

Smith

COFFEE & CAFE

SERVICE & TRAINING
MANUAL

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INTRODUCTION

Welcome to Smith Coffee & Cafe. Over the past decade in the coffee and service industry we have learned that working together to provide great service to our guests does not happen by accident. This manual will provide a basic introduction to some of our best practices for providing each guest a great experience in a comfortable and sustainable way.

As a Smith employee we are promising to you to treat you each and every day with kindness and respect in a professional manner.

As a Smith employee we are asking that you work for us as an adult and as a professional. Specifically, this means coming to work mentally and physically able, on time in the appropriate dress code. We also ask that you communicate in a professional manner.

Our promise to our guests is to happily serve them great food and great coffee in a great environment.

We have little doubt that we are expecting a lot of all of our employees. However by holding a high standard we feel this is most respectful of everybody's time and well being. By having a high standard up front, we feel we can work much more easily together in the long run.

Running and working at a coffee shop is fairly simple but it is not easy. This manual is by no means a complete or thorough explanation of what to do or what not to do in each and every circumstance you will run into in your day to day work. You will continue to need to use your judgement and intuition daily in this job. That said, most of the time there is an issue it will come back to one of the topics covered in this manual which is why this manual has come to exist in the first place. The following topics cover the recurring issues and difficulties in working in a high energy job with lots of human interaction and team work. A common misconception about this industry is that cafe work is somehow low key or trivial. Almost anyone with experience in the industry will quickly clarify that this is not the case. Most coffee shops do not stay in business for over a decade, and we want to last many decades. For us to succeed we must work together and work smart.

THE BASICS OF RUNNING A COFFEE SHOP
FROM THE BOOK, WHAT I KNOW ABOUT RUNNING COFFEE SHOPS
BY COLIN HARMON
EDITED AND AMENDED FOR SMITH

- SWEEP THE STREET OUTSIDE.
- KEEP THE WINDOWS CLEAN.
- CHECK THE TOILETS ALL THE TIME.
- AT LEAST ONE PERSON BEHIND THE COUNTER FACING CUSTOMERS WITH EYE CONTACT 100% OF THE TIME
- SAY 'HELLO'.
- SAY 'GOODBYE'.
- CLEAR THE TABLES AS FAST AS YOU CAN.
- KEEP A COMFORTABLE TEMPERATURE.
- PLAY APPROPRIATE MUSIC, NOT JUST 'GOOD' MUSIC.
- ALWAYS HAVE MUSIC PLAYING, ALWAYS.
- CLEAN YOUR COFFEE MACHINE.
- DRESS NEATLY.
- FINISH YOUR CONVERSATIONS STRAIGHT AWAY WHEN A CUSTOMER APPEARS.
- KEEP THE SHELVES STOCKED.
- DEEP CLEAN THE CAFE ONCE A MONTH.
- USE WARM CUPS, NOT HOT, NOT COLD.
- DON'T SERVE CUPS WITH SPILLS DOWN THE SIDE.
- SET DRINKS UP THE SAME WAY ALL THE TIME.
- MAKE SURE ALL THE LIGHTBULBS WORK.
- REPAINT THE ROOM OFTEN.
- DRY TABLES AFTER YOU WIPE THEM.
- TAKE CARE OF YOUR ESPRESSO MACHINE.
- SAY HELLO TO YOUR CO-WORKERS.
- IF YOU THINK SOMEONE'S NOT HAPPY ASK.
- SMILE.

DRESS CODE

Dress professionally for the job.

APRONS

We require an apron to be worn for each position. We will supply you with one and we will have some available at the store as well. Please wear the apron fully up and not tied ½ way. Please wash your apron before it gets dirty.

PERMITTED

Tops: Collared shirt, plain sweater, plain t-shirt

Bottoms: Jeans, pants, skirt

Shoes: Must be closed toed and non slip

Please wear clothes that are professional and that you can move around in.

NOT PERMITTED

- No hooded sweat shirts or jackets
- No pajama or exercise clothes or clothes with holes in it.
- No hats
- No logos for other brands or other businesses
- No loose fitting or draped clothes that could make it hard to work or contaminate food or drinks
- Do not wear anything that can get in the way of doing your work.

GREAT SERVICE

We all want to work at a place that does great work. While it can be appealing to work at a slow, poorly organized place in the short term, it is always better to work somewhere you are proud of. Our industry is service, so a great service business gives great service, so I want us all to give great service.

I feel tension on how much to speak on these sorts of topics. I could elaborate on each endlessly and while I might be more nuanced and clear, I am more likely to overwhelm you. If I only include bullet points, I may miss all of the detail of what I am trying to convey. Second, I do not mean to come across as some sort of expert in this field. I am just trying my best to keep learning and passing that learning on to each employee in hopes of making things simpler, easier and better. Please feel free to ask for clarification and elaboration on any of these topics.

GOOD SERVICE IS FREE

Many cultures are known for great service (Japan for example). Other places are known for terrible service (dive bars). What sets them apart? Think of a time you had great service.... How was the person dressed? Was the store clean and organized? Were they stressed? Did they do anything in particular? What specifically did they say? Did what they did seem exhausting or unrealistic?

Some people say that you can have things fast, good or cheap, but only two. But I feel like service is a bit of an exception. Service that is good and fast does not really cost a whole lot extra than giving okay service because any up front effort is made up on the back end. Doing service well is actually less exhausting than trying to function in some sort of compromise because you don't have to clean up mistakes and problems later.

WE ARE HERE SOLELY TO GIVE EXCELLENT SERVICE

Once a guest arrives we should be here and present to serve them. The two reasons that may have to wait are 1) there is a line and 2) we are preparing someone else's order. Once they are at the front of the line there is no point to rush or cut corners. Getting them taken care is the only objective. Once they order please take extra special care to get them their silverware and all the pieces of the order. Tell them where to wait for drinks and where to wait for their food. Rushing or forgetting something really makes no sense if the objective is to serve this guest. Forgetting silverware or their pastry or getting the for here/ to go wrong just makes no sense if we are trying to help this person have a great experience.

Assume we will be busy

- The business model is based on each person working to have a queue basically all the time. If you just assume that there should be some people in line, some drinks to make and some food tickets up always, the whole idea of it isn't as stressful.
- The business functions best when this is the case. Someone is ready to take the order, ready to make the drink, ready to make their food. It is actually when we are slow that someone becomes preoccupied with another task and we can't function as well.
- If 2000 people came at once all ready to order, this is no problem. We help each guest get exactly what they order, make their food and drink and serve it to them.

Work with a sense of perceived urgency

- If there is only one customer in the store, they should get the same experience as when the line is 100 people long. We should be prompt and efficient with only one guest and cut no

- corners when the line is long.
- The urgency is only perceived. Moving quickly is not the same as frantic. It should never be hectic or frantic. When there is one guest in line we are completely ready to help them and get them on their way, when the line is 100 people long, we are as calm as with one person.
 - Keep calm because there is no benefit to panic or haste. The sudden burst of customers is no surprise. We saw it coming. We hoped for it. We need it. It makes the job more fun. Coming to work only to help no one is not what we are here to do. A latte can not be made any faster than a latte can be made. We have already thought through the best way to do this and that is what we are in the process of doing. With no queue of tickets we would behave the same. With 100 tickets we would behave the same.

ASSUME THINGS WILL GO WRONG

If no problems were expected, robots could literally do the job. 9 times out of 10, that is probably true. It is these odds cases, difficult customers, unique situations that make human service what it is. If we expect to accommodate the problems as they arise, they don't seem like problems as much as part of what is to be expected.

BE AN ADVOCATE FOR THE BRAND

Whether you agree with it or not in real life, you are the face of the Smith Brand. There are times when things are not running in the ideal fashion, but I still have to defend them as ours. Things are in a constant state of flux and hopefully improvement. For the improvement to take place things have to change and sometimes that can negatively affect customers or employees while things grow. We need to know that for better or worse we are speaking not for ourselves but from the identity of Smith.

WHY WE SELL WHAT WE SELL

I want to explain how we settle on our menus and why they change and how to explain the changes to our customers.

1. We have limited space.
 1. All restaurants face this problem. We can not serve everything so we have to make decisions about what to keep. If we want to add a seasonal item it means we will likely have to cut another to have the storage and prep space. We do not have the means and space to have all of our existing products, make cold brew, and soup as an example.
2. We want to change our menu seasonally.
 1. Seasonal drinks like pumpkin lattes and peppermint mochas are fun. It does not make sense to offer these year round.
3. We want to serve high quality products
 1. Ingredients that perform well year round are just not as good as seasonally fresh items. When our tomatoes stop tasting as good, we feel we need to reconsider our BLT.
4. We want to find new hit items and get new customers
 1. We like our regulars more than anybody, but we need to find new ways to engage and excite new customers. One way to do this is to create new menu items. For our business to stay in business we feel a constant need to change and adapt.

WHAT WE NEED FROM OUR STAFF

1. We need you to expect change.
 1. Our menu, processes, and policies will change. Without near constant tweaks and improvements, the business will die. I would come to work assuming something has changed

2. We need your support
 1. Sometimes the decisions to change a menu is a hard one and sometimes it takes a lot of hard work to create something we are proud of. Please know that we are trying our best to create the menu we think everyone will love.
3. We need you to get our customers excited
 1. How news is delivered can make all the difference. When people ask why we changed something, it was because we are excited about these new menu options, not because we are out of touch or trying to ruin their day.
 2. If someone comes in for something we don't have whether it is an old product or a product we don't serve, always suggest an alternative and explain why we changed the menu if possible.
4. Give us feedback
 1. We want to know what customers want and what isn't working. Sometimes a solution is not possible, but if we are missing an opportunity we want to know about it.

POLICIES ON FOOD, BEVERAGES & TAKING BREAKS

1. You can have a maximum of one drink per person including water out.
2. Personal items should not be visible to customers.
3. Only one person can take a break to eat at a time.
4. The line should be clear, the store should be well kept and the dishes should be caught up before anyone takes a break.
5. Food needs to be eaten at a table, not in the kitchen and not behind the counter. The health department does not allow it.

HOW TO MAKE THIS WORK FOR EVERYBODY

1. Plan ahead. Assume it will be busy from around 9-12 each and every day. Please take care of some personal stuff before that time or after.
2. Come to work expecting to be busy.
3. We want you to feel taken care of. Please help communicate what you need so we can help you get what you need.
4. When taking a break, please plan in making sure the store is caught up beforehand. By making sure the store is in top condition. The store can more easily function while you are away.
5. The fact is that there is enough people here and enough downtime to easily give all of us time for our personal needs, but it does need to make sure the needs of the business are met and it will take some planning to function well. By planning and working together we can function better.

Examples

You want to eat: Get the store caught up, make sure the line is gone, arrange to eat and sit down and eat.

You have to go to the bathroom: Make sure the store is caught up, tell someone where you are going, and go to the bathroom.

Personal emergency: You are hurt, sick, family emergency, so on. Tell someone where you are going and get yourself taken care of

WEEKEND SERVICE

While weekend service should not be a ton different than weekday service, we should expect it to be busy. If weekdays are rehearsal, the weekend is the performance. We should all come and plan on doing the task at hand and getting on with our day. We know that we will be busy and potentially stressful, but it is really the same each week. By setting up systems we can do the work more easily, see problems more early, and then correct problems over the next week for revision.

Imagine you are having surgery and on the operating table and something goes wrong: Do you want everyone to inexplicably switch roles? Do you want someone to say, 'hey I have an idea?' Probably not. You want them to have a plan for every contingency

POSITIONS

Register – rings up the customers

Barista- Makes the drinks

Kitchen- Makes the food. They should not run the food if there is support positions scheduled

Kitchen support- Runs food, gets customers additional things, puts out fires

Barista Support- Help keep drinks caught up, helps get coffees, pastries and breads for register; clears tables if necessary

If someone falls out of their position, they must be put back. We can not switch positions and switch back. If there is a problem, it is only with the structure and staffing. If something is wrong with the structure, we can easily fix it for next week.

Why do Great Service?

1. *Great service is all that sets us apart.*

It is my honest belief that we are serving a superior product to our competition, but whether or not I am right, there are hundreds of places within 20 miles that have coffee, pastry, food, place to meet, free wifi or whatever the guest may be after. Many places are cheaper; closer; more convenient and we just can't compete. Great service sets us apart.

2. *Great service is great marketing.*

People talk about great service. If we market via a newspaper, word of mouth, instagram or facebook doesn't it only make sense to give great service once they arrive? The more we impress our guests the less we need to invest in marketing.

3. *It makes for a better place to work, attracts better coworkers, and is easier.*

Working for a place that is great is simply better than a place that isn't. The better we treat guest collectively the less we will have to settle unruly customers or be in a difficult situation. When it comes times to hire someone, people who want to be like us will want to work for us. Doing great service means less messes to clean up and problems to handle

4. *It is simply the right thing to do.*

On a more moral or spiritual note, great service is just the right thing to do. Advocating for mediocrity or anything less than great is foolish so we might as well embrace what great service may be.

Why Great Service is Hard

1. *It is unfamiliar.*

Service is not taught in schools or anywhere really. Many times great service is given or received more so by fortunate coincidence than by intention. There are few places to 'learn' great service and it is even hard to know it when you see it.

2. *It requires more work in the moment.*

Great service is definitely a case where you are doing more up front work for less problems on the back end and this can be unintuitive. If your brain is nagging at you, "should I ask a follow up question?" "Should I clarify that?" "Is there something wrong here?", while it is easier to ignore these thoughts, it is usually better service and smarter to ask the question and resolve the issue in the moment.

3. *It is not revered.*

Something in American society treats service as something that people should graduate beyond. This is confusing because great service applies to working with coworkers, and most future careers. There is this idea that someday you get to stop working with people and this just isn't true. Since great service is so rare, we might as well get good at it and be exceptional. Further, being a service expert should be revered because everyone wants to receive it when they are out regardless of class and career.

4. *It isn't fair.*

People like things to be fair, and service is simply an asymmetrical transaction and this makes it

difficult for both the server and the served. Simply acknowledging this unevenness makes it easier to see that, yes the server should be doing more work. Customers will say not to bother or it may feel like they are not being fair but that is just the nature of the beast.

How to help customers

1. Find out what the customer wants
2. Get it for them accurately, politely and enthusiastically.
3. Go an extra mile
 1. Find out what the customer wants
 - When this is simple it is just being present to take their order. As complexities arise it involves explaining the menu to them, where to find stuff and educating them about our products. Sometimes people don't actually know what they want and you have to work with them to find out that what they are asking for is different than what they want.
 2. Get it for them
 - Accurately: Checking and reading back what they ordered will save many headaches down the line. If there is something unclear, please ask a clarifying question.
 - Politely: Use please and thank, eye contact and a smile. Anything abrasive or unkind defeats the point of great service
 - Enthusiastically: A tiny bit of enthusiasm goes a long way. Acting excited is important. It should be noted that this is in fact acting. You are not actually excited. People are here for a little bit of a show at that is okay. If we are completely honest, we may not want to be here at all, but the customer doesn't get to see that.
 3. Go the extra mile
 - This is where good becomes great. Do whatever you think to go the extra mile. Offer to deliver a drink, sample the coffee, explain something about our business or ask about the customer's day. Can you do this with every interaction? Probably not. Can you do one more than yesterday? Probably. Also, you don't need to go 100 extra miles, just a little something more will go a long way.
 - A quick note on sampling: Everyone loves sampling, but it needs to be economic and not abused. Some things like bakery are just too limited and too expensive to sample. Here are 2 rules of thumb:
 1. We can sample things that are infinite. Coffee of the day, iced tea and so on. We can not sample things that are finite. Croissants, bakery, sandwiches
 2. Give samples to loyal customers where it may turn into a new favorite. Do not give samples to people looking for a 'free snack.' Samples should be offered and not asked for. Example: Regular customer comes in who usually gets a latte.. "Hey, have you tried our new seasonal beverage, if you don't like it I will make you something else!"

10-4 Rule

This is a good policy for knowing approximately when to greet and engage with people.

10	Make eye contact with anyone that comes within 10 feet of you. In our store this is basically anyone who comes through the door. When you walk the store you can make eye contact with people too see that they are okay.
4	Verbally greet anyone who comes within 4 feet of you. In our store this would be anyone who

approaches the counter. You probably don't need to say hi to everyone as you deliver a food, but if you are face to face with someone it never hurts to say "hi!"

How to Handle Complaints

I want to empower each and every single staff member to be able to engage with a customer complaint and try to resolve it in the moment. Sometimes needing to get a manager can make the matter worse. On the other hand, sometimes guests do better with a fresh face. If you ever get in the weeds asking the guest to hold on while you get someone else to do this exact process can make all the difference.

Here is the process with elaboration below:

1. Acknowledge the complaint.
2. Sincerely apologize
3. Make things right
4. Thank the customer
5. Write it down.

1. *Acknowledge the complaint.*

- Start by simply letting the guest know you understand the issue. Usually this involves saying okay or I understand.
- It is usually not a good idea to explain why unless they start asking why. The reason for this is that you may end up frustrating them more than needed.

2. *Sincerely apologize*

- Quickly jump to saying that you are sorry. It is important that they know that you prefer that they not be disappointed.

3. *Make things right*

- Find out what it may take to make things right. You will usually find out that it isn't as much as you thought necessary. In our business, offering to remake a drink or replace an item is all it takes. As a policy, I prefer not to give cash refunds, but sometimes this is the only logical way forward. A gift card is also an option if someone has been treated wrong in some way.
- You may find out that you need to keep repeating steps 1 & 2 before they are ready to make things right. This is a good time to point out this is not a robotic checklist but more of a blueprint or road map. Maybe the customer goes straight to asking for what they want and you need to jump straight on to step 3.

4. *Thank the customer*

- When the customer knows that we appreciate the feedback it can make all the difference. Simply thank them for taking the time to work this out.

5. *Write it down.*

- Do not do this in the moment. Within 24 hours of an incident, please let us know in writing what transpired and what the resolution was. This is important for 2 reasons:
 1. If we have a consistent issue that needs to be addressed at a bigger level.
Example: The chai has been returned 5 times today.
 2. We have an employee who needs more resources for handling issues when they arise.
Example: Tony has handed out gift cards to someone each shift he works!

HOSPITALITY PRINCIPLES

- Principle 1: **We need at least 1 person facing towards the customer ready to help 100% of the time.**
 - It is super essential that our customers feel hosted 100% of the time. This does not mean that they do not have to wait to be helped, but it does mean that someone has to be present helping the guest at the front of the line all of the time.
 - It is very common for one worker to leave to handle some sort of side task and then for another co worker to also leave and handle some other side task and therefore have no one to help a guest that shows up. Often guests will not approach the counter if there is no one to approach so they just walk on by and do not get helped. The key to success is communication. Tell your coworker where you are going or how long you will be gone. If a customer is waiting and they can't figure out what they are waiting for, explain that you have to slice a couple loaves or whatever and will be right back. It is not waiting that is the issue. It is waiting without knowing.
 - If your coworker is behind the counter, but busy making drinks, this does not count as present to help guests and therefore it is not a good time to run and do something else. If you need to do something, get them caught up on whatever they are working on before taking on the next task. This is why there should only be one side task going on at a time. There is plenty of time if we are well organized to get the house cleaned and stocked and so on.
 - If you are working on a side task or chatting or doing whatever and a guest approaches the counter, we must stop what we are doing immediately and help them. When a guest approaches, we should greet them and say hi before they say hi to us.
- Principle 2: **Closing must wait until after we close**
 - The time we 'close' is actually only the time we start our closing procedure. We can still get a customer squared away with a to go item or some beans or whatever. We can serve guests at least 10 mins after close and even longer if it is reasonable. Guests can order a glass of wine at close and stay up to 1 hour later. Then we can politely ask them to leave. We are also open before the stated opening time. As soon as coffee can be served, we can take guests. We are usually ready to go 10-15mins before the actual opening time.
 - We need to present ourselves as fully open until we close. Sweeping and mopping or rolling up the mats makes us look focused more so on the close than on the customer. If you have nothing to do, you can do extra side work or extra deep cleaning while one person manages the guests so we still appear to be fully operational.
- Principle 3: **Keep the tables clean and chairs neatly tucked in**
 - When our guests leave the counter, they do not leave our business. When they go sit down, we should try to maintain a neat and tidy customer space. We should try to check the space at least 2 times an hour and after any large amount of people leave.
 - To remain in accordance with principle 1, we must make sure there is no line and that at least 1 worker remains present to help guests.
- Principle 4: **Play appropriate music at an appropriate volume**
 - Since we have a record player, we are presenting ourselves a bit as DJs and therefore should have good and fun music playing. This means that when the record ends we should

- flip it over or put on the iPad.
 - Good music is subjective, but we should be playing for the customer, not for ourselves. What sounds good at 5pm may not be so appropriate at 7:30am. ACDC is one of my favorite bands but they really don't have much of a place in a coffee shop. Look around and try to meet the guests personal expectations.
 - Please take care of the record needle and the related equipment. It is fragile and expensive.
- Principle 5: **Always get the customer satisfied**
 - Some people say the customer is always right, and some people think customers are jerks who don't know anything. Our version of this is "Always get the customer satisfied." This means that whether they got the drink order wrong or that we did, we should just fix it. If we see someone who seems unsatisfied, we should ask and make sure we got everything that they wanted. Who cares whose fault it is. Lets just get it right and get on with our lives. After years of dwelling on hard customers, the easiest way to handle them is to take them head on, get them satisfied and not worry about it too much.
 - If we got it wrong, just make it right! If someone orders something iced, but gets it hot, just remake it. Or if they wanted a large instead of a small, just make it happen. We want to get these people happy!
 - Over explain everything. Tell each customer where to wait and what the next step is. By over explaining, we can avoid a lot of sticky situations down the line. If they order a pourover, tell them it will be 4-5 minutes. Tell them drinks will be served at the counter and food will be delivered to their table.
 - Take an extra second to make sure they have been charged accurately and that they got their number, silverware etc... Rather than have to correct something down the line, it only makes sense to get the details right the first time.
 - There are a very few 'exceptions' to this rule.
 - 1. People do have to pay for what they get. If someone wants coffee for cheaper or wants to add bacon for no extra cost, we can not change the prices for them.
 - 2. People who are abusing you or harassing you. This does not mean you have to be mean to them, just that you do not have to agree to their requests. If you feel like the tension is rising, get someone else to help you right away.
 - 3. If someone wants something we don't have (Soy milk, baguettes, cheesecake, gluten free, etc) please suggest alternatives that we do have or explain how we can get these things rather than just say no.
- Principle 6: **Keep the counters clean and organized**
 - It is a sure sign of a professional business when the counter area is neat, organized and clean. Our counter has a very big tendency to get dirty, messy and disorganized.
 - When you spill liquid, wipe it up. When you spill coffee grounds, sweep them up. The counter should remain clean and dry.
 - Rags need to stay folded and out of sight. There should never be a balled up rag on the counter.
 - Keep everything in its right place. There is no need for scales and syrup bottles to drift across the counter.
 - Tickets are to help you serve guests and make sure the guest gets the correct drink, they should not be tucked under scales and syrup bottles. Just set the ticket or two that you are working on in front of the espresso machine

- Principle 7: **Win guests into regulars**
 - This is really about being in-store marketers. We want to market ourselves in our best light to all our guests each time they come in. Instagram and Facebook show us in our best light but those viewers are just hopes of real customers. If we use Facebook and Instagram to get guests in our door, we want the real thing to be as inspiring. It is silly to invest in advertising if we do not intend to please the guests when they show up for real.
 - We want people to feel welcome and at home and well taken care for. The two main critiques of coffee shop service is that the baristas appear either uninterested or pretentious. We do not want to appear this way.

- Principle 8: **Work Well with your Co-workers**
 - Say hello when you arrive.
 - Treat all your coworkers politely, and respectfully. If you have a basic critique, just let them know in a way that you would want to hear it rather than get frustrated with them. If there is a hard to resolve matter, please notify a manager at an appropriate time. Email works well for these types of issues.
 - Over communicate what you need or want. If you need to go somewhere or get help with something, ask clearly and politely.
 - The hand-off: When your shift ends, pass on the following info to next employee. When you come in to work, please ask the following questions.
 - 1. What we are out of
 - 2. What is new
 - 3. Any open tabs or unresolved matters
 - Cross training, Playing your position and Playing Zone
 - If you are only trained in one position, stay there and own it.
 - Once you have learned multiple positions, your scheduled position is your main responsibility, but you can swing into other positions to assist and speed up a coworker particularly when they are backed up. This will allow us to be more efficient by “double teaming” a position to knock out a line or a bottle neck. Just like in sports, it is important to make sure you're not abandoning your main position.
 - When you are being assisted it is important to communicate how your coworker can best help you to prevent them from guessing and guessing wrong.
 - Can you get that tea for me?
 - Will you run this for me?
 - I need more vanilla syrup

- **PRINCIPLE 9: DON'T SAY NO**
 - Customers are going to ask for things we don't sell or we can't do all the time. When this happens, try to turn the experience or issue into a positive one! when someone orders a white mocha or breakfast burrito, do not say, "we don't have that." Instead suggest an alternative! "these are our housemade syrups, you can add any to a latte!" "a lot of customers really like the caramel!" "we have really good breakfast sandwiches!" This may not work 100% of the time, but I know we can turn people on to what we do well, what we think tastes good or something they may like even better than what they wanted! Please avoid saying, "I have never tried that""i don't know if it is good" or "i don't drink tea"

- PRINCIPLE 10: **HANDLING CUPS**
 - When handling glassware, please avoid touching the rim area. For coffee mugs, it is best to hold drinks by the handle or by the saucer. Please do not stick your hand inside of any cups. If it is a glass or to go cup, please only hold the drink by the bottom ½ of the cup.

FOOD SAFETY

In addition to great service, we absolutely must provide all food and beverages in a manner that is clean, safe and healthful to all our guests. The food industry is regulated just the same and medicine and pharmaceuticals by the FDA. The Hennepin County Department of Health inspects our cafe annually unannounced. We must take care to operate in a healthy and safe manner to avoid being shut down but more importantly to give each and every guest a clean safe and healthy experience. This guide will teach you the basics of working with food and beverage in a healthful way.

DRESS CODE

In addition to our cafe dress code policy, the health department requires all employees follow these policies for attire.

- Your hair must either be short or pull back into a pony tail.
- Your hands and wrists should be free of excessive jewelry.
- Your finger nails should not have chipped nail polish.
- You must wear closed toes shoes. No sandals or flip flops.

WASHING HANDS

When you arrive, you should wash your hands with warm soapy water for more than 15 seconds and dry them with a paper towel. You should wash your hands each time you handle something soiled such as changing after changing garbages.

RAGS

Rags are only allowed in a bucket completely covered by fresh sanitizing solution. Rags should never be out on the counter. Making coffee and the health department do not align super well, so when the health dept is present, there can only be 2 rags present and both must be fully covered in sanitizer. The health department does not allow us to dry out the portafilter between uses, so when they are here, this rag must disappear.

ON THE COUNTERS

There should not be any personal items on the counters. Chipotle had a serious negative media issues a few years ago and one issues included cell phones being on the counters. Please keep your personal items in your pockets. If you bring food, you should store it on the employee food shelf in the kitchen fridge. If you have a drink, you should only have one and store it out of customers sight. Please limit personal items that are out on the shelves to one item. If you have more personal items, please store them in the office.

TEMPS AND DATES

Each product we serve should have a label with the products name and the date it was made or opened. As a rule, these products are good for 7 days. Everything perishable should be stored in fridges and kept below 42 degrees. Please do not leave milk or other products on the counter.

FIFO (first in – first out)

When using products such as milk, make sure to serve the oldest product first. When stocking inventory, please stock the new product behind the older product so it is natural for the oldest product to be grabbed first.

PUTTING AWAY ORDERS

Since product can not be left out at room temp, we must all work together to put away orders ASAP. Please check off each product to make sure we got the correct quantity, and help put away the orders right as they come in.

DEEP CLEANING

We have yet to have a health inspection without some aspect of the store found to be unclean. The store can not be too clean. Keeping your area neat and tidy is part of your job. However that is not enough to keep the store adequately clean. Deep cleaning all parts of the store is also part of the job for all positions. Wiping out coolers, cleaning under counters and cleaning the entire house as well as patio and yard all need to be revisited daily. A little work each day will go a long way.

SERVING ALCOHOL

Serving alcohol is regulated by the government under the ATF department. The city of Eden Prairie issued us a permit to sell on-sale beer and wine. This means that we can sell non hard liquor to guests to consume while they are customers at our store. We are not allowed to sell wine or beer to go with one notable exception covered later.

IT IS YOUR RESPONSIBILITY TO MAKE SURE OUR CUSTOMERS ARE OVER 21

When a guest orders beer or wine they must be over 21 years old. The police will annually perform an undercover operation where they send in someone who is not 21 to try and buy alcohol. If you serve them, there will be a fine for the business, but it is also a real criminal offense for yourself. You will be charged and arrested. In short, you must make sure that each guest is over 21. This is relatively easy. You must ask for their ID and check their age!

THE SERVER IS RESPONSIBLE

If your coworker rings up a guest, but you serve it, you are responsible. For this reason, you may also ask for their ID if you have any uncertainty.

YOU MUST BE 18 TO SERVE ALCOHOL

If you are under 18, you can not ring up guests, pour beer or wine or serve it. You can clear empty glassware from tables and wash the dishes.

OPEN WINE BOTTLES

If a guest orders a bottle of wine and they do not finish it, they can cork the bottle and take the rest home in a paper bag. This concept is so rare as to nearly not be worth mentioning but for some reason people like to know if and how they can and can't do certain things. This is the one way they can leave with alcohol.

SCHEDULING POLICIES

One of the perks of the coffee shop industry is the ability to have a flexible schedule that allows for another job, hobby or education. Since we are open long hours we can find shifts for almost any part time situation. With a small close knit team we can work together to allow each person their hobbies, trips, etc. The inverse is that a small team has to come to work each week to fill the shifts particularly during more heavily staffed weekends. Weekday shifts that only have 2 people working are important as well since if one person is gone there is only one person to work. Each shift of each day is critical to the business, so we need each worker to work all their scheduled shifts.

AVAILABILITY

Your availability is your commitment to when and how much you can work each week. If your availability sheet says you are available we are going to assume you can work. If your weekly availability needs to change you must fill out a revised form and we must discuss how it will fit in with the rest of the team to make sure the business and other staff can be accommodated.

Example: Joe was hired on the basis of being able to open Saturdays and close Tuesdays. He is changing his school schedule and can no longer close Tuesdays and now wants to open on Tuesdays. Tony and Heather have been opening on Tuesdays and want to continue to do so. Joe may not be able to switch to Tuesday opens.

ASKING OFF

You need to ask off if you are not available during your usual availability. This is for trips and special events. We need to receive requests for time off 1 month in advance. They need to be submitted in writing in email format. As a general rule we can accommodate about 5 days off per quarter or 1-2 days per month. We can also only reasonably allow 1-2 people to ask off for the same day.

We want each person to go on trips, concerts, parties, school finals etc... but there just isn't a bottomless bench to pull in from when people are out of town. If you have more than average requests we need to discuss whether it is a possibility. If you have a longer trip in one month, you may have to limit your vacation time in the next few months.

Example: It is late June and Joe wants to go to Houston to see his new born nephew. He is also planning on going to his wife's cabin over the July 4th weekend. Each trip is 5 days long. Joe needs to give a month notice for the Houston trip and can not take 10 days off in a short period without putting excessive stress on the business. If 12 employees were to all take off 10 days that would result in 120 days off. Since Joe is unavailable over July 4th weekend, other employees did not get to go out of town that weekend.

Potential solutions include skipping or changing the timing of one trip, working extra before and after and avoiding other trips the rest of the year or shortening both trips.

FINDING A SUB

If the schedule is posted and you want to not work during your scheduled shift, you must find your own substitution. Asking for a sub can put your coworkers in a stressful situation if they feel excessive pressure to cover for you. For this reason you must ask a manager first who you allowed to reach out to. If you can not find a sub, you must come to work. Your sub must fit the

following criteria:

- They must be able to do the job.
- They can not be working more than 8 hours or more than 6 days that week.
- The sub must be approved by a manager.

Example: Joe got tickets to the Viking's game against the Packers at 12:00 on Sunday. He is scheduled until 2:00PM. He is the opening barista for a busy shift. He must ask the manager who he can ask to work as a sub. The manager may note that this is the 3rd time this month that Joe has begged for a sub this month.

CALLING IN SICK

Calling in sick is reserved for flu related symptoms (Vomiting, diarrhea, high fever). If you have a cold or sinus infection, you are still expected to come in. Hangovers do not count as being sick. If you can find a sub that is okay. You must notify a manager as soon as possible once the flu like conditions set in so we can work together to find a sub. Once you have recovered for 24 hours you can work again.

Example: Joe wakes up in the middle of the night with the flu. He texts the manager who receives the text and 5:45AM and works on finding a sub with Joe. Joe also texts a coworker who he thinks can work for him which the manager approves. That coworker ends up working Joe's shift.

NO CALL NO SHOW

Each employee's attendance is critical. A no call / no show shift is when you do not come to a shift without a sub or prior explanation. We have zero tolerance for this behavior. If you are running late, please notify the manager so we know there is no need to start looking for you.

Example: Joe didn't know he was opening. We call and track him down and he is 1 hour late. If this happens again, he may lose his employment. If he didn't know he was opening because of a sub, then the originally scheduled person will be held liable.

ADDITIONAL POLICIES

HOW TO EXPLAIN THE NAME CHANGES

We have changed our name a few times over the years, and some people will want a more thorough explanation. We will have confused customers about the name changes, some still think they are at a Dunn Bros. The best way to handle these questions is to stick to the positive. Rather than dwell on what didn't work, focus on what works well. We have been in business and stayed in business for 12 years. We have in house roasted coffee, Rustica and Sunrise pastries delivered daily as well as breakfast and lunch menus and wine, beer and ice cream. If you had to sum it up in one sentence, it would be "On May 1st we rebranded as Smith to best serve our customers." It is a little corny just like that so feel free to find your own words.

RUSTICA GIFT CARDS

Since our customers may have purchased a Rustica gift card in our store, we want to honor them, but our technology doesn't accept them. I have a printed list of each gift card balance. If a customer comes in with a Rustica gift card, please offer to transfer it to a Smith gift card, look up the balance and transfer it over. Please put the old gift card in the till so we can track what % are transferred over.

MEETING ROOMS

We have 5 spaces that can be reserved by [filling out a form on our website at www.smith1877.com/meetings](#). There is usually no fee to reserve the space for 2 hours and each additional hour costs \$20. Larger groups can reserve the whole store after hours our during the week. For larger events, there is also an online form guests can fill out for details relating to that.

If someone wants to reserve a room for the same day, simply check the schedule and make sure we are not 'kicking anyone out' ad try to get them squared away.

COMMUNICATIONS

We will have numerous updates, additional training and other information that we will need to communicate to you for everyone to work here harmoniously. Please understand that any emails that we send through our staff newsletter are required to be read and understood. We will text or write notes as needed as well. We will have staff meetings on occasion as well. Checking email, texts etc is a required part of your job here.

WEEKEND AVAILABILITY

We require weekend availability for each employee who works here. There are 14 weekend shifts to fill and at any given time 10-15 employees. This means that each person needs to work ~1 weekend shift each week assuming we have 14+ on staff and no one is out of town (rarely the case). With about 30 week day shifts, employees who can not work on a weekend may not be able to get scheduled for week day shifts. It may not be fair to expect one employee to work Saturday and Sunday while another gets to only work Monday-Friday.

BREAKS

State law states: State law requires employers to provide employees with restroom time and sufficient time to eat a meal. If the break is less than 20 minutes in duration, it must be counted as hours worked. Time to use the nearest restroom must be provided within each four consecutive hours of work. Meal time must be provided to employees who work eight or more consecutive hours. The employer can set the hours an employee works, including when a meal or rest break can be taken. For the time to

be unpaid, the employee has to be completely relieved of duties for at least 20 minutes

Shifts range in length from 3 – 8 hours. If you have to use the bathroom, please wait for there to be no line and for all orders to be complete and simply let a coworker know where you are going. If you need a break to eat, please wait for a slow time, and sit at a table and eat your meal. If we ever schedule you 8+ hours we will allow you time for a 20 minute break.

PAY CHECKS

Our payroll is processed through Square. When you are hired, you will get an online account to add your name, address, social security number etc. You can also fill in your federal and state tax withholdings. There are 2 pay periods each month (1st - 15th and 16th - month end). Pay checks will be ready for pickup within 5 days of the pay period (by the 20th and 5th of each month). Checks are in envelopes in a drawer behind the counter.

TIPS

Cash and credit card tips are collected and totaled throughout the pay period and distributed to all service positions on an hourly basis. They are added to your total pay and included in your check.

HARRASMENT

We have entered an era where we have all become responsible to handle complex issues of harassment and discrimination in an ethical, thoughtful and fair way. Again and again, coffee shop employees, managers and restaurant workers are sprung into national and international coverage over a misstep regarding sex, race, religion and other matters relating to harassment or discrimination. It is important for us to know that you are supported and this behavior need not be tolerated from customers, coworkers, vendors or others.

It seems that most of the publicized issues relate to someone in over their head reacting in a way that is later deemed by the public to be wrong. Our advice is if you find yourself in an unsafe situation to please calmly and quickly excuse yourself from the situation and have someone else help the guest and quickly report the issue to a manager or owner. If you find the situation too unsafe for this approach do not hesitate to call 911 for police to intervene.

Some examples of phrases that may be helpful are: "I am sorry but I can not help you. I am going to find someone else to help you" or "I have to excuse myself, someone will be with you shortly." This will allow us to have someone professionally talk to the person and either stop their inappropriate behavior or remove them from the property in a fair way.

We need each employee to feel safe and respected with each other each and every day. Our company and our employees do not discriminate against anyone regardless of race, religion, gender, gender preference.

HISTORY OF THE PROPERTY AND BUSINESS

Smith opened on May 1 2018, but we have been in business serving coffee since 2006. Our business goal is to welcome the community and serve them the best tasting cafe food and coffee drinks in the world. By operating fully independently as Smith we feel we can best serve our community and customer base.

This house was built by Sheldon and Mary Smith in 1877. They had a daughter name Amie who got married and took the last name Douglas. She had a child named Sheldon Douglas. They lived here until the 1950's when they sold the house to Earl More. He and his wife lived here until 1992. The

More's donated the house to the City of Eden Prairie. The house was empty for 10 years. In 2002, Dunn Brothers made a deal with the city to turn the property into a coffee shop which they ran until 2006. Ann Schuster bought the business and ran it as a Dunn Brothers until 2016. In 2016, we had the opportunity to partner with Rustica and become the 2nd Rustica location. After 18 months of successful business, we found we could serve the community better with our own independent name.

EMPLOYEE DISCOUNT

Category	While you are working	While you are not working / To go
Beverages	You can have one small drink for here for free at a time during your shift	30% off
Food, Pastries, Beans	30% off	30% off
Retail	Full Price	Full Price

TOP - DOWN SIDEWORK CHECKLIST
 COMPLETE THIS LIST IN SEQUENTIAL ORDER EACH DAY
 CROSS OFF THE LIST AS YOU GO
 RESET DAILY
 DO NOT GO BACK ONCE DONE FOR THE DAY
 DO NOT START NEXT TASK UNTIL LAST ONE FINISHED
 SHOULD BE STARTED AFTER MORNING RUSH ~ 11:00AM

STOCK TO GO BOXES & BAGS	PASTRY BOXES	LUNCH BOXES	LUNCH BAGS	TO GO BAGS
WEIGH COFFEE DOSES	FILL HOUSE COFFEE CUPS	FILL DARK ROAST CUPS	FILL POUROVER CUPS	
STOCK BEVERAGES	ICED COFFEE	ICED TEA	WINE	BEER / SODA
STOCK PAPER PRODUCTS	PAPER TOWELS & TOILET PAPER	BEVERAGE & PASTRY NEEDS		
EMPTY ALL GARBAGES	BATHROOMS	OUTSIDE	CUSTOMER AREA	BACK OF HOUSE
ROLL SILVERWARE	2 FULL BINS			
CLEAN BATHROOMS				

EVERGREEN LIST
 THESE TASKS CAN BE DONE REPEATEDLY THROUGHOUT THE DAY

WIPE DOWN TABLES	TUCK IN CHAIRS	WIPE DOWN COUNTERS	WIPE DOWN FRIDGES	PUT AWAY CLEAN DISHES
WASH DISHES	FIND SOMETHING TO CLEAN & CLEAN IT			

ALL THIS IS DONE AND YOU NEED SOMETHING ELSE TO DO?

FIND SOMETHING DIRTY AND DEEP CLEAN IT! MAKE IT LOOK LIKE NEW!

BLACK OUT SIDE WORK LIST

This is an additional list of side work and deep cleaning items that needs to be done every so often.

Here are the rules of the game:

- Please complete one task per day or multiple on slow shifts, early in the AM or later in the evening. These are less essential than the daily checklist, but there should be time to do one each week day shift.
- Once you complete an item cross it off with the dry erase marker.
- Once the last one is crossed off, start the sheet again.
- If you don't know how to do a task, ask to be taught!

Sweep basement	Sweep Fireplace Room	Sweep Stained Glass Window Rooms	Sweep Stairs and Halls	Sweep upstairs conference rooms
Wipe base boards main customer area	Wipe base boards fireplace room	Wipe base boards stained glass window rooms	Wipe base boards stairs and hall room	Wipe base boards upstairs conference rooms
Dust window sills and ceilings main customer area	Dust window sills and ceilings fireplace room	Dust window sills and ceilings stained glass window rooms	Dust window sills and ceilings stairs and hall room	Dust window sills and ceilings upstairs conference room list
Wipe table legs and chairs main customer area	Wipe table legs and chairs fireplace room	Wipe table legs and chairs stained glass window room	Wipe table legs and chairs upstairs conference room	Purocaff stained pitchers
Wipe glass wine shelf	Vacuum fridge coils in kitchen	Wash tile back splash	Vacuum fridge coils under counter	Wipe down each stair with a damp rag or mop
Windex bathroom doors	Windex front door	Windex sneeze guards	Clean bathroom floor corners	Wipe coffee and espresso brewers

Closing Checklist
Revised November 2018

Please note:

*You Can still accept payments after the till is closed.
You can still take orders after coffee equipment is cleaned.
Use your best judgment whether to make a quick latte for to go,
let someone use the bathroom or to keep the door locked.*

Time	Person 1		Person 2	
T + 00:00	Bakery (10 Minutes)	Complete Bakery Closing procedure (see attached page).	Dishes (15 minutes)	1. Clear and wipe all tables 2. Collect all dishes 3. Wash all dishes
T + 00:10	Coffee (15 minutes)	1. Clear all service dishes to sink 2. Purocaff urns 3. Clean espresso machine	Put away drawer (5 minutes)	1. Print sales report 2. Compile tips 3. Take drawer upstairs ad put in safe
T + 00:25	Counter (5 minutes)	1. Empty Ice 2. Put syrups in fridge 3. Charge Scales 4. Turn off Record player 5. Wipe down counters 6. Turn soft machine to stand by 7. Turn off dipping well	Clean tables (5 minutes)	1. Notify remaining customers 2. Wipe down and clear remaining tables 3. Wash remaining dishes, drain sinks, turn off faucets
T + 00:30	Floors (15 minutes)	1. Fill Mop Bucket 2. Mope customer area 3. Mop Bar 4. Mop Kitchen	Floors (15 minutes)	1. Move all mats to a safe place 2. Sweep Customer area 3. Sweep Bar 4. Sweep Kitchen
T + 00:45	Deep Clean (10 Minutes)	1. Tackle an area that may need special attention 2. Complete daily deep clean item (See attached).	Deep Clean (10minutes)	1. Tackle an area that may need special attention 2. Complete daily deep clean item (See attached).
T+00:55	Lights & Doors (5 minutes)	1. All doors locked 2. All windows latched 3. All Lights off 4. All Sinks shut off	Lights & Doors (5 minutes)	1. All doors locked 2. All windows latched 3. All Lights off 4. All Sinks shut off
T + 1:00+	Complete the essentials and Get on your way	1. Wrap up whatever is keeping you 2. If necessary leave a note explaining anything openers should know 3. Discuss w/ manager if task seems impossible		

- As a general rule: Do not leave one employee alone

OPENING CHECKLIST

DRAWER	Bring down starting drawer		
UNLOCK DOORS	Turn on all lights	Unlock all doors	
ICE	Fill ice bucket		
RAGS	Get starting set of rags and sanitizer		
CONDIMENT BAR	Set out fresh cream	Make sure condiment bar is stocked	
BREW COFFEE	Pre heat urns	Brew coffees	
TUN ON MUSIC	Turn on both amps	Adjust volume appropriately	
BAKERY	Set out bakery	Display bakery tags	
Mise en place	Make sure you have paper products and stock for 24 hours of service		
PREPARE FOR CUSTOMERS	Expect customers up to 15 minutes before opening		
ESPRESSO	Make sure espresso is dialed in and serving to spec		
CUSTOMER AREA	Make sure all tables and chairs are neat and clean		
SIDEWORK	Take on side work until customer begin to arrive		