

BUILDING THE BRAND

Building the Brand

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Some links lead to items on FRESHnet, typically requiring login by a Franchise Owner or Store Manager.

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Importance of Food Safety

Food safety is defined as the handling, preparation, and storage that preserves the quality of food and prevents unsafe practices or temperature abuse leading to foodborne illness or foreign material contamination potentially causing customer illness or injury.

Food safety standards have been established to ensure that all stores provide safe, wholesome products and reduce risks to the customer. Proactively assessing store conditions and implementing procedures that avoid situations that lead to food safety issues is good business for individual stores and the brand.

- ▶ Each store will receive two third party Brand Excellent Reviews per year, one announced and one unannounced.



You should always have two books on hand: one fully completed and one in progress.

Food Safety Checklist

All stores are required to complete **all sections** of the Daily Food Safety Checklist **every day** to ensure Papa Murphy's stores are adhering to our defined food safety standards. This checklist verifies food safety activities are being documented on a daily basis.

The Food Safety Checklist book can be found on the PMI Marketing Center, they are also included in each quarterly kit.

Stores are required to complete the Daily Food Safety Checklist **twice daily** at the times listed on the checklist.

- ◆ Complete each day in sequence.
- ◆ Never replace, remove, or change any content on any of the pages.
- ◆ Never use pencils or correction pens (for example, White-Out) on the checklist.

When you've completed all of the checklists in the book, store it in a safe place at the store until you have completed a **second book**



Hand Hygiene

Hand Washing and Gloves

All Papa Murphy's stores must have properly functioning hand wash sinks both in the store and in the restrooms. Hand washing sinks are to be used for hand washing only. The following supplies and equipment must be available at each hand sink location:

- ◆ Soap dispensers with antimicrobial hand wash
- ◆ Single use paper towel dispensers
- ◆ Waste receptacles
- ◆ Warm running water with the temperature compliant with local and state health department codes

The U.S. Food and Drug Administration (FDA) Food Code recommends washing hands and exposed portions of arms with antibacterial soap for 20 seconds — including 10 to 15 seconds of vigorous scrubbing — at a water temperature between 100°F and 110°F.

- ▶ **Tip:** Use enough soap to build up a good lather, being sure to also lather wrists. Rinse thoroughly under warm, running water at a water temperature between 100°F and 110°F. Dry hands using a new single-use paper towel. Never use aprons or wiping cloths to dry hands after washing.

Team members should wash their hands before the start of work, and always after:

- ◆ Using the restroom
- ◆ Sweeping and mopping
- ◆ Taking out the garbage
- ◆ Using any cleaning chemicals
- ◆ Eating, drinking, or smoking
- ◆ Sneezing, coughing, or blowing nose
- ◆ Touching face or hair
- ◆ Touching, adjusting, and/or applying facial protection
- ◆ Any situation that may result in causing hands to become soiled — for example, contact with a non-sanitized surface or touching facial coverings



Many Health Departments have additional rules and regulations regarding glove use. Stores must comply with their local Health or Agricultural Department.

Glove Use

Gloves must be worn when handling and/or preparing ready-to-eat food items, and any time food is handled in the front of house. Gloves should also be used to protect food from exposed skin and cuts, and to protect hands and skin from chemicals.

Gloves do not take the place of hand washing. Hands must be washed each time before putting on new gloves and they must be changed:

- ◆ As soon as they become soiled
- ◆ As soon as they tear
- ◆ Before changing tasks
- ◆ At least every hour or more often as necessary
- ◆ After handling cash, answering the phone, or leaving the immediate food handling station

Because latex is an allergen and can be transferred to food items by contact, stores should use a non-latex based glove.

- ▶ **Note:** Remember, gloves must be in good condition. Ripped and torn gloves may fall into food and cause contamination.

Kay QSR Lobby Hand Sanitizer Program

Effective, December 31st, 2020, stores are required to have the Kay QSR Hand Sanitizer dispensers installed in the lobby for customers. In addition, the Kay QSR Hand Sanitizer (required) exclusively used in this dispenser and the hand sanitizer pumps (optional), sourced through Papa Murphy's Supply Chain and available through the Distribution Centers, are the only approved hand sanitizers.



Sanitation

Cleaning and Sanitizing

There is much information to be learned about the novel coronavirus. The disease is spread from person to person most frequently among close contacts, within 6 feet. Hard not porous surfaces should be cleaned and sanitized. A best practice is to document the cleaning of areas within the stores using an hourly checklist.

HOURLY CLEANING CHECKLIST Date: _____

With the greatest awareness of our customers, Papa Murphy's is committed to minimizing the spread of the virus through hourly cleaning of our stores. Please initial each space when completed.

	8 AM	9	10	11	12 PM	1	2	3	4	5	6	7	8	9	10	
FRONT OF HOUSE																
Benches																
Windowsills																
Glass																
Weg Station																
Light switches																
Door handles																
Payment devices																
POS																
Counters																
Front of Makelines																
Express pickup racks																
Phones																
ATMs																
Grab-n-Go (if applicable)																
Paper color rack (if applicable)																
Murphy's Market (if applicable)																
Front Restrooms (if applicable)																
BACK OF HOUSE																
Counters/Surfaces																
Phones																
ATMs - Computers (touch & hydraulic) (if any)																
Door handles																
Restroom																
Light switches																
Pets																
Team Member Personal Storage and Break Areas																
Handles of Cleaning Equipment																
<small>If you observe a spill/leak cleaned, please notify management.</small>																
<small>Please return checklist on file for 30 days.</small>																

Papa Murphy's

In addition to the above cleaning and sanitizing processes, it is important to ensure restrooms are cleaned and stocked throughout the day.

Papa Murphy's requires the following chemicals for sanitizing surfaces within the stores.

- ◆ Bulk Sanitizer (QUAT) – 200 ppm – 400 ppm
- ◆ Kay Peroxide Multi-surface Cleaner and Disinfectant (non-food surfaces)



Sanitizing should be conducted more frequently during high traffic times and those high contact touch points. A best practice is to set a timer for every 10 minutes to remind the team of when sanitizing should be conducted.



Kay Peroxide Multi-surface Cleaner and Disinfectant is a required product that is effective for use on all high touch non-food contact surfaces and glass within the store including windows, benches, stainless steel, door handles, painted surfaces, front of Makelines, barriers, payment devices, shared equipment, etc. The Kay Peroxide Multi Surface Cleaner and Disinfectant requires no PPE for the team members to wear. Spray on the surfaces and wipe with a clean towel. Allow a minimum contact time of 45 seconds for Norovirus, the product has demonstrated effectiveness to viruses similar to the 2019 novel Coronavirus.

The above chemicals are approved for use within the store on hard non-porous surfaces. When cleaning and sanitizing the POS and payment devices, the following procedures should be followed to prevent damage to the electronics.

Touchscreen Cleaning Procedures:

- [1] Using a soft cloth dampened with isopropyl alcohol or a mild non-abrasive soap & water solution, gently wipe the touchscreen clean.
 - [2] Wipe the screen and edges dry.
 - [3] Make sure the glass and screen edges dry completely before using the unit.
- Do not use sharp objects to clean around the edges of the touchscreen.

Please review further information here. For payment devices, please review the following information provided by Verifone:

Cleaning: Verifone devices should only be gently cleaned with water using a lightly damp microfiber cloth. Do not push down on multiple buttons at once.

NOTE: Do not use solvents, detergents, or abrasive cleaners. Please refrain from vigorously shaking the terminal(s) to prevent triggering the tamper alert.

Disinfecting: After cleaning, the devices may be disinfected using an alcohol-based wipe or alcohol-based cleaner applied to a microfiber cloth.

NOTE: Do not spray, coat or pour any disinfectant or other liquid directly onto the device.

CAUTION: Never use bleach, thinner, trichloroethylene, or ketone-based solvents – they can deteriorate plastic or rubber parts.

Limit Cross-Contamination

- ◆ Clean and sanitize all equipment every time a different product is prepared.
- ◆ Do not handle utensils or food contact surfaces until hands have been thoroughly washed and fresh gloves are worn.
- ◆ Never prepare meats and vegetables at the same time, or on the same surface (use different cutting boards for cheese, vegetables, and meat preparations), unless that surface has been cleaned and sanitized between meat contact and vegetable contact.
- ◆ Establish and post regular cleaning and sanitizing schedules for every area of your store.

Inhibit Growth

- ◆ Limit the amount of time that products are out at room temperature, not to exceed 30 minutes.
- ◆ Monitor and manage refrigeration temperatures (34-38° F not to exceed 41°F). Cold food served cold and hot food served hot. **Temperature danger zone is 41-135° F**
- ◆ Ensure that every customer receives and understands the baking instructions so that all products will be baked thoroughly.

Destroy Organisms

- ◆ Destroy the organisms that cause food-borne illnesses through proper cleaning (removal of food and debris from surfaces) and sanitizing (destruction of pathogens on surfaces) of all work areas and equipment using the required ready-to-use Kay Peroxide Multi-surface Cleaner and Disinfectant.
 - ◆ Establish routine sanitation procedures by keeping posted guidelines at all hand washing stations.
 - ◆ Require good personal hygiene from all team members.
- ▶ For more information, refer to the [Center for Disease Control and Prevention \(CDC\) website](https://www.cdc.gov/).

Questions? Email PMI's *Quality Assurance* team: papamurphysqa@papamurphys.com.



Expired Product Procedures

- [1] Put in walk-in refrigerator for Franchise Owner/Store Manager to count the next day or discard and enter on waste sheet for entry during opening workflow.
- [2] Product cannot be taken home or given to team members without Franchise Owner/Store Manager permission.

Illness, Disease, and Virus

Foodborne Illnesses

Foodborne illness is a recurring issue across the United States. The Centers for Disease Control and Prevention (CDC) estimates that each year roughly one out of six Americans (or 48 million people) get sick, 128,000 are hospitalized, and 3,000 die. Foodborne illnesses pose a significant risk for restaurants. Fifty percent of all foodborne illnesses can be traced to restaurants and is estimated to cost the U.S. billions of dollars each year. Outbreaks can cost a business thousands of dollars and even result in closure. Costs of foodborne illness to an operation include:

- ◆ Loss of customers and sales
- ◆ Negative media exposure
- ◆ Lawsuits and legal fees
- ◆ Increased insurance premiums
- ◆ Loss of reputation
- ◆ Lowered staff morale, staff missing work, and staff retraining
- ◆ Follow food safety guidelines when handling, preparing, and storing food items.

Foodborne illnesses may be classified in a number of ways. The three classifications of foodborne illnesses of concern to Papa Murphy's include:

- ◆ Bacterial infection — includes Salmonella, Campylobacter, Listeria monocytogenes
- ◆ Bacterial intoxication — includes Staphylococcus, Clostridium perfringens, and E. coli
- ◆ Viral infection — includes Hepatitis A and Norovirus

According to the U.S. Food Code, employees must contact their manager before coming to work when they have the symptoms of diarrhea, vomiting, jaundice, sore throat with a fever, and infected sores or have been diagnosed with — or have been exposed to — one of the following reportable agents:

- ◆ Norovirus
- ◆ Hepatitis A virus
- ◆ Shigella spp.
- ◆ Enterohemorrhagic or Shiga toxin-producing E. coli
- ◆ Salmonella typhi

► For more, see the Food & Drug Administration website's [Food Guidance & Regulation](#) and [FDA Food Code](#) pages.

There are three general rules for controlling microorganisms and preventing foodborne illnesses: limit cross-contamination, inhibit growth, and destroy the organism.



Communicable Disease

Communicable diseases may spread from one person to another through a variety of ways that include: contact with blood and bodily fluids; breathing in an airborne virus; or by being bitten by an insect. Some diseases may produce mild symptoms while others can be deadly.

Reporting cases of communicable diseases is important in the planning and evaluation of disease prevention and control programs. Some examples of reportable communicable diseases include Hepatitis A, B, & C, influenza Norovirus, Tuberculosis, 2019-nCoV (Coronavirus), measles, salmonella and other foodborne illnesses. Use the [Day-1 Incident Report Form](#) to report any communicable disease.

Bloodborne Pathogens

Bloodborne pathogens are microorganisms such as viruses or bacteria that are carried in blood or other bodily fluids and can cause disease in people. There are many different bloodborne pathogens including malaria, syphilis, and brucellosis, but Hepatitis B (HBV) and Human Immunodeficiency Virus (HIV) are the two diseases specifically addressed by the Occupational Safety and Health Administration (OSHA) Bloodborne Pathogen Standard.

Hepatitis B (HBV)

Hepatitis B is transmitted primarily through “blood to blood” contact. The virus is very durable and can remain viable (infectious) in the dried state for up to seven days.

It is important team members protect themselves when cleaning up blood or other infectious substances at the stores.

The symptoms of HBV are similar to the flu with fatigue, stomach pain, loss of appetite and even nausea. As the disease progresses, jaundice (a distinct yellowing of the skin and whites of the eyes) and a darkened urine color may develop.

Human Immunodeficiency Virus (HIV)

Acquired Immune Deficiency Syndrome (AIDS) is caused by the Human Immunodeficiency Virus (HIV). HIV attacks the body’s immune system, weakening it so that it cannot effectively fight disease. Unlike the Hepatitis B virus, the HIV virus is very fragile and does not survive long outside of the human body.

HIV is of primary concern to team members providing first aid or medical care in situations with fresh blood or other potentially infectious bodily fluids.

Precautions and Proper Response

Bloodborne pathogens such as HBV and HIV can be transmitted through contact with infected human blood or other potentially infectious bodily fluids-or any bodily fluid that is visibly contaminated with blood. It is, therefore, extremely important to use effective cleaning and disinfecting procedures, chemicals, and personal protective equipment to protect yourself from exposure to diseases spread by blood and other bodily fluids.

The U.S. Center for Disease Control and Prevention has developed the strategy of Universal Precautions to prevent contact with a person’s blood or bodily fluids. Universal Precautions stress that all persons should be assumed to be infectious for diseases including bloodborne pathogens.

Biohazard Response Spill Kit and/or Universal Spill Kits contain all the materials needed to effectively clean an area that has been contaminated with bodily fluids including (HBV), and (HIV). The kits are also effective in cleaning areas contaminated with bodily fluids containing Norovirus. A Biohazard Response Spill Kit or Universal Spill Kit is required in every store in the event a store needs to clean following a cut or injury resulting in blood or other potential bodily fluid contamination.

- ▶ The Biohazard Response Spill Kit can be ordered through Ecolab customer service by phone at 800-321-3687 or email at fssdistributors@ecolab.com.

UPDATE



The Disinfectant Cleaner included in the Biohazard Response Spill kit must be replaced annually.

Biohazard Response Kit Refill 2-Pack
 Item Number : 50258-02-11
 OSHA compliant. Refills include the necessary supplies for two biohazard spills. An effective standardized cleaning and disinfecting procedure following a biohazard spill.
 Recommend This Product
 Price: \$31.95
 Pack of 2 QTY 1
 View Compare List Add to compare **ADD TO CART**

Features	Specifications	Documents
<ul style="list-style-type: none"> • Supplies include: Nitrile gloves (2 pair) • Red Z fluid solidifier packets (2 each) • Scoop (1 each) • Black disposal bags (2 each) • Red disposal bags (2 each) • Twist ties (2 each) • Face mask (1 each) • Shoe covers (1 each) • Bonded wipes (5 each) • Apron (1 each) • MSDS for Red Z (1 each) • Biohazard instruction sheet (1 each) 		

- ▶ Universal Spill Care Kits can be ordered through Curtis Equipment – Item # 280-1750.
- ▶ Purell Foodservice Surface Sanitizer can be used as a replacement disinfectant for both kits listed above as it effectively cleans up spills. This can be ordered through Daymark at 800-847-0101. The Purell Foodservice Surface Sanitizer has a 3 year shelf life. Please see example below of how to read the code dating for expiration purposes:

Lot MA8155 09:49 110

MA is the production facility
8 is the Year Produced – 2018
155 is the day of the year produced – April 25
09:49 is the time of the day
110 is the line it was produced on

The example above would indicate that the Purell Foodservice Surface Sanitizer would expire on April 25, 2020
 Current and evolving procedural sanitation, barriers, safeguards in the stores

Food Allergies and Intolerances

Food sensitivities (allergies and intolerances) affect approximately 30% of the population.

Food allergies are abnormal responses of the immune system to specific foods or food additives most individuals can eat safely. There are eight foods that account for 90% of all food allergy reactions, which the Food and Drug Administration (FDA) has named the “Big Eight”:

- ◆ Milk (dairy)
- ◆ Eggs
- ◆ Peanuts
- ◆ Tree nuts (walnuts, pecans, almonds, hazelnuts, cashews, etc.)
- ◆ Fish
- ◆ Shellfish
- ◆ Soybeans
- ◆ Wheat



While we do offer a Gluten Free crust, our pizzas are prepared in stores with products containing gluten. Therefore, they may contain trace amounts of gluten. If customers are concerned about whether they should eat our pizza, direct them to consult their health care professional.

Many other foods not listed on the FDA’s “Big Eight” list contribute to food allergies and can cause severe allergic reactions. A few examples are sulfites, corn, mustard, seeds (including sesame and poppy), cinnamon, food additives or preservatives, fruits and vegetables.

In addition to food allergies, many individuals have food intolerances. Food intolerances exist when an individual experiences difficulty digesting specific foods or certain groupings of foods. Examples of food intolerances include:

- ◆ Lactose intolerance
- ◆ Tyrosine intolerance
- ◆ Preservatives and additives intolerance
- ◆ Gluten intolerance

The symptoms of food intolerances are not as immediate or obvious as those of food allergies.

If a customer indicates that they have a food allergy or intolerance and want additional information on a specific Papa Murphy’s product, refer them to the [nutrition information](#) on the Papa Murphy’s website. The allergen information lists ingredients containing allergens.

Preventative Measures to Avoid Contamination

Food safety is critical to the protection of our customers and our brand; therefore, all team members should adhere to Papa Murphy’s food safety and hygiene standards.

► For more information, refer to the [Food Safety Checklist](#). Thoroughly review safe food handling practices with team members during initial orientation and continue to reinforce food safety and hygiene standards throughout their orientation period.

- ◆ Consistently follow up with the team members to ensure they are following the established safe food handling practices.

► **Note:** Some states/counties/cities may also require ServSafe® (or similar) certification. Papa Murphy’s requires that one person on staff be ServSafe certified — and compliance with any additional state, city, or county requirements.



- ◆ Require team members to be maintain a clean approved uniform. Change aprons if contaminated with food debris that may come into contact with other food items.
- ◆ Clean and sanitize any work area before and after working with different food items.
- ◆ Clean and sanitize all cutting boards, counter tops, dough totes, knives, etc.
- ◆ Use Sanitizer in a spray bottle to sanitize work surfaces. Solution must be between 200-400 ppm.

- ◆ Confirm team members understand the difference between a clean surface (free of food and debris) and a sanitized surface (destruction of pathogens on surfaces). Surfaces must be cleaned before sanitizing.
- ◆ Do not store cleaning supplies on a shelf over or adjacent to food products or food containers or utensils. All cleaning supplies must be stored in designated locations
- ◆ Ensure team members know and follow correct closing protocol to ensure food safety:
 - Makeline broken down
 - Inserts covered and placed in walk-in refrigerator
 - Product labeled with correct prep and use-by dates
 - Makelines and work areas are cleaned and sanitized
 - Inserts are rotated at the end of the night.



Coronavirus

A coronavirus is a kind of common virus that causes an infection in your nose, sinuses, or upper throat. Most coronaviruses are not dangerous. COVID-19 is a disease that can cause a respiratory tract infection. It can affect the upper respiratory tract (sinuses, nose, and throat) or lower respiratory tract (windpipe and lungs).

Coronavirus is spread mainly through person-to-person contact with infections ranging from mild to serious. Typical symptoms of COVID-19 include:

- ◆ Fever
- ◆ Cough
- ◆ Shortness of breath
- ◆ Fatigue
- ◆ Chills, sometimes with shaking
- ◆ Body aches
- ◆ Headache
- ◆ Sore Throat
- ◆ Loss of smell or taste
- ◆ Nausea
- ◆ Diarrhea

Preventative Measures

With the emergence of COVID-19 in the United States, Papa Murphy's has taken precautionary measures with the stores including: social distancing criteria, sanitizing, face masks, physical barriers, and health assessments to prevent the spread of the coronavirus. Although these safeguards have been implemented as a result of COVID-19, these safeguards will help minimize the spread of other communicable diseases. Several states are requiring a team member assigned to monitor and maintain the stores' defined processes to minimize the spread of COVID-19. The COVID-19 Coordinator (Store Manager/Person in Charge) will maintain the standards within the store and ensure documentation is completed for hourly cleaning and sanitizing. Dependent on the position of the COVID-19 Coordinator they may also oversee the completion of the COVID-19 Daily Team Member Health Log. This would typically be the Store Manager or Assistant Manager, however, every person in charge has responsibility in maintaining the standards.

Facial Masks

Papa Murphy's team members are required to wear facial coverings during the current COVID-19 pandemic. Face masks can be disposable or reusable/washable and should extend over the nose to the bottom of the chin.

Facial coverings are defined as fabric masks, bandanas, scarves, or other coverings that can be affixed around the face. Face coverings will be maintained clean and intact during the shift. If possible, the coverings should be a solid color or minimal design, the typical bandana design is acceptable. The face coverings shall not have any subjective or obscene wording or images and shall be free of embellishments (studs or beads). Face coverings should be replaced when soiled with food or if the mask is wettened by coughing, sneezing or any exhaled air.

When removing face coverings, individuals should be careful not to touch their eyes, nose, and mouth. Wash hands immediately after removing. Reusable/washable face masks should be washed with laundry soap on the hottest temperature setting. Completely dry face masks following washing. Face masks should be brought into the store in a clean and sealable container/bag. Team members shall not share face masks during shifts.

Face Shields

Face shields are an option for team members when worn in ADDITION to facial coverings. Face shields need to be cleanable, fit properly, and not impede team members from performing tasks safely. Face shields are typically used to prevent splashes of liquids from getting on the face, into eyes or mouths of the team members. Face shields require maintaining and storing cleaned and sanitized after each use. Face shields need to be worn in combination with face coverings. The use of face shields is dependent on the individual store.



HOW TO WEAR A MASK?



Barriers - Physical Distancing

Implementing protective plexi-glass barriers in Papa Murphy's stores allows for a physical barrier between the team members and customers. There are several options available for use primarily at the POS terminal location. In addition to the barriers, stores have also constructed barriers using the cling film (wrap). Barriers should be included on the Hourly Cleaning Log. POS Safety Shield Options include: Ceiling, Countertop, Cash Drawer, and Turnkey. Options for barriers in the stores are located on FRESHnet.



Social Distancing

Each Papa Murphy's location shall maintain **Social Distancing** of 6 feet in the Papa Murphy's Stores, when possible. Social distancing not only applies to the customer, but also where possible, to team members working within the stores. The store shall ensure markings placed on floors, benches, and the makeline are intact and maintained (replaced when needed). The markings should maintain a 6 foot distance, approximately

According to the CDC, social distancing, also called "physical distancing" means keeping a space of at least 6 feet between yourself and other people outside of your home. Defining social distancing among stores will vary based on the store size and lobby layout.

2 arm's length between individuals in store lobbies. In addition to markings, each store shall post signage for customers to see when entering the stores that include social distancing guidelines and maximum number of occupants in the lobby at any given time. Curbside delivery for both online and walk-in customers is an option to help keep the maximum number of

customers in the lobby to the guidelines.

For team members working in the back of the house and on the makeline it may be difficult to maintain a distance of 6 feet at all times depending on store design and size. Team members should promote distancing when taking breaks on site in the stores. It is important to reinforce social distancing for both customers and team members through signage and communication.



Health Assessments

Monitoring team member's health is an important safeguard to minimize team members coming to work when ill. Team members are required to complete the COVID-19 Team Member Health Log prior to beginning of each shift during the Covid-19 pandemic as noted in the COVID-19 OESM Supplement. The assessment is vital to ensure the health and well-being of each team member and the customers entering the stores.

COVID-19 DAILY TEAM MEMBER HEALTH LOG **TEAM MEMBER NAME:** _____

STORE # _____

Papa Murphy's is committed to minimizing the spread of COVID-19 through encouraging team members' virus-related symptoms or exposure risks prior to the start of each shift.

A "yes" to any of the below questions requires the employee to be excluded from their shift and to meet specific requirements as outlined by the Owner/Manager prior to returning.

DATE	Cough	Sore Throat	Fever >100.4°	Shortness of Breath	Contact with someone with COVID-19 in previous 14 days?	Asked to go home if 'yes' to ANY
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N

Papa Murphy's

Product-Related Recall or Withdrawal

Product recalls are initiated and recommended by a local or federal agency, such as the U. S. Department of Agriculture (USDA), the Food and Drug Administration (FDA), or in some instances, Papa Murphy's may decide to remove product from the distribution centers and the stores. Product withdrawals are Papa Murphy's voluntary removal of a food product from the system's stores as a precautionary measure.

In certain instances food safety alerts are posted from the Centers for Disease Control (CDC). These alerts define what health concern is being reported and what the most likely food item attributed to the health concerns. Although not a product recall the CDC posts will identify a suspected item, what the concern is associated with the suspected item, and an area or time frame that the suspected items was produced, processed, or harvested. CDC alerts will caution customers not to eat the suspected item in individual households or in retail or restaurant settings. Suspected product in Papa Murphy's stores identified in a CDC alert will undergo the same steps as a recall or withdrawal.

In the event of either a product recall or product withdrawal originating from the Papa Murphy's Support Center, Papa Murphy's stores, Franchise Owners, specified Above Store Leaders, Regional Business Directors/District Business Leaders, and Field Marketing teams will be notified by one or more methods including phone calls, emails, or text messages. If there is any doubt regarding the validity of a product recall or product withdrawal contact Papa Murphy's Quality Assurance or the Supply Chain Management team.

- ▶ **Note:** If there is any doubt regarding the validity of a product recall/withdrawal, contact Papa Murphy's Quality Assurance Team at papamurphysqa@papamurphys.com.

The extent of a recall is based on the definition of the product(s) being recalled, the required and optional ingredients used in the stores, and what areas are affected by the recall: individual stores, entire DMA's, or a greater number of stores within the system up to and possibly including the entire system.

Upon notification of a product recall or withdrawal:

- [1] Determine if your store is affected by the recall through Corporate Communications from the Papa Murphy's Quality Assurance, Supply Chain Management, Operations Team, or a Papa Murphy's commissioned third party Crisis Management System.
- [2] Obtain the product information for the item and/or items involved in the recall:
 - The name of the product
 - The date (manufactured/used by/ expiration date) and/or product code
- [3] Remove all product, regardless of the date/code, from the front of house. This includes:
 - All customer orders that include the product
 - All OLO waiting to be picked up
 - All Fresh-makes that include product
 - All salads that include the product
 - All cookie dough (if applicable)

- [4] Check walk-in refrigerator for boxed and/or bagged product with the date/code. Any product prepared, shredded, and/or placed in inserts with no available code date information shall be assumed as affected and removed from use.
- [5] Isolate all product removed from the front of house. Place all affected product into a bag, apply a "DO NOT USE" sticker.
- [6] If boxed or bagged product was found with the date/code in question, place it in the "DO NOT USE" bag(s).
- [7] Place all bag(s) together in the walk-in.
- [8] Do not discard. Hold until further instruction.
- [9] Thoroughly clean and sanitize all inserts that contained the affected product and all utensils used in the preparing and serving of the product.
- [10] Replace the products pulled from the front of house with fresh product that does not have the recalled/withdrawn date/code.
- [11] Call the Store Crisis Hotline to verify that the initial call was received and to report if the store has the product with the date/code in question.
- [12] Wait for further instructions from Papa Murphy's Support Center.
- [13] Do not discuss the recall/withdrawal with any customers or members of the media.
 - If customers order something with the affected product(s) team members should say, *"There has been a temporary interruption in the supply of our _____. We are happy to substitute any other topping free of charge."*

Destruction of recalled or withdrawn product is based on the risk and whether or not the product needs to be inspected and/or collected by the FDA. If/when approved to destroy product:

- [1] Open all product cases (if applicable).
- [2] Remove the bags of product from the cases (if applicable).
- [3] Open each individual bag of product.
- [4] Allow the contents of the bag to fall freely into the dumpster.
- [5] Apply an agent to the top of the product to prevent salvaging — for example, ink, dusting flour and water, etc. If the dumpster can be locked, secure to prevent salvaging.
- [6] Take a photograph of the destroyed product.



Food Item Transfers

It is the policy of Papa Murphy's to distribute food items through approved distribution centers or local produce suppliers including approved wholesale warehouses (for produce only). In certain instances there may be a need to move outside of the approved distribution centers and transfer food products from one store to another or use will-call pickups.



To maintain the security of Papa Murphy's product, never leave items in an unsecured or unmonitored vehicle

Transportation Guidelines

The transportation of raw materials outside of the distribution network must be conducted in a manner to ensure both food safety and product quality. When utilizing contracted distribution centers, suppliers, and produce vendors, transportation is controlled and monitored. In instances of will-calls, transfer of food items from one store to another, or stores approved to purchase food items from an alternate source for limited instances, the raw materials may need to be transported in personal vehicles.

- ▶ If a situation occurs outside the above criteria, contact *Quality Assurance* at papamurphysqa@papamurphys.com or the *PMI Supply Chain Management* team for additional assistance.

When transporting raw materials, team members must ensure that product is safe from possible contamination and/or temperature abuse. When transporting raw materials in personal vehicles, the items should be transported inside of the vehicle and not in open-back trucks where product would be uncontrolled and exposed to the elements.

- ◆ To avoid contamination, transport food items separately from possible contaminants. If contact does occur, do not use the food items.
 - Keep food items away from chemicals, — for example, deicer, motor oil, and window cleaner.
 - Do not transport food items with pets or other animals.
 - Transport food items segregated from known food allergens, — for example, peanuts, tree nuts, eggs, dairy, fish, shellfish, soy, and wheat.
 - Do not transport raw shelled eggs with Papa Murphy's products.
- ◆ To avoid temperature abuse:
 - Transport items refrigerated or in a manner to maintain refrigerated temperatures — less than 41°F (5°C) — such as insulated containers. Containers used for transporting food items should be clean and absent of odors or residue.
- ◆ Limit travel time and distance to further aid in controlling product temperature.

Pest Management

Rodents, insects, birds, and other pests are more than just unsightly to customers. They can damage food supplies and facilities. The greatest damage is their ability to spread diseases, including foodborne illnesses such as Salmonella.

The best way to deal with pests is to have an Integrated Pest Management (IPM) program. An IPM program is an approach to pest management that minimizes the use of chemical pesticides. An effective IPM program has three parts:

- ◆ Using prevention measures to deny pests access into the store.
- ◆ Denying pests food, water, and hiding/nesting places within the establishment.
- ◆ Working with a licensed Pest Control Operator (PCO) to eliminate pests that do enter the operation.

Working with a PCO can prevent the possibility of pests entering your establishment through identification of:

- ◆ Pests common to your area
 - ◆ Harborage locations for pests — for example, landscaping, neighboring businesses, debris storage, and trash bins
 - ◆ Structural issues that may allow pests access into the establishment
 - ◆ Safe and proper chemical usage, if needed, to eliminate existing pests
- For more information on IPM Programs and the PMI National Contracted PCO, review the [Orkin Preferred Pest Control document](#).

UPDATE

Customer complaints for hair found in Papa Murphy's products continue to be the most reported foreign object complaint. Implementing lint rollers for team members to use in the BOH can remove any hair on uniforms.



Glass containers are prohibited in the stores. All ingredients and/or products prepared using broken equipment must be placed on-hold ("Do Not Use") until they are inspected and the broken and/or missing piece(s) are found and removed from the product. If all pieces cannot be removed with complete confidence, the contaminated ingredients or products must be disposed of.

Foreign Object Prevention

Foreign objects have the potential to cause significant injury to customers by ingesting or biting into the objects. In addition to the physical injuries caused by foreign objects, these can also damage brand reputation through word of mouth, media reports, and social media postings.

Contamination of food by foreign objects can be prevented through inspection of food items at the point of receipt to the point that the customer receives the food. Within our stores, prevention can occur by ensuring that food items are visually inspected during the receipt, preparation, and make processes.

Papa Murphy's vendor partners adhere to Good Manufacturing Practices and Food Safety criteria; however, there may be instances of foreign object contamination of ingredients from our vendors. Examples of foreign objects that could originate from vendors include but are not limited to wood, cardboard, insects, plastic, hair, and glass.

In addition to foreign objects that originate from vendors, foreign objects that could originate from within a store include: hair, hard plastic, plastic wrap, tomato dicer blades, nylon sweep material from the dough sheeter, insects, facial piercings, and bandages.

Prevention of foreign objects within your store begins with inspection of the equipment and environment where the food is being prepared. When opening packages of ingredients, ensure that no packaging materials become mixed in the product; this includes plastic, paper, cardboard, and any others. For example: store empty cookie dough containers inverted to prevent broken pieces of plastic from falling inside.

In addition:

- ◆ Team members must adhere to the jewelry policy outlined in the Operations Manual (one ring per hand without elevated stones, one watch, up to two stud-like earrings per ear, and a necklace, if worn, must be tucked inside the shirt). Cloth bracelets and facial piercings are not allowed.
- ◆ Broken and chipped utensils should be replaced, and/or repaired to prevent contamination.
- ◆ Inspect equipment before and after each use — in particular tomato dicer blades and thumbscrews, cheese cutter wire, inserts, dough totes — to ensure no broken and/or damaged pieces.
- ◆ Broken light covers and hard, clear plastic holders (for example, for counter cards) should be replaced at the time of breakage.
- ◆ Remove and discard rubber bands used to hold green onions together.

In addition to foreign objects, customers may encounter a physical object such as an olive pit or bone. If a customer reports damages from an olive pit or bone, contact Papa Murphy's Quality Assurance at papamurphysqa@papamurphys.com. The vendor partner will be contacted and the incident reported to them for follow-up.

UPDATE

Object Found by a Customer

Apologize to the customer.

Thank the customer for bringing the object to our attention. Do not admit responsibility.

Obtain the object if possible. If not possible, obtain description and pictures of the object.

When taking pictures of objects, please include a ruler or penny next to the object for sizing purposes.

UPDATE

Complete a Day-1 Incident Report Form to be sent to Papa Murphy's Quality Assurance Team at papamurphysqa@papamurphys.com and for your store's records.

Document the customer's name, phone number, type of product ordered (pizza, salad, or dessert), date purchased, injuries, possible sources of the object, etc. on the Day 1 Crisis/Incident Report Form.

Fax form to (360) 326-1775.

If the object is non-food (not a piece of bone, olive pit, or similar), call Papa Murphy's toll-free Store Crisis Hotline: 866-PAPA-911 (866-7272-911). Otherwise, email Papa Murphy's Quality Assurance Team at papamurphysqa@papamurphys.com

Reassure the customer that Papa Murphy's will contact them as soon as possible.



When working with food items, all bandages must be covered with a glove to prevent loss.



Visible Blue Bandages can be purchased through the Distribution Centers or the First Aid ex Fill System. The descriptions should state "Visible Blue Bandage" and are available in various sizes and shapes.

Object Found by Franchise Owner/Store Manager or Team Member

Please report the incident using the [Product Complaint Process on FRESHnet](#). Do not call the Store Crisis Hotline.

Bandages

It is the policy of Papa Murphy's to use only Visible Blue Bandages and to remove all other colored bandages from the stores. Blue bandages are more visible than standard beige bandages and, due to color, aid in the prevention of fraudulent customer complaints.

- [1] If a team member enters the store with a beige bandage, they must remove that bandage and replace it with a blue bandage.
- [2] If a team member requires a bandage during a shift, they should only use the blue bandages.

If a team member loses a bandage during work, the manager must be notified immediately and follow the steps listed in the [Store Crisis Manual](#).

Boil Water Order

A Boil Water order may be communicated via media alert, notification from a public health department, and/or notification from a public water system department when a present or potential microbiological threat to public health arises that can be controlled by boiling water.

- **Note:** Verification of the Boil Water order may be viewed on the public health department's website of the affected area(s). The website will inform the public of affected areas and instruct handling and boiling of potentially contaminated water.

Boil Water orders could be initiated due to flooding, severe storms, contamination of the public water source, and/or from routine testing of water reservoirs.

- [1] Determine the timing of the boil-water notification and what products were prepared using water identified by the notification.
- [2] If any Papa Murphy's products are affected by the boil-water notification or product was prepared using potentially contaminated water before the Boil Water order:
 - Call Papa Murphy's toll-free Store Crisis Hotline: 866-PAPA-911 (866-7272-911).
 - Contact the Papa Murphy's Quality Assurance Manager for advice and information moving forward regarding food safety.

If product was produced using contaminated water, Papa Murphy's Quality Assurance will need to initiate a product recall. Assessment for a recall situation will be based on: a) why the boil-water order had been initiated and b) what information the local health department supplies. During a Boil Water order, use only boiled or bottled water for dough mixing, produce preparation, hand washing, dishwashing, and cleaning of any preparation areas and counters. Tap water shall not be used for food preparation unless boiled properly.



If unable to meet these boil-water procedures, the store may choose to close voluntarily until the Boil Water order is lifted.

Identify possible sources of bottled water. If bottled water is unavailable, water can be boiled and transferred using the following procedures.

Boil water vigorously (rolling boil) for a minimum of three minutes.

Transport boiled water using only containers that have been rinsed with a bleach solution (6 drops [1/8 teaspoon] household chlorine bleach [5.25% sodium hypochlorite] per gallon of water). Repeat rinsing with the bleach solution before re-using the containers.

Sanitize hands using an alcohol-based hand sanitizer.

Turn off the water at the sinks or place tape over the water spigots to prevent team member usage of tap water.

- The use of the 3-compartment sink is allowed using boiled water or bottled water and adequate sanitizer during the final rinse. Ensure that test strips are used to verify sanitizer concentration.

Post signs in restrooms advising customers that they should not drink from the tap.

Once a Boil Water Notification is lifted:

- [1] Flush all water lines. Turn on all faucets and allow both the hot and cold water to run through the lines for approximately 5 minutes. Include water fountains.
- [2] Clean and sanitize the exterior surfaces of all equipment, sinks, faucets, and drinking fountains connected to the main water source.
- [3] All clothing, aprons, and dish clothes in the wash must be rewashed in hot water and run through the dryer on the hot cycle before reuse.

Power Outage

Every Papa Murphy's location at some point may experience a power outage. The outage may result in a minor service disruption or, if connected to a greater issue such as a natural disaster, may result in disruption up to several days. To be prepared, stores should have the following supplies available:

- [1] Battery operated portable radio
- [2] Flashlight
- [3] Extra batteries

During a power outage:

- [4] Remain calm.
- [5] Locate flashlights. Ensure the safety of the customers and team members.
- [6] Access the appropriate local public health department or local media coverage.
- [7] Ensure the store serves safe foods to the customers.
- [8] Inform Papa Murphy's Corporate Office of the situation by calling their toll-free Store Crisis Hotline: 866-PAPA-911 (866-7272-911).

- Operations or Quality Assurance will alert all members of the Power Outage Response Team. Corporate office employees will be instructed to direct all calls regarding the situation to a member of the internal call squad.



Due to potential employee and food safety issues associated with power outages, stores will be instructed to close if the outage will exceed 2 hours.

- Quality Assurance will offer guidance with each location on specific products with a higher food safety and product quality risk if product temperatures exceed 41°F.
- In situations where the power outage is part of a larger natural disaster affecting the market, Quality Assurance will also conduct an assessment of product destruction within affected store(s) with potential for food safety risk.
- Prevent unneeded opening and closing of the walk-in refrigerator and Makeline doors.
- Monitor walk-in refrigerator and Makeline temperatures and correctly temp food items.
- Once the power outage has been resolved, resume store operations as quickly as possible. (Supply Chain Management will work with the affected store(s) and the distribution center to arrange for the delivery of replacement product, if needed.)

Safety and Security

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Importance of Safety

So much is said about safety that it can have a tendency to be overwhelming. It isn't until we receive a painful burn, slip and fall, receive a gash requiring stitches, or similar unpleasant incidents, that safety and accident prevention become meaningful to us. An accident on the job can hurt in two ways: it can hurt us physically and financially.

The effective and substantial control of accident losses has long been recognized as a vital part of sound business practices. A loss control program can save Franchise Owners/stores money by reducing not only insurance costs, but the "hidden costs" accompanying accidents including:

- ◆ Time lost by injured team member
- ◆ Lost time by your team members who stop to help or out of curiosity
- ◆ Lost production for the same reason
- ◆ Spoilage or damage to inventory items
- ◆ Property damage
- ◆ Hiring and training replacement team member(s)
- ◆ Potential loss of business
- ◆ Valuable time spent investigating accident
- ◆ Unfavorable publicity
- ◆ Lowered team member morale
- ◆ Unfavorable impact on bottom line profits
- ◆ Increases in worker's compensation and liability rates resulting in potentially higher premiums

The safety and well-being of your team members — and to a considerable degree, our customers — depends on good safety attitudes and habits, and everyone's willingness to cooperate in preventing accidents. Good safety attitudes start with an understanding of the rules.



Your team members should be informed of the following rules and instructed to follow them for their own protection as well as the protection of other team members and customers.

- ◆ Operate only the equipment that you've been trained to operate. Make sure that you know how and that you are fully familiar with all instructions. Don't take chances. If you don't know, ask.
- ◆ Report all accidents, no matter how minor, to your Franchise Owner/Store Manager.
- ◆ Get first aid treatment immediately. Any delay can make a bad situation worse.
- ◆ No horseplay! Accidents don't just happen; they are caused, usually because we are not paying attention to the work.
- ◆ Report all unsafe conditions or actions to your Franchise Owner/Store Manager immediately. Don't wait for someone else to do it. It is better to hear it twice than not at all.
- ◆ Store all material in its proper place. Make "a place for everything and everything in its place" your motto.
- ◆ Wear non-slip, rubber-soled shoes that are comfortable and safe.
- ◆ Walk, don't run.



Additionally, some states, such as Washington and California, require businesses to have active safety programs and safety committees.

- ▶ For information on the specific requirements in your area, check with your state's OSHA branch.

It is our recommendation, whether mandated or not, to implement some type of loss control program in the form of a safety committee for your store(s).

- ▶ For more information refer to Safety and Security, [Safety Committees](#) in this manual.

We highly recommend contacting your local OSHA office for a free on-site workplace analysis. They can also help in setting up an effective loss prevention program and safety committee. Your worker's compensation insurance carrier should also be able to assist you.



EXTERIOR

Parking Lot and Sidewalk

FRONT OF HOUSE

Entry Rug
Lobby Floor

BACK OF HOUSE

Floors and Drains

Safety Procedures

Preventing Slips and Falls

Slips and falls are one of the three main areas where team member injury can occur in Papa Murphy's® stores. To prevent slips and falls, pay particular attention to the floors, exits and entrances, hallways, and stairs. In particular:

- ◆ Floors must be kept clean at all times
- ◆ Water should not be allowed to remain on floors, and drippings of any kind must be cleaned up
- ◆ Exits and entrances, hallways, and stairs should be kept clean, neat, and clear of all obstructions at all times

Spills are also important to deal with properly to prevent slips and falls.

- ◆ If you drop anything, pick it up or wipe it up immediately.
- ◆ Use warm, soapy water on grease or oily spills.
- ◆ Make sure the floor is thoroughly dry before use.
- ◆ Use wet floor signs until the floor is thoroughly dry.

During the winter months, many of our stores must also take extra precautions with proper handling of ice and snow. Prevention of winter slips and slides in front of our stores is very important for the safety of team members and customers. Snow shovels and deicers (which can be ordered through Papa Murphy's approved distribution centers) are typically used to remove snow.

Many local and state regulations require stores to remove snow and ice from sidewalks and walkways within a specified period of time for pedestrian safety. Be sure to check your local regulations.

If chemical deicers are used at the store, it needs to be stored appropriately with other chemicals and not near food items. Stores must also maintain a Safety Data Sheet (SDS) for the deicer.

Shoes for Crews

Papa Murphy's is partnered with Shoes for Crews to provide Papa Murphy's team members with affordable access to slip resistant safety shoes. Program benefits include negotiated pricing, multiple styles to choose from, and easy online ordering and payment methods. Safety shoes can minimize slips, trips and falls in the workplace that are responsible for injury claims and lost work days.

- ▶ Refer to the [Vendor Contact List](#) on FRESHnet, for Shoes for Crews ordering and contact information.



Water provides an “expressway” for electrical current. The results can be disastrous.

Lifting

Back strain is one of the three main areas where team member injury can occur in Papa Murphy's stores. To prevent these injuries, encourage your team members to follow safe lifting procedures at work.

- ◆ Bend your knees and use your leg muscles. They are the strongest muscles in your body.
- ◆ If it's too heavy, get help.
- ◆ Don't pile anything into your arms that obstructs your vision.
- ◆ Store heavy items on middle shelves and use a step stool or ladder to retrieve items from top shelves.

Electrical Safety Measures

- ◆ Doors on electrical boxes must always be kept closed.
- ◆ If the box is overly warm or “hot” to the touch, this is a sign of overloaded circuits. Quickly advise the Franchise Owner/Store Manager.
- ◆ Do not hang or place any materials on or in electrical boxes.
- ◆ Do not stack anything within 3 feet of the breaker panels.
- ◆ All wall and floor electrical outlets must be secure.
- ◆ Make sure plates or covers are tight and that switches or receptacles aren't cracked or broken.
- ◆ Make sure all electrical equipment is properly grounded.
- ◆ All plugs must be the three-prong type.
- ◆ Frayed cords and exposed wiring are dangerous.
- ◆ If you receive a shock from any equipment, notify your Franchise Owner/Store Manager immediately.



BACK OF HOUSE
First Aid Kit

First Aid and Medical Treatment

- ◆ Stores must keep a First Aid Kit in a prominent place in the back work area.
- ◆ First Aid Kit must be OSHA approved.
 - ◆ Everyone should be familiar with the items in the First Aid Kit. For example, First Aid Kits may include bandages and gauze pads of various sizes, adhesive tape, an elastic bandage, sterile cotton balls and cotton-tipped swabs, non-latex gloves, instant cold pack, and other supplies. They should **not** contain any medicines.

Some states require you to have a person trained in first aid on each shift. Training must be Red Cross or comparable. Check with your state's OSHA office for regulations in your area.

- ▶ Remember first aid is only a temporary measure. In the event of an accident or injury, do not attempt formal medical care beyond first aid. Call 911 for further assistance.

Because we use knives when preparing our ingredients, cuts are one of the three main areas team member injury can occur in Papa Murphy's stores. In the event a team member suffers a cut in the store, apply first aid to the injured area. If cuts are life threatening or bleeding profusely, call 911 and request medical assistance.

- ▶ When addressing blood and other bodily fluids, be sure to use a Biohazard Response Spill Kit. For more information, refer to Food Safety, Bloodborne Pathogens in this manual.

Physical Accidents Outside Of Store

Physical accidents involving your team members occurring outside of the store may occur at any time, such as during marketing activities (door hanging or shakerboarding), slips or falls on ice, vehicular accidents while performing job duties (e.g., removal of garbage from the store or shakerboarding), and physical assault.

Awareness of your surroundings is important to minimize these accidents.

- ◆ Team members conducting activities outside of the stores must follow traffic rules, signals, and signs for pedestrians, including using crosswalks and not entering into the flow of traffic.
- ◆ Team members conducting specific marketing activities must adhere to posted information on residences and business such as "No Solicitation."
- ◆ Shakerboarders should not restrict the flow of pedestrians while performing their activities.
- ◆ Team members must not place themselves or others at risk when conducting their activities.
- ◆ Team members must be aware of their surroundings and not place themselves in situations that could result in their harm.
- ◆ When conducting activities after dark, team members must wear appropriate reflective clothing.

If a Papa Murphy's team member is involved in an accident resulting in physical injuries, including but not limited to a vehicular accident:

- [1] Call 911 and request medical assistance immediately.
- [2] Do not move an injured team member unless there is the possibility of additional injuries, such as traffic or fire.
- [3] Wait with the team member for emergency services to arrive.
- [4] Answer emergency services' questions to the best of your ability such as time of accident and eye witness observations, if applicable.
- [5] Take pictures of the location of the accident, if able. Do not move or disturb any evidence.
- [6] Contact the store's Franchise Owner/Store Manager to inform them of the accident.
- [7] Document the event.
- [8] Complete the Day 1 Crisis/Incident Report Form and fax to (360) 397-8504.
- [9] Return to normal business operations as quickly as possible.

If there is contact from the media concerning the incident, refer them to media@papamurphys.com.

Team members may suffer trauma symptoms after witnessing a physical accident, particularly those involving severe trauma, such as vehicular accident or assault. Team members not present during the accident may also have emotional reactions to the event. Knowing what to say and providing services to team members are key in promoting the healing process.

- ◆ Check in with your team members directly affected by the accident.
- ◆ Give affected team members the option to go home or return to work the next day or their next scheduled shift.
- ◆ Be aware of the emotional symptoms that team members may experience following the accident. For example, team members may experience sadness, anger, numbness, grief, fear, anxiety, depression, confusion, and/or helplessness.
- ◆ Stores seeking post traumatic care for team members can access the Crisis Care Network (CCN). Papa Murphy's has negotiated rates for both telephonic and on-site care.
 - ▶ For more information on CCN, contact [Papa Murphy's Human Resources Department](#).
- ◆ Continue to monitor your team members' emotional state. An important part of recovery for impacted team members is the perception that management cares.



EQUIPMENT Thermometer

Safety Equipment Digital Thermometer

Stores must use the Ecolab thin tip pocket digital thermometer. Its 1.5mm tip makes it easy to take the temperature of foods with a temperature range of -40° to 450° (-40° to 230°C).

Key features of this thermometer include:

- ◆ Accuracy $\pm 2^{\circ}\text{F}$
- ◆ NSF certified
- ◆ Reduced tip
- ◆ 6-second response time
- ◆ Ability to calibrate
- ◆ Waterproof
- ◆ BioCote antimicrobial protection



Use replacement battery LR44.

- ▶ For calibration information, refer to the [Food Safety Checklist](#), available from the PMI Marketing Center.



Cut Gloves



For safety, cut gloves must be worn when using any type of cutting utensil including but not limited to knives, dough cutter, and dicer.

- ◆ Wear the cut glove on the hand not holding the utensil — therefore, on the left hand if the knife is being held in the right hand and vice versa.
- ◆ Wear a non-latex glove over the cut glove.
- ◆ Wash cut gloves frequently.

Fire Prevention Equipment

- ◆ Do not move fire extinguishers, nor hide or cover them with any material.
- ◆ Keep fire extinguishers in conspicuous areas and easily accessible.
- ◆ Ensure fire extinguishers are fully charged and operable.

Fire extinguishers, used or not, need to be recharged regularly.
Check your local codes.

- ◆ Train all team members on the correct procedures for using a fire extinguisher — the P.A.S.S. system:

- Pull the pin.
- Aim at the base of the fire.
- Squeeze the trigger.
- Sweep side to side.



- ◆ Immediately recharge any firefighting equipment that has been activated or used.

Safety Committees

Effective management of worker safety and health programs through Safety Committees can reduce the extent and severity of work-related injuries and illnesses, improve team member morale and productivity, and reduce worker's compensation costs.

A Safety Committee consists of management and team member representatives who have an interest in the general promotion of safety and health for your team members (and to a lesser but equally important extent, your customers).

- ▶ **Tip:** OSHA requires Safety Committees to be established at *each store for every corporation* employing 11 or more team members. Starting a Safety Committee right from the beginning is easier than starting once you reach 11 or more team members.

An effective safety and health program requires that:

- ◆ Accidents should be reported immediately to the Franchise Owner/Store Manager.
- ◆ All team members must wear required personal protective equipment. There are no exceptions.
- ◆ Hazardous conditions or other safety and health concerns should be reported to the Franchise Owner/Store Manager immediately.
- ◆ All team members participate in Safety Committee activities and support Safety Committee membership.
- ◆ All team members participate in required safety training outlined by OSHA.

Each team member, regardless of position within your franchise organization/store, should cooperate in all aspects of the safety and health program you have outlined and developed for your organization. If everyone does their part by doing what is necessary to ensure workplace safety and health, all of your team members and customers will benefit. No job is so important that we cannot take time to do it safely.

Supporting an effective safety and health program, Safety Committees are responsible for:

- ◆ Making recommendations on how to improve safety and health in the workplace
- ◆ Defining problems and removing obstacles to accident prevention including:
 - Identifying hazards and recommending corrective actions
 - Helping identify and address team member safety training needs
 - Establishing accident investigation procedures

A Safety Committee Charter outlining the purpose and goals of your Safety Committee must be developed. It should:

- ◆ Define the purpose of the Safety Committee
- ◆ Contain membership requirements and terms of service
- ◆ Identify how elected or volunteer members are comprised and what store(s) they represent
- ◆ Clarify the committee's extent of authority
- ◆ Outline specific committee functions with objectives and duties
- ◆ Define procedures for making recommendations, developing action plans, and implementing recommended actions

Additionally, the Charter should:

- ◆ Address written records and how the minutes will be disseminated
- ◆ Address networking or obtaining input from other individuals or stores
- ◆ Allow members to obtain related suggestions, reports of hazards, or other information directly from all persons involved in the operation of the store
- ◆ Require that information obtained is reviewed at the next Safety Committee meeting and then recorded in the minutes for review as necessary for action by the employer
 - ▶ For detailed safety meeting topics plus forms to capture safety meeting minutes and document team member's safety training, refer to the [Safety Committee Resource Book](#), available from the PMI Marketing Center.

Managing Claims

During shifts, incidents may occur that could result in a claim. Prompt and proper response from the beginning is critical. After an incident, sometimes management staff members may resist accident record keeping. They may think it is time consuming and lengthy. This is not the case. The reports are important for your records and protection if a claim is filed.

For proper response, all team members should thoroughly understand emergency procedures for team member or customer injury. The severity of accident or injury will dictate the first step of the emergency procedure. When in doubt as to the severity of an injury, do not take chances! Call for the aid of qualified help such as the paramedics. Even when an injury seems minor, it is a good idea to have it tended by a doctor. This will help ensure prompt and proper recovery and also aid in settling any insurance claims. After notification of medical assistance, ensure the Franchise Owner and Store Manager are aware of the incident.

What if a team member or customer becomes sick or is injured?

If there is a serious injury or medical problem, call 911.

Apply only emergency first aid.

Obtain all the necessary information (customer name, address, phone number, witness statements, and a summary of what happened). Record this information on an incident report.

Do not admit liability. Notify your Franchise Owner/Store Manager immediately so they can contact the insurance carrier.

What if a customer calls and says they are sick?

Do not admit responsibility!

Apologize and thank the customer for letting you know.

Get all needed information: customer's name, phone number, what kind of pizza, when purchased, etc. for the Franchise Owner/Store Manager.

Tell the customer you have had no other complaints, but will check your products and call them back. Only make the statement "no other complaints" if the statement is true. Never give false information.

Check your products for expired dates and call the customer back. Assure the customer that all of your products are wholesome and fresh.

Offer to replace the pizza or give them a refund.

If the customer is still upset, call your Franchise Owner/Store Manager. Your Franchise Owner/Store Manager will call their insurance agent and PMI.

The rules about which reports must be completed and when may vary from state to state. It is your responsibility to learn how the process works for your state. A few states require stores use the OSHA 300 log for recording all accidents and illnesses. Many record keeping requirements are based on the Standard Industrial Code (SIC). Check your business license to see how you are classified.

- ▶ To find out what the requirements are in your area, check with your local OSHA branch.

Your worker's compensation carrier can provide you with a packet of all forms and instructions that you need for filing a claim.

What if a customer calls to inquire about the claim?

Refer all questions about the incident to your insurance carrier. Your insurance carrier representative should handle contact with customers regarding a claim.

Occupational Safety and Health Act

The Occupational Safety and Health Act of 1970 (OSHA) requires that almost all private sector employers meet certain record keeping requirements. It is the responsibility of the Franchise Owner to know what the requirements are, and comply with them.

Exempt Employers: Requirements under OSHA

Even in those states where an employer is exempt from OSHA's record keeping requirements, employers are nevertheless required to contact OSHA within 48 hours of any accident that results in one or more fatalities or the hospitalization of five or more of your team members.

OSHA Record Keeping

Some OSHA record keeping requirements are based upon the Standard Industrial Classification Code (SIC). The recommended code for Papa Murphy's is 5812.

- ▶ To see which records are required for you to maintain, check with your state OSHA office.

State Laws

Many states cooperate with OSHA in record keeping and reporting programs. Some states have their own safety and health laws that may impose different or additional requirements.

Consult your state's safety and health laws concerning record keeping and reporting requirements.

Hazard Communication Program

In 2003, The United Nations adopted the Globally Harmonized System of Classification and Labeling of Chemicals (GHS). The GHS includes criteria for the classification of health, physical, and environmental hazards, as well as specifying what information should be included on labels of hazardous chemicals and Safety Data Sheets. Updated Safety Data Sheets (SDS) replace Material Safety Data Sheets (MSDS).

Your team members need to be aware of:

- ◆ Where the SDS sheets are located — at the GHS Station (a required component of the Ecolab Program.)
- ◆ Location of chemical storage at the store.
- ◆ Definition of safety elements related to responsibilities and duties.

Additionally, upon the completion of the “Right to Understand” Training (SDS) Team Members will need to sign the SDS Training Sheet.



Safety Data Sheets and Chemical Labels

Material Safety Data Sheets (MSDS) have been renamed under the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) to Safety Data Sheets (SDS).

Stores are required to keep SDS sheets for all chemicals being used in the store.

- ▶ For a list of standard cleaning supplies, refer to Cleanliness and Sanitation in this manual.


An SDS must be formatted to conform to the GHS and is required to have 16 standardized elements arranged in a specified order:

- [1] Chemical product and company identification
- [2] Hazards identification
- [3] Composition/information on ingredients
- [4] First aid measures
- [5] Fire-fighting measures
- [6] Accidental release measures
- [7] Handling and storage
- [8] Exposure controls/personal protection
- [9] Physical and chemical properties
- [10] Stability and reactivity
- [11] Toxicology information
- [12] Ecological information
- [13] Disposal considerations
- [14] Transport information
- [15] Regulatory information
- [16] Other information

In addition, SDS sheets have a section for Product at Use Dilution. Stores using the SSDC Bulk Delivery System will use the Product at Use Dilution information.

Safety Data Sheets must be maintained for 30 years from the time they are last used.

As of June 1, 2015, the Hazard Communication Standard (HCS) also requires pictograms on labels to alert users of the chemical hazards to which they may be exposed. Each pictogram consists of a symbol on a white background framed within a red border and represents a distinct hazard. The pictogram on the label is determined by the chemical hazard classification.

HCS Pictograms and Hazards		
Health Hazard	Flame	Exclamation Mark
 <p>Carcinogen Mutagenicity Reproductive Toxicity Respiratory Sensitizer Target Organ Toxicity Aspiration Toxicity</p>	 <p>Flammables Pyrophorics Self-Heating Emits Flammable Gas Self-Reactives Organic Peroxides</p>	 <p>Irritant (skin and eye) Skin Sensitizer Acute Toxicity Narcotic Effects Respiratory Tract Irritant Hazardous to Ozone Layer (Non-Mandatory)</p>
Gas Cylinder	Corrosion	Exploding Bomb
 <p>Gases Under Pressure</p>	 <p>Skin Corrosion/Burns Eye Damage Corrosive to Metals</p>	 <p>Explosives Self-Reactives Organic Peroxides</p>
Flame Over Circle	Environment <i>(Non-Mandatory)</i>	Skull and Crossbones
 <p>Oxidizers</p>	 <p>Aquatic Toxicity</p>	 <p>Acute Toxicity (fatal or toxic)</p>

- ▶ To get copies of current SDS sheets as well as other information, refer to [Ecolab's website](#).

Security Procedures

While store security is often on our minds and the minds of your team members, good security practices may be neglected because of lack of attention to detail. This section addresses some basic methods of implementing a security program.

General Guidelines

- ◆ Be alert
 - Report suspicious persons or activities. Write down a description of any suspicious individuals lingering around including vehicle information if you see one.
 - Be aware of your surroundings at all times both for security and safety reasons. Schedule at least two team members to be in the store at all times.

- ◆ Maintain visibility
 - Keep windows and doors clear for maximum visibility. Place posters and signs to the side, top, or bottom of display windows.
 - Put POS terminals in a central place so that the customer's back is to the entrance while ordering and paying. Front counter terminals should be visible from the outside.
 - Keep counter displays low so all team members can see over the top.
 - Place wide-angle mirrors in strategic locations to assist with visibility in blind areas of the store such as around corners.
 - It is recommended that each store have a security system installed. Include a quality video camera and recorder kept high on the wall so it can't be tampered with but visible so people know it is there. Have several cameras connected but only some of them visible. Fake cameras are not recommended because robbers often know the difference. Only the Franchise Owner/Store Manager should have access to the tapes.

Building Security

- ◆ Key and Safe Management
 - Keep strict control over the issuance of keys.
 - Maintain a current record of keys issued to any team members.
 - Change the locks and safe combo when any personnel having keys leave or are terminated.

- ▶ Refer to construction documents for door lock and safe specifications. The safe should be bolted to the floor.



BACK OF HOUSE
Back/Side Doors

What if you lost your store keys?

Contact the Franchise Owner/Store Manager to lock up.

Determine if your keys are lost permanently or temporarily misplaced.

If keys are a security risk, Franchise Owner/Store Manager should have the locks changed.

What if you are locked out of the store?

Contact the Franchise Owner/Store Manager or possibly another team member with a key.

- ◆ Exterior
 - All doors should be kept locked except during advertised business hours.
 - The front door must be kept unlocked during business hours.
 - The back door should be locked at all times except when receiving deliveries or taking out trash and cardboard.

Check with your local Fire Department for regulations about locking the back door.

 - Lights should be left on at rear doors during the night. Preferably, these lights should be installed high above the ground to discourage tampering. It is also recommended that some lighting be used around the front door.
 - Use a door signaling system such as a buzzer or bell that will alert team members of anyone entering or exiting the store.
 - ▶ **Tip:** Consider having two distinct sounds, such as a bell for the back door and a chime for the front door. Also be sure that both can be heard from anywhere in the store.
 - Consider installing a silent “hold-up” alarm or a “buddy alarm” that alerts neighboring businesses. The alarm should only be activated, however, if there is no possibility of detection. Movements or sounds could cause a robber to panic and become violent.
 - Drive-up windows should be locked when not in use. Cash drawers should be installed under the counter and inserts removed at end of night with the drawer left open and empty.
 - ▶ **Tip:** Be cautious of people walking up to the window.
- ▶ **Refer to construction documents for lighting, security, and door lock specifications.**

◆ Interior

- Greet each customer as they enter the store and make eye contact. Good customer service can discourage a hesitant robber because they could be identified later.
- No “off-duty” personnel should be allowed in work areas during business hours. This may encourage a “help yourself” attitude or “giveaways” from fellow team members.
- Leave some interior lights on during the night so that patrolling police may observe any unusual happenings.

POS System Security

◆ POS equipment security

- The POS server is only to be used for PMI-approved applications, such as NBO/MenuLink and Configuration Center. Any uses outside of the approved uses compromise the security and integrity of the POS server.



The following actions could compromise the security of the POS server:

Do not plug in your cell phone to the back-office server or any terminal to charge it.

Do not try to install software not specifically provided or approved by PMI.

Do not use a jump drive on the back-office server or any terminal.

- The POS system should be used for POS-related tasks and viewing PMI-specific materials such as the [NBO/MenuLink Utilization eLearning program](#) and the [Bulletin](#). Other business that is conducted on the back-office server or any terminal could introduce a virus.



Have a shift supervisor or higher on the schedule at all times. This ensures stores have someone that has the system security level access needed to perform all necessary tasks and functions required while managing a shift.

◆ POS system security levels

Security access levels are used to allow or deny access to functionality in NBO/MenuLink, Configuration Center and Aloha POS.

Security access levels for NBO/MenuLink include:

- Franchise Owner
- Area Supervisor
- Store Manager
- Assistant Manager
- Shift Supervisor
- Crew Member

Security access levels for Configuration Center include:

- Franchise Owner
- Area Supervisor
- Store Manager
- Assistant Manager
- Shift Supervisor

- ▶ For a complete chart listing the functions available and who has access to those functions, refer to the POS System Manual. Some functions will have time limits for how many days back changes can be made to the data based on security levels. It is recommended that CFC access be set up for the Franchise Owner and Store Manager. Access to CFC is also necessary to run a system refresh, therefore granting access for key shift supervisors should be considered.

◆ Aloha POS security levels

Security access levels for Aloha POS include:

- Franchise Owner
- Area Supervisor
- Store Manager
- Assistant Manager
- Shift Supervisor
- Crew

- ▶ For a complete chart listing the functions available by job role and the numeric code needed for the employee profile setup, refer to the POS System Manual.

- ◆ Password security
 - Each application user within the POS System should have their own user name and password, including Franchise Owners.
 - NBO/MenuLink passwords must be changed every 90 days and the last 12 passwords must be unique. Users will be locked out after three invalid attempts. Users can change their password any time as long as they are not locked out. If a user is locked out of their account, they must open a case with the Support Center
 - ▶ **Note:** Password resets may take up to three days for resolution as outlined in the Support Center Level Agreement.
 - Configuration Center passwords must be changed every 90 days and the last four passwords must be unique. Users will be locked out after three invalid attempts. Users can change their password any time as long as they are not locked out. If a user is locked out of their account, they must open a case with the Support Center.
 - ▶ **Note:** Password resets may take up to three business days for resolution as outlined in the Support Center Level Agreement.
 - There is no password for Electronic Data Capture (EDC) at this time.
 - Aloha POS access should be set up using the same access level used for NBO/MenuLink. Example: Shift Supervisor in NBO/MenuLink should have same access level in Aloha POS.
 - For your team members, the password is their four-digit employee number plus a four-digit password. This password can be cleared by the Store Manager at any time. Team members can also clear their own password at any time.
 - ▶ **Tip:** It is recommended the Franchise Owner/Store Manager clears all team member passwords every 30 days at a minimum. This will help reduce sharing of passwords.

Opening/Closing

Opening and closing can be times where security practices are neglected. It is important for the safety of your team members that everyone follows the safety and security practices at all times. Opening and closing periods are times especially vulnerable to robbery due to low staffing, minimum amount of traffic, possibly dark situations, and the amount of cash in the store.

- ◆ There should always be a minimum of two people scheduled to close.
- ◆ Always lock the doors when the store is closed.
- ◆ Once the doors are locked, no one should be allowed to come in or go out until everyone is ready to leave as a group.
- ◆ Garbage and cardboard should be taken out before dark. If it isn't, the garbage should be tied up and left for the opening team to take to the dumpster.
- ◆ Drawers and money should never be counted on the front counter in view of the windows. Monies should be taken to the office or BOH to be counted.
- ◆ All monies should be locked in the safe.
- ◆ Cash drawer inserts should be placed in the safe and the terminal drawers should be left empty.

What if the safe won't open?

Call Franchise Owner/Store Manager. He/she will determine if/when to:

- Call a locksmith.
- Go to a neighboring Papa Murphy's store to get change to open the store with.

- ◆ Before leaving:
 - Make sure that all doors (front and back) are locked.
 - If the store has a drive-up window, ensure the window is locked.
 - Confirm all terminal drawers are empty and open.
 - Confirm the safe is locked.
- ◆ When it is time to enter or exit the store, we recommend the staggered method.
 - One person enters or exits the building through the front door while another person remains near a phone (when opening, it would be a cell phone, when closing, near the inside phone).
 - When leaving, the person exiting the building gets into his or her car and drives around the building to ensure there are no suspicious individuals lingering around.
 - Once verified to be safe, the rest of the team exits the building through the front door, locking the door behind them.
 - Once all team members have exited the building, make sure the door is locked.
 - When entering the building, once the person is inside and has turned on the lights, confirming it is safe to enter, the rest of the opening team enters. The door is locked behind them until unlocked for business.



LOBBY SERVICE
Cash Handling

Cash Management

Cash Handling

Having the right amount of tools, utensils, or equipment is key to operational ease, profitability, speed of service, and the overall customer experience. That includes having enough equipment to manage cash effectively.

Recommendations for the amount of cash drawers and backup change funds are as follows:

- ◆ Two cash drawers per FOH POS terminal able to take payment
- ◆ One insert per cash drawer.

For example if a store has three FOH POS terminals, it is recommended to have six cash drawers (two per terminal) and six cash drawer inserts.

- ◆ Starting cash drawer amount of \$100.
- ◆ Backup change fund starting at \$300.

▶ **Tip:** High volume stores may increase if they find themselves running out of change, and lower volume stores could go as low as \$200.



It is recommended that each store have a specific amount of cash on hand to be used to set up the cash drawers and the backup change fund.

- ◆ For example, the recommended coin and bill amounts for a \$300 back-up change fund might be:
 - \$112 in ones
 - \$100 in fives
 - 5 roles of quarters
 - 5 roles of dimes
 - 5 roles of nickels
 - 6 roles of pennies
- ▶ **Note:** Depending on pricing and taxes, stores may find the need to reduce the amount of change and increase the amount of bills. For example, if a store is in a state or county without taxes, the need for coins is not the same for a store that charges state or county taxes.

The important thing to remember is to have a large enough back-up change fund to minimize running out of coins, \$1s, and \$5s, but not too large as to have excess cash on hand. Monitor how often a store is running short on specific types of change and increase and decrease as needed.

- ▶ **Tip:** For special event days, you may need to increase the backup fund during the event, or schedule/plan to make two trips to the bank those days.
- ◆ Cash on hand is to be secured in a safe each night as part of the normal closing procedure. The Franchise Owner/Store Manager should maintain the combination to the safe.
 - ▶ **Tip:** As a security precaution, safe combinations, keys, security codes, etc., should be changed every time a person with access terminates employment. The safe should also be counted at least once a day.

Consider prohibiting temporary disbursements from safe or cash drawers for IOUs, post-dated checks, payroll advances, or any other "loans."

Proper cash handling practices minimize cash shortages and overages. All of the cash that comes into the store is typically handled at the front counter POS terminals. It is important to have policies in place for team members handling cash.



- ◆ Only one cashier should be assigned to a cash drawer. Your team members and management staff should not share passwords.
 - Assigning a cash drawer to a cashier is performed on an Aloha POS terminal.
 - De-assigning a cash drawer — to checkout a cashier or move a cashier to another terminal — is also performed on an Aloha POS terminal. When

- moved to another terminal, a running total of all monies is calculated and remains the responsibility of the assigned cashier.
- Re-assigning a cash drawer — to re-assign the same cashier to a cash drawer that had previously been de-assigned — is also performed on an Aloha POS terminal.
 - ◆ Cash bills should be put in the cash drawer facing in the same direction. This makes it easier to count the bills, give change, and spot counterfeit money.
 - ◆ Cash should be put in the correct location in the cash drawer only after the transaction is complete.
 - ◆ Team members assigned to a cashier position should count their starting till at the beginning of the shift and count the monies and reconcile to the Cashier Checkout at the end of the shift.
 - ▶ **Note:** A Checkout or Cashier Checkout is the process of settling a cash drawer assigned to a cashier. The checkout is performed at the terminal and completed in NBO/MenuLink. The Checkout Report prints from the terminal receipt printer as part of the checkout process. A Cashier Checkout must be performed before the team member clocking out.
 - ◆ Cash should never be counted openly in the cashier area or in front of customers.
 - ◆ Cash drawers should be pulled periodically to perform an audit.
 - ◆ A best practice is to file a police report when a team member is caught stealing. Settling for restitution and an apology may invite theft to continue. Additionally, firing a team member on the spot before a police investigation and prosecution may result in unemployment payments by the Franchise Owner/store to the team member.
 - ▶ **Tip:** Such incidents can be minimized, if standard interviewing and hiring techniques and reference checks are used to screen your prospective team members.
 - ▶ Also refer to proper cash handling procedures in [Customer Focus > Shift Management > Shift Management Excellence > Work Positions and Duties > Cashier on FRESHnet](#).

Cash Drops

When the drawer exceeds a certain amount of cash, a cash drop is required. Cash drops are the process of taking money out of a drawer and moving it to a secure location such as the safe. When the amount of the cash drawer exceeds the threshold, a message displays on the POS terminal and a Cash Drop is required.

Cash drop amounts are set by the Franchise Owner of the store, but are typically set to suggest a cash drop at \$100 and require a cash drop at \$200. Team members drop the cash in the safe and enter the information in POS. The cash drop amount will show on the Cashier Checkout.

Cash drops must be performed when the cash amount exceeds the drop amount in order to continue taking orders. This keeps the amount of cash in a drawer to a minimum, lessening cash mistakes and potential hazards such as robbery. Cash drop amounts should be verified and included with the cash drawer monies.

Credit and Debit Cards

When handling credit or debit cards, the following procedures are recommended:

- ◆ Credit and Debit Cards
 - Never take the credit or debit card out of the sight of the customer.
 - Do not accept credit or debit card numbers over the phone.
 - Never write down a customer's credit or debit card number.
 - Ask for ID for transactions over \$25.
 - If a credit or debit card is left in the store, secure the card in the safe and contact the customer. If the card is left for more than 24 hours, destroy the card. If the customer returns to pick up the card, ask for ID before releasing the card.
- ▶ **Note:** To improve speed of service, Company Stores have opted not to require signatures for transactions less than \$25.

Check Handling

When accepting checks, the following procedures are recommended.

- ◆ Personal checks
 - Accept checks for the amount of purchase only.
 - For a check to be accepted, the customer should have a valid picture ID.
 - Checks made out to Papa Murphy's and drawn on a local bank.
 - Check the address on the check against the address on the driver's license or ID card.
 - If the customer's phone number is not on the check, write it below the address printed on the check.
 - Ensure that the check is made out for the correct amount.
 - Ensure the check is properly endorsed (signed).
 - Use the Check Tender to account for the payment and place the check in the cash drawer.
 - ▶ **Note:** Cash and checks are declared together when performing a Cashier Checkout.
 - If your store stamps a check at the time you receive it, only stamp the back end opposite the customer signature. If there is an "X" mark on one end, it indicates to stamp that end. Federal banking laws require this procedure to be followed.
- ◆ Travelers checks
 - All travelers checks require two of the same signature. One signature is signed at the time the travelers checks are purchased. The second signature must be signed in front of you to prevent forgeries.
 - Make sure both signatures match.
 - ID is not necessary, but can serve as protection for the customer.
 - Verify that the travelers check is in local currency, for example, not Canadian. If not, request the customer pay using another method.
 - ▶ **Note:** In POS, travelers checks are handled the same way as personal checks.

Banking Procedures

- ◆ Bank deposits should be made daily and can be completed more than once per day if needed. Keeping multiple days' deposits in the safe elevates the potential threat for missing cash. Deposits are entered, verified, and validated in NBO/MenuLink.
 - Bank deposit slips, at a minimum, should be completed in duplicate, with both copies accompanying the deposit to the bank. The bank retains one copy. The second verified copy is returned to the depositor at time of deposit and is retained in the store's file.
- ▶ **Tip:** Some stores prefer to have a third deposit slip, which remains in the store to verify the deposit in case of a problem.

Safety tips when handling deposits

No more than one day's deposit should be left in the store.

Deposits should not be made after dark.

It is important to vary the time and route to the bank.

It is important to disguise the deposit in a briefcase, purse, coat, or pocket.

If deposits are made in a night drop box, a second person should accompany the person to the bank.

- ▶ **Tip:** It is recommended that all deposits be verified before being taken to the bank and validated within three days of the deposit. Both functions can be performed by comparing the deposit slip to the information in NBO/MenuLink.



Refunds

Refunds can be an easy way for theft to occur. Refunds are used to offset transactions that may have been entered incorrectly, open orders that were closed to cash, or when a customer asks for their money back. Refunds should be used only when there is no other means of correcting the problem.

- ◆ Refund slips should have two signatures (either a customer and manager or a manager and team member depending on why the refund was performed).
- ◆ Store management should monitor refund slips and the reasons why refunds were performed.
- ◆ If the majority of refunds are due to open orders being closed to cash during the End of Day (EOD) process in POS, it is recommended that closing managers are retrained in closing procedures and workflow tasks that include checking for and closing any open orders.
 - ▶ For more information about refunds, refer to [Customer Focus](#) > Customer Service on FRESHnet.

Paid Outs

A paid out is also known as a petty cash purchase or purchase made with cash out of the cash drawer. A paid out is performed in Aloha POS and completed in NBO/MenuLink. Paid outs should be kept to a minimum and are typically used for small purchases such as emergency supplies, office supplies, window washing, etc. Paid outs are store expenses and should be expensed to the correct P&L line.

It is recommended that paid outs be monitored and reconciled by management to ensure all monies and supplies are accounted for and paid outs are accurately reflected as part of cash management in Aloha POS, NBO/MenuLink, and on the P&L statement.

Emergency Procedures

Accident prevention involves learning simple rules beforehand and keeping a level head when an emergency arises.

An organized plan and procedures reduce the severity of any emergency, because it's not possible to prevent all mishaps from occurring, all team members should be fully aware of these procedures.



EQUIPMENT
Crisis
Management Kit

Crisis Management

Papa Murphy's Crisis Management System was developed to direct communication and facilitate appropriate action during the early stages of a crisis. The plan was designed to help resolve incidents that have the potential to adversely impact the performance of individual stores and the company. A crisis incident is anything that could negatively affect business or result in negative media coverage. The important element to effectively handling any of these types of situations is to remain calm and follow the Store Crisis Manual. In all cases, follow the Store Crisis Procedure Manual and Store Crisis Management Guide poster.

▶ Click the image for the most up-to-date emergency procedure aid from FRESHnet:



Clearly post all emergency numbers near the phone.

Store Crisis Procedure Manual

Papa Murphy's
TAKE 'N BAKE PIZZA

STORE CRISIS PROCEDURE MANUAL
EMERGENCY CONTACTS

STORE NUMBER: _____

STORE ADDRESS: _____

STORE PHONE: _____

ALARM COMPANY: _____

FIRE DEPARTMENT: _____

POLICE DEPARTMENT: _____

HEALTH DEPARTMENT: _____

STORE MANAGER/STORE OWNER: _____

DISTRICT BUSINESS LEADER (DBL)/REGIONAL BUSINESS DIRECTOR (RBD): _____

STORE CRISIS HOTLINE –
866 PAPA-911 (1-866-727-2911)

- PROMPT 1 – 911, TRAUMA, MEDICAL EMERGENCY
- PROMPT 2 – ROBBERY, WORKPLACE VIOLENCE SECURITY
- PROMPT 3 – FOODBORNE ILLNESS/FOOD CONTAMINATION
- PROMPT 4 – EARTHQUAKE, FLOODING, WEATHER-RELATED
- PROMPT 5 – MEDIA RELATED, PICKETING, DATA BREACH
- PROMPT 6 – BOIL WATER ORDER, POWER OUTAGES, FIRE

RECALL HOTLINE (INVENTORY REPORT) –
1-800-919-5421
www.mymastardrecall.com

Because of Papa Murphy's concern for the safety of our customers and staff, we have developed our Crisis Management Plan. Most situations will be store-specific, and may include things such as product recalls. Some situations can be of a greater magnitude. Potential "crises" may include:

- ◆ Product related
 - Product recall
 - Promotional out of stock product
- ◆ Foodborne illnesses
- ◆ Boil water order
- ◆ Media
- ◆ Picketing/protests
 - Team member
 - Customer
- ◆ Workplace violence
- ◆ Robbery with injuries/death
 - Team member
 - Customer
- ◆ Natural disaster or fire
 - To Papa Murphy's store
 - To supplier facility
 - To distribution center
- ◆ Customer complaints
 - Injury (e.g., broken tooth)
 - Bad product
- ◆ Any potential legal liability

These situations are only some of the potential crises that may occur.

Crisis Communication

Papa Murphy's Crisis Communication partner is BellTower Technologies. BellTower Technologies supports Papa Murphy's through the Instant Recall and RedPhone Incident Notification System.



- ◆ BellTower Instant Recall is an effective tool to communicate product recalls and/or other issues that need to be addressed immediately with the stores and Franchise Owners. Once initiated, stores will receive a phone call beginning with, "This is an important message from Papa Murphy's..."

Listen to the entire message and follow prompts as directed. Do not hang up before the end of the message as important information is provided throughout the call. In addition to calls to the stores, Franchise Owners will also receive notification in either a phone call or a text message.

- ▶ **Note:** If you have any questions regarding Instant Recall notification communication contact your Regional Business Director/District Business Leader.
- ◆ In case of emergencies, RedPhone Incident Notification System allows you to instantly notify Papa Murphy's Crisis Team Members and connects them to you automatically for a live phone discussion.
 - ◆ To initiate a new incident discussion, call 1-866-PAPA-911 and follow the prompts. (See next page.)

- ◆ Listen to the prompts and select the type of incident by pressing the number on your telephone keypad. For example:
 - [1] 911, trauma, medical emergency
 - [2] Robbery, workplace violence, security emergency
 - [3] Complaints from customers of food borne illness or food contamination
 - [4] Earthquake, flooding, or weather-related emergency
 - [5] Media-related event, picketing, data breach
 - [6] Boil Water Order, power outage, fire
- ◆ Confirm your selection by pressing *1 when prompted.
- ◆ Stay on the line while the automated system sends out notifications (email, text message) and calls the appropriate incident team members. Within less than a minute, you should hear incident team members joining in.
- ◆ As the incident team members arrive, their names will be announced.
- ◆ Please introduce yourself and state the reason for starting the incident discussion.
- ◆ If you are disconnected and would like to re-join the discussion in progress, simply call back and repeat your selections. The system will put you back into the discussion, if one is still in progress, or start a new incident notification.
 - ▶ For more detail on proper procedures for product-related, foodborne illness/communicable disease, bioterrorism, workplace violence, fire, natural disasters, and picketing/demonstration crises, refer to the [Store Crisis Procedure Manual](#) on FRESHnet.

Sales Building

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Local Store Marketing

Local store marketing (LSM) is marketing that does not require relationship building and includes tactics such as shakerboarding, Add-on-Sales, merchandising, store sampling, and resale. Read the following for more information on each of these tactics.

Shakerboarding

Shakerboarding is a key Local Store Marketing tactic used right outside of your Papa Murphy's location to create awareness and drive traffic. This tactic is easy to implement and can result in effectively increasing sales, units, and transactions.



Safety

Safety of team members is important for every position and station in the store, including shakerboarding. Franchise Owners may require reflective jackets and vests be worn for safety during any day part. At night in particular, the reflective strips are more visible and draw attention to the shakerboarder.



High Visibility Three Season



Safety Vest

Hats and gloves are also available for winter weather.



Performance Hat



Thinsulate Performance



6-Layer Gloves

► These items are available at **ARAMARK** (Crest) Uniforms, accessible [on FRESHnet](#).



Ensure team members assigned to shakerboard have water — and weather permitting, access to sunscreen.

Location is equally as important for ensuring the safety of the team member assigned to shakerboarding.

- ◆ Define a designated safe sidewalk space for the shakerboarder.
- ◆ Managers should regularly check on shakerboarders and ensure they adhere to safety practices. Use your travel path as one of the check points.
 - Shakerboarder must follow all traffic rules, signals, and signs for pedestrians, including but not limited to using crosswalks and not entering into the flow of traffic.
 - Shakerboarders must not restrict the flow of pedestrians while performing their activities.
 - Shakerboarders must not place themselves or others at risk when conducting their activities.
 - Shakerboarders must be aware of their surroundings and not place themselves in situations that could result in harm.



Once customers come into the store, use suggestive selling to trade up or to increase their ticket with Add-on-Sales.

How to Shakerboard

- ◆ Ensure that the shakerboard supports an aggressive, low price point message, local DMA value message, or new product.
- ◆ Shakerboard daily or on a regular basis for 15 or more hours a week, during slow times or peak volume periods to increase traffic. Use peak traffic hours to raise awareness of your location.
- ◆ Assign team members daily to shakerboard, just like all other positions on the schedule.
- ◆ Ensure the assigned team member understands the position expectations, including but not limited to an atmosphere of excitement while moving, shaking, and/or spinning the shakerboard.
- ◆ Position the shakerboarder in a safe and visible location, considering traffic patterns and allowing customers to easily make the decision to visit your store.
- ◆ The shakerboarder should:
 - Wear a Papa Murphy's uniform or other approved attire specific for the weather.
 - Wear proper safety attire.
 - Be trained and excited about shakerboarding.
 - Position the shakerboard arrow and/or signage directionally towards the store location.
- ◆ To get even more attention:
 - Attach balloons to the shakerboard for additional visibility.
 - Use dual shakerboarding — same or opposite sides of the street to draw in even more people to the store
 - Let your employees listen to music on their iPods®, etc. while shakerboarding.



Listening to music is allowed, but don't compromise safety. For instance, don't play it so loud that it drowns out emergency vehicles and other crucial sounds.

Move it! Shake it! Celebrate it! And above all, have fun!

Add-on-Sales

Add-on-Sales (AOS) play a very important part in our business. They help us give great service to our customers by meeting their needs for an appetizer, dessert, or beverage to round out their meal without having to make another stop at the grocery store. They also help boost our average ticket sale, which helps meet sales, labor, and profit goals.

For years, Papa Murphy's has enjoyed a great position in the pizza category as the quality and price/value leader. As competition intensified, we broadened our product range. This "Focus 5" strategy first broadened our pizza brand footprint with five distinct product categories, then evolved to include building new sales layers and rebuilding and energizing our important Add-on-Sales offerings.

There are two important aspects of Add-on-Sales — merchandising and suggestive selling. Merchandising is how we display the items to appeal to the customer.

► For more information on merchandising, see [Merchandising](#) in this section.

Suggestive selling is the process of telling our customers about the items in an appealing fashion. It's about moving the customer around the menu board to pizzas they can't get anywhere else. It's about making Papa Murphy's a one-stop shop by offering a "Meal Deal" or by offering an appetizer or dessert.

Suggestive selling is a "non-negotiable" business practice — suggestively sell to every customer placing an order on the phone or at the register unless it is clear the customer is done ordering. For example, if the customer says *"I would like a Large Pepperoni pizza and that is all."* To increase average check, increase sales, and give customers a one-stop shop for their meal option, we need to educate customers on the additional products we have available.



Suggestive Selling is one of the steps to excellent service and is a brand standard as part of the order-taking process, unless the customer says "and that will be all."



There are several best practices to ensure your team is successful at increasing Add-on-Sales — either on the phone or at the register:

- ◆ Smile when taking the order. Be enthusiastic.
- ◆ Ask every customer, every order, except when they are clear about not wanting anything else.
- ◆ Use descriptive adjectives — delicious, fresh-made, cheesy, etc.
- ◆ It is best if team members have tried/tasted the products you want them to sell so they can share what they like.
- ◆ Don't list every item that is offered. Pick one or two to suggest on the phone and one or two to suggest in-store. Consider an AOS product of the day and rotate each day to put the focus on different items.
- ◆ Tell the customer your favorite.
- ◆ Keep display racks and cases fully stocked with fresh product.
- ◆ Ensure racks are easy to reach for customers.
- ◆ Clearly display pricing.
- ◆ Always monitor proofing times of product and the amount of time items are left at room temperature.
- ◆ Clean racks daily.

Suggestive selling happens during order taking and is part of the Steps for Excellent Service to guide customers to add on additional items or upsize their pizza.

- ▶ For more information on suggestive selling, refer to step 4 for the order taking/cashier team in [Customer Focus](#) > Customer Service > Steps for Excellent Service.

Merchandising

Once customers enter our stores, merchandising can help drive behavior — whether informing them of our product offerings, enticing them to buy more or bigger items, or increasing frequency and encouraging them to come back.

Each piece of merchandising has a specific purpose custom-designed for its location and desired outcome. We are very deliberate about what we choose to promote and why, as evidenced in our customer path strategy. Planograms guide location and provide information to coincide posting of merchandising materials during promotional periods.



- ◆ Windows: Two posters in exterior window spaces are recommended, with three being allowable depending on available store front window space. For example, if a store has three store front windows, only two posters or clings should be installed. This ensures visibility by both customers and staff. Ensure all window posters are centered at the same height to look uniform and there are no air bubbles when applying. Refer to the installation instructions.
- ◆ Stanchion:
 - Two messages are allowed on the stanchion if your store allows for both sides to be visible (not against a wall).
 - Do not store old Point of Purchase (POP) in the stanchion frame behind new POP.
 - CREATE stores do not use Stanchion signs.
- ◆ Specials board: Specials art is provided with every new promotion, with the recommendation to use each piece as given. Custom specials boards are not recommended, unless express approval from a DMD is provided.



The more clutter, the less effective any new messaging becomes. Our customers are only in our stores for a short amount of time, so we want them to be impacted by the newest, latest, and greatest promotional creative. **Therefore, a store shouldn't have anything up in the store that is not indicated on the Planogram.** Because we are very deliberate about what goes up when and what messaging goes where, following the provided guidelines can help positively impact your customers' buying decisions.



- ◆ Displays
 - Keep items fully stocked at all times. Never have just one of anything on display.
 - Fill all spaces such as the Grab 'n' Go case, soda cooler, display racks, Murphy's Market, etc. with merchandise.
 - Organize merchandisers, placing product in displays per the Planograms.
 - Always keep items faced forward so the labels face the customers for an organized look as well as convenience for the customer.
 - All displays should be visible and in plain sight of the customers.
 - Have displays of merchandise at the front counter within easy reach for all customers, especially near the POS terminal(s).
 - Make sure products are within their sell-by date.

Anything sent by PMI corporate is approved to be in-store.

Material that has been created by anyone other than PMI corporate must be sent for review/approval via creativereview@papamurphys.com (allowing three to five business days for review). For sweepstakes creative materials, send to sweepstakes@papamurphys.com for legal review/creative approval (allowing 10 to 15 business days for review).

Stores may also submit custom art requests by submitting an [art request form](#) (located on FRESHnet) to PMI Creative Services. Please refer to FRESHnet for custom art request timelines.



- ◆ Door area: Door logos are not recommended for FreshLook stores and are not included in the CREATE store design. There are many logo placements around the store and typically on the storefront itself, so an extra logo on the door is not necessary.
- ◆ Counter cards: Using counter cards is not recommended as they typically become clutter and are not as effective for promotion. Use of counter cards will be approved in select instances and on a case-by-case basis.
- ◆ Exterior: Exterior merchandising should be highly visible while not obstructing traffic or sidewalks. Merchandise materials used in the exterior of the store should be in a secure location and placement/position is important to ensure customers see the message. This includes wind wavers, A-Frame signs, banners, real-estate signs, etc.

Store Sampling

Benefits of Sampling

The primary focus of sampling is to introduce our products to new and existing customers, to drive new customers, and to use sampling as an advertising tool to promote our products. This simple but critical tool can benefit all new and established stores across all markets.

Sampling is an effective way to:

- ◆ Introduce new customers to our products or get current users to try new items.
- ◆ Stimulate trial of a new, or featured, menu item.
- ◆ Guide customers around the menu.
- ◆ Generate sales for regular menu items as well as Add-on-Sales items like Scratch-Made 5-Cheese Bread or Chocolate Chip Cookie Dough.

Sampling is beneficial any time of the year and often ties in well with promotions and events.

▶ For more information, refer to the [LSM Workbook](#) and [Off Site Events Manual](#) on FRESHnet.

How to Sample

Whether it is a new product, Gourmet Delite pizza, limited time offer, or Add-on-Sales item — once a customer tries Papa Murphy's, they are hooked!



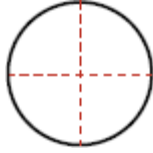
If your store is in a busy shopping center, consider sampling your pizzas in the parking lot. Why? Because many customers who try Papa Murphy's love the product and end up buying a pizza. Be sure to check with your center on their policy for sampling in the parking lot.

- [1] Make sure the pizzas you are going to sample are properly prepared and proofed before baking.
 - ▶ **Tip:** Take four clean Family Size pizza trays. Put two pizza trays together so now you have two reinforced pizza trays. This will make the trays easier to carry around. It also gives you the opportunity to tell the customers this is the tray it bakes on.
- [2] Use the oven in your store (if it is a tabletop or built-in oven) or set up an oven outside the store and preheat to 425°F (218°C). Watch customers and children to ensure they do not get too close to the hot oven. Make sure you have oven mitts and spatulas available. Also gather napkins, extra pizza trays, coupons, gloves, etc.
 - ▶ **Tip:** If you are handing out coupons or menus, you can insert them in between your two pizza trays and fan them out so they are easy to pull out and hand to customers.
- [3] Place your first pizza in the oven. While it bakes, you can show customers the pizza in the oven and show them how easy it is.

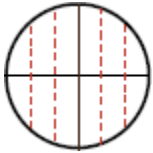
[4] When the pizza is thoroughly baked, according to the baking instructions, remove it from the oven and let the pizza sit a few minutes so it sets up and cuts easier.

[5] Slice the pizza into squares.

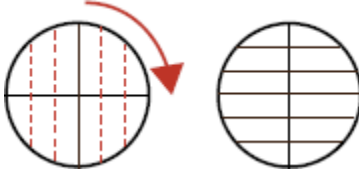
- Slice the pizza in quarters like a plus sign.



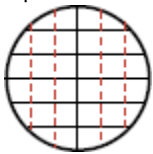
- Slice two vertical cuts in each half.



- Rotate pizza 90°.



- Slice two vertical cuts in each half, resulting in approximately 32 squares.



- Discard pieces that have little or no toppings.

[6] With gloved hands, place small folded napkins on the trays and a pizza square on each. You can fit one Family Size pizza on two trays.

[7] Offer the pizza/product pieces to people. Explain the ingredients and toppings. Also, don't forget to explain the concept and convenience of Take 'N' Bake®.

▶ **Tip:** Pass out menus and bouncebacks with the samples.

Since all products that go out the door must be accounted for — including for sampling — stores must enter information into POS. This ensures food cost, the Prep List, and suggested ordering is accurate.

When ringing up product for sampling, discount at 100% using the local or business discount option. You can also track sampling by using the special tracking button. Inventory will be depleted for any product that is rung into POS and discounted.

Periodic audits of the sampling discount option helps ensure this option is being used properly.



Community Based Marketing

Community Based Marketing (CBM) is marketing that requires building relationships as the foundation and includes tactics such as off-site sampling, institutional sales, fundraising, and business-to-business partnerships. Read the following for more information on each of these tactics.



The resale of Papa Murphy's products at off-site events requires pre-approval from PMI.

Off-Site Sales

Resale involves the selling of product at off-site events such as fairs, community centers, or fund raisers. Pizzas sold at off-site events must be cut into slices and sold by the slice. Selling whole, baked or unbaked pizzas for resale purposes is prohibited. Cookies can be sold if they are baked on-site, but cookie dough is not to be sold as a ready-to-eat item. No product outside of the Papa Murphy's menu should be sold for resale.

Pizzas may be either Large or Family size and must be cut into either eight or twelve slices, depending on the desired portion size. For off-site events, pizzas should be limited to four toppings to maximize quality in holding cabinets and serving lines.

Thin-crust pizzas are not recommended for resale at off-site events due to a much shorter hold time after baking than our Original crusts. (Crusts will become soggy.)

Vegetarian pizzas should not be used for resale at off-site events due to the large amount of moisture in the ingredients, which will make the pizza soggy as it is held.

Stuffed pizzas should not be used for resale due to the time required to effectively bake them.

Resale Procedures

Food Storage

- ◆ Toppings used in the preparation of the pizzas and/or salads must be stored at less than 41°F (5°C).
- ◆ Unbaked pizzas must be held under refrigeration or insulated and kept between 34 to 41°F (1 to 5°C).
- ◆ Pizzas that are proofing may be kept at ambient temperature until the crusts double in thickness (2 hours maximum) before baking. A proofed pizza may never be placed back into refrigeration.



Baking

- ◆ Regardless of the type of oven being used, preheat it to the desired temperature at least 30 minutes before baking. This will allow the temperature to stabilize and the heat to be distributed evenly within the baking chamber.
 - ▶ **Note:** Tabletop ovens may require longer preheat time.
- ◆ Set the temperatures as follows:
 - Standard or table-top oven to 425°F (218°C).
 - Commercial convection oven to 350 to 375°F (177 to 190°C) and the fan set on low.
 - Convection ovens will be handled and tested on a case by case basis.
 - For grilling, follow the grilling instructions. Note that alterations of time and temperature may be needed for larger grills that are loaded with multiple pizzas.



Holding

- ◆ Humidified warming cabinets are required for off-site events and highly recommended for off-site sampling.
- ◆ If pizza is going from oven to humidified holding cabinet, do not cut until the pizza is next in line to be sold. The temperature setting on the cabinet must be between 170 to 180°F (77 to 82°C).
- ◆ If pizza is going directly from the oven to the serving line, let stand 5 minutes and then slice. After slicing, put pizza under heat lamps on the serving line. Settings must be at least 170°F (77°C), but not more than 180°F (82°C).
- ◆ Pizzas placed in a heated cabinet or on a serving line must maintain a temperature greater than 140°F (60°C).
- ◆ Pizzas placed under heat lamps directly from the oven must be discarded after 30 minutes. Pizzas placed in heated humidified holding cabinets before being placed under heat lamps must be discarded after 45 minutes. All pizzas baked shall have a system for tracking time. Timers, tags, and/or logs must be used to ensure that pizzas are handled to the established time guidelines.
- ◆ Pizza slices should be served from the serving line or holding cabinet using single-use gloved hands and serving utensils and placed on paper plates.

Ring in Off-Site Sales

All off-site sales must be accounted for. Stores must keep track of sales that are captured at off-site events and ring in to the POS terminal, once back on-site using the documentation listed in the Off-Site Events Manual.

- ▶ For more information regarding reporting sales, documentation, and policies and procedures, refer to the [Off-Site Events Manual](#) on FRESHnet.

Off-Site Sampling

An off-site sampling event is defined as distributing baked pizza to potential customers whether on or off premises with no revenue generated.



- ▶ **Tip:** Get a list of community events from your local chamber of commerce and sample at any location or event that is a draw for the community — including swimming pools, sports fields, community centers, craft shows, outdoor concerts, and rodeos.

For help in determining if the off-site sampling event meets the criteria in the off-site manual, reach out to your Market Leader or Market Coach.



When using "Sampling Trailers," they must meet the local health and sanitation guidelines. In addition to health guidelines:

- ◆ Papa Murphy's products must meet the highest standards in food safety, sanitation, and cleanliness.
- ◆ The Sampling Trailer must display the Papa Murphy's logo with the subscript Take 'N' Bake Pizza.
- ◆ The sampling process must include written or verbal explanation that Papa Murphy's is a Take 'N' Bake Pizza concept.

Check with your local health or agricultural department concerning any regulations and/or permits pertaining to mobile units that prepare and serve food products.

- ▶ For more information, refer to the [LSM Workbook](#) and [Off Site Events Manual](#) on FRESHnet.

Institutional Sales

Institutional or off-site sales have the potential to help generate significant sales by introducing Papa Murphy's in untapped locations such as local schools and businesses. Institutional accounts are defined as business locations that provide foodservice on a routine basis for the specific population they serve. Examples include:

- ◆ Amusement Parks or Entertainment Centers
- ◆ Daycare centers
- ◆ Residential Care Facilities
- ◆ Schools



▶ **Tip:** Anytime is a great time to explore institutional accounts, but keep in mind that schools will typically acquire bids for prospective items for their school lunch program in the early spring for the next school year. Providing the school lunch director and school staff with samples of pizzas during this time frame is a proven way of introducing Papa Murphy's pizzas as a possibility for school lunch programs.

Like off-site sales, pizza sold to other venues to be baked and sold must receive approval from the Market Leader/Coach who can also provide off-premise sales information and guidance to ensure accurate reflection of the brand and operational efficiency.

There are multiple benefits to establishing institutional accounts, including:

- ◆ **Extended reach:** Initial and continued sales opportunity by increasing awareness and building customer loyalty in a new trade area outside your store(s).
- ◆ **Gap fill:** Institutional sales can usually be counted or planned for on a daily and/or weekly basis.
- ◆ **Offset costs:** These accounts can help to offset fixed labor costs incurred by the store.

All products sold to institutional accounts must be rung up in the store where the product was made and reported in the same manner as regular store sales on the day the order is made since it affects dough production on the Prep List and the Suggested Order. The order should be rung in as an institutional sale and charged to a house account or tendered with an approved tender type.

- ◆ **Pay now:** Ring in sale as an institutional order, discount based on contract, select tax exempt if applicable, and tender the order.
 - ▶ **Tip:** Be sure to ring in as an institutional order so the sales will show on the institutional sales line on reports.

- ◆ Pay later: Once the order is located and the discount and tax exempt is applied (if applicable), the order is then charged to a house account. This will show up on reports and will not affect cash over/short.
 - ◆ Receiving payment on a house account is a two-step process:
 - Receive payment on a POS terminal, which then adds the monies to the deposit in MenuLink.
 - Post the received payment to the correct house account in Configuration Center.
 - ▶ **Note:** Invoices can be generated for institutional accounts in Configuration Center. It is important to post payments received to ensure that you have received all monies due from house account charges.
- ▶ For more information on institutional accounts including ringing in orders, charging to house accounts, receiving payments, and posting payments, refer to the [Community Sales Building Program Manual](#) and the [Making the Grade School Lunch Packet](#) on FRESHnet.

Fundraising

Fundraising takes community involvement to the next level by showing that you are dedicated to actually making a difference in your neighborhood. As an added benefit, it's an excellent way to build customer loyalty.

There are many fundraising opportunities in your community. Keeping a file of opportunities and requests received from the community is a great place to start.

A few examples of places to contact about fundraising partnerships:

- ◆ School Groups and Clubs
 - Bands and Band Boosters
 - Athletic Directors, Sports Teams, and Cheerleaders
 - Drama Clubs
 - Scholarship, Activity, and Special Project Funds
 - Daycare Centers
- ◆ Charitable Organizations or Youth Groups
 - Boy Scouts/Girl Scouts or 4-H Clubs
 - Church Youth Groups
 - Local chapters of national organizations, like American Red Cross or the Leukemia Society
- ◆ Athletic Organizations
 - Recreational Youth Sports Leagues
 - Little League Baseball Organizations



Tips:

- ◆ Begin with prioritizing and scheduling time to research fundraising opportunities.
 - ◆ Set a goal, keep it simple, and stay focused.
 - ◆ If just starting out, spend time making contact with local schools, churches, or other charitable groups.
 - ◆ If you are fairly established in the community, plan to host regular fundraisers.
- ▶ For additional Fundraising tips, refer to the [Fundraising Tips](#) on FRESHnet.

Raise Some Dough/Pizza Benefit Night

Consider hosting a Pizza Benefit Night by pairing with a charitable organization or a particular school and donating a certain percentage of sales for the evening in exchange for the group promoting the event and/or assisting in its execution. Or create a competition between rival community schools to see who can raise the most money for their school.

Items needed: An organization/school in need of funds, Raise Some Dough Announcement Flyer, Raise Some Dough Results Flyer, and a great team ready to make a lot of pizza! Materials are located on the Marketing page of FRESHnet.

Keys to a successful benefit night include:

- ◆ Getting the word out about the event with the group's supporters and your regular customers
- ◆ Providing the Raising Some Dough Announcement flyer to the group.
 - ▶ **Tip:** Promote the evening through in-store bouncebacks. Also have the group drive participation and store traffic by spreading the word among its database of supporters.
- ◆ Creating a fun atmosphere for the event itself that encourages the group to repeat it and can serve as a recruitment tool to entice other groups to consider a similar event.
- ◆ Working closely with the group that benefits from the pizza night to build excitement and fun into the event that you've jointly created.
 - ▶ **Tip:** If you're raising money for the high school football team, for example, invite a few coaches and players to work the line and make pizzas and invite the Pep Band to entertain customers throughout the evening. Additional players can be lobby greeters or shakerboarders during the event.

Peel-A-Deal Fundraising Program

Most non-profit organizations are looking for a way to raise funds. To support the local community with this, Papa Murphy's has a Peel-A-Deal program, with the added benefit of potentially increasing your store's sales.

Peel-a-Deal cards are coupon cards that organizations can use for fundraising. Franchise Owners can select specific offers for the cards. The cards are then given to the organization to sell in their community for up to \$5 per card.

► **Note:** Franchise Owners can sell the cards to an organization for a price of 25¢ to \$1.00 per card without incurring royalties. For cards sold to an organization over \$1.00, royalties are incurred.



Simply identify non-profit organizations in your area and educate them on the program. You can sell or give the cards to organizations, which the organization sells and keeps the profit. They raise money; you drive traffic. It's a win-win for everyone!

To execute a successful Peel-A-Deal Partnership:

Items needed: A willing organization, fundraising contract, and Peel-A-Deal cards.

- [1] Review the Manager/Owner Peel-A-Deal Checklist on FRESHnet.
- [2] Talk to local organizations about Papa Murphy's and the Peel-A-Deal program.
- [3] Set a start date with the organization.
- [4] Complete a Peel-A-Deal agreement with the organization's representative located on FRESHnet.
- [5] Provide them with the Peel-A-Deal cards and a copy of the agreement letter.
- [6] Reconnect with the organization after the fundraiser is complete to collect unused cards.

► For more information, refer to [Peel-A-Deal resources](#) on FRESHnet.

To ring up Peel-A-Deal cards when sold to an organization, POS has buttons for 25¢, 50¢, 75¢, \$1.00, and Peel-a-Deal over \$1.00.

To ring up Peel-A-Deal for 25¢, 50¢, 75¢, or \$1.00 on a POS terminal:

- ◆ Press AOS/Other, then Retail, then QTY.
- ◆ Enter the quantity of cards and press OK.
- ◆ Choose the denomination and tender the order.

To ring up Peel-a-Deals for more than \$1.00 on a POS terminal:

- ◆ Press AOS/Other, then Retail, then QTY.
- ◆ Enter the quantity of cards and press OK.
- ◆ Enter the amount of the Peel-a-Deal over \$1.00 and tender the order.

Note:

- ▶ Any amount sold for \$1.00 or less is not included in the Sales Reports. Any amount sold for over \$1.00 is included in the Sales Reports.
- ▶ When a customer uses a coupon from the Peel-A-Deal Card, the order is rung in, the Peel-a-Deal offer is discounted, and the order is tendered. All sales from the use of Peel-A-Deal Cards are included in the Sales Reports and royalties are incurred.
- ▶ Peel-a-Deal discounts are handled like regular discounts.

Business-to-Business Relationships

Every organization or business that you come into contact with should be up for consideration as a potential opportunity. Business-to-business relationships in your trade area can lead to a variety of added-value propositions for all parties involved. The opportunities within your trade area for partnerships and cross promotions are nearly endless.



When you're thinking about how to work with local retailers and organizations, start by considering the benefits you're bringing to them. After all, if another business owner approaches you about a cross-promotion opportunity, the first thing you would ask yourself is, "What's in it for me?" Think about how to best position your offer with a potential partner.

Of course the upside for other retailers when it comes to handing out pizza samples, coupons, or other collateral becomes obvious quickly: you are providing free or discounted Papa Murphy's product for their customers and or staff. In exchange, you are increasing awareness of your store and, in the long run, potentially gaining incremental sales. This can also lead to opportunities for fundraising, catering, institutional sales, sampling events, etc. These kinds of partnerships provide you with a good opportunity to exchange gift cards, services, and products that can be used as employee incentives by all parties involved.

As you evaluate your trade area for potential partners, consider the following as a starting point:

- ◆ Parks and Recreation Departments
- ◆ Schools for student recognition
- ◆ Doctors' and Dentists' Offices
- ◆ Dry Cleaners
- ◆ Tax Preparation Facilities
- ◆ Police and Fire Stations
- ◆ Pet Stores
- ◆ Hardware Stores
- ◆ Golf Courses
- ◆ Florists

► For more examples of potential partners, refer to *Trade Area Reconnaissance* in the [LSM Workbook](#) on FRESHnet.

► For more information on Business-to-Business Relationships and opportunities, refer to *Community Based Marketing* in the [LSM Workbook](#) on FRESHnet.

A few easy to execute examples of business-to-business relationships include business-to-business sampling, Business of the Week programs, and Cookie Dough Blitzes. We know we have a great product! By sampling our product and providing coupons at trial, you increase your chance of acquiring new customers.

Business-to-Business Sampling

Identify a local business and reach out to the owner/manager or surprise their employees and customers with free pizza samples. You can bake on-site or bake at your store and bring the pizza to the place of business for sampling. That's what's great about business-to-business sampling — you have flexibility to work with your local business owners and the sky's the limit.

Some tips for successful business-to-business sampling:

- ◆ Bake the pizza at your store and show-up at a local business and surprise employees and customers.
- ◆ Contact the local business owner or manager to confirm delivery of free samples to employees and customers.
- ◆ Contact a local bank, ask if they have any customer appreciation events coming up, and discuss supplying those customers with pizza samples during the event.



Be sure to follow all food safety procedures when transporting and handling product and ingredients off-site.

Items needed: Sampling supplies, baking instructions/menus, bouncebacks.

- ▶ For more information on sampling, refer to [Off-Site Sampling](#) earlier in this section of the manual or the sampling checklist in the [LSM Workbook](#) on FRESHnet.

Business of the Week Program

Identify a local business that could be influential in driving your sales. Contact the owner/manager and let them know they have been chosen as your "Business of the Week." Drop off pizza and salads during their lunch hour along with certificates to entice the employees to visit your store. It's a great way for the employer to offer a new perk to their employees as well as for your store to generate future sales.

Items needed: Business of the Week Certificates, lunch for the employees of the selected business, coupons.





Be sure to follow all food safety procedures when transporting and handling product and ingredients off-site.

Cookie Dough Blitzes

Fill a cooler with Cookie Dough and hand it out to businesses along with promotional materials. It's an easy and quick way to get out and talk to other businesses if you do not have time to bake pizzas to take to each business. Leave one or more containers, depending on how many people are at each place — not necessarily one per person, but one for the main person you talk to and maybe one or two additional. Use this as a way to introduce yourself, give something away for free, and get the word out that we have Cookie Dough and other delicious ready-to-bake products.

Items needed: Cooler, Cookie Dough, menus, coupons, bouncebacks, and promotional materials.

Profit

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Food Cost Management

Food cost is the largest operating expense for stores, and every team member can make an impact. Food cost includes everything that's used to prepare and package an item with the exception of labels and baking instructions. Actual food cost is what the store actually used to produce the items sold based on physical inventory and purchases. Theoretical food cost is what the store should have used based on what was rung into POS, recipes, menu mix, and pricing.



Using only one part of the POS solution will not give the store the accurate data needed to manage food cost.

POS System for Food Cost

The POS System — a key tool for managing food cost — has many components that work together. MenuLink/NBO calculates a theoretical food cost and your store's actual food cost based on menu items rung into Aloha POS (or Point of Sale), Purchase Orders, converted food invoices, entered waste, and daily inventories. In addition, proper forecasting is critical to managing food cost as it helps in calculating the daily prep list including dough production and the suggested distribution center food order.

In order for the system to work accurately, a forecast must be done each week and an inventory done each day. Without creating an accurate forecast and accurately taking a daily inventory, the solution will not calculate an accurate Prep List or an accurate Suggested Order. This means the chance of over prepping, causing spoilage and loss and over or under ordering. In turn, this affects quality and customer service, and ultimately increases actual food cost.

- ◆ Forecasting is the process of using information from past sales and events — such as holidays or big local or national games — to help predict how much business a store will have each day of the next week. Every Wednesday, the Franchise Owner/Store Manager uses MenuLink/NBO to create a forecast for the following week. The forecast consists of the number of units and menu mix you expect to sell each day. That information then feeds the Suggested Order and generates the Daily Prep List.
 - ◆ Inventory is what the store physically has on hand at any given time. Taking inventory daily is needed for MenuLink/NBO to calculate the store's Prep List and Suggested Order. Weekly inventory is used to calculate the store's actual and theoretical food cost. Each physical inventory is taken using the Inventory Worksheets set up shelf-to-sheet by location and then posted in MenuLink/NBO. Inventories are either posted in MenuLink/NBO as a new inventory or an option to edit an existing inventory if changes need to be made.
 - Beginning inventory is the inventory the store has on hand at the beginning of the period of time selected. This week's beginning inventory is last week's ending inventory or today's beginning inventory is yesterday's ending inventory.
 - Ending inventory is what is on hand as of the ending date selected for a specific period of time. This week's ending inventory becomes next week's beginning inventory or today's ending inventory becomes tomorrow's beginning inventory.
- For more information, refer to the [MenuLink/NBO Utilization eLearning program](#). Modules include the information users need to properly utilize the system to manage food cost and meet the 5 Star goal of actual food cost variance within one percent of theoretical food cost based on Net Sales.



Monitor on-hand inventory frequently to make sure ingredients are used within their shelf life and are plentiful enough to meet demand.



When giving an Employee Meal discount, place the employee-signed receipt in the drawer. Analyze and audit Employee Meals to minimize the potential for theft.



When employee meals are not entered in the system, food cost variances are larger.

Employee Meals

On Aloha POS, the Employee Meal button is defaulted to 50% for all items. A Shift Supervisor or above security level is required to use the employee meal discount button.

All discounts are tracked by discount type on the Comp and Promo Detail Report and also on the Weekly Sales Report (samples below).

* Comp and Promo Detail Report



	Tuesday	Wednesday	Thursday	Friday	Saturday
DISCOUNT AMOUNTS					
Employee Discount	\$41.50	\$0.00	\$0.00	\$0.00	\$0.00
Manager Discount	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Business Discount	\$18.55	\$0.00	\$0.00	\$0.00	\$0.00
Institutional Discount	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SBP Print Discount	\$675.25	\$0.00	\$0.00	\$0.00	\$0.00
TV / In Store Discount	\$203.50	\$0.00	\$0.00	\$0.00	\$0.00
Local Discount	\$303.00	\$0.00	\$0.00	\$0.00	\$0.00
OnLine / E-Club Discount	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Text Message Discount	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Special Tracking Discount	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
=====					
Total Discount Amount	\$1,241.80	\$0.00	\$0.00	\$0.00	\$0.00
=====					
DISCOUNT COUNTS					
SBP Print	108	0	0	0	0
TV / In Store	50	0	0	0	0
Local	77	0	0	0	0
Online / E-Club	0	0	0	0	0
Text Message	0	0	0	0	0
Special Tracking Count	0	0	0	0	0
=====					
DISCOUNT AVERAGES					
SBP Print	\$6.25	\$0.00	\$0.00	\$0.00	\$0.00

* Weekly Sales Report v14.2



	Tuesday	Wednesday	Thursday	Friday	Saturday
+ Walk in Sales	\$1,880.70	\$0.00	\$0.00	\$0.00	\$0.00
+ Call in Sales	\$979.25	\$0.00	\$0.00	\$0.00	\$0.00
+ Institutional Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Online Sales	\$34.25	\$0.00	\$0.00	\$0.00	\$0.00
= Net Sales	\$2,894.20	\$0.00	\$0.00	\$0.00	\$0.00
=====					
+ Gross Food Sales	\$4,082.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Gross Merchandise	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Gross Beverage	\$54.00	\$0.00	\$0.00	\$0.00	\$0.00
= Total Gross Sales	\$4,136.00	\$0.00	\$0.00	\$0.00	\$0.00
=====					
- Employee Disc	\$41.50	\$0.00	\$0.00	\$0.00	\$0.00
- Institutional Disc	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
- Other Discounts	\$1,200.30	\$0.00	\$0.00	\$0.00	\$0.00
= Net Sales	\$2,894.20	\$0.00	\$0.00	\$0.00	\$0.00
=====					



If you do not track all the components of food cost, it is difficult to identify problems.

Product Waste

Product waste is a daily part of store operations. Correctly proofing dough, prep waste, AOS items that are proofed and not sold, unused Fresh-makes, and phone orders not picked up will result in at least a minimal amount of waste each day.

To ensure accurate sales, inventory, and item usage reporting, the POS Spoilage and Loss function must be utilized.

Stores can use a waste sheet to record waste as it happens. Each day, the waste should be entered as part of the End of Day Workflow.

Do not ring product waste into terminals and discount it to zero. This will misrepresent gross sales, discounts, food and labor percentages that reflect store performance.

Entering waste is a task that is included in the EOD workflow. The Opening workflow also includes a task to ensure waste was entered correctly, make changes as needed, and print the report.

Enter waste into POS every day. It affects the Prep List (including dough production) and the Suggested Order.

Food Cost Troubleshooting

Troubleshooting food cost on a daily and weekly basis by analyzing data, developing action plans, and communicating with team members is the best way to manage and improve food cost.

To identify food cost opportunities, food cost reports can be used. The recommended top six reports to review regarding food cost are:

- ◆ Top 20 Item Usage Variance FIFO (often referred to as Top 20/Bottom 10)
 - ◆ Food Cost Inventory Summary FIFO Weekly
 - ◆ Spoilage and Loss
 - ◆ Inventory Recap as Entered
 - ◆ Purchase Detail by Category
 - ◆ Stock Transfers (same ownership group, otherwise a manual invoice)
- For more information about these reports, refer to [Food Cost Reports](#) in the next section and the [MenuLink/NBO Utilization eLearning program](#), [Food Cost Troubleshooting module](#), via FRESHnet.

There are two types of food cost variance; explained and unexplained variance. Both are part of overall food cost variance.

- ◆ Explained variance typically refers to variance attributed to spoilage or loss (waste). While explained variance is still a food cost opportunity, it is much easier to identify and fix than unexplained variance.
- ◆ Unexplained variance happens when there are portioning issues, prep procedure issues, and possible theft. These are food cost opportunities that can be harder to identify.



Designated distribution order invoices are converted to Purchase Orders in MenuLink/NBO. Beverage and local produce invoices are entered in MenuLink/NBO using the Manual Invoice function.

Many steps can be taken to troubleshoot food cost including the following.

- ◆ Start with an accurate inventory — The first step to ensure food cost numbers are accurate is to ensure the inventory is accurately taken and posted. Inventory errors can be identified through the Inventory Recap as Entered report. It is important that inventory worksheets are set up shelf-to-sheet, which means the ingredients/items on the worksheet are sequenced in the same order they are organized on the shelves.
 - ◆ Enter or convert invoices — Once an electronic order is received into MenuLink/NBO, the Purchase Order must be converted to an invoice to calculate food cost accurately. In addition, manual invoices must be created in MenuLink/NBO for any food deliveries outside of the designated distribution center (for example, local produce and Pepsi).
 - ◆ Enter spoilage and loss — Waste must be entered every day to accurately calculate items on the Prep List and Suggested Order. While spoilage and loss is part of food cost variance, it is much easier to drill down and correct high waste contributing to food cost variance if the information is consistently tracked on a daily basis.
 - ◆ Enter Transfers In/Out — Transfers should be entered as they are happening. Stores within the same ownership group will use the Transfer In/Out function in MenuLink/NBO. The Manual Invoice function is used for stores transferring product outside the same ownership group.
 - ◆ Create a Weekly Forecast — While forecasting doesn't directly affect food cost variance, it does help calculate items on the Prep List and Suggested Order. If a proper forecast is not completed each week, the store could experience high waste due to over prepping or over ordering, resulting in higher food cost variance.
- ▶ Refer to the [MenuLink/NBO Utilization eLearning program](#) for step by step instructions and demos on each of the above tasks.



Use red stickers on the Makeline to identify high priority items.

Once you have determined food cost opportunities, many actions can be taken to make improvements. For example:

- ◆ Add focus items to the daily inventory. *Refer to the Inventory Worksheet module in the [MenuLink/NBO Utilization eLearning program](#).*
- ◆ Train team members on proper procedures that affect food cost (prepping and portioning).
- ◆ Portion cups should be Fluffy not Stuffy. Do not pack or dredge ingredients into cups. Proper portioning of ingredients on a pizza not only affects food cost but also affects the flavor and baking of the product.
- ◆ Follow-up daily on waste. Analyze why items are being wasted and what steps can be taken to minimize excessive waste.
- ◆ Rotate product using FIFO.



Additional best practices for food cost management:

- ◆ Set up Inventory and Purchasing Worksheets shelf-to-sheet and update a minimum of once per month.
- ◆ Complete an accurate weekly forecast.
- ◆ Take inventory every day (six daily inventories and one weekly inventory).
- ▶ **Note:** Every missed inventory affects the Prep List for 3 days.
- ◆ Weigh produce before receiving.
- ◆ Check in deliveries (quantity, temperature, and date.) Verify cheese case weights against invoice.
- ◆ Enter waste every day and transfers as they occur.
- ◆ Follow proper prep procedures according to job aids.
- ◆ Adhere to proper portioning of pizzas according to portion charts.



Only the portions established by Papa Murphy's International LLC and outlined in this Operational Excellence Standards manual and on job aids are to be used. The portions established have been developed to provide effective food cost management, product quality and appearance, and system consistency. Portions must be weighed or measured as required by these standards.

- ◆ Analyze food cost reports and take appropriate action.
- ◆ Discuss food cost during daily shift huddles or team meetings.
- ◆ Conduct audits in Configuration Center (CFC) to identify possible theft.
- ▶ For more detailed information on food cost troubleshooting, refer to the [MenuLink/NBO Utilization eLearning program](#), Food Cost Troubleshooting module, via FRESHnet.

Food Cost Reports

Analyzing the key food cost reports and taking appropriate action will help you achieve the 5 Star goal of 1% food cost variance and maximize store profit.

- ◆ Top Twenty Item Usage Variance (FIFO) report identifies the biggest opportunities to improve food cost. The top of the report lists the 20 items with the largest food cost variance and bottom 10 items that have the least food cost variance.
- ◆ Food Cost Inventory Summary (FIFO) Weekly report provides detailed information on inventory item variances for a selected period of time, typically a week. The report is organized by categories that contribute to food cost. The report includes:
 - Beginning Inventory (last week's ending inventory)
 - Purchases
 - Ending Inventory
 - Cost per Unit of Measure (UOM)
 - Actual, Theoretical, and Variance in units
 - Actual, Theoretical, and Variance in dollars
 - Actual, Theoretical, and Variance in percent



When working with the food cost reports in MenuLink/NBO, you can drill down for more information by clicking items that appear in blue, which indicate a link to more information or how the number was calculated.

- ◆ Spoilage and Loss report lists all food items that have been thrown out over a selected period of time. This report is organized by prep category and includes:
 - The item wasted
 - The amount wasted or quantity lost (Qty. Lost)
 - Cost of the item wasted
 - Total cost of the item wasted based on the quantity discarded
 - Total cost per category, listed at the end of each category
- ◆ Purchase Detail by Category report shows the details of all invoices entered in the system, stock transfers within the same ownership group, and any manual invoices for transfers from a store outside of the ownership group. This report shows all food cost items that came in or went out of the store during a selected period of time as long as it was entered correctly in MenuLink/NBO.
- ◆ Stock Transfers report is used only when there are two or more stores within the same ownership group. Stores in the same ownership group can transfer product between each other in MenuLink/NBO. Stores outside of the same ownership group are handled through Manual Invoices in MenuLink/NBO.



- ▶ For more information on how to read, analyze, and use these reports, refer to the Back Office: [MenuLink/NBO Utilization eLearning program](#) via FRESHnet or by clicking the Profit icon on the back-office server.



Product Complaints

What if product looks bad or spoiled?

Wrap up and place in walk-in refrigerator.

Prominently mark as “DO NOT USE”.

Leave a note for the Franchise Owner/Store Manager.

Never discuss questionable product in front of customers:

- Contact Supply Chain Management.
- Steps will be taken to analyze the issue.
- Even if date is within code, call Supply Chain. It could be a rotation issue within distribution.

Different types of product problems require different product complaint processes. The following pages outline what to do in the event of:

- ◆ In-store product problems — for example, unsealed bags, mold, and dented cans
- ◆ Object (food related) in product and/or injury from product — for example, olive pits, chicken bones, other objects
- ◆ Object (non-food related) in product and/or injury from product — for example, metal, hard brittle plastic, wood, white powder, body parts
- ◆ Tray issues — for example, burning trays, damage to ovens, smoke damage, and/or injuries from trays (such as respiratory complications or burns)

In-store product problems — for example, unsealed bags, mold, and dented cans

- [1] Call Papa Murphy's Supply Chain Department at the Corporate Office. There is no need for the store to call the distribution center or vendor directly, the exception being stores serviced by Shamrock.
 - Call the distribution center if there is a delivery-related issue, such as damaged boxes, visual evidence of water (leak) damages to cases, temperature or quality issues, physical evidence of pests at the time of delivery, driver issues, and/or incorrect invoices.
- [2] Supply Chain will collect pertinent information such as dates, lot codes, and a description of issue.
- [3] Supply Chain will log issue and contact the associated vendor (i.e., Hormel, Tyson, etc.) and notify QA of issue.
- [4] Vendor may contact the store within 24 to 48 hours to determine resolution.
- [5] Vendor will notify Supply Chain of resolution.
- [6] Supply Chain will notify the Distribution Center if a credit is appropriate and store should see credit on an upcoming invoice/statement.

Object (food related) in product and/or injury from product — for example, olive pits, chicken bones, other objects

- [1] Do not admit any responsibility!
- [2] Apologize to the customer and thank them for bringing this to your attention. Do not try to console the customer by investigating the source of the contamination at this time.
- [3] Ask for a description of the object. Obtain the object if possible, seal in an envelope, and leave with a note for the Franchise Owner/Store Manager.
- [4] Obtain all of the necessary information: customer's name, phone number, what kind of pizza, when purchased, injuries, etc. Fill out the DAY-1 Crisis/Incident Report for your store's records. Fax this report to the number provided. We may choose to forward it onto the vendor for a claim.
- [5] Assure the customer that the problem will be researched, both at the store level and at the corporate level.
- [6] Offer the customer a refund or replacement pizza(s).
- [7] Call PMI Supply Chain or Quality Assurance and let them know all information you obtained. You may be asked to send them the object.
- [8] In serious incidents, contact the Franchise Owner/Store Manager. The Franchise Owner/Store Manager may contact PMI and their insurance agent.

Object (non-food related) in product and/or injury from product — for example, metal, hard brittle plastic, wood, white powder, jewelry, etc.

- [1] Do not admit any responsibility!
- [2] Apologize to the customer and thank them for bringing this to your attention. Do not try to console the customer by investigating the source of the contamination at this time.
- [3] Ask for a description of the object. Obtain the object if possible, place and seal in an envelope, leave with a note for the Franchise Owner/Store Manager.
- [4] Obtain all of the necessary information: customer's name, phone number, what kind of pizza, when purchased, injuries, etc.
- [5] Document the received information regarding the object on the DAY-1 Crisis/Incident Report Form and fax it to (360) 397-8504. Investigate possible legitimate sources of the object within the store.
- [6] Call the toll-free Store Crisis Hotline (866) PAPA-911. Customer information shall be forwarded to Corporate Office when dealing with foreign objects.
- [7] Reassure the customer that Papa Murphy's International will be in contact as soon as possible and that the problem will be researched, both at the store level and at the corporate level.
- [8] Offer the customer a refund or replacement pizza(s). In certain instances the customer may be unwilling to discuss replacement options or refunds.
- [9] Contact the Franchise Owner/Store Manager and inform them of the incident and that a DAY-1 Crisis/Incident Report Form was completed and sent to the PMI Corporate Office. The PMI Corporate Office will contact the store and/or the Franchise Owner/Store Manager regarding the incident and follow-up communication with the customer. It may be determined that the customer is seeking monetary compensation and that the owner may need to contact their insurance agent.

Tray issues — for example, burning trays, damage to ovens, smoke damage, and/or injuries from trays

- [1] Do not admit any responsibility!
- [2] Apologize to the customer and thank them for bringing this to your attention. Do not try to console the customer by investigating the source of issue at this time. It is imperative that information obtained during previous complaint investigations or discussions with Franchise Owners, Store Managers, PMI Corporate staff, and/or vendor partners is not conveyed to the customers at this time.
- [3] Obtain all of the necessary information from the customer: customer's name, phone number, what kind of pizza, size of pizza, when purchased, injuries, damages, etc.
- [4] Document the information received regarding the incident on the DAY-1 Crisis/Incident Report Form. If the incident relates directly to a burned tray, include the lot number of the trays currently being used at the store. Fax the completed form to (360) 397-8504.
- [5] Reassure the customer that Papa Murphy's International Corporate Office will be in contact as soon as possible and that the problem will be researched, both at the store level and at the corporate level.
- [6] Offer the customer a refund or replacement pizza(s). In certain instances the customer may be unwilling to discuss replacement options or refunds.
- [7] Contact the Franchise Owner/Store Manager and inform them of the incident and that a DAY-1 Crisis/Incident Report Form has been completed and sent to the PMI Corporate Office. The PMI Corporate Office will contact the store and/or the owner/manager regarding the incident and follow-up communication with the customer. It may be determined that the customer is seeking monetary compensation and that the owner may need to contact their insurance agent.

Labor Optimization

Labor cost is the second largest controllable expense in operating a Papa Murphy's store. Two kinds of hours make up labor:

- ◆ Unit producing hours are any labor hours used to directly serve the customer. Examples of these are:
 - Prep hours
 - Customer service (phones/cashier)
 - Pizza making

All BOH and FOH hours to include shakerboard hours.

- ◆ Non-unit producing hours are any labor hours used for non-unit production. Examples of these are:
 - Administration (paperwork, inventory, workflow, banking)
 - Schedule writing
 - Product orders
 - Attending a meeting or class



There is an art in how to manage labor without sacrificing customer service.

Labor and the POS Solution

Having a good forecast is the first step in managing and controlling labor. The forecast will help you create a well-written schedule that enables the store to have the right number of team members needed to prepare for the rush and deliver a great customer experience. To assist in creating an accurate schedule, MenuLink/NBO can make suggestions to help you decide the number of team members you choose to schedule based on the store's unit forecast. If the forecast is projected too high, it may cause you to over schedule and it can be difficult to recover. If the forecast is projected too low, it may cause you to under schedule, impacting customer service, KDS, and a customer's decision to return.

- ▶ For step-by-step instructions on how to create a forecast, refer to the [MenuLink/NBO Utilization eLearning program](#) via FRESHnet, the POS System Manual, and NCR Inventory and Labor Quick Reference Guide.

Prior to creating a schedule in MenuLink/NBO, certain tasks must be performed.

- ◆ Weekly — Create a forecast including creating any events for the scheduling week.
 - ◆ Ongoing — Complete Employee Maintenance tasks. This includes entering new team members immediately after hiring to ensure they are available to schedule, updating existing team members if job codes or rates of pay changed, and terminating team members who have left your employment. This could also include borrowing or transferring team members within the same ownership group.
 - ◆ Ongoing — Manage team member availability. This includes managing a team member's permanent availability and entering time-off requests.
- ▶ For step-by-step instructions on employee maintenance or writing a work schedule, refer to the POS System Manual and NCR Inventory and Labor Quick Reference Guide.

Security parameters are set up according to the Franchise Owner's choice when they go live. A Franchise Owner can request support to change them after go-live.

Once the schedule is created in MenuLink/NBO, it's exported to Aloha POS to:

- ◆ Allow team members to clock in and out for a shift.
- ◆ Allow team members to print their schedule from a terminal.
- ◆ Enforce the security parameters for early or late clock-ins, or team members trying to clock in when they aren't scheduled.

Labor Scheduling Best Practices

Ultimately, it is up to the Franchise Owner/Store Manager to schedule labor. There are many best practices a store can use to write an effective schedule that focuses on having the right amount of team members for the volume expected. Each store will want to use what is best for it to manage labor cost while providing the customer with an exceptional visit.

Consider the following best practices when writing a work schedule:

- ◆ Write a schedule based on units versus labor percent as it takes the same amount of labor to make 100 pizzas regardless of average wage or menu price.
- ◆ Schedule based on store-specific volume patterns. Know when your store's peak period starts and ends.
- ◆ Keep in mind special events, holidays, school schedules, and weather predictions.
- ◆ Schedule together team members with different productivity levels.
- ◆ Stagger shift start and end times. This could be scheduling team members in or out at 15 or 30-minute increments instead of on the hour.
- ◆ Review the schedule before it's posted.

Labor Reports

There are reports that can be helpful when analyzing and managing labor.

- ◆ Weekly Schedule by Schedule Group — gives a view of the entire week's schedule, often posted in the store to give team members the ability to see their schedule for the entire week.
- ◆ Daily Employees Line Bar Schedule — gives a daily snapshot of scheduled team members, often used by managers to help schedule and manage breaks throughout the day.
- ◆ Time Clock Punches with Break Detail — shows actual time punches for a selected time period allowing user to check for time punch accuracy and view who is editing time punches. Also shows when breaks have been taken.
- ◆ Time Punch Edit — shows all manual time punch edits made in MenuLink/NBO for a selected timeframe, often used for security, auditing, and documentation of time punch edits.
- ◆ Scheduled vs. Actual Labor — used to compare actual worked hours to scheduled hours for a selected timeframe. A user can drill down to more detail by team member.
- ◆ Approaching Overtime — shows team members who, based on hours worked and remaining hours scheduled for the rest of the week, are approaching overtime or are scheduled into overtime.



Tips to Analyze and Manage Labor

Managing labor costs without sacrificing customer service can be a balancing act. What if you send someone home early and then you get busy? What if you don't send anyone home and the rush never happens? Managing labor starts with managing every minute. It starts with the basics of accurately forecasting units and creating a schedule based on that forecast.

Ultimately, how labor is managed is up to the Franchise Owner/Store Manager. Here are some ways to consider managing labor without sacrificing customer service:



- ◆ Have team members complete training and cross-training. This can allow stores to:
 - Increase productivity levels (with more efficient team members who take less time to complete tasks).
 - Impact speed of service (with lower service times).
 - Reduce turnover and higher labor (with additional training hours, lower productivity, and time spent by management staff interviewing, onboarding, and follow-up with new team members).
- ◆ Consider using Performance Standards to track team member productivity and set store goals. You can develop your own Performance Standards for team members to achieve.
- ◆ Promote online ordering for customer-driven (and less labor intensive) ordering.
- ◆ Send a person out to shakerboard to increase traffic.
- ▶ **For more information, refer to the shakerboarding information in the Sales Building section.**
 - ◆ Have a post-rush or pre-close checklist that is completed prior to close. Having prep people clean up before they go home will also help closing time.
 - ◆ Consider sending people home early if sales are less than forecasted.
 - ◆ Minimize overtime. If the store has enough team members hired and trained, there should be minimal to no overtime (with the exception of special event days).
 - ◆ Analyze labor reports daily.
 - The Scheduled vs. Actual Labor report can help identify opportunities with labor hours that are added to the schedule after it is posted. Analyze team members who have clocked in early or clocked out later than their scheduled end time.
 - Analyze the Approaching Overtime report to stay on top of any team member who is close to overtime.
 - ◆ Follow-up and communicate consistently.
 - Does your team know the labor goal you have set for the store?
 - Does the team know the daily or weekly results vs. goal?
 - Has the management staff responsible for managing a shift been trained how to manage labor and are they empowered to react to sales patterns different from your forecast?

Energy Conservation

The total utility costs to operate a Papa Murphy's store comprise a significant operating expense. There are some simple procedures the Franchise Owner/Store Manager can implement to help control these costs.

Heating, Ventilation, and Air Conditioning

Heating, Ventilation, and Air Conditioning (HVAC) accounts for approximately 80% of a store's total energy cost. The HVAC system is important to provide a pleasant temperature for customers, a comfortable work environment for your team members, and the optimal conditions for our products. Today, thermostats are very sophisticated and can be programmed to maintain different temperatures at different parts of the day. Papa Murphy's recommends the settings are between 68°F (20°C) and 72°F (22°C).

► **Tip:** It is recommended that the thermostats have lock boxes that are accessed only by management staff.

Set up a preventive maintenance program with a local heating and air conditioning service. They can help you develop a schedule to replace filters, check the belts, and inspect the system.

Utilities

The best way to control the utility costs is to have lights on only when they are needed. Do not turn on all the lights when you enter the building; only turn on the lights that you need to work efficiently. Once you are open for business, all lights in the customer areas must be on. Lights in storerooms, offices, walk-in refrigerators, and restrooms should only be on when they are needed.

Leave the interior and window neon signs lit at all times (except the open sign). Always keep your exterior sign lights on. Keeping these lights on provides additional security and over the long run is less expensive when factoring in replacement of bulbs, ballasts, and neon transformers.

► **Tip:** When turning lights on, do not turn them all on at same time. Turn power on in 15 minute increments to minimize the impact to your demand factor. A store's utility rates are based on the demand factor multiplied by the number of kilowatts used.

Hot water heaters should have adequate capacity to meet the store's needs. Set the temperature to a minimum of 120°F (49°C). And keep the area around the water heater free of combustible materials and dirt.

The circuit breakers in your electrical panel should be clearly marked to indicate what they control. Also code them to indicate which ones should always be left on, which ones should be turned on at opening, and which ones should be turned off at closing.

► Also refer to [Safety and Security, Safety Procedures > Electrical Safety Measures](#) in this manual.

If there is a power outage, turn off all circuit breakers except one to see lights come on when power is restored. Once power is restored, turn a few of the breakers on at a time to avoid any additional power surges. Turn the walk-in on first and by itself as it and the AC will have the biggest power draws.

- ▶ For more information on how to handle power outages, refer to [Safety and Security > Emergency Procedures > Power Outage](#) in this manual.

Loss Prevention

When operating a business, there are many things that compromise profit not limited to:

- ◆ Food cost
- ◆ Labor
- ◆ Cash shortages
- ◆ Inefficient equipment

Other items that can impact profit that are often overlooked:

- ◆ Illness or injury due to hazards or unsafe work practices (for both team members and customers)

Injury and illness losses from accidents can be costly and, often times, preventable. A safety and health program is important to help prevent injury and illness due to hazards. Team member involvement at all levels of the company is critical for your organization to be successful in this effort.

- ◆ Robbery
- ◆ Burglary
- ◆ Internal theft

Instituting a loss prevention program can help greatly with controlling or reducing costs.

The most direct means of preventing injury and illness is to hire and assign the right person to the right job. A worker whose capabilities are ill-matched to job demands often operates at a greater risk to everyone's health and safety. Hiring anyone because you have an opening may be convenient at the time, but it is among the poorest management practices.

Safety Committees are also an effective component to safety in the workplace. Safety meetings can establish guidelines and make recommendations to processes that will help prevent injury and illness due to hazards in the workplace.

► For more information on Safety Committees, refer to *Safety and Security, Safety Committees* in this manual.

Self-inspection and accident investigation are key to an effective loss control program.

- ◆ Regular inspections ensure that potential sources of injury are removed before they cause an accident, and established safety rules are being followed. Do not make your self-inspection program too complicated or time consuming.
- ◆ Accident investigation is also key to controlling losses. The main purpose of the investigation is to determine the cause of the accidents and to take steps to remove the hazards.

Responsibilities

- ◆ Management
 - Management’s responsibility is the safety and security of their team members and customers to include the prevention of accidents, injury and illness. Management is held accountable for all issues under their span of control. Management provides direction and full support to team members regarding all safety and health procedures, job training, and hazard elimination practices. You must keep fully informed on safety and health issues throughout your stores in order to constantly review the effectiveness of your safety and health program.
 - It is important that managers and supervisors are trained thoroughly in all aspects of job safety as well as what to do when team members are not working safely.
- ◆ Supervision
 - Supervisors are directly responsible for the supervising and job training of team members. This includes proper procedures, work practices, and safe methods to do the job. Supervisors must enforce brand standards and your company’s rules. They should not permit safety to be sacrificed for any reason. In addition, they should be held accountable for all safety and health issues during their shift.

Internal Theft Control

It may sound simplistic, but the basic guidelines are to hire good team members, train them right and take care of them. When hiring, check references and ask, “Would you hire this person again?” During orientation and training explain your expectations, go through your Employee Handbook, and explain your policies and procedures.



According to the National Restaurant Association, 62% of team members in the fast food industry admitted to theft of money, food or property.

What to do in the event of team member theft?

Money theft: Write down what happened. Call the Franchise Owner/Store Manager for direction on how to handle.

Product theft: Write down what happened. Call the Franchise Owner/Store Manager for direction on how to handle.



Being observant is also key to preventing — and identifying — team member theft. Consider these best practices to minimize theft opportunities:

- ◆ Watch for increases in food cost variance, actual food cost increases, labor hours versus sales, and dough production. While these being high doesn’t automatically mean you have a theft issue, being alert to changes or anything that doesn’t make sense can.

- ◆ Observe how cashiers handle the money in their cash drawers.
 - Coins not in the right spot — potentially being used to track how much they are shorting change and therefore believe they can steal
 - Bills not all facing in the same direction — sometimes a bill facing in a different direction is a way to indicate from that point down in the drawer what they believe they can steal
- ◆ Make sure registers are counted and the starting bank is accurate.
- ◆ Watch for register shorts always occurring in even amounts.
- ◆ Throw away leftover pizzas/food at close — otherwise you may be encouraging the team to “make mistakes” at the end of a shift so they get a pizza to take home.
- ◆ Team members should not ring up their own meals, or make their own product, nor make family or friends’ pizzas if using their employee discount.
- ◆ Everything that goes out the door should be rung through a terminal.

▶ Also refer to [Safety and Security > Cash Management](#) in this section, or [Cash Handling procedures in Customer Focus > Shift Management Excellence > Work Positions and Duties > Cashier on FRESHnet](#).

POS Solution and Loss Prevention

MenuLink/NBO and Configuration Center (CFC) can be used to audit specific data. CFC audits information specific to Aloha POS and MenuLink/NBO audits information specific to MenuLink/NBO and Aloha POS.

Performing Audits in Configuration Center (CFC)

Auditing information in CFC can only be done at the store (not remotely), and can only be looked at one day at a time. This can be overwhelming if a user suspects there is a problem and wants to look at a lengthy period of time. The Audit Report in CFC tracks every key stroke that is performed on Aloha POS.

A user can drill down into specific data they would like to view including but not limited to:

- ◆ Timeframe (specific date or time of day)
- ◆ Employee
- ◆ Discounts
- ◆ Refunds
- ◆ Voids
- ◆ Reopen check
- ◆ Cleared items
- ◆ No-sale transactions

Completing audits in CFC allows the user to look for patterns if they suspect theft. Following are the top three data events that are helpful when completing an audit in CFC.

- ◆ Reopen Check/Adjust OLO shows when team members reopen checks. When viewing this data, watch for checks that were reopened and a discount was added or items were deleted after the order was tendered.
- ◆ Cleared Items shows how many times items were rung up on Aloha POS or Aloha Takeout and then cleared. Clearing an item can be used when an order taker made a mistake or a customer changed their mind. However, it can also be used to ring in items to confirm the price for the customer and then cleared before payment is tendered, creating a possible theft issue.
- ◆ Void Items and Refunds shows how many refunds were performed and how many items/orders were voided.

If you suspect internal theft, CFC Audit Reports can help the user drill down to information that may show a pattern with specific team members, specific days, or specific times of day.

Performing Audits in MenuLink/NBO

There are many different data points a user can look at in MenuLink/NBO when auditing information. The MenuLink/NBO Activity Report tracks every key stroke that is performed in MenuLink/NBO. It can tell the user information such as when a team member pulled a report or when and by whom a deposit or inventory was changed. This allows the user to look at patterns if they suspect there is an issue.

When looking at possible internal theft, following are the top three events for which to search.

- ◆ Employee Shifts shows time punches that have been edited by whom and what time/day the edit was performed.
- ◆ Searching Inventory Posted and Inventory Edited can be helpful if you suspect a team member is changing inventories to make their food cost look better. Part of the process of ensuring inventory is accurate is troubleshooting. When mistakes are caught, the inventory may need to be adjusted. However, if patterns emerge through edited inventories, the user may need to drill down deeper to determine if inventory changes are due to errors or if someone is inflating their inventory.
- ◆ Searching Deposit Entered, Verify Deposit, and Validate Deposit can be helpful if you suspect that a team member is not entering, verifying, or validating deposits in a timely fashion.

Other helpful reports in MenuLink/NBO a user can pull and view:

- ◆ Weekly Sales Report to view cash +/-
- ◆ Operations Daily Report to view voids and refunds
- ◆ Comp and Detail Report to view discounts

Using the information in both CFC and MenuLink/NBO can help the user determine if they have opportunities regarding cash, time theft, food cost, or internal theft related to refunds, voids, cleared items, or discounts.

Cleanliness and Sanitation

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Franchise Owners/Store Managers are responsible for serving safe food. This means it must come from inspected or graded sources, have protected storage and proper refrigeration, and be prepared under hygienic conditions by healthy team members.

Importance of Cleanliness and Sanitation

A fundamental part of store cleanliness is the routine cleaning and sanitizing of surfaces that food touches, including prep tables and equipment used in preparing ingredients. Food contamination can result in adverse and unexpected product flavors, allergen cross contamination, chemical residue, and the presence of pathogens (which cause foodborne illness).

Cleaning and sanitation can have a profound effect on the profitability of your store. The objectives of a Cleanliness and Sanitation Program are to:

- ◆ Protect the health and well-being of your team members and customers
- ◆ Establish standard procedures
- ◆ Maintain maximum cleanliness at a reasonable cost
- ◆ Develop team member awareness, good morale, and customer service

Papa Murphy's stores must maintain a clean and hygienic environment for the health and safety of team members and customers. Every aspect of the store must be properly cleaned to ensure safe food preparation and handling. Franchise Owners and Store Managers must carefully inspect the Back of House, preparation areas, Front of House, Makelines, restrooms, and outside to make sure the store meets health and sanitation requirements set forth by the local government.

While it is administratively desirable to do all the cleaning with a single detergent, from a practical standpoint, this cannot be accomplished efficiently. Ecolab helped create a Cleaning and Sanitation Program specific for Papa Murphy's. The program is outlined in the following pages.














FOOD SAFETY
Cleaning Supplies





Cleaning Supplies and Tools

Keeping your store clean means using the right tools and supplies for the specific task.

The cleaning supplies and tools needed and approved for stores are listed below.

- ▶ **Note:** You should not use or have bleach in the store. Towels from a towel service that have been bleached cannot be used in the Quat sanitizer.
- ▶ **Note:** All secondary spray bottles used for chemicals must be clearly labeled with the solution inside.

Description	Image	Used For
Surface Cleaning Tools		
8" Pot Scrub Brush Red		To scrub food prep items, surfaces, or equipment that come in contact with food
8" Pot Scrub Brush Green (color coded to match the green floor tools)		To scrub floors, walls, thresholds, and surfaces that do not come in contact with food
Ecolab 6qt. Sani & Detergent Pail Hanger		Allows Sani-Pail to be wall-hung and not sitting on the floor
Ecolab Sanitizer Pail 6 qt. Red		Sanitized towel buckets for towels. Heavily soiled towels that could break down the sanitizer solution must be washed after use before being placed back in sanitizer bucket
Ecolab Spray Bottle Holder : 3 Unit		For easy organization of frequently used spray cleaning products (glass cleaner, sanitizer, etc.)
Sanitizer Test Strips : 1 Second Quat		To ensure that Kay chemical sanitizer is at the same and proper ppm
Xtreme Sponge		To remove stains and film from appliances, walls, countertops, and fixtures
Floor Cleaning Tools		
9" Flagged Lobby Broom Green		To pick up fine and coarse particles inside the store and in the parking lot. Green is used for floors and non-food surfaces.
Dual Surface Deck Brush Green		Floor and baseboard scrub brush used a minimum of once per week or more frequently as needed
17 oz. Loop End Mop Green		Mop head that is color-coded for floor
Dual Cavity Mop Bucket - Green		Green color coded dual cavity mop bucket that separates the clean and dirty floor mopping solution to create a higher level of clean

Description	Image	Used For
Outdoor Sweep Green		This is green for floor and non-food surfaces and is for exterior use only
Upright Dust Pan		To gather and pick up dust and debris after sweeping both inside and outside
Fiberglass Interlocking Handle - Green		Interchangeable handle for brooms and mops
Tool Holder		To organize tools in a safe and efficient manner and allow wet tools to air dry



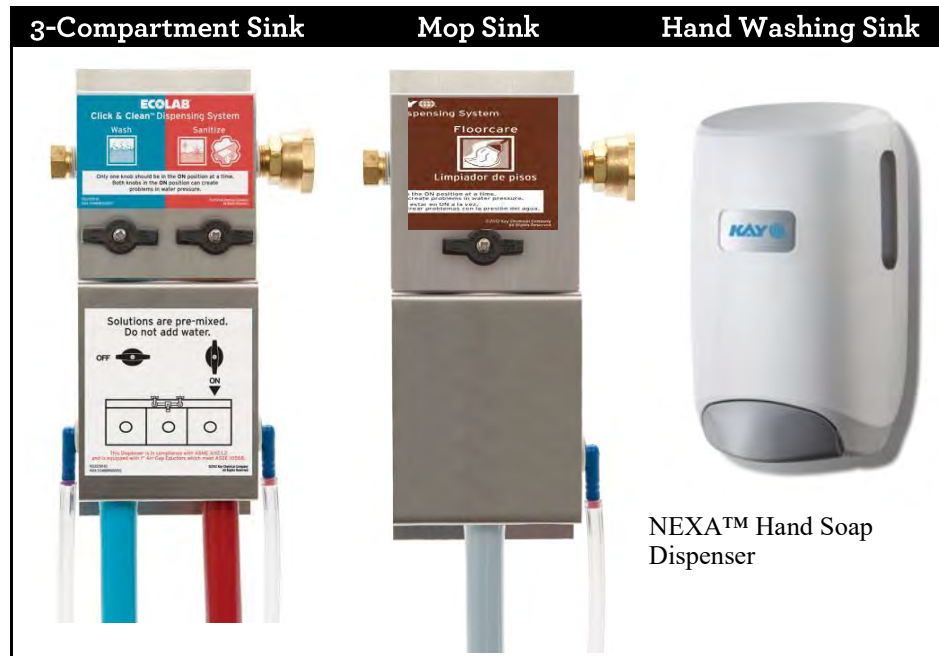
Even cleaning tools can contaminate surfaces if not handled and cleaned properly. Treat them well so they don't break or wear out early – but if they do break, replace them. Don't use tape or other adhesives to repair them.

Proper maintenance of cleaning tools is important.






- ◆ Store cleaning tools and chemicals in a separate area away from food and prep areas.
- ◆ Never store chemicals in food containers.
- ◆ Never clean mops, brushes or other tools in sinks used for hand washing, food preparation, or dishwashing. Clean them in the mop sink.
- ◆ Each time you use a mop bucket, empty it, rinse it, and leave it to air dry.
- ◆ The mop sink and storage area should be well lit, with room to hang mops and brooms, a utility sink for filling buckets and washing tools, and a floor drain to discard dirty water.

Auto Dispense Equipment and Supplies

An important foundation for cleanliness and sanitation is having the right equipment and cleaning supplies. It starts with having equipment at each of the following locations to facilitate auto dispensing of the appropriate cleaning products.



Description	Image	Used For
KAY® QSR Heavy Duty Multi-Purpose Sink Detergent		Dish detergent used with the 3-compartment sink auto dispense system
KAYQUAT® II Sanitizer		Sanitizer used with the 3-compartment sink auto dispense system
KAY® QSR All Surface Floor Cleaner		Floor cleaner used to clean floors when mopping or scrub-brushing
KAY® QSR Glass & Multi-Surface Cleaner		Used to clean glass surfaces or other surfaces such as counters
KAY® QSR Heavy Duty Degreaser		Used for heavy soiled parking lot and sidewalks or more diluted (lighter use) for certain equipment, walls, and stainless areas that have build-up. Degreaser can be used at a 50-50 dilution ratio (with water) for heavy soiled areas. A 2 gallon sprayer is used to spray on heavy grease/oil spots in the parking lot. The chemical can be stored in clearly marked spray bottles

Description	Image	Used For
KAY [®] Specialty Cleaner & Polish		Used to clean and polish stainless steel surfaces such as the Makeline doors. Not to be used on food surfaces
KAY [®] QSR Foaming Antibacterial Hand Soap		Soap used for handwashing
KAY [®] QSR Liquid Disinfectant Cleanser		Used for cleaning bathroom fixtures, prep sinks, 3-compartment sinks. Can be used to help deep clean stainless following the grain in the stainless
KAY [®] Supersoak [™] Powder		Used for to wash laundry for stores that have washers and dryers. Bleach should not be used to wash laundry
KAY [®] Block Whitener		Used to whiten dough totes



Towel Sanitizing

Towels used in our stores for the sanitation of Makeline, preparation, and equipment surfaces must be maintained to ensure food safety. Sanitizer buckets must be tested every two hours with designated test strips to ensure the sanitizer is between 200-400 ppm with optimum concentration of 200 ppm (Quat II sanitizer.) Towels must be maintained in a manner as to ensure food safety and prevent foreign material contamination. Towels should be washed when soiled. If towels are frayed, they should be discarded to prevent foreign material contamination.



Sanitizer buckets must be clean and in good condition.



Stores should have a minimum of 16 clean, dry towels for use on a daily basis.

- [1] Fill sink with 15 gallons of 70°F (21°C) lukewarm water.
- [2] The Quat sanitizer will automatically dispense the correct amount of sanitizer through the auto-dispense equipment installed at the back sink.

▶ For chlorine-based sanitizer, refer to the Food Safety Checklist for instructions.

- [3] Dip a Quat specific sanitizer strip into the solution and remove quickly.
- [4] Immediately blot both sides with a paper towel and check strip against test indicator on strip holder.
- [5] Sanitizer solution should be 200-400 ppm (parts per million). Check every two hours.
- [6] Fill clean sanitizer bucket 1/3 full, and sanitizer spray bottles as needed, from the back sink.
- [7] Place clean towels into bucket filled with sanitizer solution. Based on the amount of debris from clean-up, towels that have been used to sanitize surfaces and then returned to sanitizer buckets could break down the effectiveness of the sanitizer solution. Heavily soiled towels must be washed after use before being placed back in sanitizer bucket.

- ▶ **Note:** If a sanitized towel is used to wipe up a large sauce spill, the towel should not go directly back in the bucket.
 - ▶ **Note:** If a sanitized towel is used to wipe a fairly clean, debris-free surface, the towel could be returned to the sanitized bucket as long as the sanitizer PPM requirements are met.
- [8] Change sanitizer solution when dirty or the concentration is below 100 ppm. Discard permanently stained or torn towels.
- ▶ **Note:** Stores should not use bleach or have bleach on-site. Bleach when mixed with certain chemicals can become toxic and is not a food safe chemical.
 - ▶ **Note:** Stores should have a minimum of 16 clean, dry towels for use on a daily basis.



FRONT OF HOUSE
BACK OF HOUSE



Before cleaning floors, make sure all floor drains are unobstructed and working properly.

Always post wet-floor signs when mopping or if floors are wet.

Change the solution in the mop bucket when it is cold or dirty, or when the suds are gone.



Start floor cleaning with the least soiled areas first.

Mop in 10' x 10' areas, finishing one area before starting the next.

Floors and Surfaces Floor Cleaning Procedures

FOOD SAFETY SPECIALTIES INC.

TAKE 'N BAKE PIZZA

Floor Cleaning Procedures

1.

54" GREEN FIBERGLASS HANDLE 61807-05-00
GREEN LOOPED END MOP 61800-05-00
GREEN DECK SCRUB 61803-05-00
GREEN LOBBY BROOM 61804-05-00
GREEN OUTDOOR SWEEP 61805-05-00
TOOL FLEX HOLDER 61810-00-00
GREEN DUAL CAVITY MOP BUCKET & WRINGER 61802-05-00
UPRIGHT DUST PAN 60372-01-00

Clear floor of all movable equipment. Wipe up spills and sweep to remove loose soil and debris. Put out wet floor sign.

2.

3.

Fill front cavity of dual-cavity mop bucket to 3/4 of chamber with Kay® Chemical All Surface Floor Cleaner cleaning solution.

Apply a generous amount of solution with a green mop using a figure 8 motion. Leave on floor until solution penetrates grease and soils.

4.

5.

Scrub the solution into the floor in all four directions with a green deck brush to loosen soil.

Pickup, rinse and dry mop.

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To clean baseboards:

- ◆ Using a broom, sweep away any debris from the baseboards prior to cleaning.
- ◆ Spray KAY QSR Heavy Duty Degreaser onto a small area.
- ◆ Use the green floor scrub brush to scrub the floor and baseboards (step 4 above) or the pot brush for hard to reach areas.
 - ▶ **Note:** Do not use the same green scouring pad to clean food contact surfaces.
- ◆ Mop the excess water by pulling the water and soil parallel to the baseboard and away from the wall.



Never spray cleaning and sanitizing solutions near exposed food ingredients.

Counter Tops and Food Prep Surfaces

Use the following procedure when cleaning stainless steel tables, counter tops, Makelines, and exterior of food prep equipment (for example, scales).

- ▶ **Note:** Frequently wipe all surfaces with a clean, sanitized towel throughout the day to ensure a sanitary surface, especially after using the bench brush to wipe off Makeline debris.

- [1] Remove any debris from countertops and food prep surfaces prior to cleaning or sanitizing.

Remember that cleaning removes food and other dirt from a surface and sanitizing reduces pathogens on a surface to safe levels.

- [2] To begin cleaning, fill spray bottle to the 30 fl. oz. mark with water and add one packet of KAY QSR Glass & Multi-Surface Cleaner.
- [3] **Note:** Do not use undiluted.
- [4] Fill Sanitizer Solution spray bottle with fresh Sanitizer Solution from third sink. (Always fill Sanitizer Solution Spray bottle with fresh sink solution.) Sanitizer solutions should be maintained between 200 and 400 ppm.
- [5] Spray Sanitizer Solution onto surface. Wipe with a separate, clean, sanitized towel (from sanitizer bucket) if area is needed for service. Otherwise, allow surface to air dry. Food should be removed from the area before being cleaned.
- [6] **Note:** Do not spray near food.
- [7] Change the sanitizer when dirty or when the concentration is below 100 ppm.

Walk-In Walls and Racks



Create a routine to deep clean walk-in walls and racks a minimum of once per month.

- [1] Fill spray bottle to the 30 fl. oz. mark with water and add one packet of KAY QSR Glass & Multi-Surface Cleaner.
 - ▶ **Note:** Do not use undiluted.
- [2] Spray the area to be cleaned with the QSR Cleaner solution.
- [3] Using a clean towel, thoroughly clean the walk-in refrigerator's ceilings, walls, and racks in a bottom-up motion to avoid streaking.
- [4] **Tips:**
 - Ensure that towels are wrung to prevent dripping.
 - Routinely clean walk-in vents to prevent blowing debris.
- [5] Spray surfaces with the sanitizer solution and wipe with a clean sanitized towel.
- [6] **Note:** Do not spray near food.
- [7] Allow surfaces to air dry.

Heavy Grease Spots

Use the following steps to clean equipment with a heavy buildup of grease, yeast, or grime.

- [1] Fill a degreaser spray bottle with the Kay Chemical Heavy Duty Degreaser.
 - ▶ **Note:** For heavy build-up, use liquid cleanser to remove prior to using the degreaser.
- [2] Apply a small amount of degreaser solution to the soiled surface.
- [3] Wipe the surface area clean with a clean towel.
 - ▶ **Note:** Parking lot stalls and sidewalks often have heavy grease spots. In addition, use degreaser on baseboards to remove heavy soil.

Restrooms

Restrooms require frequent cleaning and maintenance. In some cases, restrooms are shared by team members and visitors. Properly cleaning restrooms helps prevent cross-contamination from team members to food products and eating utensils.

Floor

- [1] Sweep restroom floor with floor broom.
- [2] Mop floor using KAY QSR All Surface Floor Cleaner following the floor cleaning procedures outlined in this section (page 8).

Toilet

- [1] While wearing disposable gloves, flush the toilet.
- [2] Apply KAY QSR Liquid Disinfectant Cleanser liberally in a circle under the entire rim of toilet bowl approximately 4 to 6 inches from the surface.
- [3] Using the toilet brush, scrub the interior surfaces and bowl rim thoroughly.
- [4] Allow for a contact time of 2 to 5 minutes.
- [5] Flush the toilet.
- [6] Spray a solution of KAY QSR Glass & Multi-Surface Cleaner and wipe the entire exterior and seat surfaces using a clean paper towel.
- [7] Spray a sanitizer solution on the seat and allow the seat to air dry. If toilet is needed for immediate service, wipe solution dry with a clean paper towel and dispose.

Other Surfaces

- [1] Clean door handles, sink faucets, and other hard surfaces by spraying with KAY QSR Glass & Multi-Surface Cleaner.
- [2] Allow contact time on surfaces for 2 to 5 minutes.
- [3] Wipe dry with a clean, dry paper towel and dispose.
- [4] Rinse with water and repeat as needed for stubborn stains.
- [5] Then spray a sanitizer solution on surfaces you come in contact with including door handles, faucets, ADA bars, towel dispensers, light switches, etc., and allow to air dry.
- [6] Ensure that soap dispensers, paper towels, and toilet paper dispensers are fully stocked.
- [7] Wash hands thoroughly with antibacterial hand soap.

► **Note:** In the event of vomit, use the Ecolab Biohazard Response Spill Kit to safely and effectively contain and remove the fluid.



Use all cleaning items in a well ventilated area.

**BACK OF HOUSE**

Dishwashing

The 3-compartment dish sink should be cleaned daily.

Dishwashing

Start with clean sinks. If they are unclean, scour the sinks with KAY Multi-Purpose Sink Detergent and a green scrub pad, and rinse them completely.

Complete the following steps to prepare for dishwashing.

In the Wash Sink:

- [1] Turn on a stream of hot water.
- [2] Using the auto dispensing equipment installed at the 3-compartment sink, fill the first sink to the fill line with soapy solution. The portion of soap to water is mixing until the sink is full. Never add water as it will no longer have the correct ratio of cleaning solution to water.

In the Rinse Sink, spray rinse dishes using clean, hot water.

In the Sanitizer Sink:

- [1] Turn on a stream of 70°F (21°C) tepid water (should be cooler than the skin.)
- [2] Using the auto dispensing equipment installed at the 3-compartment sink, fill the third sink to the fill line with sanitized water.
- [3] Remove Quat specific sanitizer test strip to check the correct ppm of sanitizer.
- [4] Dip strip into solution and remove quickly.
- [5] Immediately blot both sides with a paper towel and check strip against test indicator on strip holder.
- [6] Sanitizer solution should be 200 to 400 ppm. Check every 2 hours. Record sanitizer solution concentration on the Daily Food Safety Checklist. Empty sanitized water and refill when water becomes soiled or is below 100 ppm or at 4 hours, whichever comes first.

► **Note:** Sanitizer buckets should be filled from the sanitizer sink and checked a minimum of every 2 hours. Record the concentration on the Daily Food Safety Checklist twice per day.

When washing dishes, always follow the five-step dishwashing method.

- [1] Pre-rinse: Using the middle sink, rinse all heavily soiled items, such as sauce and food ingredients from inserts.
- [2] Wash: Wash the plastic and lightly soiled items first in the wash sink, followed by the heavily soiled items.

a. Empty and refill the wash sink when the suds are gone or the solution is cold.

- [3] Rinse: Rinse all the items in clean, hot water in the rinse sink.
- [4] Sanitize: Place all the items in the sanitizer sink. Soak the items in the sanitizer for at least 30 seconds.
- [5] **Note:** Items too large for immersing must be sanitized on one end for 30 seconds and then turned and sanitized on the other end for 30 seconds. Dough totes are an example of an item that is too large to immerse completely in the sanitizer solution.

a. Empty and refill the sanitizer sink when the solution appears dirty, the sink is full of debris, or the sanitizer is no longer 200 to 400 ppm. Check every 2 hours and change at a minimum of every 4 hours.

- [6] Air dry: Air dry the items upside down.
 - 1. **Note:** When washing Hobart slicer parts, be sure to close all blades to avoid cuts or injuries.

If you must dry a container in a hurry, use a disposable paper towel. Use it to dry only one container and then discard.



Exterior Cleaning

Store exteriors form a critical first impression for our customers, and entryways are the first line of defense against the introduction of unwanted contaminants in our stores. Special efforts should focus on the maintenance and cleanliness of these areas including walls, windows, walkways, sidewalks, and parking lots.

- ▶ **Tip:** Teach the members of your team to see the entire operation through the eyes of the customer. The cleanliness of the parking lot, windows, and entryway all have a decided effect on the customer's total impression of your store.



Store deicers away from food items.

Outside walkways should be swept on a daily basis (weather permitting). To accomplish this in the best manner, stores should have a 24 inch push broom designated for outdoor use only.

- ◆ During cold weather (snow and ice):
 - Deicers should be used to prevent slips outside of the stores.
 - Additional mats at the entrance may aid in absorbing the deicer and prevent excess tracking of the material into the store lobby.



Excess debris and food material can draw pests – rodents, insects, and birds.

Debris should be removed from the outside of the stores on a daily basis. Include walkways, sidewalks, and parking lots — ensuring they are free of litter. Dumpster areas should also be thoroughly swept and cleaned of any debris weekly.

- ▶ **Note:** See the [Customer Focus](#) section, Shift Management chapter of this manual on FRESHnet for a travel path diagram that guides you through checking cleanliness both inside and outside your store.
- ▶ **Note:** To clean sidewalks and heavily soiled areas, use a 50/50 ratio of degreaser in a 2-gallon weed sprayer. Let it sit for several hours and then simply spray it away. This is best done at close and/or when you know there is a rainstorm coming.

Window Cleaning

Clean windows allow POP material to adhere better and convey a clearer, cleaner image for these materials as well as the store overall. Store windows should be cleaned at a minimum of weekly for interiors and every other week for exteriors, with cleaning done more frequently based on need.

To clean windows:

- [1] Mix the KAY QSR Glass & Multi-Surface Cleaner according to the instructions in a designated glass cleaner spray bottle.
- [2] Spray KAY QSR Glass & Multi-Surface Cleaner on the entire window to be cleaned.
- [3] Wipe dry with a clean cloth or paper towel.

For larger windows or windows that need more than spot cleaning, brush on a diluted solution of Heavy Duty Multi-Purpose Sink Detergent and squeegee off starting at the left and working to the right.

- ▶ **Note:** Door glass, windows, and Makeline glass should be spot cleaned daily or multiple times per day depending on need.

Planned Maintenance and Cleanliness

Equipment Maintenance

Refrigeration

Refrigeration works by removing heat from a specific area and moving it into the ambient air. To make this transfer as efficient as possible, the condenser fin and coil assembly must remain clean. Coils can pick up particulates from the air.

Gently brush the coil weekly in a vertical motion matching the fin directions. Blow it out thoroughly each month. Commercial coil cleaners can loosen oily buildup for easy cleaning.

- ◆ **On Makeline tables**, the coil assembly is behind the compressor compartment door.
- ◆ **On Grab-n-Go coolers**, the coil is in the base. Reach it by removing the back of the unit.
- ◆ **On walk-in refrigerators**, the coil may be on the roof of the cooler, outside the building, or on the building roof. Outdoor coils can be clogged by leaves and other debris, so regular maintenance is even more important. Condenser units must have a catch pan for condensate. Clean the pan to prevent mold.



NEVER use any kind of cleaner, other than mild dish detergent, on your refrigeration door gaskets. These gaskets are made of vinyl to maintain flexibility for sealing the doors. Any harsh cleaner will cause them to dry out and crack.

Refrigeration Door Gaskets

Wipe your refrigeration door gaskets — including cooler doors and Makeline doors — daily with a damp cloth. Use mild soap if necessary. Do not use sanitizer on door gaskets.



Recommended: Have your sheeter serviced yearly.

Dough Sheeter

After each use, wipe the sheeter with a clean towel.

- ◆ Brush excess flour off of all parts of the sheeter.
- ◆ Do not use water or any kind of abrasive on the sheeter parts.
- ◆ Do not wash the scrapers in the sink.
- ◆ For stubborn buildup on the rollers, clean with soy oil on a towel.
- ◆ Older units: Once per week, open the back or side and clean out flour and debris.
- ◆ After the sheeter is cleaned and reassembled, place a small piece of cling film over the opening to keep out debris.

Twice a year:

Replace the gearbox oil with MOBIL SHC630.

Remove the side cover and lubricate the chain.

Exception: Newer sheeters (such as Somerset) are permanently lubricated and don't need this maintenance.

Hobart Mixer

Daily cleanliness is important to ensure quality and safety. The slicer attachment for Mushrooms and Zucchini, if not cleaned and stored correctly, can develop a thick, black oil buildup on the open/close dial. This prevents adjustments for correct thickness of sliced vegetables, affecting quality, yield, and food cost. It can also prevent the blade from being closed flush, which can injure team members.

- ◆ After each use, wash, rinse, and sanitize the S-blade and allow it to air dry.
- ◆ Before storing, apply a thin layer of lubricant gel to the end of the shaft that attaches to the mixer, and to the threads used to adjust the slicing thickness.
- ◆ Store in the closed position, flush with the slicer plate, to prevent injuries.

► **Note:** The detergents and other chemicals used to clean the unit can dry it out and cause it to seize. If this happens, take it to Hobart Service. Following the steps above helps prevent this.

Once prep is done:

- ◆ Wipe down the mixer with a sanitized towel. Wash and sanitize the bowl.
- ◆ Once the bowl is dry, cover with cling film to prevent foreign objects from falling in when not in use.
- ◆ Lubricate each attachment hub with a thin layer of lubricant gel.

Replace shred plates **every 3 to 6 months** to keep cheese looking its best.



These machines are very reliable, but they represent a large investment. Recommended: Have yours examined **yearly** by your local Hobart Service office.

Can Opener

- ◆ Wash, rinse, and sanitize daily.
- ◆ Dry immediately to prevent rusting. Never leave in water for an extended time.
- ◆ The blades have two edges and should never be sharp. Sharp blades lead to metal curlicues that can contaminate food and require you to throw it away.
- ◆ Use the red pot brush to clean the gears and eliminate shavings in the food.

Recommended: Flip the blade **every 3 months**. Replace the blade and gear **every 6 months**.

POS Equipment

- ◆ All POS equipment should be free of dust/flour dust.
- ◆ Use only a clean paper towel and water to clean the POS screens. Do not use cleaners of any kind.
- ◆ Keep cords and cables clean, dry, and in good repair. Be careful not to pinch or stretch them.
- ◆ If a piece of the POS equipment is not operating, call the PMI Support Center to open a support case.

Weekly Cleaning

Some cleaning jobs are daily, but others can be done weekly:

- Washing all bagel boards
- Cleaning inside the back of the sheeter
- Scrubbing insides of garbage cans
- Scrubbing the wheels of the dough dollies
- Scrubbing mop bucket, wet floor sign, and mop sink

Recommended: Complete these jobs at least once a week.

► For a copy of the weekly cleaning checklist, go to the Operations page on FRESHnet.

Monthly/Quarterly/Yearly Cleaning

A few jobs require only monthly or quarterly cleaning and/or maintenance, but they are an important part of your regular cleaning program. A few examples:

- Cleaning walk-in shelves and walls
- Cleaning the food storage shelves to include legs
- Cleaning rolling racks to include legs and wheels

Carry out “monthly” tasks every month.

► To access a copy of the monthly/quarterly/yearly cleaning checklist, go to the Operations page on FRESHnet.

Troubleshooting Equipment

Electrical Equipment Not Working: Read This First

- [1] Check the plug to make sure it's plugged in.
- [2] Check the store's circuit-breaker box.
- [3] Check the equipment's safety shutoff — especially on the sheeter.
- [4] Call the Franchise Owner/Store Manager for instructions on what to do.

Mixer Not Working

- [1] Make sure it's in gear — on a speed, not between speeds.
- [2] Make sure bowl is up and safety cage is locked in place.
- [3] Call the Franchise Owner/Store Manager to arrange to have dough made at another Papa Murphy's.

The mixer bowl can be raised or lowered manually in case of power failure. Remove the apron, held in place by four thumbscrews, to expose the lift screw. Place a 1-inch open-end wrench on the lift screw's hex and turn it in the direction desired.

Sheeter Not Working

- [1] Make sure front and back sheeter doors (if applicable) are closed.
- [2] Remove blades and reassemble.
- [3] Contact service repair.



Stores should never reboot or reset the POS system without direction from the Support Center.

POS Equipment

When there are issues with POS equipment — whether a terminal is down, a printer not working, the POS solution as a whole is locked and the store is unable to take orders — the best course of action is to call the PMI Support Center. A Support Center Specialist will provide direction to fix the problem. If equipment needs to be sent to NCR, the Support Center will provide specific direction. Let the specialist know if you are not able to service the customer. Use a Crash Kit to take orders until POS is functioning.

- ▶ Refer to Crash Kit information on FRESHnet: in the [Customer Focus](#) section, Shift Management chapter of this manual and in the [Store Crisis Procedure Manual](#).

Walk-in Refrigerator Above 41°F (5°C)

- [1] Keep walk-in doors closed with minimal openings.
 - [2] Call the Franchise Owner/Store Manager to inform them of the situation and ask for direction.
 - [3] Call the refrigeration repair company with authorization from the Franchise Owner.
 - [4] Move product to the Makeline refrigerator or other refrigerated area. Product temperatures need to remain below 41°F (5°C).
 - To ensure that items are below 41°F (5°C), take temperatures of various products at various locations within the walk-in refrigerator with a thin tip pocket digital thermometer.
- ▶ For how to handle extended outages, refer to the [Food Safety \(Power Outage\)](#) information in this manual. Refer to the [Store Crisis Manual](#) for instructions on disposing of food that is no longer within temperature.