

October 27, 2025

Response to Council on Traffic, Safety, and Traffic Management Plan Enforcement

Dear City of Naperville:

We appreciate the Council's thoughtful review and the concerns raised regarding traffic circulation, safety, and enforcement related to the staff-approved plan during the October 7th City Council meeting.

As a follow up, the petitioner has carefully reviewed each council member's concerns and made the following changes to the Traffic Management Plan during the Grand Opening Period:

1. De-emphasizing Market Avenue usage (reference #1 below for detailed explanation)
2. Restriping the Jewel parking lot to ensure pedestrian safety (reference #2 below for detailed explanation)
3. Highlight existing traffic controls on and off-premises (reference the legend on the Exhibits)

Additionally, outlined below is a detailed nine (9) point summary response that addresses each of the council members questions/concerns.

Finally, to provide some comfort and understanding of who Dutch Bros is, they are a corporately owned and nationally branded coffee shop. Founded in 1992 with over 1,000 locations and a \$9.80B market cap, Dutch Bros has a proven business model with a significant track record. Unlike its' competitors, Dutch Bros has a thoughtful and intentional Chicago market strategy with 28-34 store openings projected by the end of 2026. As you review this material and consider your support for this project, Dutch Bros would like it to be known that Dutch Bros staff is readily available to speak directly to anyone on your team with questions, comments or concerns. Dutch Bros values relationships with municipalities and is available as needed. Thank you.

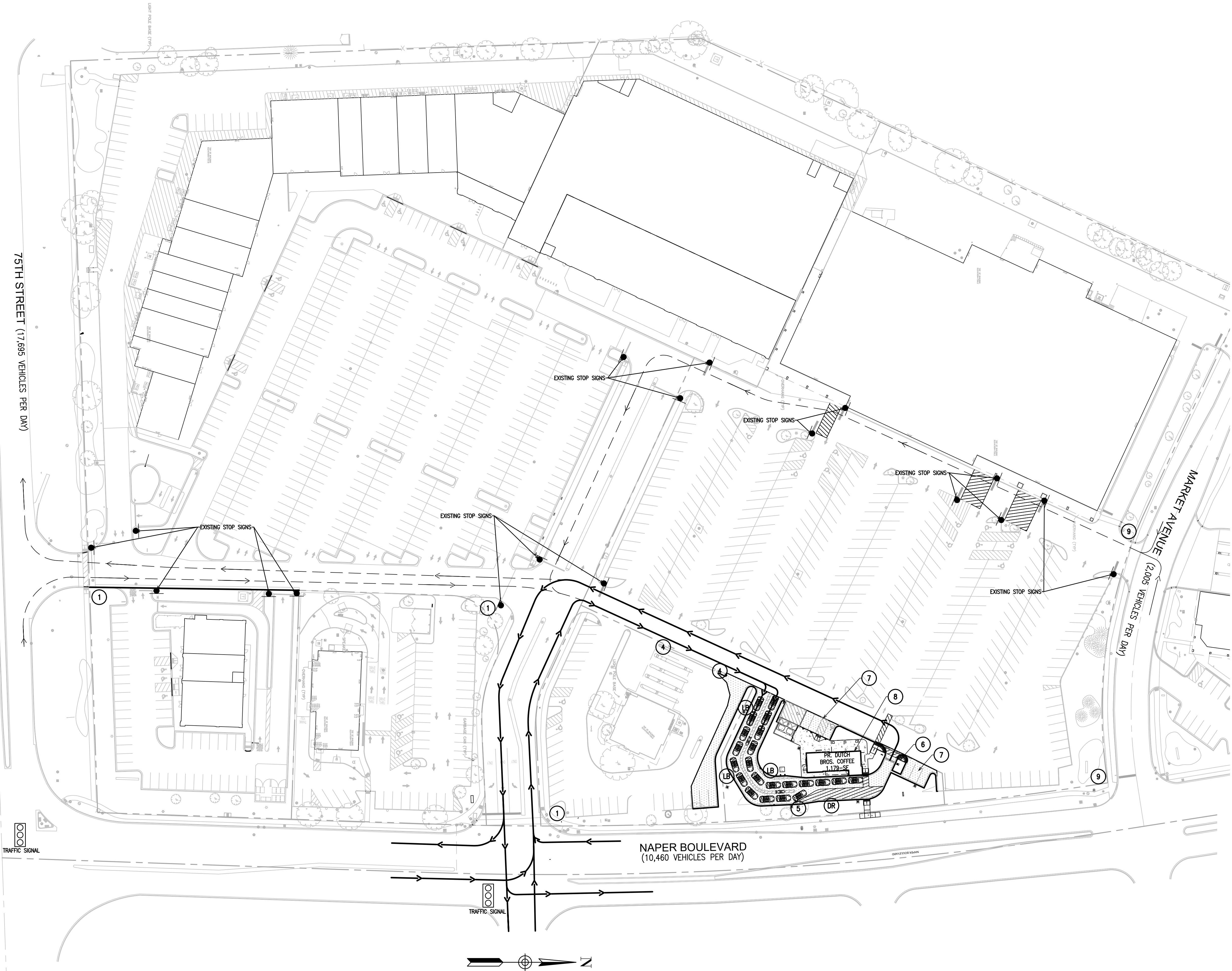
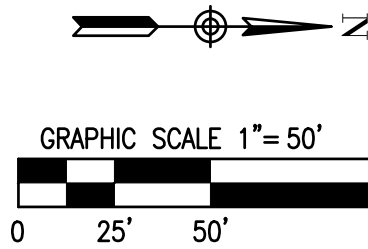
Sincerely,

Gino Galluzzo – Allen Galluzzo Hevrin Leake, LLC

Louis Schriber, Aaron Roth, Ryan Fitzgerald, Matt Jung, Colin Rowe – Shorewood Development Group

Cody Herbster, Kyle Dallas – Dutch Bros

STABILIZED TRAFFIC MANAGEMENT PLAN



VEHICLE ROUTING LEGEND:

- PRIMARY INGRESS/EGRESS
- SECONDARY INGRESS/EGRESS

TRAFFIC PLAN LEGEND:

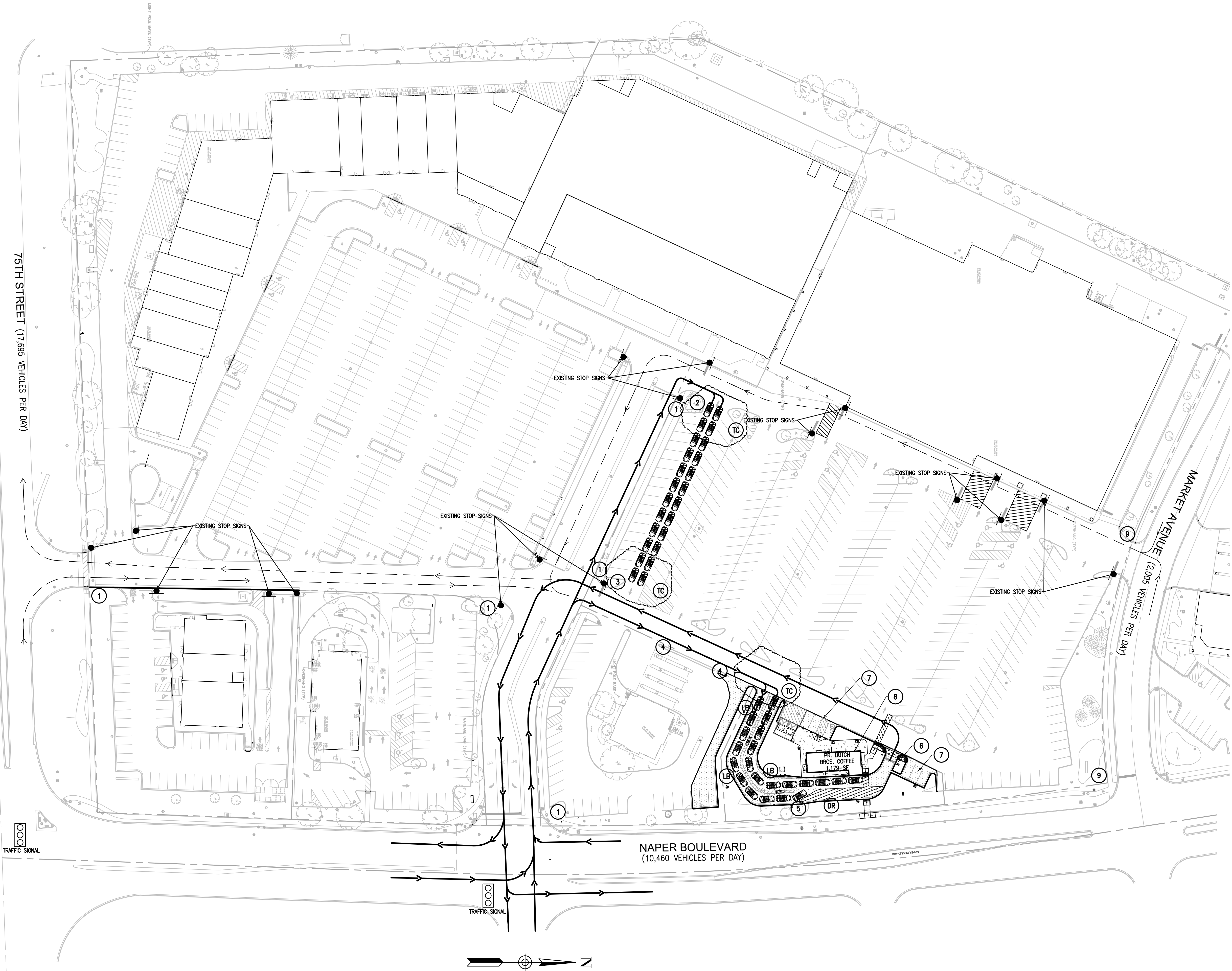
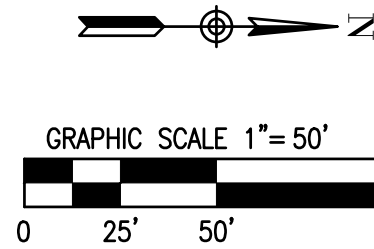
- TRAFFIC CONTROLLER
- LINE BUSTER
- DRINK RUNNER

SIGNAGE LEGEND:

- EXISTING STOP SIGNS
- PEDESTRIAN CROSSWALKS
- DIRECTIONAL SIGN
- DO NOT BLOCK
- MERGE HERE
- LEFT TURN ONLY
- (6) WALK UP PARKING
- WALK UP WINDOW
- USE NAPER BLVD. ONLY

STABILIZED TRAFFIC MANAGEMENT PLAN			JACOB & HEFNER ASSOCIATES	
DUTCH BROS. COFFEE			1333 Butterfield Rd, Suite 300, Downers Grove, IL 60515	
SHOREWOOD DEVELOPMENT GROUP			PHONE: (630) 652-4600, FAX: (630) 652-4601	
NAPERVILLE, ILLINOIS			www.jacobandhefner.com	
No.	PLAN DATE	Description	Date	
3	PER CITY		10/27/25	
2	PER CITY		10/15/25	
1	ORIGINAL		10/13/25	

GRAND OPENING TRAFFIC MANAGEMENT PLAN



VEHICLE ROUTING LEGEND:

- PRIMARY INGRESS/EGRESS
- SECONDARY INGRESS/EGRESS

TRAFFIC PLAN LEGEND:

- TRAFFIC CONTROLLER
- LINE BUSTER
- DRINK RUNNER

SIGNAGE LEGEND:

- EXISTING STOP SIGNS
- PEDESTRIAN CROSSWALKS
- DIRECTIONAL SIGN
- PICK SHORTEST LINE
- PLEASE WAIT HERE
- DO NOT BLOCK
- MERGE HERE
- LEFT TURN ONLY
- (6) WALK UP PARKING
- WALK UP WINDOW
- USE NAPER BLVD. ONLY

GRAND OPENING TRAFFIC MANAGEMENT PLAN	
DUTCH BROS. COFFEE	
SHOREWOOD DEVELOPMENT GROUP	
NAPERVILLE, ILLINOIS	

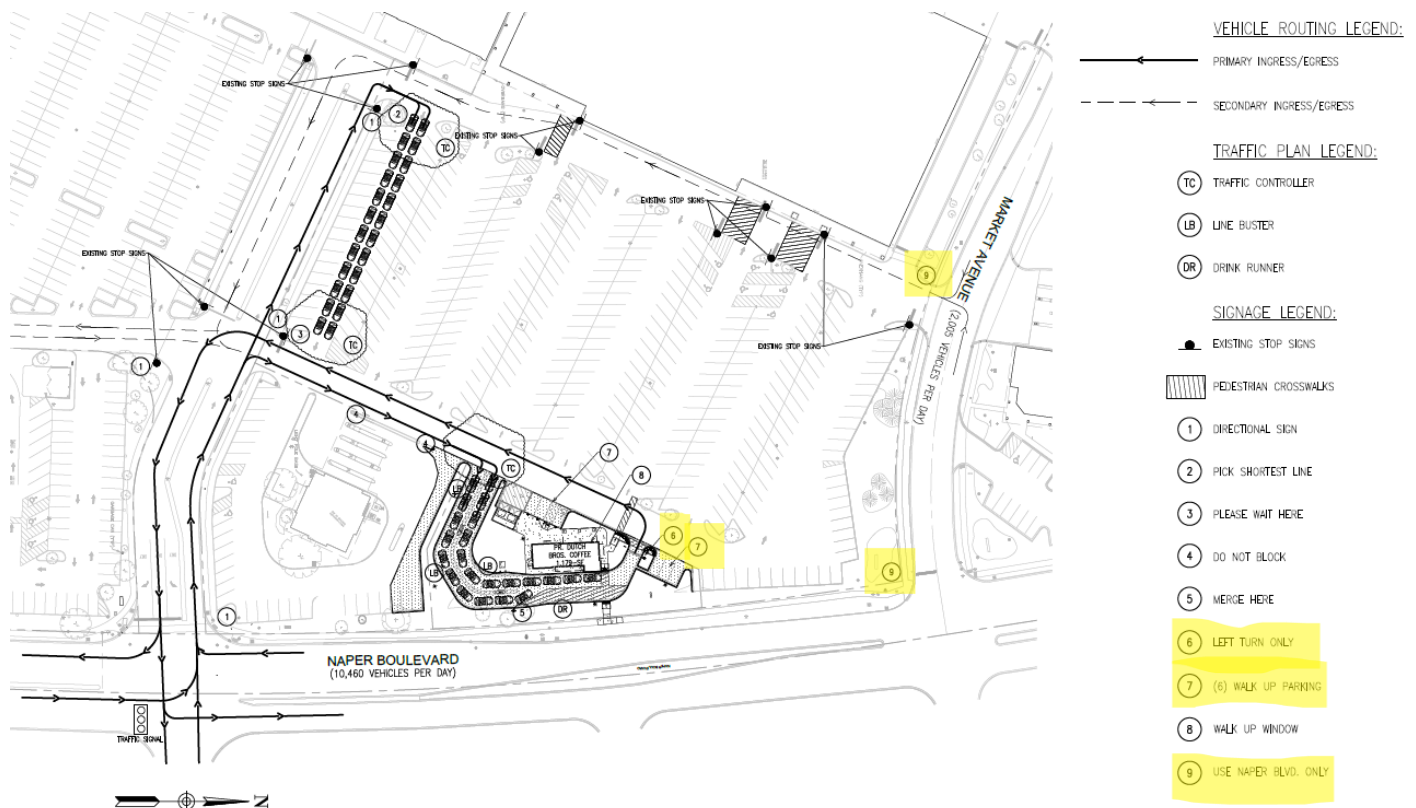
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F805a
1" = 50'
SP-T2

1. Traffic Entering and Exiting Market Meadows

To reduce congestion and minimize traffic conflicts and more specifically near Market Avenue, all ingress and egress traffic will be directed to the main, signalized shopping center entrance on Naper Boulevard with direction signage highlighted below at Naper and Market Avenue and the entrance into Jewel from Market Avenue. In addition, at the exit of Dutch Bros drive thru there will be a permanent left turn only sign that discourages exiting traffic to use Market Avenue as a primary exit. This promotes safer, more controlled access consistent with the center's established traffic patterns.



Note the following traffic volume reports (Placer.ai 2023 data):

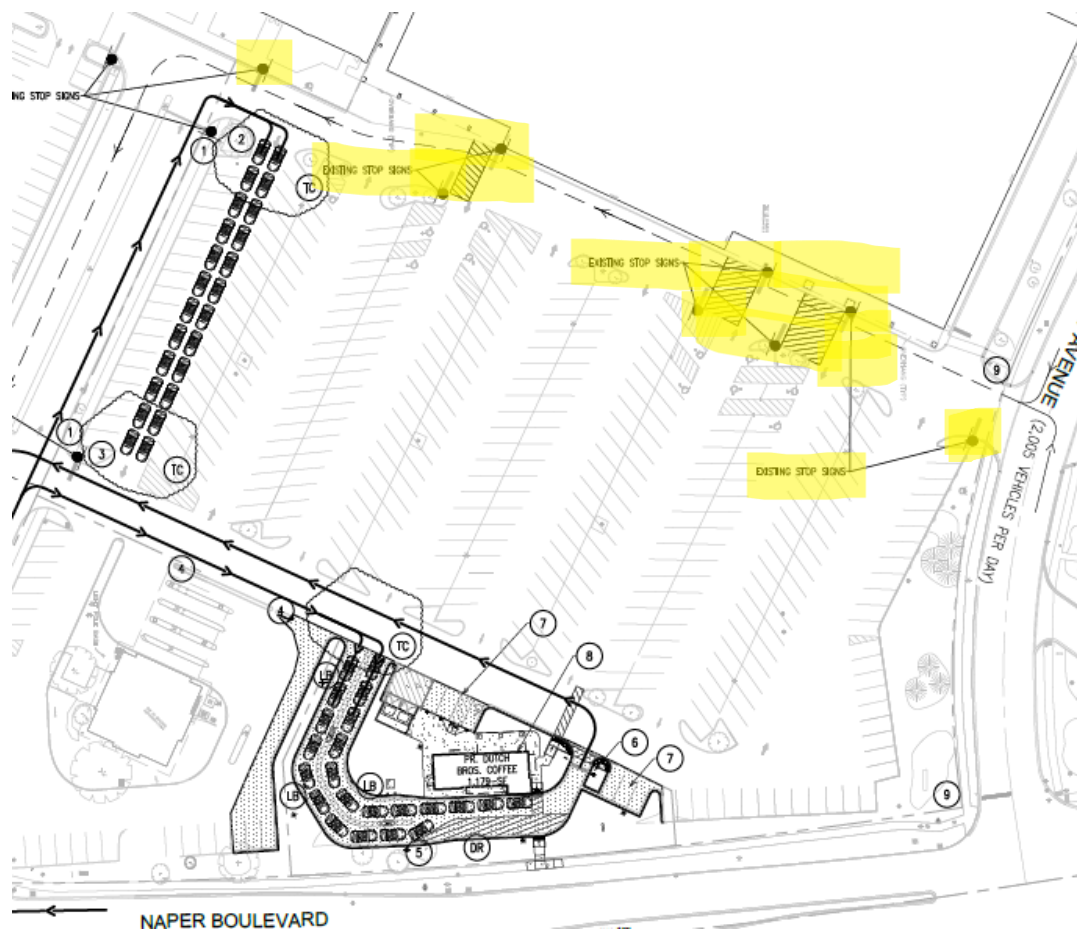
- Westbound 75th Street – 17,694 Vehicles Per Day
- Southbound Naper Blvd. – 10,460 Vehicles Per Day
- Market Ave. – 2,005 Vehicles Per Day

2. Safety of Traffic Passing Through the Jewel Entrance

To improve internal circulation and pedestrian safety near the Jewel entrance, the petitioner preemptively restriped the entire Jewel parking lot, emphasizing clearly defined crosswalks and stop signs at key crossing points. The restriping project completed Friday, October 17th.

These improvements will slow vehicle speeds, heighten driver awareness, and enhance visibility for both pedestrians and vehicles throughout the site.

Please reference illustration below that depicts six (6) stop signs and three (3) pedestrian crosswalks in front of Jewel.



3. Dutch Bros Grand Opening Traffic Management Commitment

The traffic management plan will be fully implemented during the grand-opening period, and will continue for as long as needed irrespective of time and cost.

It includes multiple safeguards managed directly by Dutch Bros to ensure safe, efficient operations and minimal disruption to public or private roadways:

- **Professional Traffic Control Team:** Dutch Bros contracts with a national third-party traffic control firm with trained specialists to monitor and direct vehicle flow. These professionals will be stationed outside the Dutch Bros premises during operating hours as long as needed.
- **Dutch Bros “MOB Squad”:** All employees on-site during the grand opening will be managed and trained by experienced Dutch Bros staff. MOB Squad employees are flown in from all over the country to operate the new store, hire, train and retain top talent for the new location.
- **On-Premises Efficiency:** Dutch Bros staff will manage order flow using line busters, mobile-app pre-orders, and the walk-up window located separate of the drive-through lane to maintain continuous movement and prevent vehicle stacking.
- **Designated Staging Area:** During peak grand-opening periods, the traffic control team and MOB Squad will utilize a designated staging area within the shopping center to prevent congestion or disruption to public streets and maintain a safe, orderly flow of internal traffic within the privately owned center.

These measures mirror Dutch Bros’ proven best practices for high-volume openings nationwide.

4. Preventing Problematic Congestion and Need for Police Oversight During the Grand Opening and Ongoing Traffic

The petitioner fully shares the Council’s goal of avoiding congestion that spills onto public roadways or requires police intervention on the Shopping Center’s private property.

The proposed traffic management plan—approved in coordination with City staff—ensures efficient traffic flow through signalized access points, turning-movement restrictions, enhanced signage and striping, and traffic control management, both third-party when needed. This plan will self-regulate site operations, preventing backups or negative situations.

5. Responsibility, Enforcement, and Tenant Coordination

The petitioner understands the Council’s concern that enforcement might otherwise fall upon City staff or the Naperville Police Department.

To eliminate that burden, the petitioner and Dutch Bros will assume full responsibility for implementing, managing, and maintaining the traffic management plan.

Dutch Bros’ trained team and the third-party traffic control firm will monitor traffic daily, and all traffic management will be coordinated directly with the property owner, the shopping center operator, and co-tenants—not City personnel.

In addition to the **formal approvals and cooperation from Jewel and U.S. Bank**—the two primary co-tenants sharing the parking field—**Jewel (Albertsons) has operational familiarity with Dutch Bros at 14 locations and counting.**

US Bank and Jewel have reviewed and approved the plan, ensuring unified enforcement of all site circulation standards and cross-access responsibilities. Increased traffic will benefit other tenants and the significant parking surplus after development will ensure tenants prosper from additional visibility.

6. Dutch Bros Chicago Market Strategy

Petitioner recognizes there may have been confusion surrounding “simultaneous openings” during the October 7th City Council Meeting. To clarify, there will not be “same day openings”; rather, openings will occur in staged phases by quarter. Together, Dutch Bros is planning on opening 28-34 locations by the end of 2026 in the Chicago MSA. The projected opening for this location would be Q2 2026.

- Q2 2026: 8-10 projected openings
- Q3 2026: 10-12 projected openings
- Q4 2026: 10-12 projected openings

Unlike Dutch Bros competitors, they are looking to capture existing daily traffic and not be a destination. The expansion plan into the Midwest proves this strategy.

7. Differentiators of Dutch Bros vs. Competitors

- a) **Relationship with Jewel/Albertsons:** Dutch Bros has a national working relationship with Albertsons with approximately 14 stores currently open nationwide in Albertsons grocery-anchored shopping centers
- b) **Corporately Owned, Not Franchise Business:** Founded in 1992, Dutch Bros is publicly traded with a market cap of approximately \$9.80 and over 1,000 locations.
- c) **No Longer than 2-Minute Cycle Periods:** Dutch Bros strives to meet our service promise of "Speed, Quality, and Service." The goal is to get the customer through the line quickly while providing excellent service and a quality, handcrafted beverage. During the grand opening period of a new shop, a team of highly trained baristas, "Broistas," will staff the new shop on each shift to continue training new crew members and ensure daily operations are as smooth as possible. As crew training comes to completion, the speed of beverage creation and customer throughput increases with the goal of a 2 minute drive thru cycle time.
- d) **Mobile Ordering Adoption for New Customers:** The Dutch Bros App has implemented a mobile ordering feature, which allows customers to place their beverage order ahead of time at a shop of their choosing. The customer has the option to pick up their order via walk-up or drive-up. An estimated time to pick up their order is also provided once the order is submitted, allowing the customer to quickly pick up their order in a more uniformed window of time. The Dutch Bros app is more traditionally advertised through commercials on YouTube, social media platforms, etc. A free medium drink is offered with each new download of the app.
- e) **Operational Traffic Control:** As shown in the "Grand Opening Exhibit", Line Busters, Traffic Controllers and Drink Runners will be implemented to alleviate congestion. These positions are filled by a mix of Dutch Bros. crew members that alternate different rolls throughout the week (Broista, Shift Lead, Mobster, Shop Lead, etc.). All crew members are equipped with high visibility vests when working outside regardless of their position.
 - I. **Line Busters:** This position primarily obtains drink orders from customers that are lined up in the queue behind the ordering window. They are equipped with iPad's, card readers, and some with cash bags for cash transactions. Their objective is to quickly and accurately obtain customer orders down the line to expedite time spent at the window. In some cases, a Line Buster may also run drinks out to cars as orders are completed.
 - II. **Drink Runners:** More commonly staffed during the grand opening period; this position's responsibility is to run completed drink orders out to cars in the queue. They may also help customers coordinate exiting the line using the escape lane and allowing customers to pull forward and shorten the queue.
 - III. **Traffic Controllers:** Dutch Bros crew members may also direct on-site traffic to ensure traffic flow remains unhindered at key points within drive aisles. Traffic Controllers are briefed on the traffic plan to ensure properly coordinated execution. They also will setup and take down cones and a-frame signs as needed.
 - IV. **Third Party Traffic Control:** As previously mentioned, Dutch Bros. continuously evaluates the need of third party traffic control. This position is primarily used when

off-site traffic control is needed. They are briefed on the traffic management plan at the beginning of every scheduled shift and are provided walk-talkies (if needed/planned) to ensure quick and efficient communication.

8. Addressing Store Closure in Phoenix, Arizona

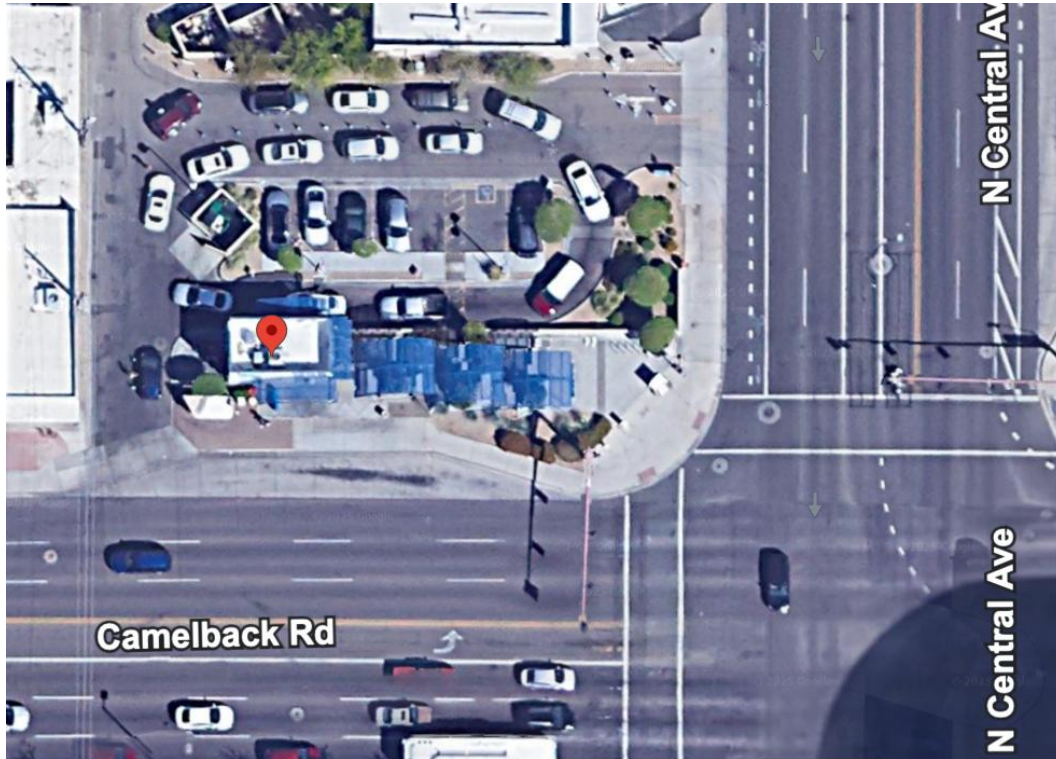
During the October 7th City Council meeting, the petitioner was asked questions surrounding a store closure located at N Central Ave. and Camelback Road in Phoenix, Arizona. Please see below for a detailed summary of what occurred.

This site was operated by a franchisee and located at a very busy intersection in central Phoenix, AZ. It had a single-lane queue that could not accommodate more than 6-8 cars in the designated queue at any one time. Further, the site had very limited parking and was not located within a large shopping center which prevented customers from utilizing the walk-up window. I have included a Google Map image below for reference.



Dutch Bros tried to improve the queuing/stacking plan, however the expanded capacity could only hold approximately 16-17 cars before blocking the exit lane and spilling out onto the public street.

A historical Google Earth image shows this on the next page.



Recognizing this site was problematic for the community, the Dutch Bros team proactively identified a relocation option. After a thoughtful search, the franchisee constructed a new shop within a couple of miles. The new location had a modern Dutch Bros designed shop layout which focused on safety, efficiently, ample parking and dual queuing lanes. As clearly shown in the Google Earth image below, the new site has ample stacking and significant parking within the premises to avoid spilling onto the public roadway.

Google Earth image added on the next page.



9. Conclusion

This plan ensures that Market Meadows remains a self-regulated, safe, and well-managed development through operational commitments.

All owners, operators, and tenants are contractually obligated to uphold the shared standards of safety and traffic management.

The City's role is fully protected but limited to oversight, not enforcement—ensuring public resources are never burdened.

The petitioner respectfully submits that, with these refinements and commitments in place, the project continues to meet all applicable design, traffic, and safety standards and represents a responsible and positive improvement to the Market Meadows shopping center and the City of Naperville.