

## Store Director Weekly Process (Summary)

August 2017

### Step 1: Quarterly Planner (Roadmap Process)

- Store Director builds quarterly labor roadmap for each week in the quarter
  - Store Directors can upload their adjusted Roadmap into Empower
  - Indicated in Empower as Adj Plan Sales & Salary %
- Division uploads store's final labor roadmap (what stores are accountable to)
  - Indicated in Empower as Plan Sales & Salary %

Date Item	Sun-8/18	Sun-8/25	Sun-7/2	Sun-7/9	Sun-7/16	Sun-7/23	Sun-7/30	Sun-8/6	Sun-8/13	Sun-8/20	Sun-8/27	Sun-8/3
Plan Sales	295,000	305,000	335,000	290,000	285,000	305,000	345,000	300,000	305,000	305,000	335,000	305,000
Plan Salary %	13.75	13.25	12.50	13.50	13.75	13.50	11.90	13.50	13.25	13.25	12.50	13.75
Adj Plan Sales	335,000	305,000	295,000	290,000	325,000	305,000	304,000	300,000	335,000	305,000	305,000	305,000
Adj Plan Salary %	12.26	13.50	13.70	14.00	11.75	13.25	13.25	13.50	13.25	13.25	13.25	13.75

- Store Director manages and updates their roadmap through the quarter
  - Store Director adjusts targets during the quarter
  - Actuals automatically interface into Empower
  - Real time quarter to date labor numbers
  - Real time actuals to date plus Store Director adj plan = quarterly plan totals

Date	Plan Sales	Plan Salary%	Adj-Plan Sales	Adj-Plan Salary%	Actual Sales	Projected Sales	Calculated Wages	Actual Wages	Actual Salary%	Projected Salary%	Projected-Vs Plan	Calc_OT Wages	Calc_OT Salary%
6/18 - 6/24	\$295,000	13.75 %	\$335,000	12.26 %	\$342,684	\$342,684	\$41,671	\$42,000	12.26 %	12.26 %	1.49 %	\$383	0.112 %
6/25 - 7/1	\$305,000	13.25 %	\$305,000	13.50 %	\$305,964	\$305,964	\$41,269	\$41,267	13.49 %	13.49 %	-0.24 %	\$193	0.063 %
7/2 - 7/8	\$335,000	12.50 %	\$295,000	13.70 %	\$298,257	\$298,257	\$39,642	\$39,505	13.25 %	13.25 %	-0.75 %	\$245	0.082 %
7/9 - 7/15	\$290,000	13.50 %	\$290,000	14.00 %	\$269,851	\$269,851	\$38,926	\$38,595	14.30 %	14.30 %	-0.80 %	\$244	0.090 %
7/16 - 7/22	\$285,000	13.75 %	\$325,000	11.75 %	\$333,307	\$333,307	\$38,462	\$38,791	11.64 %	11.64 %	2.11 %	\$399	0.120 %
7/23 - 7/29	\$305,000	13.50 %	\$305,000	13.25 %	\$287,904	\$287,904	\$36,770	\$37,950	13.18 %	13.18 %	0.32 %	\$163	0.057 %
7/30 - 8/5	\$345,000	11.90 %	\$304,000	13.25 %	\$302,357	\$302,357	\$37,858	\$37,858	12.52 %	12.52 %	-0.62 %	\$74	0.024 %
8/6 - 8/12	\$300,000	13.50 %	\$300,000	13.50 %	\$0	\$300,000	\$38,874	\$0	0.00 %	13.50 %	0.00 %	\$108	0.036 %
8/13 - 8/19	\$305,000	13.25 %	\$335,000	0.00 %	\$0	\$335,000	\$25,338	\$0	0.00 %	0.00 %	13.25 %	\$56	0.016 %
8/20 - 8/26	\$305,000	13.25 %	\$305,000	13.25 %	\$0	\$305,000	\$2,803	\$0	0.00 %	13.25 %	0.00 %	\$0	0.000 %
8/27 - 9/2	\$335,000	12.50 %	\$305,000	13.25 %	\$0	\$305,000	\$0	\$0	0.00 %	13.25 %	-0.75 %	\$0	0.000 %
9/3 - 9/9	\$305,000	13.75 %	\$305,000	13.75 %	\$0	\$305,000	\$0	\$0	0.00 %	13.75 %	0.00 %	\$0	0.000 %
6/18 - 9/9	\$3,710,000	13.17 %	\$3,709,000	13.20 %	\$2,140,324	\$3,690,324	\$341,613	\$275,965	12.89 %	13.09 %	0.08 %	\$1,864	0.060 %

### Step 2: Weekly Department Planner

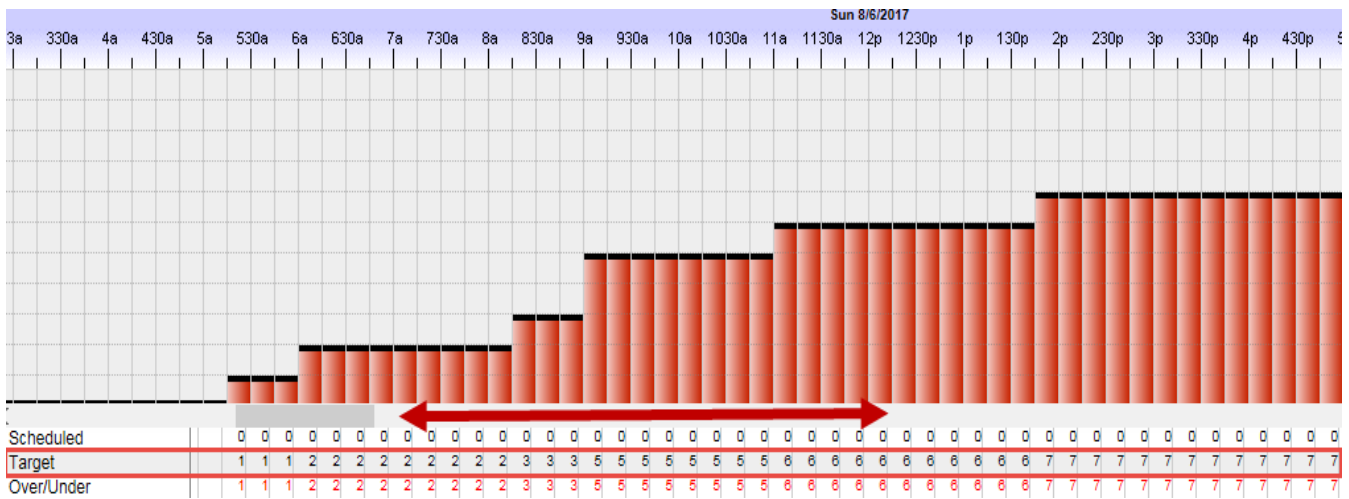
- Store Director builds their Weekly Department Planner for the upcoming schedule week
  - Store Director creates target sales and wages by department
    - Results in target salary % (Target wages / target sales)
- Store Director adjusts target sales by department by day
  - System generated forecast guideline (Historical year over year trend)
  - Accounts for calendar shifts, holidays, daylight savings etc.
  - Store Director adjusts based on store specific sales adjustments
    - Example: Competitor and store specific activities
- Store Director adjusts target wage rate by department
  - As needed to reflect staffing changes and store objectives
    - Example: Department Manager on vacation
  - Target wage rate drives the target hours by department
  - Target sales X target salary % = target wages / target wage rate = target hours
  - Store Directors work with Department Managers to create accurate weekly department plans

Labor	Target-Dept Sales	Target Hours	Scheduled Hours	Sch-to-Target- Ratio	Target-Sal %-Dept	Target-Sal %-Store	Sched-Sal %-Dept	Sched-Sal %-Store	Target Wages	Sched Wages	Target Rate	Scheduled Rate
All Labor	\$298,979	2,381	0	0.00	13.25 %	13.25 %	0.00 %	0.00 %	\$39,617	\$0	\$16.64	\$0.00
301 Grocery	\$112,917	306	0	0.00	4.80 %	1.81 %	0.00 %	0.00 %	\$5,418	\$0	\$17.89	\$0.00
303 Liquor	\$25,892	31	0	0.00	2.06 %	0.18 %	0.00 %	0.00 %	\$533	\$0	\$17.05	\$0.00
304 Pharmacy	\$39,366	131	0	0.00	16.03 %	2.11 %	0.00 %	0.00 %	\$6,309	\$0	\$48.16	\$0.00
306 Food Service	\$6,542	96	0	0.00	18.58 %	0.41 %	0.00 %	0.00 %	\$1,215	\$0	\$12.63	\$0.00
309 Deli	\$8,763	102	0	0.00	16.32 %	0.48 %	0.00 %	0.00 %	\$1,430	\$0	\$14.06	\$0.00
311 GMHBC	\$22,224	62	0	0.00	3.40 %	0.25 %	0.00 %	0.00 %	\$756	\$0	\$12.15	\$0.00
315 Floral	\$3,452	45	0	0.00	18.06 %	0.21 %	0.00 %	0.00 %	\$623	\$0	\$13.85	\$0.00
316 Bakery	\$11,083	172	0	0.00	23.77 %	0.88 %	0.00 %	0.00 %	\$2,634	\$0	\$15.31	\$0.00
328 Coffee Bar	\$6,116	142	0	0.00	29.39 %	0.60 %	0.00 %	0.00 %	\$1,797	\$0	\$12.70	\$0.00
329 Produce	\$31,737	227	0	0.00	9.99 %	1.06 %	0.00 %	0.00 %	\$3,170	\$0	\$13.95	\$0.00
330 Seafood	\$2,718	85	0	0.00	56.61 %	0.51 %	0.00 %	0.00 %	\$1,539	\$0	\$18.10	\$0.00
333 Meat	\$28,179	157	0	0.00	10.25 %	0.97 %	0.00 %	0.00 %	\$2,888	\$0	\$18.42	\$0.00
339 Fuel	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
341 Juice Bar	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
347 FE Admin	\$0	345	0	0.00	0.00 %	1.86 %	0.00 %	0.00 %	\$5,567	\$0	\$16.16	\$0.00
347 FE Service	\$0	481	0	0.00	0.00 %	1.92 %	0.00 %	0.00 %	\$5,737	\$0	\$11.93	\$0.00
349 Indirect	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
352 Training	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
487 Dot Com	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
Unassigned	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00

- Target wages / hours are electronically communicated to department managers scheduling screen
  - Service Centric Planning
    - Checkers, Courtesy Clerks, Coffee Bar and Juice Bar based on service needs
    - Forecasted ¼ hour labor needs based on historical traffic pattern
    - Store Director (SD) and Customer Service Manager (CSM) determine labor needs
      - Based on system generated guidelines
      - Historical productivity rates adjusted by SD and/or CSM

Labor	Target-Dept Sales	Target Hours	Scheduled Hours	Sch-to-Target- Ratio	Target-Sal %-Dept	Target-Sal %-Store	Sched-Sal %-Dept	Sched-Sal %-Store	Target Rate	Scheduled Rate
347 FE Service	\$0	481	0	0.00	0.00 %	1.92 %	0.00 %	0.00 %	\$11.93	\$0.00
Checker	\$0	247	0	0.00	0.00 %	0.96 %	0.00 %	0.00 %	\$11.65	\$0.00
Checker SCO	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0.00	\$0.00
Courtesy Clerk	\$0	178	0	0.00	0.00 %	0.60 %	0.00 %	0.00 %	\$10.00	\$0.00
FE Service Manager	\$0	56	0	0.00	0.00 %	0.36 %	0.00 %	0.00 %	\$19.31	\$0.00
328 Coffee Bar	\$6,116	142	0	0.00	29.39 %	0.60 %	0.00 %	0.00 %	\$12.70	\$0.00
Coffee Clerk	\$6,116	142	0	0.00	29.39 %	0.60 %	0.00 %	0.00 %	\$12.70	\$0.00

- SD and CSM review labor needs for all "Service Centric" jobs (cashiers, cc, coffee, juice)
  - Each box represents a workload need
    - SD & CSM can adjust workload as necessary
  - Auto-scheduler designed to ensure all labor needs are staffed



### Step 3: Personnel Setup for optimal scheduling

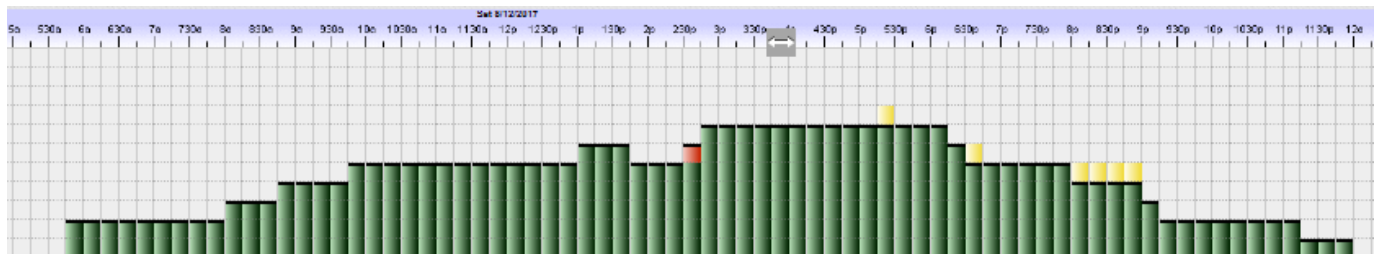
- Utilize personnel settings to ensure labor is scheduled how SD and CSM want labor scheduled
  - Review Unassigned Labor and assign schedule jobs
  - Review secondary site assignments for loaned employees
  - Review secondary schedule job assignments and relief rates
  - Review Personnel employees availability and settings
  - Review employee Leave status
  - Review employee Time-Off Requests
  - Identify borrowed employee needs from other stores
  - Review Minor employee settings

### Step 4: Department Manager Scheduling

- Department Managers enter department schedules
  - Department managers write schedule wages based on target wages
  - Perform job transfers as needed for proper master scheduling

	Total	Sat 8/12	Sun 8/13	Mon 8/14	Tue 8/15	Wed 8/16	Thu 8/17	Fri 8/18	Sat 8/19
Target Hours	498.50	79.75	84.25	72.25	70.25	63.25	63.00	69.50	76.00
Sch Direct Hours	507.75	81.00	84.25	73.25	70.25	65.25	65.75	73.00	76.00
Sch Indirect Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch PTO Hours	8.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch OT Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch Direct Wages	\$5,601.45	\$883.31	\$889.14	\$842.77	\$761.76	\$682.43	\$732.12	\$820.86	\$772.38
Sch Prem Wages	\$57.44	\$0.00	\$57.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Target Wages	5,467.51	873.92	923.88	791.90	765.42	694.05	690.73	762.75	834.77

- Customer Service Manager runs auto-scheduler for all service centric jobs
  - Auto Schedule users contractual rules, seniority, personnel settings, availability, time off requests and schedules shifts based on workload needs for all service centric jobs
  - CSM determines where and how labor is scheduled by adjusting the personnel settings and employee availability



	Total	Sat 8/12	Sun 8/13	Mon 8/14	Tue 8/15	Wed 8/16	Thu 8/17	Fri 8/18	Sat 8/19
Target Hours	498.50	79.75	84.25	72.25	70.25	63.25	63.00	69.50	76.00
Sch Direct Hours	507.75	81.00	84.25	73.25	70.25	65.25	65.75	73.00	76.00
Hours Utilization	102	102	100	101	100	103	104	105	100
Service Efficiency	98	98	100	99	100	97	96	94	100
Sch Indirect Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch PTO Hours	8.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch OT Hours	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sch Direct Wages	\$5,601.45	\$883.31	\$889.14	\$842.77	\$761.76	\$682.43	\$732.12	\$820.86	\$772.38
Sch Prem Wages	\$57.44	\$0.00	\$57.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Target Wages	5,467.51	873.92	923.88	791.90	765.42	694.05	690.73	762.75	834.77

- Store Director and Customer Service Manager review the coverage for each day of the week
  - Green = workload covered
  - Yellow = workload over scheduled
  - Red = Workload not covered
  - Review accuracy of schedules and scheduled hours for each employee
  - Adjust Personnel settings to improve utilization and service efficiency
  - Clear and re-run auto-scheduler as needed
  - Review shift assignments and swap shifts as necessary
- Store Director and Customer Service Manager review “Auto-Scheduling Quality Report”
  - Review service centric target hours versus scheduled hours (Utilization)
  - Review service centric schedule workload coverage (Service Efficiency)

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Week End	Location	Labor	Target Hours	Scheduled Hours	Sch-Vs. Target Hrs	Sched-Vs. Target %	Manual Shifts	% Manual	Under Coverage	Service Efficiency
5/7 - 5/13	3274	All Labor	719	732	14	1.88 %	2	1 %	2 %	95 %
5/7 - 5/13	3274	Coffee Clerk	137	138	1	0.55 %	0	0 %	4 %	91 %
5/7 - 5/13	3274	Juice Clerk	0	0	0	0.00 %	0	0 %	0 %	100 %
5/7 - 5/13	3274	Checker	348	364	16	4.53 %	2	2 %	1 %	94 %
5/7 - 5/13	3274	Checker SCO	0	0	0	0.00 %	0	0 %	0 %	100 %
5/7 - 5/13	3274	Courtesy Clerk	234	231	-3	-1.28 %	0	0 %	1 %	98 %

- 1 **Sched-Vs. Target %**                      **CRITICAL : +/- 3%**
- 2 **Manual Shifts**                              **GOAL: Low, <20%**
- 3 **Under Coverage**                              **GOAL: <2%**
- 4 **Service Efficiency**                              **GOAL: >=95%**

- Store Director reviews the Weekly Department Planner
  - Compare scheduled labor vs targeted labor for each department and total store
    - Ensure store and all departments are scheduled within targeted labor

Operations History: \* (Weekly Labor Department\*)  
Tuesday, May 9, 2017  
SafewayAlbertsons - Date Range: 5/7/2017 - 5/13/2017  
0371

Labor	Target-Dept Sales	Target Hours	Scheduled Hours	Sch-to-Target-Ratio	Target-Sal %-Dept	Target-Sal %-Store	Sched-Sal %-Dept	Sched-Sal %-Store	Target Wages	Sched Wages	Target Rate	Scheduled Rate
All Labor	\$335,638	1,951	1,937	0.99	9.74 %	9.74 %	9.72 %	9.72 %	\$32,692	\$32,629	\$16.76	\$16.85
301 Grocery	\$136,371	283	280	0.99	2.79 %	1.13 %	2.76 %	1.12 %	\$3,802	\$3,768	\$13.46	\$13.46
303 Liquor	\$16,967	6	6	1.09	0.50 %	0.03 %	0.54 %	0.03 %	\$84	\$92	\$15.32	\$15.32
304 Pharmacy	\$54,577	246	247	1.00	14.76 %	2.40 %	14.88 %	2.42 %	\$8,054	\$8,122	\$32.74	\$32.95
306 Food Service	\$8,897	145	142	0.98	17.44 %	0.46 %	17.11 %	0.45 %	\$1,552	\$1,523	\$10.72	\$10.72
309 Deli	\$5,482	40	40	1.01	13.47 %	0.22 %	13.55 %	0.22 %	\$738	\$743	\$18.57	\$18.57
311 GMHBC	\$29,253	47	44	0.95	2.60 %	0.23 %	2.46 %	0.21 %	\$762	\$721	\$16.38	\$16.38
315 Floral	\$7,704	45	40	0.90	8.87 %	0.20 %	7.97 %	0.18 %	\$683	\$614	\$15.35	\$15.35
316 Bakery	\$9,731	15	15	1.02	2.48 %	0.07 %	2.52 %	0.07 %	\$241	\$245	\$16.35	\$16.35
328 Coffee Bar	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
329 Produce	\$38,477	248	240	0.97	8.77 %	1.01 %	8.49 %	0.97 %	\$3,375	\$3,267	\$13.61	\$13.61
330 Seafood	\$2,392	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
333 Meat	\$25,787	110	108	0.98	6.50 %	0.50 %	6.37 %	0.49 %	\$1,677	\$1,643	\$15.21	\$15.21
339 Fuel	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
341 Juice Bar	\$0	0	0	0.00	0.00 %	0.00 %	0.00 %	0.00 %	\$0	\$0	\$0.00	\$0.00
347 FE Admin	\$0	302	302	1.00	0.00 %	1.74 %	0.00 %	1.78 %	\$5,829	\$5,983	\$19.30	\$19.81
347 FE Service	\$0	466	473	1.01	0.00 %	1.76 %	0.00 %	1.76 %	\$5,895	\$5,909	\$12.64	\$12.49

### Step 5: Publishing Schedules

- Print, post and publish schedule (being consistent about timing of each)
  - Employees can view their schedule online vis mySchedule Employee Self Service (ESS)
  - Employees can also electronically request time off on the mySchedule ESS site

### Step 6: Daily Labor Management via Operations Dashboard

- Review Operations page on a daily basis
  - Target Hours, Wages & Salary %
    - Based on Store Directors Weekly Department Planner
  - Scheduled Hours, Wages & Salary %
    - Based on hours scheduled and forecasted sales
  - Calculated Hours, Wages & Salary %
    - Based on actual hours worked and actual sales

	Total	Sun-7/30	Mon-7/31	Tue-8/1	Wed-8/2	Thu-8/3	Fri-8/4	Sat-8/5
<b>--- SALES ---</b>								
System Frc Sales	\$307,864	\$50,590	\$37,858	\$39,914	\$42,514	\$38,407	\$44,532	\$54,049
Target Sales	\$297,664	\$47,890	\$36,858	\$37,914	\$41,514	\$38,407	\$43,533	\$51,548
Actual Sales	\$302,357	\$45,702	\$36,673	\$38,961	\$42,889	\$38,543	\$43,470	\$56,120
Last Year Sales	\$293,957	\$48,123	\$36,295	\$38,135	\$40,819	\$36,554	\$42,551	\$51,480
Act vs LY Sales %	2.86 %	-5.03 %	1.04 %	2.17 %	5.07 %	5.44 %	2.16 %	9.01 %
<b>--- DIRECT HOURS ---</b>								
Target Hours	2,415	357	320	316	348	291	378	406
Scheduled Hours	2,319	290	346	309	351	333	364	325
Calculated Hours	2,292	290	336	297	356	324	362	328
<b>--- DIRECT SALARY ---</b>								
Target Salary %	13.26 %	12.37 %	14.51 %	13.16 %	13.89 %	11.92 %	14.29 %	12.89 %
Scheduled Salary %	12.81 %	10.72 %	16.05 %	13.41 %	13.59 %	14.06 %	13.83 %	9.54 %
Calculated Salary %	12.52 %	11.25 %	15.77 %	12.68 %	13.34 %	13.75 %	13.80 %	8.86 %
<b>--- DIRECT WAGES ---</b>								
Target Wages	\$39,473	\$5,925	\$5,348	\$4,990	\$5,766	\$4,577	\$6,221	\$6,647
Scheduled Wages	\$38,120	\$5,134	\$5,917	\$5,086	\$5,640	\$5,401	\$6,022	\$4,920
Calculated Wages	\$37,858	\$5,140	\$5,783	\$4,940	\$5,722	\$5,301	\$6,000	\$4,973
OT Hours	10.3	0.9	1.8	0.9	1.0	0.8	1.3	4.0
OT Wages	\$74	\$7	\$13	\$6	\$7	\$4	\$11	\$25
OT Salary %	0.024 %	0.015 %	0.037 %	0.016 %	0.016 %	0.011 %	0.025 %	0.045 %

### Step 7: Update Daily Sales & Labor Hot Sheet in Excel

- Populated in seconds by Store AC
- Daily distribution to all Department Managers
- Encourages accurate labor targets by department
- Enables writing tighter schedules by daily/actionable guidance

WEEK ENDING 8/10/2017	Albertsons Daily Sales & Labor Hot Sheet												Albertsons												Hrs to Tgt (Under)				
	Tuesday Sales LAST YEAR				WEEK TO DATE SALES THIS YR				PROJECTED WEEK ENDING SALES				WEDNESDAY SALES				Tuesday LABOR				PROJECTED WEEK ENDING WAGES					PROJECTED WEEK ENDING LABOR %			
	Sales	Sales	ID %	+/-	Sales	Mix %	Target	Vs Target	Sales	Sales	ID %	+/-	Last Yr	Hours	Wages	Lbr %	Actl	Hours	Sched	+/-	Actl	*Target	Scheduled	Adj Variance		Actl	Target	Variance	
Total Grocery	22,081	21,927	0.7%	154	61,980	41.6%	151,311	158,496	-4.7%	(7,185)	18,653	16	247	1.12%	3,052	3,389	3,303	(37)	2.02%	2.24%	-0.22%	(23)							
Liquor	2,312	2,418	-4.4%	(106)	7,054	4.7%	21,886	22,722	-3.8%	(836)	2,839	-	-	0.00%	3	6	3	46	95	92	(39)	0.21%	0.39%	-0.18%	(3)				
Pharmacy	13,829	18,420	-24.9%	(4,591)	18,998	12.7%	62,129	65,028	-4.7%	(2,899)	10,193	41	1,448	10.47%	238	237	(1)	7,630	7,163	7,513	357	12.12%	11.53%	0.59%	12				
Food Service	1,395	1,376	1.4%	19	4,126	2.9%	10,179	10,473	-2.9%	(294)	1,350	12	119	8.53%	150	148	(2)	1,630	1,592	1,599	38	8.02%	15.64%	0.37%	3				
Deli	818	820	-0.2%	(2)	2,419	1.6%	6,618	6,855	-3.6%	(237)	943	8	145	17.25%	40	40	-	741	703	743	38	11.20%	10.63%	0.57%	2				
Total Deli	2,213	2,196	0.8%	17	6,545	4.4%	16,797	17,328	-3.2%	(531)	2,293	20	264	11.93%	190	188	(2)	2,371	2,294	2,342	77	14.12%	13.66%	0.46%	6				
GM/HBC	5,122	5,071	1.0%	51	14,481	9.7%	33,746	33,648	0.3%	98	4,782	8	124	2.42%	40	44	4	664	746	721	(82)	1.97%	2.21%	-0.24%	(5)				
Floral	379	322	17.7%	57	859	0.6%	2,255	2,180	3.3%	75	155	7	115	30.34%	39	40	1	605	564	614	41	26.83%	25.00%	1.83%	3				
Bakery	1,653	1,540	0.8%	113	4,266	2.9%	10,874	11,087	-2.0%	(213)	1,378	-	-	0.00%	8	14	6	113	210	194	(97)	1.04%	1.93%	-0.89%	(7)				
Coffee Bar	-	-	-	-	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Produce	7,322	6,096	20.3%	1,226	20,697	13.9%	45,922	45,977	-0.1%	(55)	5,415	33	441	6.02%	265	280	15	3,701	4,275	3,958	(574)	8.06%	9.31%	-1.25%	(41)				
Seafood	397	439	-9.6%	(42)	1,130	0.8%	2,661	2,598	2.4%	63	336	-	-	0.00%	-	-	-	-	-	-	-	-	-	-	-	-			
Meat	4,251	4,257	-0.1%	(6)	13,073	8.8%	30,527	31,271	-2.4%	(744)	3,649	17	297	6.99%	125	124	(1)	2,023	1,887	1,981	136	6.63%	6.18%	0.45%	9				
Fuel	-	-	-	-	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Juice Bar	-	-	-	-	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
FE Admin	-	-	-	-	-	-	-	-	-	-	-	32	684	-	237	266	29	4,544	4,999	4,954	(455)	1.16%	1.32%	-0.16%	(32)				
FE Service	-	-	-	-	-	-	-	-	-	-	102	1,299	-	628	542	(86)	7,562	6,169	6,347	1,393	1.94%	1.63%	0.31%	100					
Dot Com	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
<b>Total Store</b>	<b>59,459</b>	<b>62,676</b>	<b>-5.1%</b>	<b>(3,217)</b>	<b>149,093</b>	<b>100%</b>	<b>378,108</b>	<b>390,335</b>	<b>-3.2%</b>	<b>(12,237)</b>	<b>49,693</b>	<b>276</b>	<b>4,919</b>	<b>8.27%</b>	<b>1,989</b>	<b>1,974</b>	<b>42</b>	<b>32,211</b>	<b>31,782</b>	<b>32,019</b>	<b>429</b>	<b>8.52%</b>	<b>8.39%</b>	<b>0.13%</b>	<b>30.3</b>				
Customer Count	1,535	1,598	-3.9%	(63)	7,057	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Sales/Customer	38.74	39.22	-1.2%	(0.49)	21.13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Script Count	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			