are currently in the process of implementing the following short and long term plans at this location:

Short Term Plan: Implementation Expected Completion Date: August 15

- Adding an additional employee during peak hours to:
 - Artificially create a 5 car stack to take customer orders in advance of the point of order to allow time for orders to be ready at point of pick up.

- Help manage car queues in the parking lot.
- Retrain employees on roles and routines to have the orders ready at the point of pick-up.

Long Term Plan: Implementation Expected Completion Date Spring 2017 (Please see the attached Proposed Drive-Thru Plan)

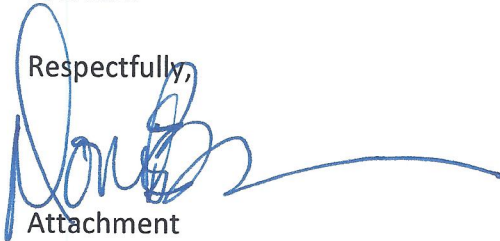
- Optimize the Drive-Thru layout to meet the standard allowing us to improve our speed **(Please see the attached Proposed Drive-Thru Plan):**
 - The proposed design will allow the point of order (speaker order box) to move west on the property to create the five (5) car stack consistent with the Starbucks Drive-Thru Standard.
- Continue to build barista capabilities with roles and routines to have the orders ready at the point of pick-up.

In both scenarios we expect that we will be able to implement the Starbucks Drive-Thru Standard and improve our processes and speeds to address the stacking concerns. However, the Long Term Plan will provide more consistent results given the technology efficiencies of the speaker order box.

We understand that these proposed changes to the drive-thru at this location will require the City of Coral Gables approval and would ask that you provide guidance with respect to the approval process. Starbucks representatives will be in attendance at the July 26, 2016 City Commission meeting, however, please do not hesitate to contact us in advance with any questions you may have in the interim.

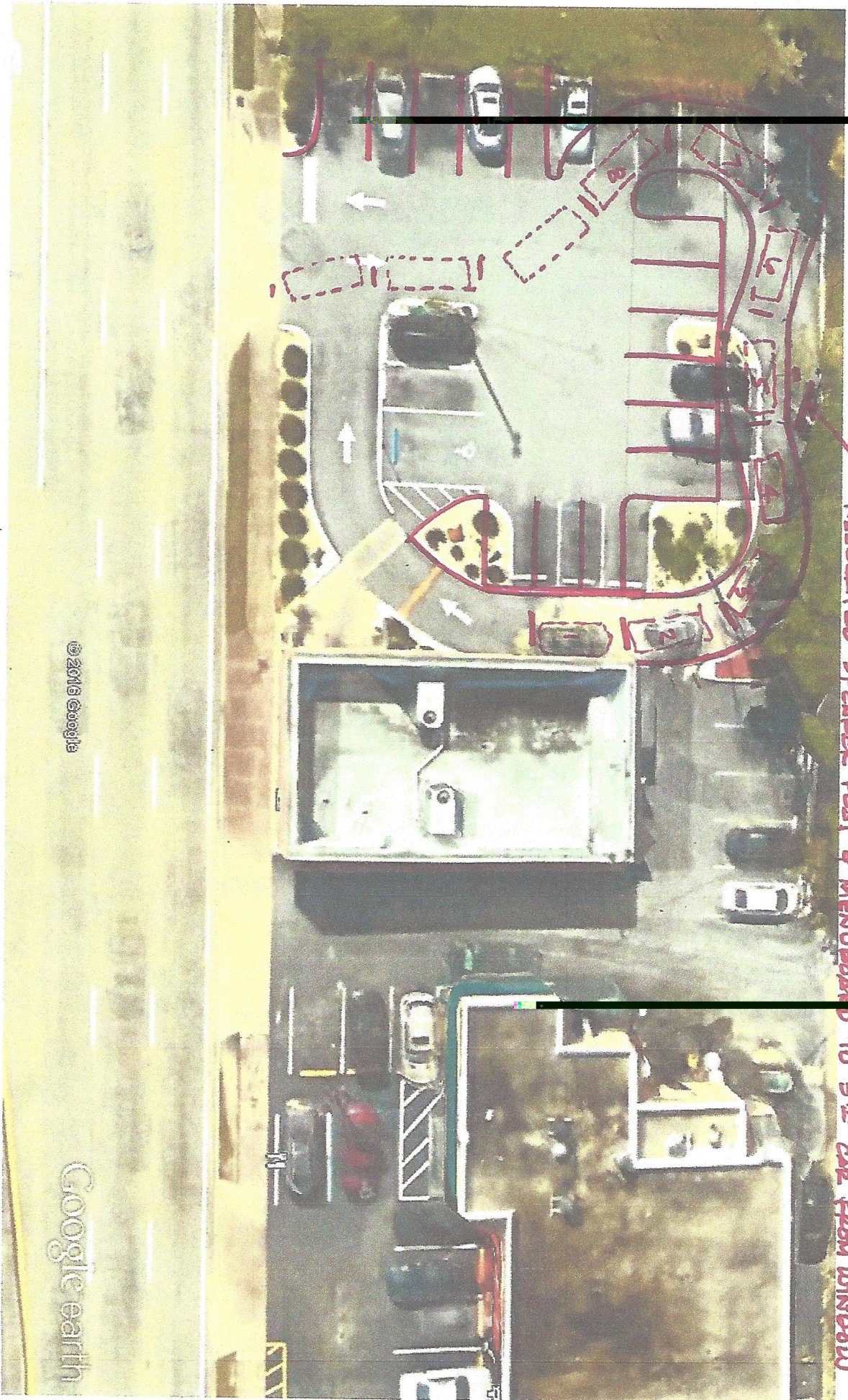
We look forward to working together with the City of Coral Gables to find a workable solution.

Respectfully,



Attachment

cc: Laurie Rozen, Starbucks Regional Director, Store Development -Florida
Jorge Martinez, Starbucks Project Manager-Construction
Sylvia Arbesu, Starbucks Regional Director, Operations – Miami



RELOCATED SPEAKER POST & MENUBOARD TO 5TH CAR FROM WINDOW

Google earth

feet
meters

100

40



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Google earth

EXISTING

/

PROPOSED

PARKING = 25 / 22 (LOSS OF 3)

DT STACK = 8 / 10 (GAIN OF 2)
(9?) (11?)

PROPOSAL = A-1

7/3/16

(MINIMAL SITE WORK REQUIRED W/ EXISTING DRIVE TO REMAIN)