

Bridgeman Foods Wendy's 627 East Capitol Action Plan

The following is Bridgeman Foods II, Inc.'s Action Plan to improve the safety of Wendy's located at 627 East Capitol.

Operations Summary

- Bridgeman Foods II, Inc. has operated at this location for twenty years and looks forward to continuing to partner with the City of Milwaukee. The company was founded in 1988 with 5 stores in the City of Milwaukee.
- Annually, we have over 120,000 customer transactions at this Wendy's.

Operation Action Items

- Customer service will continue to be a major focus of our operations and we will push for continuous improvement in this area. Two of our founders' beliefs were "Just Be Nice" and "Treat Others with Respect" each day. These beliefs will be championed at our 627 East Capitol location.
- We strive to get customers' orders correct the first time as well as resolve issues quickly should we fall short of their expectations. To ensure this happens we will:
 - Utilize B.L.A.S.T. to resolve any guest complaints or concerns (See attached document). This procedure will help deescalate any guest issues that arise in the restaurant.
- Enhanced application screening and interviewing process. We want to focus on hiring great talent for our restaurant and providing them with the proper training. The new "Crew Core" training program will be leveraged to ensure we are educating all new team members on procedures and policies.

Security and Safety Action Items

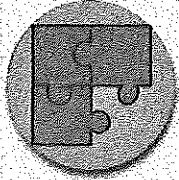
- We will continue to leverage our new Envysion camera system that provides great visibility of multiple angles and can be accessed remotely for increased monitoring by our organization. Additionally, we are exploring possibly utilizing Envysion's 3rd Party monitoring service to help us further promote a safe and secure environment for employees and customers.
- A new security and burglary alarm system was installed in September of 2023 by Milwaukee Alarm Company.
- No Firearms posted on the doors. "No Weapons Policy" communicated and signed by every employee.
- The following attached policies and procedures will be leveraged to increase Safety and Security at the restaurant:
 - General Safety and Firearms
 - Workplace Investigation Team and Process for Investigation
 - Late Night Security
- In the case of workplace violence, we have implemented an Internal Team and procedure to ensure that we are gathering all the information and handling the situation appropriately. This includes multiple departments reviewing the situation as well as partnering with the local police department, if necessary. (See attached)
- In case of a workplace injury, we do have a comprehensive procedure to ensure our employees get the necessary medical care. (See attached workflow)

Facilities-Cleanliness-Community Involvement Action Items

- Moving forward, our lot will be picked up at a minimum of three times per day. A checklist will be used to ensure this is completed.
- In addition to the regular Total Restaurant Cleaning program conducted by our employees, we will have this property professionally power washed once per month by Goodland Landscaping.
- Windows will be professionally cleaned inside and out two times per month by Clear-Vu Window Cleaning.
- At Bridgeman Foods, we strive to be strong partners in the communities that we serve. Due to past success, we are looking to join neighborhood associations surrounding our restaurant. If there are any groups or organizations that you would recommend us partnering with, please let us know.

In conclusion, Bridgeman Foods II, Inc.'s Action Plan outlined here represents a comprehensive approach to ensuring the cleanliness of our restaurant and safety of the community in which we serve. By implementing the strategies and measures detailed in this Action Plan, we are taking proactive steps to mitigate risks, ensure the well-being of all individuals, and protect the community. However, safety, security, and cleanliness are ongoing concerns that require constant vigilance and adaptation. Therefore, regular review, evaluation, and updates to this Action Plan will occur when necessary to address emerging threats and maintain a safe and clean environment for everyone. We are committed to serve the community, and will do all that is necessary to navigate any challenges that may arise and continue to prioritize the safety, security and cleanliness of the restaurant.

Customer Recovery



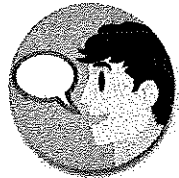
Our restaurants serve thousands of customers every week. No matter how much you plan or prepare, mistakes will happen. When they do, your initial focus needs to be on the **CUSTOMER** (how you address it) versus why it occurred (who did it).

If you have a **CUSTOMER CONCERN** brought to your attention, there are specific steps (known as **BLAST**) to take to help ensure you satisfy the customer, **and make them happy!**

A customer that is dissatisfied with how their concern was handled has a high likelihood of not returning!

A customer that is highly satisfied with how their concern was handled has a high likelihood of remaining a customer and becoming a **BRAND FAN, telling family and friends about their experience!**

Believe



BLAST starts with BELIEVE

Customers voicing a concern are giving you an opportunity to fix a problem and make them happy

- BELIEVE in what the customer is telling you
- Believing builds an initial trust and emotional connection with the customer
- Know that you are on stage, being watched by others
 - o Crew members observing will learn and adopt certain behaviors
 - o Customers observing will develop opinions on how it was handled. If handled poorly, customers observing may become upset or even choose to leave
- Make eye contact and introduce yourself
 - o "Hi, I'm Cindy. How may I help you?"

Listen



LISTEN to ensure you fully understand the concern

Use active listening skills (use your eyes/ears more than mouth)

- Maintain eye contact while the customer is speaking
- Don't interrupt or assume you know the exact concern
- Nodding your head a little while the customer is speaking indicates you understand
- Do not display negative body language
 - o No scowling, frowning or shaking your head "no"
 - o No rolling of your eyes, sighing or laughing
 - o No crossing of your arms or placing arms on the hips

Apologize

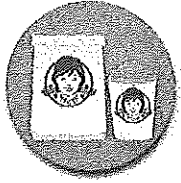


APOLOGIZE for the issue that the customer experienced

Show the customer know that you empathize with their concern

- Provide a sincere apology
 - o "I'm very sorry that happened"
 - o "I apologize for that, I'm truly sorry"
- It does not matter whose fault it was, if the concern was brought to you, provide an apology
- Don't make excuses or complain about other employees or the Brand
- Don't waste time looking up or trying to verify the order on the POS or kitchen monitors
- Never say "that's not how you ordered it" or "there is no way that happened"

Satisfy

**SATISFY** is the most important step of BLAST

The goal is to highly satisfy the customer with how their concern was resolved

- Tell the customer you appreciate their business and you want to satisfy them
 - o "I appreciate you being a customer. I really want to resolve your concern."
- Then, resolve the issue. Below are some examples on how to resolve by Key Driver:
 - o **TASTE** concern: Replace food as needed
 - o **FRIENDLINESS** concern: Offer the customer a free food item for their feedback
 - o **SPEED** concern: Replace food as needed and/or offer them a free item
 - o **ACCURACY** concern: Provide missing components and/or replace food as needed
 - o **CLEANLINESS** concern: Fix the cleanliness issue right away (e.g. clean the restroom, clean dirty tables/chairs, etc.) and offer a free food item
- Never reprimand employees directly in front of a customer
- As possible, make an effort to go over and beyond what the customer may be expecting
 - o "Here you go, I replaced your #1 combo for you, and here is a small Frosty® to go with that since you had to come back in. Again, I'm sorry that happened."
 - o "I'll replace that Grilled Chicken sandwich for you. Can I get you a free French fry and Drink to go with that? I feel bad that you had to come back in and I want you to know we appreciate your business."

Thank

**THANK** the customer

Always remember that feedback is a gift. It is a gift that only a few customers give us, as the majority of them simply choose to not come back after having a negative experience. With that in mind, we must take every opportunity to resolve customer concerns and thank them for their feedback.

- "Thank you for giving me the opportunity to address your concern. I appreciate you being a customer of ours!"

It is very helpful and effective to role play with crew members and managers on using the BLAST process for resolving customer concerns. Someone plays the role of the customer and another person acts as the crew member or manager handling the concern.



WINNING IN FRIENDLINESS IS WHEN THE CUSTOMER SMILES AND WANTS TO COME BACK!

- ✓ **Repeat the Play until your team has mastered it**
- ✓ **Don't get discouraged...some Plays may need to be run for days/weeks in order to see improvement**
- ✓ **After you have mastered a Play, re-evaluate what your customers are saying and move on to your new primary focus area**

Monthly Safety Training

Review with all Team Members



Protecting our Employees and Guest is our top priority.

Please review our Safety Policies and Procedures.

GENERAL SAFETY/SECURITY PROCEDURES:

- Never follow a guest outside of the building for any reason or go outside to engage with an upset guest.
- If a guest becomes aggressive to the point of violence: walk away, get yourself and your crew members in a safe place, and call the police.
- Trust your instincts. Don't hesitate to report anything that makes you suspicious.
- Be alert to any suspicious individuals loitering in or near your restaurant with no apparent intention of making a purchase.
- Don't rush to conclusions about a customer's intentions but don't be afraid to notify your manager.
- Make certain that the telephone number of the police department is readily available.

EMPLOYEE FIREARMS/WEAPONS POLICY

Manna prohibits the possession of any weapon/firearm by an employee or guest on any property of Manna.

If someone claims to have a weapon/firearm or is seen with a weapon/firearm, you should advise your manager immediately. If Manna has reasonable suspicion of a violation of this policy, Manna reserves the right to conduct a reasonable search of the suspect's person or property. Any violation of this policy or refusal to consent to a search conducted in accordance with this policy may lead to disciplinary action, up to and including termination.

All Managers must notify the police in any situation involving a weapon when there is either a direct or implied threat by the Employee toward another individual.

WORKPLACE VIOLENCE POLICY

Manna intends to provide a safe workplace free from violence and will hold all employees accountable for their actions. Manna will not tolerate acts or threats of violence directed toward its employees or guests whether on its premises. Manna defines workplace violence as actions or words that endanger or harm another employee and/or guest or result in the employee and/or guest having a reasonable belief that they are in danger.

Workplace violence is grounds for immediate termination even if there has been no previous act of violence by the offending employee. It is the responsibility of all employees to report acts or threats of violence immediately. If you witness or feel that you have been a victim of workplace violence you should report the incident to your manager. If the violent behavior is that of a non-employee, you are responsible for notifying the proper authorities as well as Manna. Any such report to Manna will be taken seriously and will be investigated promptly and thoroughly.



LATE NIGHT SECURITY

Late Night is defined as the time the dining room is closed, but the Pick-Up Window is open for business. During Late Night Hours, practice the following safeguards:

- Report any suspicious activity to the police immediately.
- Make sure all crew and managers are aware of where the hold-up alarms are in your restaurant. (if applicable)
- Conduct frequent walks throughs in the dining room to deter any potential robbers.
- Dining room lights should be left on during late night operating hours
- Call your DM if the police or media come to the store.
- Do not permit any employee to work outside after 10 PM; for any reason.
- Do not allow any unauthorized person or off-duty employee into the restaurant. This includes friends, relatives, applicants, etc. (Anyone providing rides for an employee need to wait in their car)
- Keep the Pick-up Window shut and locked between customer transactions.
- Be sure the Pick-Up Window is well-lighted.
- All outside lights building and pole lights should work. They should be checked nightly.
- Do not permit any customers to walk up and purchase from the Pick-Up Windows.
- Do not allow the back door to be opened for any reason. – Except for authorized late-night food delivery – appropriate back door procedures must then be followed.
- Keep cash in the drawer to the minimum necessary to operate the register
- During late night, ALL \$20 and \$10 bills should be placed in the drop box immediately. Continue to count down registers and make safe drops during all day-parts.
- The Alarm “Stay mode” must be activated once the dining room is closed. (where applicable)
- Employees must leave together and park in an area that is close to the building and well-lit.
- No employee is permitted to remain in the restaurant by themselves.
- Remember to wear a headset when going outside, anytime the lobby is closed

Closing Security Procedures

- Cash drawers must be left open at closing.
- Verify all doors and drive-thru windows are locked.
- The safe in the office is NOT on day lock and is closed securely.
- Office door is locked.
- Alarm must be set nightly (where applicable). Each manager must have their own individual alarm code. Do not share your alarm code with any other employee/manager.

Your safety and the safety of your employees are very important to us. Please contact your District Manager if you should have any questions pertaining to this matter.

Acknowledgment and Agreement

I acknowledge that I have received and read the contents or that it has been read to me. I agree to follow the policies and procedures while employed by Wendy's.

Signature: _____
Print Name: _____
Date: _____

In-House Investigation:

We have a structured process where we take a more deep dive regarding the most serious Workplace Violence allegations (basically anything involving a weapon/threat of serious violence) in the form of a Work Place Violence Investigation Team.

The team is designed to be very small and consists of Risk Management, Human Resources, and our IT team, along with the DM and RD for that particular restaurant. Once the team is made aware we commit to having a resolution within 24-48 hours.

Risk Management Team:

- Decide whether or not to initiate the team response along with HR
- Gathers details of events
- Interviews witnesses
- Research to see if there have been prior issues
- Review video footage
- Partners with Law Enforcement (if needed)

Human Resources:

- Decide whether or not to initiate the team response along with HR
- Researches social media footprint to see if there are any violent/weapon-related posts/entries on the subject's social media
- Researches criminal background

DM and RD

- Primarily to inform of the incident
- Provides support/assist with gathering information from witnesses, video footage and coordinating interviews with those involved.

IT:

- Review footage

Once the team gathers the above information, a decision will be made regarding their employment.

If decision is made to terminate, Human Resources along with the RD will then make the following decisions on the details:

- Terminate in person or over the phone?
- Is Law enforcement notified prior to the term?
- If over the phone, who makes the call?
- Do we decide to issue a criminal trespass to the subject banning them from the property?

WORKER'S COMPENSATION CLAIM PROCEDURES

Important Numbers:

Chris Rospierski
Risk Manager
502-238-2086

Triage Nurse
800-416-9144

Employee Reports Incident to Manager



Always show care and concern and speak with the injured. Assist with first aid when necessary.



You MUST Always Contact the Triage Nurse

EMPLOYEE NEEDS/WANTS MEDICAL TREATMENT

Locate a "network" doctor from the treatment facility list. Provide the employee with an Authorization Sheet which they will give to the medical provider.

Report the injury (FROI) on the link in the SharePoint

Have the injured worker fill out the FROI (front of claims binder) in their own writing and email to cropsierski@bfcompanies.com or upload in SharePoint. Upload all photos that were taken in SharePoint.

Notify your AD or DM of the injury.

Notify Chris of any of the following:
Missing time from work, not returning to work, work restrictions, working outside of restrictions, etc.

NO MEDICAL TREATMENT

Report the injury (FROI) on the link in the SharePoint

Have the injured worker fill out the FROI (front of claims binder) in their own writing and email to cropsierski@bfcompanies.com or upload in SharePoint. Upload all photos taken in SharePoint. A minimum of 10 photos must be submitted.

Notify your AD or DM of the injury.

If the injured worker seeks medical attention at a later date, notify Chris Rospierski.