

June 16, 2021

Mr. Steven Kleppin, AICP
Planning and Zoning Director
City of Norwalk
125 East Avenue, Room 223
Norwalk, Connecticut 06856

Subject: **Response to City Review Comments – Drive-In Bank to Jimmy John's with Drive-Thru
– 295 Westport Avenue, Norwalk, Connecticut**

Dear Mr. Kleppin:

In response to the City-related comments, we offer the following responses and additional data for consideration. This is in response to your email dated June 9, 2021 and an email from Jim Travers dated June 11, 2021.

1. Comment – *Update the parking chart to reflect the new user. Parking ratio increases to 1 space/45 S.F. of active area for restaurant use.*

Response – Table attached.

2. Comment – *In the traffic report it indicates that a typical Burger King or McDonalds generates ~9.7x more transactions in a drive through than a Jimmy John's. Can you expand further? Can you narrow that down to peak hours?*

Response – We have attached the Sales Data and Comparison, which was included in the appendix of our Traffic Study. Unfortunately, transaction data for other restaurants like McDonald's and Burger King are not available or public for specific times of day or day of the week.

3. Comment – *What is the difference in the queue lengths for the proposed Jimmy John's versus other fast-food establishments?*

Response – Attached please find an article which provides the average speed of service in seconds for fast-foot drive-thru operations. It includes McDonald's, Burger King, Chick-fil-A, Dunkin' and 6 other fast-food restaurants. It indicated that Dunkin' is the quickest at 216.75 seconds, whereas Chick-fil-A is the longest at 322.98 seconds. On average the speed of service for all restaurants is 255.34 seconds. This article also provides an average speed of service based on time of day, with breakfast being the quickest at 238.84 seconds and late afternoon being the longest at 274.71 seconds.

Jimmy John's average speed of service is 90 seconds, or almost 2.4 times faster than Dunkin' and almost 3.6 times faster than Chick-fil-A. This is possible because of how Jimmy John's process their

orders. All employees go through training and one of the tests they must complete to pass the certification program is a speed test where certain benchmarks need to be met. The process involves three people, with the first as the bread starter, then the meat puller and finally the sandwich rapper. Before opening, all breads are baked, the vegetables and meats are sliced and fully preparing the cold table. They have a simple menu with minimal ingredients, only serve one type of cheese and do not serve any hot sandwiches. Based on this quick processing time, the need for a long queue lane is not needed, as they can process almost 4 orders at the same time a Chick-fil-A would process 1 order. Therefore, a five-vehicle queue at Jimmy John's is the equivalent to a 12-vehicle queue at a Dunkin' or an 18-vehicle queue at a Chick-fil-A.

4. Comment – *Is the food made to order at Jimmy John's? And if so, how will that impact the queue.*

Response – They do have made to order and as noted in Response #3 they have a simple menu board with minimal ingredients, only serve one type of cheese and do not serve any hot sandwiches, which reduces the impact in process time for made to order transactions.

5. Comment – *The report mentions that 5 car queueing can be accommodated and that there are pick-up spots proposed but there are no plans showing how this will be done.*

Response – Attached please find a plan which illustrates 6 parking spaces for pick-up to the east of the drive-thru lane.

6. Comment – *The consultant is also suggesting turning the Wolfpit driveway into a two-way drive but they have not supplied any sight-line data supporting this. Also, this would add additional traffic to a collector that is generally residential in nature.*

Response – The Application no longer includes converting the new access drive to two-way or an exit only. It will remain a one-way entrance.

7. Comment – *Access around the back of the building is tight and sending additional traffic around the back may pose problem/conflicts with the other stores.*

Response – It is important to note that the repurposing of the Shopping Center space within the existing building was a bank, which included an ATM lane and two standard teller windows. The removal of the bank use and its traffic and a replacement with the Jimmy John's food store will generate additional traffic during the weekday afternoon and Saturday midday peak hours; however, will limit its drive-thru transactions to one lane/window.

Motorists traveling behind the existing Shopping Center building from this former bank and for general use within the Shopping Center and access to the Credit Union drive-thru windows located on the other side of the building has never been a problem or issue for the Owner and there was never a need to modify or address concerns with any site traffic traveling behind the building. Our traffic counts and observations indicate a very low utilization of the rear of the building and modifications or recommendations to change traffic flow in the rear of the building are not needed.

Mr. Steven Kleppin, AICP

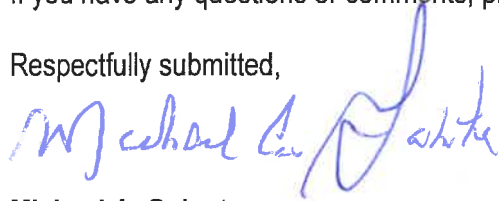
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June 16, 2021

As noted in the Traffic Report and in this letter, the Wolfpit Avenue access drive is currently being used as a two-way driveway and the volumes recorded and included in the Traffic Report.

If you have any questions or comments, please do not hesitate to contact us.

Respectfully submitted,



Michael A. Galante

Director of Traffic

Hardesty & Hanover, LLC

Enclosure

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**295 WESTPORT AVENUE, NORWALK, CT.
PARKING CALCULATIONS**

UPPER LEVEL	ACTIVE COMMERCIAL AREA	SF/ PARKING SPACE	TOTAL SPACES REQD.	REMARKS
Hawley Lane	3,600	200	18.00	PER ZONING APPROVAL SEP 2020
Skybox	1,314	200	6.57	NEED EXACT NUMBER BASED ON ZONING APPROVAL
Bank - Former MSCU Space	2,451	334	7.34	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
Advance Auto Store	2,177	200	10.89	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
Advance Auto Stock Room	4,067		2.00	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
Swan Cleaners	252	200	1.26	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
Finger Nail	1,155	200	5.78	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
Jimmy John's	713	45	15.84	BASED ON ACTIVE FLOOR AREA CALCULATION
Second Floor Offices	7,433	334	22.25	PER APPROVAL WHEN ADVANCE AUTO MOVED IN
TOTAL PARKING REQUIRED			89.93	
			90.00	ROUNDED UP

**TOTAL PARKING PROVIDED PRIOR TO APPROVAL
ADDITIONAL SPACES TO BE PROVIDED FOR JIMMY JOHN'S**

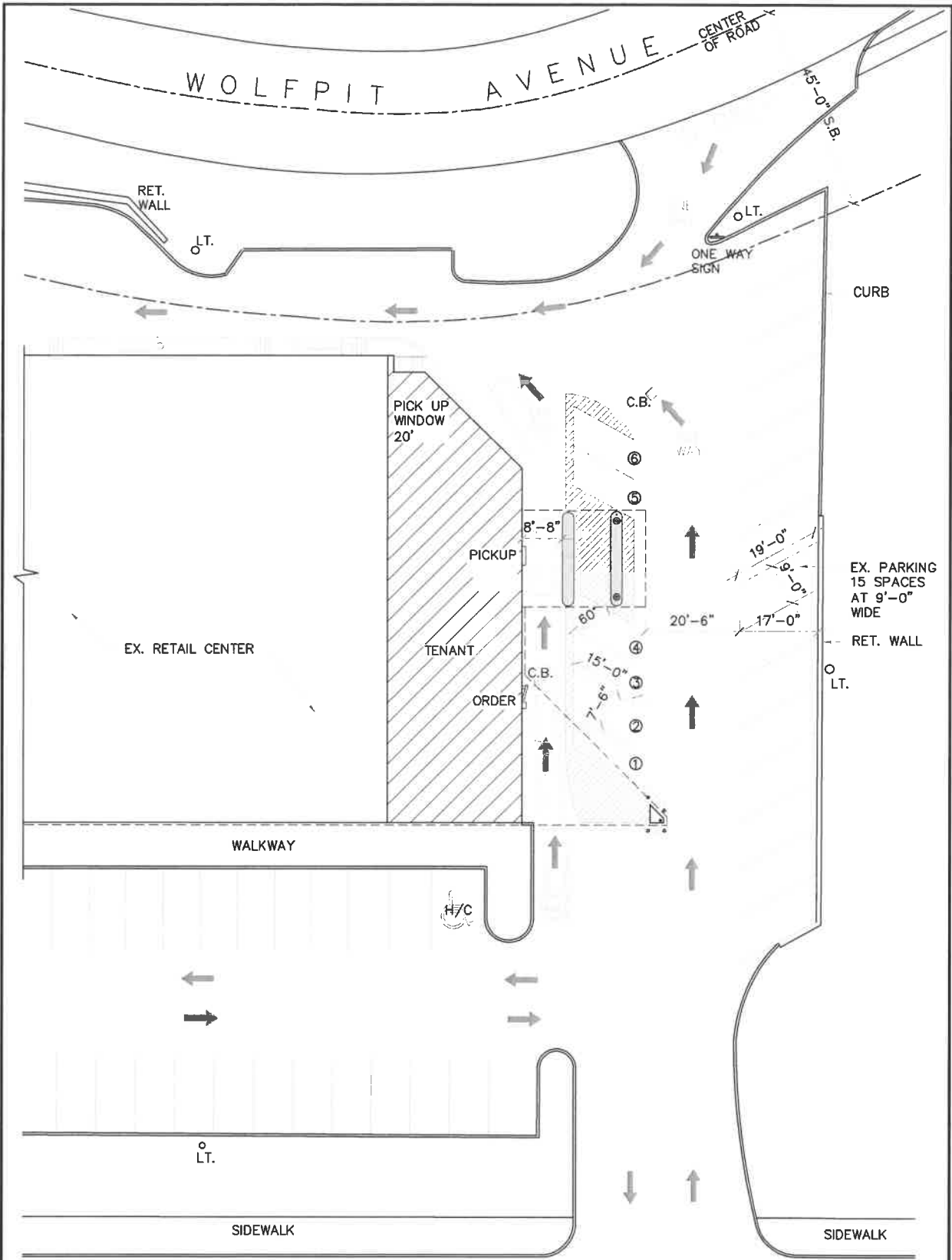
**118.00
6.00**

TOTAL SPACES TO BE PROVIDED

124.00

EXTRA PARKING SPACES

34.00



NO	DATE	ISSUED/ REVISION
1	4/8/21	FOR CLIENT USE

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C/O SEDONA GROUP, LLC
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NORWALK, CT 06851

Project:
DRIVE THROUGH CONCEPTS
SEDONA PLAZA
295 WESTPORT AVE.
NORWALK, CT 06851

Drawing Title:
TENANT DRIVE-THRU
CONCEPT #1

Scale: 1"=20'

Date: 4/09/2021

Drawn By: JL

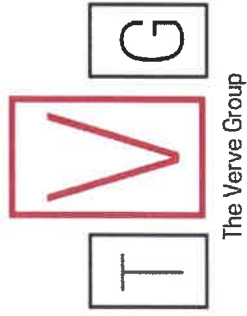
Project No: 21-112

Drawing No: #1

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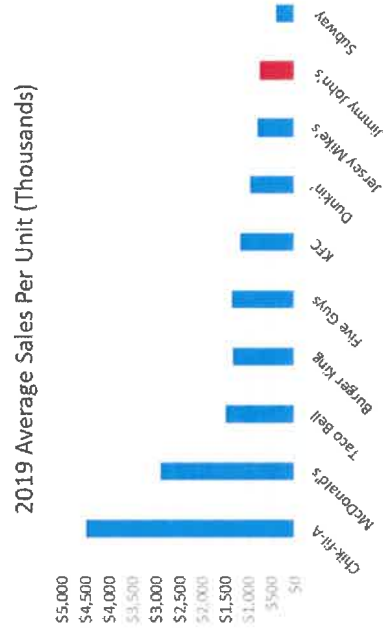
Data for the City of Norwalk

Jimmy John's versus Competitors: Traffic and Drive-Thru Study



Jimmy John's 2019 AUV Versus Competitors

	2019 Average Sales Per Unit (Thousands)
Chik-fil-A	\$4,517
McDonald's	\$2,912
Taco Bell	\$1,502
Burger King	\$1,339
Five Guys	\$1,359
KFC	\$1,196
Dunkin'	\$968
Jersey Mike's	\$824
Jimmy John's	\$759
Subway	\$410



Jimmy John's AUV is significantly below many of the comparable QSR restaurants.

Source: <https://www.qsrmagazine.com/content/qs50-2020-top-50-chart>

Jimmy John's 2020 Stats for Stores with Drive-Thrus

- Each channel as a % of sales (for stores w/ drive-thru's, 2020); phone means customer called the order in, online means they placed the order digitally. Assumption for pickup orders is that they come in the store to grab their food, not drive-thru.

Drive-Thru	In-Shop	Online Delivery	Online Pickup	Phone Delivery	Phone Pickup
45%	13%	21%	3%	7%	2%

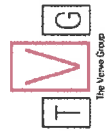
- Avg Total Sales per store per week (by day and daypart, for stores w/ drive-thru's, 2020)**

Daypart	MON	TUE	WED	THU	FRI	SAT	SUN	Grand Total
Morning	\$106	\$132	\$145	\$153	\$166	\$112	\$64	\$876
Lunch	\$893	\$947	\$973	\$988	\$996	\$646	\$500	\$5,929
Afternoon	\$591	\$583	\$600	\$618	\$669	\$661	\$541	\$4,247
Dinner	\$553	\$581	\$616	\$637	\$643	\$514	\$471	\$4,001
Late Night	\$87	\$93	\$103	\$107	\$119	\$96	\$73	\$674
Grand Total	\$2,228	\$2,335	\$2,437	\$2,503	\$2,592	\$2,029	\$1,646	\$15,727

- Avg Drive-Thru Sales per store per week (by day and daypart, for stores w/ drive-thru's, 2020)**

Daypart	MON	TUE	WED	THU	FRI	SAT	SUN	Grand Total
Morning	\$28	\$32	\$32	\$33	\$34	\$26	\$18	\$203
Lunch	\$419	\$440	\$449	\$449	\$453	\$331	\$267	\$2,799
Afternoon	\$319	\$314	\$324	\$320	\$362	\$362	\$297	\$2,299
Dinner	\$295	\$312	\$331	\$341	\$337	\$256	\$236	\$2,100
Late Night	\$37	\$39	\$42	\$45	\$47	\$39	\$30	\$276
Grand Total	\$1,098	\$1,137	\$1,176	\$1,197	\$1,233	\$1,012	\$847	\$7,676

- Drive-thru stores average 647 drive-thru transactions per week, and 1,180 total transactions per week (2020)
- Avg check of a drive-thru transaction is \$11.87 (compared to overall average check of \$13.31 for drive-thru stores) (2020)
- Please note that this data reflects abnormally high drive-thru sales due to the COVID-19 pandemic.**



Source: Jimmy John's company data.



Jimmy John's Drive-Thru Transactions versus McDonald's

2020 data	Jimmy John's (stores with drive-thrus)	McDonald's	Notes on the data
Average weekly Sales	\$15,727	\$55,769	McDonald's average weekly sales are based off of data in their September 2020 investor presentation.
Average weekly drive-thru sales	\$7,676	\$39,038	During their September investor update McDonald's said, "Approximately 70% of sales happen in the Drive-Thru in our top markets."
Average check	\$11.87	\$6.25	McDonald's average check number came from QSR Magazine's 2019 article <i>McDonald's Tech Strategy Should Alert Competitors</i>
Drive-thru transactions per week	647	6,246	Average weekly drive-thru sales divided by average check.

The data shows that on average McDonald's does a staggering ~9.7x more drive-thru transactions than Jimmy John's.

Please note that the 2020 data for both Jimmy John's and McDonald's reflects significantly higher drive-thru sales than normal due to the COVID-19 pandemic. We expect our drive-thru transactions per week to be significantly below 647 in a post-pandemic world. However, even during the pandemic, we don't come close to doing the drive-thru volume that a McDonald's or Burger King does pre- or post-pandemic.

Sources:

Jimmy John's company data.

[McDonald's Tech Strategy Should Alert Competitors](#)

[McDonald's September 2020 Investor Update Transcript](#)

[McDonald's September 2020 Investor Update Fact Sheet](#)

Jimmy John's Drive-Thru at Its Busiest

- **Avg Drive-Thru Sales per store per week (by day and daypart, for stores w/ drive-thru's, 2020)**

Daypart	MON	TUE	WED	THU	FRI	SAT	SUN	Grand Total
Morning	\$28	\$32	\$32	\$33	\$34	\$26	\$18	\$203
Lunch	\$419	\$440	\$446	\$449	\$453	\$331	\$267	\$2,799
Afternoon	\$319	\$314	\$324	\$330	\$362	\$362	\$297	\$2,299
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Grand Total	\$1,098	\$1,137	\$1,176	\$1,197	\$1,233	\$1,012	\$847	\$7,676

- Avg check of a drive-thru transaction is \$11.87 (compared to overall average check of \$13.31 for drive-thru stores) (2020)

- On average, the busiest day and daypart for a Jimmy John's drive-thru is Friday lunch. With an average of \$453 of sales and an average check of \$11.87 during this period, this means an average of 39 drive-thru transactions during the busiest day and daypart for Jimmy John's drive-thrus during the pandemic. With a systemwide average drive-thru time of 90 seconds (freaky fast!) we **don't expect our drive-thru que to be more than three or four cars, even during our busiest periods.** For this reason, Jimmy John's has a minimum requirement for a three car que capacity at its drive-thru stores. With the position of our proposed drive thru window, we expect to have the capacity for a five car que.

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Fast-Food Drive Thrus Got 20 Seconds Slower in 2019

More orders, complex menus are keeping cars in line longer.

DRIVE THRU | OCTOBER 2019 | RACHEL PITTMAN



ISTOCKPHOTO / TOMMASO79

No matter what changes, speed will always be a key drive-thru metric.

Built for convenience, the drive thru has always had speed at its crux, but rising pressures pushed drive-thru speed of service up this year.

**DRIVE-THRU
PERFORMANCE
STUDY** 

Customers spent an average of 255 seconds from speaker to order window in 2019, about 20 seconds longer than in 2018. And with menus becoming more complex and lanes possibly getting more crowded with not only drive-thru customers but also those picking up mobile orders, it's going to be

MORE STORIES

Speed of Service

Order Accuracy

Customer Service

Order-Confirmation

difficult for brands to shave off seconds moving forward.

Dunkin' clocked in with the fastest speed of service, which perhaps can be expected in light of its simpler breakfast, coffee, and treats menu. Still, even with a straightforward menu, the chain has looked for creative digital solutions to prevent the seconds from climbing too high.

"At several of our Dunkin' NextGen locations, we feature an On-the-Go drive-thru lane, which allows guests who order ahead through the Dunkin' mobile app to bypass the regular drive-thru lane to pick up their orders and get on their way even faster than before," says Scott Murphy, COO for Dunkin' U.S.

Chick-fil-A is also looking for tech that can quicken its drive-thru process. Team members are posted outdoors with iPads at several locations, using the tablets to take customers' orders and payment at once. The practice achieves two key points of an order in one fell swoop and allows employees to move freely from car to car. According to the data, Chick-fil-A's speed of service takes the longest, but that is due to its constantly crowded lanes that aren't showing any signs of dying down. The brand is on the lookout for additional digital ways to streamline. "We are embracing technology to both provide a better experience for guests and to help take tasks off restaurant team members so they can devote more time to hospitality for our customers," says Khalilah Cooper, director of service and hospitality for Chick-fil-A.

For other brands, technology plays a role in improving speed-of-service performance, but that technology rests in the kitchen rather than in the drive-thru lane itself.

Arby's COO John Kelly says the brand's internal target speed of service is 200 seconds. He adds that ever-developing menus featuring higher-quality, more imaginative sandwiches create a need for a more efficient production line that can quickly assemble orders in time for a customer's arrival at the pick-up window. To speed things up, Arby's is focused on firming up an assembly-line model in each individual store.

"We know we've got very complex menu items, and our guests are demanding those, so we have to make sure that the engine that we build in our kitchen is able to execute them in a very efficient way," Kelly says.

[Editor's note: This text was edited to clarify that Chick-fil-A's longer service times were correlated with busier drive-thru lanes.]

Boards

Suggestive Sells

Menuboards

Vehicles in Line

Read Last Year's Report

SPEED OF SERVICE:

RESTAURANT	AVERAGE SPEED OF SERVICE (SECONDS)
Arby's	263.46
Burger King	235.48
Carl's Jr.	240.51
Chick-fil-A	322.98
Dunkin'	216.75
Hardee's	266.34
KFC	243.73
McDonald's	284.05
Taco Bell	240.38
Wendy's	230.38
TOTAL	255.34

SPEED OF SERVICE BY DAYPART:

DAYPART	SPEED OF SERVICE (IN SECONDS)
Breakfast	238.84
Dinner	258.28
Late Afternoon	274.71
Lunch	255.68
Mid-Morning	250.57

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**2019 QSR DRIVE-THRU PERFORMANCE STUDY METHODOLOGY**

Data for the 2019 QSR Drive-Thru Performance Study was

See
Level
Human Experience

collected and tabulated by SeeLevel HX. The study included 10 chains and data from 1,503 visits, with the following break-down of visits by chain: Arby's (165), Burger King (165), Carl's Jr. (82), Chick-fil-A (183), Dunkin' (165), Hardee's (83), KFC (165), McDonald's (165), Taco Bell (165), and Wendy's (165). Visits were conducted across the country, across all regions and dayparts. No restaurant location was visited more than once. All data was collected between June 1 and August 1.

Daypart analysis was based on the time of day of the visit—breakfast (5-9 A.M.), mid-morning (9-11:30 A.M.), lunch (11:30 A.M. to 1:30 P.M.), late afternoon (1:30-4 P.M.), and dinner (4-7 P.M.). The distribution of visits mirrored revenue by daypart.

Upon each visit, a data collection researcher surveyed the drive-thru lane and then entered the line as any other customer. Each order placed by our researchers consisted of one main item, one side item, and one beverage.

A minor special request was also made with each order, such as beverage with no ice. Although two different speed-of-service times were recorded for each visit (one for the researchers' order/experience and another from a randomly selected vehicle), all tables within this feature are related to the researchers' own vehicle and experience only, as this was the controlled order. Service time was defined as the time from stopping at the order station to receipt of all items (including change). Additional data collected by each researcher included but was not limited to: order accuracy, drive-thru and exterior appearance, speaker clarity, and customer service. All purchases were made using cash so as not to influence timing.

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DRIVE THRU

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