



RE-OPENING PLAYBOOK

SUMMER 2020



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WELCOME BACK (ALMOST)!

As we prepare to reopen our Death & Co bars, nothing excites us more than to bring our team back together -- but we must do so carefully with your and our guests' safety as a top priority.

We are about to do something that has never been done before. Let's pause for a moment and think about this moment: we are venturing into a new normal following a time of fear, confusion, and uncertainty. It will be emotional, not just for us, but for our guests. Above all else, this is an opportunity for us to prove what we all know -- that as a team, we are capable of meeting this challenge with care, diligence, and the fortitude necessary to not only power through, but to be a vital anchor of positivity for our communities. Death & Co has always been a place of refuge, and now more than ever, that is needed.





We have forged a path to reopening that aims squarely at that end goal: through careful planning, diligent standards, awareness of the changing environment, and an ability to be nimble, we will again be able to offer the experiences, food, and beverages that have made an impact on so many lives.

This playbook has been assembled to give structure to that goal, focus to our reopening, and a general plan of attack in adjusting our service and offerings to meet a constantly-shifting reality. And that's the truth: from the day we open the doors again until the day we can return to our full offerings, hours of operation, and occupancy, there will be many changes to this plan, how we operate, and our approach to keeping everyone safe. We ask that you join us in not only adhering to the guidelines within this packet, but in being ready to take on change.

We couldn't be more honored to work with such a talented, smart, and committed group of professionals—together, we'll get through this and, we believe, we'll be stronger on the other side.

Cheers!

—ALEX, DAVE, DEVON, RAVI



Be Nimble, Be Smart, Be Safe

As we all get back to work and our day-to-day routines, we'll be faced with a number of changes. While we attempt to prepare for every scenario ahead of time, we're human; there will undoubtedly be circumstances that arise that we have not planned for adequately.

Our ultimate goal is to be as prepared as possible not just for reopening each business, but for unexpected changes—be they government restrictions, closures resulting in a return of the virus, or evolving community sentiment—and be ready to react to them.

The purpose of this document is to provide our team with the tools needed to succeed in a work environment that embodies the the core values of Death & Co, but is also sensitive and respectful to current and evolving societal norms and government guidance. As you continue to read, you will be presented with new concepts and operational adjustments that will ensure Death & Co complies with all regulations and upholds the highest standards for safety while also sustaining a profitable business and provides a livable occupation for our team.

BE NIMBLE: Prepare yourself for change. It's going to happen.

BE SMART: Keep your eyes up, aware of the situation, and think through your actions.

BE SAFE: Nothing takes priority over safety.





Supplemental Information

In addition to the information provided within this document, each Death & Co location will have the following provided, unique to their own business:

- ◆ Updated Floor Charts with social distancing phasing
- ◆ Dine In Menus
- ◆ To Go Menus
- ◆ Site specific sanitary standards and social distancing measures
- ◆ Schedules
- ◆ Emergency Contacts
- ◆ Local/State Laws relating to COVID-19, Sanitary Measures, Sick Leave



Pre-Opening Training

Though many of our cities may begin loosening restrictions in various ways, we as a company will only begin operating again when we feel it's the right time to do. If you have any reservations about returning to work, please reach out to your manager and share your thoughts. Your safety and confidence in our ability to create a safe work environment is fundamental to our ability to survive (and thrive!) during this period.

Once it is safe to return to work, we will have two and half days of re-orientation and training. This training time will be a great opportunity for us all to get back together, re-engage in our service and offerings, refresh and reset in a safe and focused environment. Depending on the size of your team, this training may be segmented into multiple group sessions.

TRAINING SCHEDULE

WELCOME BACK!

WHAT IS OUR NEW NORMAL?

PHASED APPROACH

SERVICE STYLE

MENUS

SANITATION PROCEDURES

COMMUNICATION

TECHNICAL TRAINING

MOCK SERVICE

FAQ'S





***OPENING
STRATEGY***



Opening Strategy

The economic conditions and desire for guests to drink and eat out will remain unclear until we have been back to work for many weeks. Therefore, we have developed a **phased-based approach to re-opening** that relies on revenue milestones unique to each of the bars: when sales increase to an established threshold, we will at that point be able to move into the next phase. This allows the business to closely control upfront costs -- bringing in limited amounts of product, pairing down our offerings, and controlling the number of guests and staff within the venue -- so that we are confident in our ability to create a safe and sustainable environment. Each venue's phase milestones will be covered in the supplemental information.

PHASE 1

50% occupancy with limited menu offerings and to-go options. Days and hours of operations will vary based on conditions in each city. Closure on certain days and reduced hours are likely. In Denver and LA, the Marquee bar will be open only. Minimal labor callbacks.

PHASE 2

50% or greater occupancy. Expanded menu offerings for both dine in and to go. Increased staffing as occupancy restrictions loosen due to local regulations and increased volume. Likely, the business will continue to operate with reduced days and hours of operation. In Denver and LA, auxiliary bars will begin to open, as market conditions allow. Increase labor callbacks.

PHASE 3

By this phase, we have gained clarity as to the potential spread of COVID-19 and gained insight into how we operate in this new environment. Regulations have loosened further allowing expanded offerings and increased staffing. We anticipate operating 6-7 days a week, with the potential for extended operating hours. Additional labor callbacks as needed.



Opening Strategy

STAFFING

We will staff each phase squarely aligned with expected business levels. This will ensure that labor costs are manageable and, for those making tips, they are able to survive. Under no condition or strategy will we be able to come back to staffing levels of 100% immediately. As business owners and operators we must make the difficult decision of how to restructure our teams. While Phase 1 is a very small team, by Phase 3 we intend to re-employ the majority of the team -- however, we cannot accurately predict how the market will react nor the decisions they will lead us to make. The next two years are unknown; at this stage we are forced to act defensively to assure we can operate in a healthy way that preserves as many jobs as possible. We will work to keep you informed by being open and transparent with consistent communication.

TIMING

It is important to note that the timeline of each phase is unknown. We will progress from one phase to the next based on government guidance, the ability for us to create a safe environment for you and our guests, and revenue realities. Expect that these phases may evolve based on market conditions and facts surrounding the potential for COVID-19 to continue to spread.

HOW ARE OUR GUESTS FEELING?

As our Death & Co bars comes back online, the local environment of each will be unique. Not only in government regulations and occupancy guidance, but in new social norms and perspectives on safety. We will carefully monitor the success and challenges of our peers, gather information from our team and guests, and be ready to modify our experience and operation accordingly.

However, polled data shows some common feelings amongst guests returning to restaurants and bars. As we look towards earning the trust of our clientele through carefully considered choices in safety and modifications to our hospitality model, this information can help guide us not only in changing how we work, but in empathizing with our guests.



HOW DO OUR GUESTS FEEL ABOUT RE-OPENING?

WHEN RESTAURANTS REOPEN, AMERICA WILL CONSIDER DINING IN:

- ◆ 39%: Might consider dining in right away
- ◆ 41%: There's no way I would consider dining in right away
- ◆ 20%: Absolutely would dine in right away

ONCE SOCIAL DISTANCING IS EASED, WHAT WOULD PREVENT YOU FROM SITTING DOWN FOR A RESTAURANT MEAL?

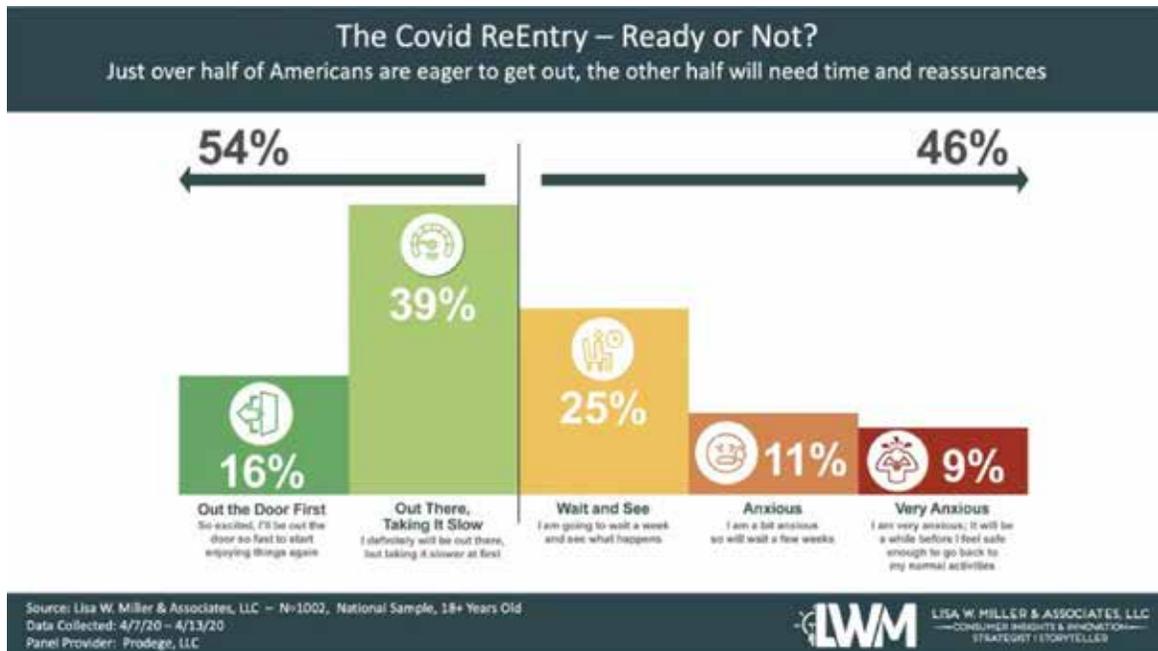
- ◆ 43%: Health risk of getting infected or spreading to others
- ◆ 42%: Risk of contact / distance to other people
- ◆ 34%: Risk of contact with staff
- ◆ 33%: Economic uncertainty / wanting to save money
- ◆ 23%: I've come to prefer cooking and eating at home since coronavirus
- ◆ 21%: My favorite restaurants closed permanently during social distancing
- ◆ 17%: Risk of food safety
- ◆ 16%: Wanting to eat healthy / lose weight
- ◆ 13%: I've come to prefer getting restaurant meals to-go or delivered

WHAT WOULD MAKE OUR CUSTOMERS COMFORTABLE COMING BACK TO A RESTAURANT:

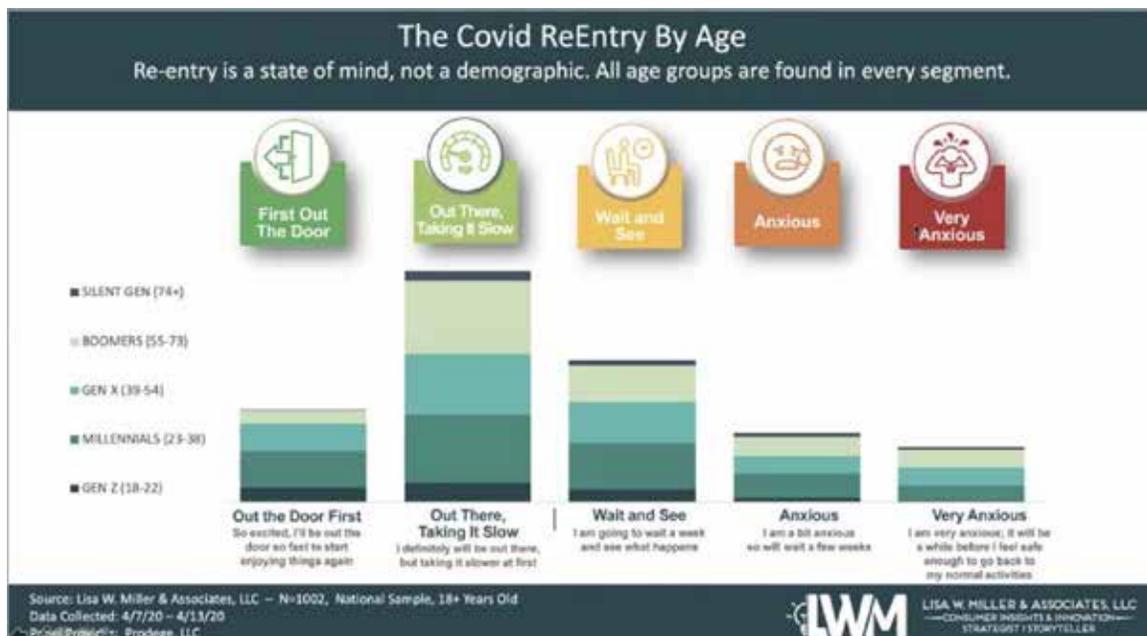
- ◆ 85%: 6 feet or more distance required
- ◆ 81%: Customers sanitize hands upon entering
- ◆ 81%: Customers at bar must have a seat
- ◆ 73%: Must wait outside if waiting for a table
- ◆ 69%: Seating by reservation only
- ◆ 65%: No physical menus
- ◆ 61%: Customer temperature taken upon entering
- ◆ 41% Customer required to show proof of wellness

SOURCE: via BarMagic Revival Guide (see resources), DATASSENTIAL, sample size, 1000 customers or 400 operators (depending on question)

OUR GUESTS ARE LARGELY READY TO RETURN TO RESTAURANTS AND BARS, BUT THERE ARE MANY WHO ARE EASING BACK IN:



WHO ARE OUR RETURNING GUESTS?



SOURCE: via BarMagic Revival Guide (see resources), LISA MILLER & ASSOCIATES

WHAT MOTIVATES PEOPLE TO RETURN TO A RESTAURANT OR BAR?

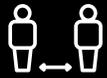
WHICH ASPECTS OF DINE-IN SERVICE ARE YOU MOST EXCITED TO GET BACK TO ONCE YOUR FAVORITE PLACES RE-OPEN?

- ◆ 39%: Socializing with family/friends
- ◆ 20%: Variety (different from what I normally cook)
- ◆ 28%: Convenience
- ◆ 28%: Food that's freshly made
- ◆ 26%: Food that's hard to make at home
- ◆ 24%: The atmosphere/scenery
- ◆ 22%: Service (someone cooks for me/waits on me)
- ◆ 20%: Food is more flavorful
- ◆ 13%: Meeting/socializing with new people
- ◆ 12%: Getting dressed up to go out
- ◆ 10%: Seeing what foods are new and trendy
- ◆ 10%: Being a part of a crowd/people watching
- ◆ 6%: Staff recommendations/expertise
- ◆ 11%: None

SOURCE: via BarMagic Revival Guide (see resources), DATASSENTIAL, sample size, 1000 customers or 400 operators (depending on question)

*PHYSICAL
DISTANCING*





Physical Distancing

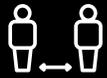
At this point, we are all used to the extra space between people to help reduce the possibility of the COVID-19 virus spreading. This practice will more than likely be the new normal for some time, and it is not only necessary to adapt within our spaces due to regulations, but our responsibility to enforce it in a hospitable way. To assist our guests and team in doing so, we have set up a number of new standards.

THE SIX FOOT RULE

Keeping guests and team members six feet apart is the best daily practice we can focus on. It will become challenging and, let's face it, awkward. But we owe it to ourselves to ensure we all remain healthy. We also owe it to our guests, and they will be paying close attention. Visual cues and communication will be paramount to ensuring our guests see and feel we are doing the right thing. If you catch yourself being too close to one another or a guest, acknowledge it, and take a step back. Create the necessary space between yourselves and remain focused. This will take getting used to, and we know it's not going to be easy. Levity has its place; our society at large is adjusting to this, and that awkward moment of adjustment can be used as a point of connection.

CODE SIGNAL, CLOSED FIST

Inevitably, we will begin falling back into the patterns of service and hospitality that are so natural to us all, and in the process may forget that we are crossing the threshold of safe social distancing. While it is our personal responsibility to be mindful of how close we are to others, we can also help each other out: if you see a colleague closer than they should be, find a way to be in their line of sight and give them a subtle closed fist as an indication that they are getting too close. This will be covered in pre-opening training.



Physical Distancing

SEATING CAPACITY

Seating capacity will be reduced for the foreseeable future. There will be specific local mandates for each location. We will follow them precisely. Each Death & Co will have revised seating charts to allow six feet in between each table and reduced, or potentially removed, seating at the bar itself. In Denver, standing at the bar will be prohibited in Phase 1, but may be allowed in Phase 2.

LINES

They're a part of our life and we will need to control them. This goes for lines outside for guests who want to join the waitlist or inside waiting for the restroom. Brightly-colored floor decals will be used to indicate appropriate distances for guests to stand while waiting in line, placed 6 feet apart. For parties waiting outside for entry, four indicating lines at minimum should be provided. For people waiting in line for the restroom, three markers will indicate standing locations outside the restroom. If you see larger lines, please notify a manager. They will kindly ask the guests to return to their seats, after which we will alert them to the restroom's availability.

ENTRANCE & EXIT DOORS

In both Denver and Los Angeles we will have separate entrance doors and exit doors to help reduce guest contact as they are coming and going. In New York, the host and staff will assist guests in entering and exiting in a safe manner.

BACK OF HOUSE

Spaces are tight to begin with and proper distance will need to be maintained. When entering a back of house space, ensure there is enough space for you and do not enter if already at capacity. We understand that this will slow service down, and that is OK.

WHAT IF A TEAM MEMBER TESTS POSITIVE FOR COVID-19?

This may happen. As of now, there is no vaccine or cure for the virus. But we can navigate such a situation thoughtfully and carefully. In the pages that follow, we outline our plan for identifying and addressing such an issue.



IF A TEAM MEMBER TESTS POSITIVE FOR COVID-19?

PLEASE NOTE: this section and protocol has been drawn directly from the brilliant Think Food Group's Reopening Playbook. Please find a link on page 60 for more information and to review their materials.

◆ **Align with the Goals of the Organization:**

- Keep staff and guests safe
- We will provide accurate tools and recommendations that allow operators to be flexible and make swift decisions

◆ **Identify the Risk:**

- Individuals exposed and/or getting infected at the bar
- Individuals being exposed and/or getting infected outside of bar and bringing it to work

◆ **Assess the Risk:**

- If either situation occurs, begin Contact Tracing SOP immediately.
 - The definitions and exposure categories are based on CDC Interim U.S. Guidance for Risk Assessment and Public Health Management of Healthcare Personnel with Potential Exposure in a Healthcare Setting to Patients with Coronavirus Disease 2019
- The person with the potential exposure reports to the supervisor and Director of Operations (DO) is notified immediately.
- DO informs Leadership that an investigation will begin
- The Team Member (TM) in question is contacted by DO to collect information:
 - Details of symptoms (which symptoms started when)
 - Any activities conducted outside of work
 - Condition and activities of co-habitants
 - When is the planned doctor tele-visit or test
- GM and CDC Review schedules to identify day(s) of potential exposure and to whom
- Discuss with GM and CDC:
 - Verify submitted schedule and assignments of station and duties of everyone on affected days
 - Grade the rate of compliance with safety measures (mask and glove usage, proper

handwashing consistency)

- Receive input on their level of comfort and confidence
- Conduct separate interviews with each affected individual of current health status and interaction level with each team member during the affected days
- Determine the level of risk to the team, restaurant and guests based on most current definition of Symptoms of Coronavirus by the CDC

◆ **Select Risk Response:**

- Determine the number of days to exclude the TM based on the onset of symptoms by a person who is COVID-19 positive. (Either the TM or the person with whom TM contacted)
- Determine who, if any, of the other TM's must be excluded and for how long based on CDC Criteria for Return to Work for Healthcare Personnel with Confirmed or Suspected COVID-19
- Make recommendation to Leadership of viability and needed remediation of the bar

◆ **Monitor Risk:**

- Regular check-ins with excluded team members
- Final check-in and clearance to return to work the day before reactivation
- If someone is recovering from a positive diagnosis of COVID-19,
 - Require clearance from personal medical doctor
 - Determine full return or restricted return based on physical condition in recovery
 - Conduct a Recovery Interview on the first day of work

◆ **Communication and Report Risks:**

- Protecting the privacy of the TM is the primary concern
- Transparent communication with the team affected while protecting the health and life outside of work is key
- Direct supervisors must maintain communication with everyone on the team during exclusion from work
- If public communication is required, it should be done so through the Marketing Team

PLEASE NOTE: this section and protocol has been drawn directly from the brilliant Think Food Group's Reopening Playbook. Please find a link on page 60 for more information and to review their materials.

*SERVICE & GUEST
EXPERIENCE*





Service & Guest Experience

At Death & Co, we pride ourselves in a style of service that is personal, engaging, well-informed, and impactful. Historically, this has manifested itself through every aspect of our service: from hiring hospitable and caring people, designing beautiful and expansive menus, and engaging our guests on a personal level to create experiences that impact their lives. We feel strongly that these touchstones must remain, but how they come to life will be different than before. This section identifies a new approach to our guests' experience at Death & Co: changes in how we manage every aspect of their time with us.

THE (NEW) GUEST JOURNEY OVERVIEW

RESERVATIONS

ARRIVAL

HOST

MENU

ORDERING HOSPITALITY

GUEST EXPERIENCE

DEPARTURE

FOLLOW UP



Service & Guest Experience

I. RESERVATIONS

We've always prided ourselves in being a first-come, first-served establishment: guests arrive, put their name in if we don't have room, then we text when a space is available. Civilized and democratic, isn't it? But this policy provides too many safety concerns in the immediate future—for the first time, we will be offering reservations at all locations. As safety increases, guest comfort returns, and regulations loosen, we will pull this back slowly with an aim at returning to our existing model.

From a guest perspective, reservations are also a benefit to those timid about dining out. This flexibility gives them the comfort to know they can walk in at a designated time and immediately have space without worry of joining a wait list, wandering around and coming into contact with numerous people. This is as much a benefit to our guests as it is to our team.

In partnership with Tock, reservations will be made online through their platform and mobile app.

OVERALL RESERVATION POLICIES

- ◆ While operating under 50% occupancy requirements, we will reserve up to 25% of our seating and allocate the remaining 25% percent for walk-in guests.
- ◆ Reservation size will be capped in accordance with local regulations (e.g. group sizes no larger than four or six guests).
- ◆ This percentage will adjust as our occupancy increases. Our intention is to always have space for walk-ins; we do not intend to be reservations only. To reserve, a deposit will be required, which will go towards the final bill. This allows us to have confidence the party will show up, resulting in reduced no-shows.
- ◆ Tables will be held for up to 20 minutes for late arrivals. If guests arrive over 20 minutes after their reservation, we will prioritize them on the waitlist.
- ◆ Each booking has a 2-hour maximum time. If a guest would like to stay longer, we will suggest that they advise their server 30 minutes before the end of their time slot. If the table is not reserved after, we will extend their table for one additional hour. Servers will be trained to check in with guests towards the end of their time as well to see if they would like to extend.



Service & Guest Experience

EXPERIENCE PACKAGES: A NEW WAY TO DEATH & CO

Each evening, we will offer a limited number of reservations for guests which include pre-ordered beverages and food options. By pre-purchasing these packages, we are taking the conversation with staff and contact with menus out of the equation, thereby offering guests an added layer of safety, should they prefer it. This is intended to benefit the team by requiring less verbal contact as well, as guests who may be nervous about dining out.

Service points will vary slightly per location, your managers will guide you through these experiences.



Service & Guest Experience

II. ARRIVAL

While managing expectations with seating availability and reservations, we will need to be prepared for all guest arrivals and thoughtful in how they navigate our space. Until it becomes unnecessary, a team member will at all times maintain a presence at the front threshold of our establishments.

- ◆ All guests will be required to wear a face covering in order to enter any of our venues. If they do not have one, we will have a limited supply of single use masks for their use. If a guest is combative and does not agree to wearing a face covering, we will not be able to serve them. If this scenario arises, please alert your manager as soon as possible; they can speak with the guest and de-escalate the situation.
- ◆ We will also post signage compliant with local regulations. While these are largely unclear at this stage, we anticipate communicating operating under limited occupancy and specific safety and hygiene requirements. Further to this, our signage will direct guests to our website to learn our detailed approach to ensuring Death & Co is as safe as possible.
- ◆ Guests are greeted and asked if they have a reservation. Groups larger than those designated by each local regulation will be asked to break into smaller groups, if occupancy allows. For those unwilling to do so, we will apologize and explain that it is our policy and there is no flexibility; we look forward to welcoming them in the future. For those who consent, we will underscore the necessity of groups not merging once seated; if that occurs, we will be forced to ask them to leave. Additionally, we will only seat complete parties, and the entire party must walk to their table at the same time.
- ◆ With confirmation of reservation or walk-in availability, guests are each asked to complete a simple online waiver stating that they have not exhibited signs of illness, nor have they knowingly been exposed to those who have. The waiver can be accessed by a QR code posted near our host.
- ◆ Finally, the arrival team member will make a qualitative assessment of any guests that appear to be ill or show signs of infection. Any guest that does must not be allowed to enter the premises.



Service & Guest Experience

III. HOST

Our traditional approach to a hosted experience must adapt to the new situation. While our goal of warmly welcoming guests and beginning their experience from the first moment they walk through the door remains, it will manifest differently than before. Each Death & Co location will have specific steps of service explained during reopening training, along with some key continuities across the company:

- ◆ Guests will be asked if they prefer a single use printed menu or would prefer to view the menus on our website (www.deathandcompany.com/menus) or scan a QR code to take them directly to the website. The QR code will be provided once they arrive at their seats.
- ◆ Guests will have the option to take part in a voluntary wellness check-in to assist in contact tracing. The host will inform each guest and a QR code will be available near the host stand and tableside to fill out the brief questionnaire. Should a case of COVID-19 be traced to one of our venues, all guests who filled out the wellness check will be alerted, along with relevant reservations via Tock.
- ◆ Guests will be shown restrooms locations in the event they'd like to wash their hands. Sanitizer will be provided throughout the venue, as well.
- ◆ If the guests chooses a single use printed menu, the host will inform the server after the guest is seated. If single use, the host must request the first name of each guest in the party to then write it on their menu.
- ◆ Host is to inform all guests entering we are cash free and a credit or debit card must be used for payment.
- ◆ Guests are led to their seat by the host. Hand signals should be utilized to help guide guests from a safe distance away.
- ◆ If a larger group has been separated into smaller groups, they will intentionally be sat in different areas of the venue. The host will again underscore that groups cannot commingle.
- ◆ Each guest will be given a single-use envelope for storage of their personal PPE mask.
- ◆ Guests will be delivered sanitizer towelettes in a sanitized bowl; used towelettes are placed in the bowl and removed by the server. Additional towelettes are available upon request.



Service & Guest Experience

IV. MENU

The server and bartender guest interaction is an area of considerable pride at Death & Co; we have built a service pattern that helps guests navigate our expansive offerings, building trust throughout their time with us. Due to social distancing requirements, we're unable to approach this in the same way we did before through a guided, personal interaction. However, the core of the experience can be maintained with care:

- ◆ A single-use menu will be available upon request. The server will write the guest's name on it, ensuring that it remains theirs throughout their at Death & Co -- and becomes a memento of their experience.
- ◆ The digital menu can be viewed online at www.deathandcompany.com/menus or by scanning the menu QR code provided at their table and/or posted by the host.

V. ORDERING HOSPITALITY

We pride ourselves in expansive cocktail offerings and our ability to help our guests find the right cocktail for them. In this new environment, we are in no way moving away from that ultimate goal, but we must approach it in a new way. Within our menus (digital or single use printed), we have created wayfinding methods to help guide guests to cocktails and food offerings in a descriptive way: through use of our drink icons and order of offerings on the menu, grouped in ways to show style.

Through these efforts, servers are able to guide the guest to offerings while adhering to social distancing standards. This will be covered in detail during reopening training.



Service & Guest Experience

VI. GUEST EXPERIENCE: STEPS OF SERVICE

- ◆ **BEFORE GUESTS ARE SEATED, THE HOST INFORMS THE SERVICE TEAM** of guest count and which table or bar seats they will be going to. They will also inform the server of what menu format the guest would like. If disposable, the host will provide the quantity needed, along with guests names to write on the envelope.

- ◆ **SERVICE ITEMS ARE SAFELY PREPARED** for number of guests to be seated at each table
 - Pre-set with disposable menus or QR code cards
 - Pre-set with small bowl or plate with wrapped sanitizer wipes

- ◆ **SERVER GREETING**
 - Water service is the initial greet from the server or bartender
 - Bring the appropriate number of empty water glasses to the table on a tray. The glasses should be placed face up on the side of the table for guests to distribute. This is to minimize the amount of reaches over the table
 - Leave bottle of still water for guest to pour water themselves (sparkling on request)
 - Service staff is not to refill the water glasses from the bottle themselves.
 - Throughout their experience, proper water service entails a water carafe remaining at least a quarter full. One bottle for every 2-4 guests, 2 bottles for 4-8 guests.
 - During this initial greet, it is imperative that you take note of all verbal and non-verbal communication from your guests.
 - Begin taking note of nonverbal communication and how comfortable guests are with conversation, interactions, etc.
 - Your first interaction will likely start with a smile, or head nod, or maybe a wave hello. This will be a new and somewhat uncomfortable experience for them, too. Do all you can to put them at ease.



Service & Guest Experience

- If guests appear to be comfortable speaking with you in a safe proximity, you should do so.
- Alternatively, if they do not, remain aware of their non-verbal cues as they will tell a lot about their expectations of proximity.
- Ultimately, there will be far less verbal communication no matter what level of involvement your guests want. Be aware and work together to find ways to check in on guests, take orders, and say thank you without always using words. You can see facial expressions under face coverings, after all!

◆ TAKING THE ORDER

- While we pride ourselves on our ability to memorize orders, there is never any shame in writing them down
- When at a table or barside, be present, pay attention, gather information and write it down so you don't need to return, unnecessarily
- Eye contact is a vital step in showing a guest you are listening

◆ ENTERING ORDERS

- Gloves are to be worn at all times.
- Enter items into the POS and sanitize the screen after with a sanitizing wipe.
- Garnish containers must be covered at all times. Tongs must always be use when retrieving a garnish from the container. Avoid touching garnish.
- Tasting cocktails is only to be done by the bartender with a disposable wrapped straw.

◆ RUNNING DRINKS

- Gloves are to be worn at all times.
- All drinks must be brought to tables on a clean, sanitized tray.



Service & Guest Experience

- When placing drinks on the tray and on the table, always touch the bottom third of the glass. If stemware, always bottom of the stem.
- When carrying a tray full of drinks (or anything for that matter), become comfortable doing so in a way that is not in the direct line of your mouth. Even with a mask, be conscious of this and ensure you are taking all precautions not to breath over food, drink or dirty plates.
- At this stage, you have already built a rapport with your guests. If there is a level of comfort to reach over and place each guests drink in front of them, do so. If they do not seem comfortable, place the drinks at the edge of the table. If placed on the edge of the table, make eye contact with the person whose drink it is as you put it down. This form of nonverbal communication will ensure they know it's theirs.
- Straws will be offered by request only. If a guest would like a straw, we will provide them with a wrapped biodegradable straw. No metal straws are to be used.
- Coasters will not be used. As comfort level with dining out improves, we will happily welcome them back.

◆ FOOD DELIVERY

- All food that leaves the kitchen must be carried on a tray. The less contact each plate has with hands and our arms running them, the safer it is.
- When carrying the trays, keep them out of line with your mouth.

◆ CHECKING IN AND TABLE MAINTENANCE

- Ultimately, trips to tables or to check-in with guests at the bar should be limited.
- Use nonverbal communication to “check in” on guests. This could be as simple as eye contact, standing in their line of sight to catch their attention.
- These techniques will develop overtime and you will begin to create your own style, just as you did in our previous service model. As you develop your own best practices, be sure to share them with your colleagues.



Service & Guest Experience

- When clearing tables, wait to do a full clear for food when everyone is done. Leaving dirty plates on the table will feel like it goes against everything you know, but the goal is to minimize the total trips you take to a table. Always use a tray when clearing dirty dishes and glassware.

◆ DISH STATION ETIQUETTE

- When bringing dirty plates or glassware to the dish station, minimize the potential for splashing water, debris, etc. If there are germs on dirtied items, it is imperative that we reduce the possibility of them spreading in the dish area.
- In an effort to protect BOH staff, dirty plates and silver will be deposited into a “Sanitation Pre-Soak,” consisting of separate bus tubs for plates, silverware and glassware. Once dirty/contaminated tableware are deposited into the Pre-Soak, the FOH will need to discard gloves, properly wash hands, and re-glove before returning to service.
- Trays must also be washed and sanitized prior to returning to the FOH.
- Side work will include pre-packaging polished silverware into paper bags, sealed with “Safely Handled” sticker
 - Pre-packaged bags of paper dinner napkins will be available for guests who need more napkins, sealed with “Safely Handled” sticker
 - Pars will be set, per location

◆ PAYMENT

- Tableside payments will be accepted at each location. The system will be slightly different as we have different point of sale systems; all staff will be trained on the updated process.
- We will no longer be accepting cash until further notice. Guests will have to use a debit or credit card to pay the bill.
- By virtue of no cash, we anticipate little cash tips. If cash tips are collected, they will be distributed through the tip pool and paid via direct deposit on your paycheck.



Service & Guest Experience

◆ RESET

- Once guests have left, everything on the table is to be cleared and cleaned, including votives or vases, using a tray. The table and seating will be both cleaned and sanitized before resetting for the next guests to be seated. The table must not be sat until completely “reset to zero.” Specific SOP will vary per location.

VII. DEPARTURE

In an effort to ease congestion and avoid close contact between guests, separate doors for entering and exiting in Denver and LA will be utilized (NY doesn't have the ability to do so). We will inform guests about this when they are preparing to pay the bill, prior to departing.

VIII. FOLLOW UP

Now more than ever, it's vital that we keep a connection to our guests. Luckily, through Tock reservations we will have the ability to reach out the following day for feedback on their experience. This information will be aggregated daily for insights and will be another tool to help modify our service, offerings, and hospitality to continue to engage our guests and earn their trust.



*SANITARY & WELLNESS
MEASURES*



Sanitary & Wellness Measures

MEASURES WE ARE TAKING TO PROTECT OUR TEAM & GUESTS

FRONT OF HOUSE HYGIENE PROTOCOLS

BACK OF HOUSE HYGIENE PROTOCOLS

PROTECTING YOURSELF & OTHERS

UNDERSTAND THE SYMPTONS

DAILY UPDATES & SIGN-IN

WELLNESS CHECK

PERSONAL PROTECTIVE EQUIPMENT

CDC GUIDANCE

USING MASKS

USING GLOVES

HANDWASHING

RECEIVING FROM VENDORS



Sanitary & Wellness Measures

FRONT OF HOUSE HYGIENE PROTOCOLS

AFTER EVERY USE

- ◆ Sanitize Check presenter
- ◆ Sanitize Candle Votive
- ◆ Sanitize Pens and any other Guest Contact Item
- ◆ Sanitize mixing glasses and tins
- ◆ Sanitize Serving Trays
- ◆ Discard Paper Menu
- ◆ Sanitize POS Screen

IN-BETWEEN EVERY SEATING

- ◆ Sanitize all seating: booths (top, back, seat, leg), chairs, stools
- ◆ Sanitize tabletop/bartop
- ◆ Sanitize any reusable collateral left

EVERY 30 MINUTES

- ◆ FOH Staff to wash hands
- ◆ Sanitize Entry Doors
- ◆ Sanitize Bathroom Doors
- ◆ Sanitize Kitchen Doors

EVERY 1 HOUR

- ◆ Restroom Surfaces
- ◆ POS Stations and Printers

EVERY 3 HOURS

- ◆ Bar Stations
- ◆ Barista Stations
- ◆ Host Stations

EVERY END OF SERVICE

- ◆ Entire Bar Stations
- ◆ Entire Host Stations
- ◆ Entire Barista Stations
- ◆ Bathrooms
- ◆ Entryways
- ◆ Fridges



Sanitary & Wellness Measures

BACK OF HOUSE HYGIENE PROTOCOLS

BEFORE USE

- ◆ Sanitize Cutting Boards before use
- ◆ Sanitize Station table surface
- ◆ Any cooking utensil or container that will not be heated

EVERY 30 MINUTES

- ◆ All Horizontal Kitchen Surfaces

EVERY 1 HOUR

- ◆ Sanitize All Hand Sinks
- ◆ Sanitize Dish machine Station
- ◆ Sanitize Walk In and Lowboy handles
- ◆ Sanitize Ice Machine Doors
- ◆ Ticket Machines

EVERY 3 HOURS

- ◆ All Culinary Stations
- ◆ Expo Station
- ◆ Polishing Station
- ◆ Bar Lab (while in use)
- ◆ All Personal Tools being used for service

EVERY END OF SERVICE

- ◆ Deep clean of Entire Kitchen
- ◆ Sanitize all doors into and out of kitchen
- ◆ Sanitize all Trash Cans
- ◆ All Culinary Tools are stored in open air containers



Sanitary & Wellness Measures

HOW TO PROTECT YOURSELF AND OTHERS

The CDC recommends taking the following steps to reduce your risk of contracting viruses, including COVID-19:

- ◆ Avoid close contact with people who are sick (staying 6 feet away or more is recommended).
- ◆ Avoid touching your face, nose, eyes, etc.
- ◆ Wash your hands often with soap and water for at least 20 seconds, especially after blowing your nose, coughing, or sneezing, or having been in a public place.
- ◆ To the extent possible, avoid touching things — elevator buttons, door handles, handrails, etc. — in public places. Use a tissue or your sleeve to cover your hand or finger if you must touch something.
- ◆ If soap and water are not available, use a hand sanitizer that contains at least 60% alcohol.
- ◆ Clean and disinfect your home and workplace to remove germs. Wipe down frequently touched surfaces, including tables, doorknobs, light switches, handles, toilets, faucets, sinks, and cell phones.
- ◆ Avoid crowds and keep your distance from others, especially in poorly ventilated spaces.
- ◆ Avoid non-essential travel, including plane trips and cruises.



Sanitary & Wellness Measures

CENTER FOR DISEASE CONTROL SYMPTOM LIST

FEVER OR CHILLS

COUGH

SHORTNESS OF BREATH OR DIFFICULTY BREATHING

FATIGUE

MUSCLE OR BODY ACHES

HEADACHE

NEW LOSS OF TASTE OR SMELL

SORE THROAT

CONGESTION OR RUNNY NOSE

NAUSEA OR VOMITING

DIARRHEA

THE CDC'S LIST OF COVID-19 ASSOCIATED SYMPTOMS IS FREQUENTLY UPDATED; REFER TO YOUR INDIVIDUAL DEATH & CO SUPPLEMENTAL INFORMATION AND TRAINING FOR MORE DETAILS.W



Sanitary & Wellness Measures

DAILY UPDATES & SIGN-IN

Prior to your location opening, all staff members will be trained on updated sanitary measures. Any state or local training materials will be posted and provided; every team member must review these expectations in detail as changes may occur on a daily basis. Each team member will be required to sign a Health & Safety Procedures Agreement confirming that they will comply with all protocols and measures.

STAFF WELLNESS CHECK-IN

In an effort to ensure all team members are healthy, required wellness check-ins and temperature checks prior to each shift will be a standard procedure until health risk subsides. Prior to your shift, you will be required to fill out a brief online questionnaire at minimum of one hour before arrival to the venue. Ensuring that you don't have any symptoms of COVID-19 is essential for the safety of our guests and your colleagues.

This questionnaire will be available online and can be completed from a computer or smartphone. If you do not have access to either, please see your manager for an alternate plan.

Additionally, upon arrival for a scheduled shift, you will be required to have your temperature checked with a no contact digital thermometer. This reading will be logged daily.

PERSONAL PROTECTIVE EQUIPMENT (PPE)

PPE will be worn by all employees based on their role and responsibilities aligned with state and local regulations and guidance. Face coverings (2 washable coverings per employee, as well as single use), gloves and other PPE required to safely and adequately perform your job functions will be provided. If you prefer to wear your own washable face covering, we require it to be solid black. Personal masks should not have any words, sayings or symbols.



Sanitary & Wellness Measures

FACE MASK PROTOCOLS

All staff will be required to wear masks at all times while on premise, and diligence is expected in maintaining standards for proper mask usage.

FACE COVERINGS SHOULD:

FIT SNUGLY BUT COMFORTABLY AGAINST THE SIDE OF THE FACE



BE SECURED WITH TIES OR EAR LOOPS AND INCLUDE MULTIPLE LAYERS OF FABRIC

BE ABLE TO BE LAUNDERED AND MACHINE DRIED WITHOUT DAMAGE OR CHANGE TO SHAPE

ALLOW FOR BREATHING WITHOUT RESTRICTION

NEW CDC GUIDANCE

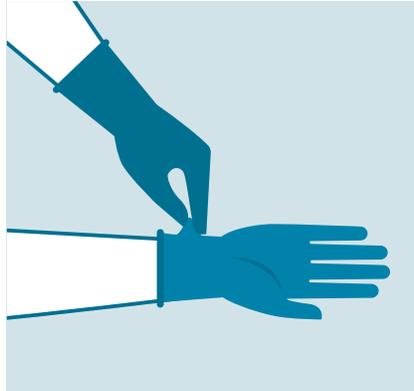
Wear a cloth face covering in public when social distancing is difficult to maintain.

The cloth face coverings recommended are not surgical masks or N-95 respirators. Those must continue to be reserved for healthcare workers and other medical first responders.

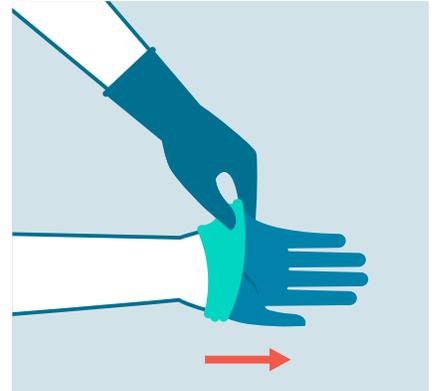


Sanitary & Wellness Measures

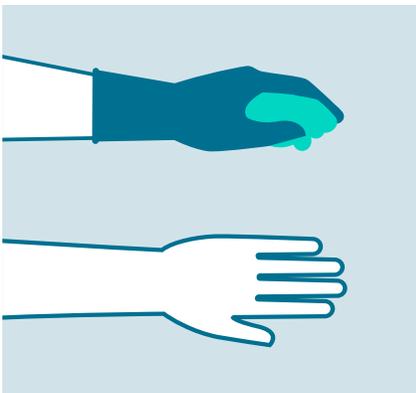
HOW TO REMOVE GLOVES SAFELY



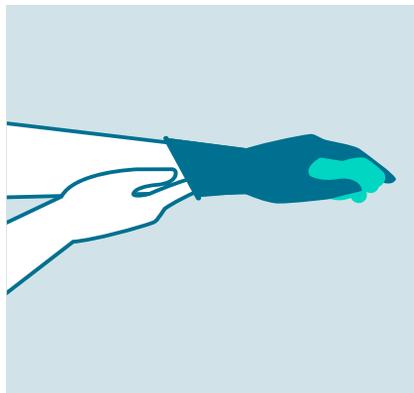
GRASP THE OUTSIDE OF THE GLOVE IN THE WRIST AREA



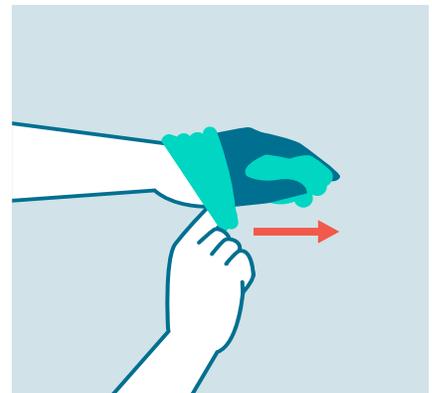
PEEL THE GLOVE AWAY FROM YOUR BODY, TURN IT INSIDE-OUT



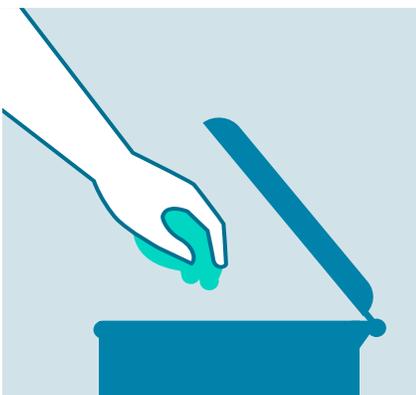
HOLD THE INSIDE-OUT GLOVE IN THE OTHER HAND



SLIDE YOUR FINGERS UNDER THE WRIST OF THE OTHER GLOVE



PEEL THE GLOVE AWAY FROM YOUR BODY, TURN IT INSIDE-OUT, LEAVE THE FIRST GLOVE INSIDE THE SECOND



DISPOSE THE GLOVES SAFELY



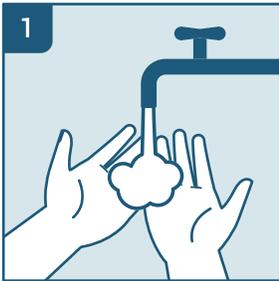
WASH YOUR HANDS



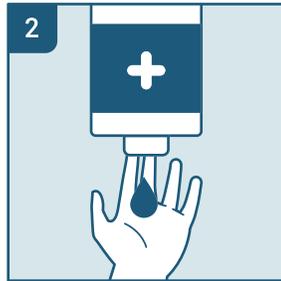
Sanitary & Wellness Measures

HANDWASHING

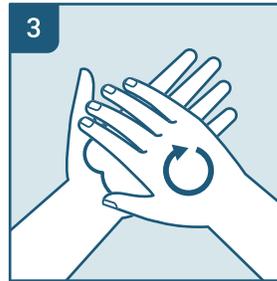
Should occur at minimum every 30 minutes, or anytime you change your gloves.



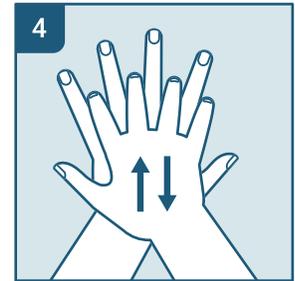
1 WET HANDS



2 APPLY SOAP



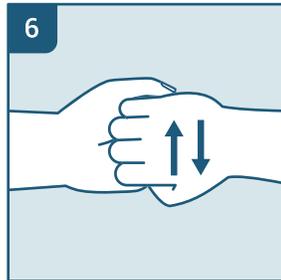
3 RUB HANDS
PALM TO PALM



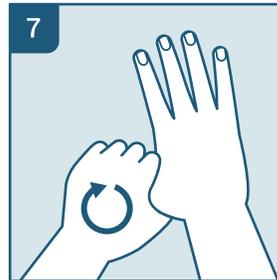
4 LATHER THE BACKS
OF YOUR HANDS



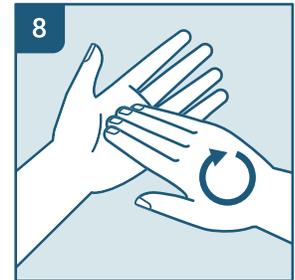
5 SCRUB
BETWEEN YOUR FINGERS



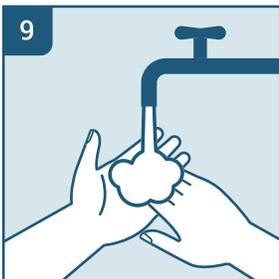
6 RUB THE BACKS
OF FINGERS ON
THE OPPOSING PALMS



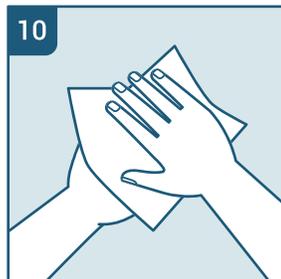
7 CLEAN THUMBS



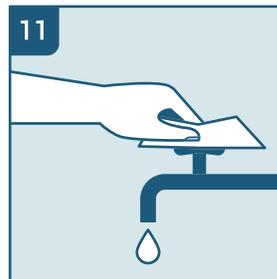
8 WASH FINGERNAILS
AND FINGERTIPS



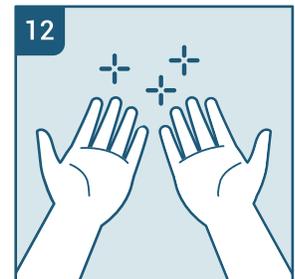
9 RINSE HANDS



10 DRY WITH
A SINGLE USE TOWEL



11 USE THE TOWEL
TO TURN OFF THE FAUCET



12 YOUR HANDS ARE CLEAN



Sanitary & Wellness Measures

RECEIVING PRODUCT

- ◆ Dedicated employees will be responsible for receiving deliveries.
- ◆ Ensure deliveries are received outside the space. If not possible, ensure the driver is wearing a mask. Provide one if they don't have one.
- ◆ Receiving employee will wear a mask and gloves at all times
- ◆ When signing invoices, sign using your own pen.
- ◆ After inspecting deliveries and signing off, disinfect the product according to disinfecting protocol.
- ◆ Rejected items must be returned before signing. Post Covid-19, many companies will not be accepting returns once the delivery drivers leave.
- ◆ Store delivery in designated holding place immediately following disinfection.



Sanitary & Wellness Measures

COVID-19 PREVENTION AND CONTROL

NOTICES WHEN USING DELIVERY SERVICES



t & Confident



OFFERINGS

BOUR SOUL
Old Overholt Blended Straight Rye, Carouba,
Spiced Plum, Vanilla, Syrah 16



SNAKECHARMER
Cobrafire Eau de Vie de Raisin, Barbados 5yo
Rum, Raspberry, Lime, Chartreuse 17



TRADEWINDS
Cimarron Reposado Tequila, 8yo Apple
Brandy, Garam Masala, Apricot, Lemon 16



GEMINI FLYOVER
Bertoux Brandy, Arrack, Banana, Madras
Curry, Lime 16



DRUM TECHNIQUE
Street Pumas Blended Scotch, Douglas Fir Rum
de Vie, Yuzu, Sesame, Jalap 16



17 NEW ART SERVICES

ARTIST & DESIGNER



Offerings

OVERVIEW

Menu rollout will be a slow and methodical process. For beverage, there will be a two-phase approach. For food, a three phase approach. In doing so, we are able to tighten control of opening purchases, inventory and potential waste. In the unfortunate (but possible) chance that the virus returns and we are again forced to close, this phased approach will allow us minimal operational exposure while giving us an opportunity to understand how our guests are navigating re-opening themselves — analyzing cover counts, guest comfort level, spending patterns, etc.

We will move from one phase to the next not based on a set schedule, but in reaction to revenue, guest capacity, and our collective comfort.

BEVERAGE

Our reopening beverage menus will consist of drinks from our most recent menus. Fortunately, each venue has non-perishable batches remaining that will allow us to quickly reactivate service and limit waste. While we hope to pick up menu R&D soon, at the time of re-opening we won't have the luxury to devote resources to drink finalization nor training -- the bar team's hard work prior to closing will not be wasted. Existing menu descriptions will be distributed for study prior to reopening.

BEVERAGE PHASE 1: 50% of the menu prior to closure; specific drinks chosen for batch availability, ease of execution, profitability, and overall menu balance.

BEVERAGE PHASE 2: 100% of the menu

FOOD

Prior to closure, our CDC's had fully developed all Spring/Summer menus; versions of those will be launched upon re-opening. When we closed, all products for the current menu were saved if possible, in the case of dry goods, or donated to our teams. With that, purchasing all new ingredients is necessary and launching with new menus allows us to flex some creative liberties and also shape the menus in a way that allows us to phase in new dishes while making the greatest impact for the business and guest satisfaction. Descriptions will be provided prior to opening.



Offerings

FOOD PHASE 1: 6 ITEMS

FOOD PHASE 2: 10-11 ITEMS

FOOD PHASE 3: FULL MENU

It is important to note that menu offerings in all areas will likely change throughout this process in an effort to utilize existing products and keep tight controls of purchases and inventory. Please be prepared for consistent changes and evolutions to our food offerings.

TO GO

To-go beverages and food will be offered at each Death & Co location. Beverage offerings will rotate based on what product we have on hand, and likely on a weekly basis. Cocktails offered will be fully prepared and ready to serve, either bottled or vacuum sealed. There will be minimal instruction necessary to enjoy them. Food to go will be based on the current menu offered for dining in. The culinary team has phased each location's menu in a way to allow for items that pack well to go.

All to-go orders are placed at least one day before pick up. This will allow us to keep a close eye on prep and ensure safe social distancing when guests arrive to pick up their order. However, we will have a limited number of extra to-go cocktails available daily; keep an eye on 86's and Lows throughout service.

Guests who are not dining with us will be required to order online, via Tock ahead of time. There will be time intervals for pickups in an effort to reduce crowding. Our teams will prepare each order ahead of time, so they are ready 5 minutes prior to pick up. Payment will have already been made through Tock, allowing a safe, contactless pick up.

If guests walk up inquiring about take out, please alert your manager to handle each situation or direct the guest to our online ordering platform on Tock.

To go beverages must be consumed in a private residence. Drinking purchased alcoholic beverages on the street is illegal and punishable by law. If you see a guest drinking a to go cocktail in public, please alert your manager.



COMMUNICATION



Communication

STAFF

Without a doubt, you and your teammates are the most important part of a successful re-opening process. We can plan in excruciating detail beforehand, but once ready, so much falls on your shoulders. It'll be challenging, emotional and, at times, scary. We have your back. We want you to feel set up for success and have the tools needed to do your job under these new, very different conditions.

With all this planning, there will be much we haven't thought of or planned for. Just as before, we welcome feedback -- we need it now more than ever.

- ◆ Do you have a better idea of how to approach service?
- ◆ Do you have concerns about sanitary measures being taken?
- ◆ Do you feel uncomfortable being at work?
- ◆ Do you feel sick?
- ◆ Do you have guests who are displaying symptoms of being ill?

Please reach out to your direct manager, General Manager, Director, or owner any time you have any concerns or constructive feedback on how we're approaching any aspect of service, safety, or general operations. If you're not comfortable discussing personally, an anonymous form is available at the link [HERE](#).

We want you to feel comfortable and confident. If you are, your fellow teammates and guests will see this. Maintaining positive energy is crucial as we all get used to new norms.

We are in this together.



Communication

GUESTS

Those who choose to join us, especially within the first couple of weeks, will be craving social connection and a return to some sort of normalcy. Likely, they will also be feeling insecure about doing so. The best thing we can do is exude confidence. We have researched, planned and executed a thoughtful approach to re-opening intended to put our guests at ease. They trusted us before closure, we should give them no reason not to upon re-opening. We are proud of the measures we have taken, and we want our guests to know, too. Perception is half of the battle. Don't be shy about letting guests see you following sanitation guidelines; be proud that you are taking all the necessary steps to provide them with a safe environment in which to dine, drink and relax.

We will be highlighting our efforts in the following ways:

- ◆ Pre-packed silverware with a sanitary sticker
- ◆ Posted Sanitation Policies
- ◆ Sanitation Stations
- ◆ Floor markings for distance

SOCIAL/PR

As one of our most powerful marketing engines, we will be engaging our guests through social media, highlighting what we are doing to ensure the safety of every individual who walks through our venues. We are lucky to be an industry leader and sharing our best practices will provide a sense of confidence to our guests and share best practices with industry peers.



FAQ



FAQs

WHAT IS D&C DOING TO KEEP CUSTOMERS SAFE?

We are following all CDC and local Health Department recommended sanitation standards.

We have set up standards to guide social distancing expectations for our guests, both within updated floor plans, wayfinding within the venue, and service patterns to assist guests as they regain comfort in our spaces.

We are in close communication with our local Health Inspector to assure our venues are exceeding updated expectations.

We are working in two teams to help isolate anyone who contracts the illness. These teams will have very minimal contact.

WHY CAN'T I PAY WITH CASH?

We believe it is in our guest and team's best interests to not handle cash at this time. Physical money may be a common carrier of the COVID-19 virus and cannot be easily sanitized. For your and our team's safety, credit cards will be sanitized during each transaction if handed to one of our team members.

WHY ARE YOU OPERATING WITH LIMITED HOURS?

We feel it is best for our guests and team to keep hours limited until we know more about the virus, its effect on our operations, and the feedback from our community. We are so excited to get back to full operations and will do so as soon as it is safe and viable.

WHY DO I HAVE TO USE MY CELLPHONE TO VIEW YOUR MENU?

During this time, limiting the risk of unnecessary exposure is our top priority. To that end, we feel a digital format is the best way to keep you and our team safe by limiting contact to service items. That said, we do have available single-use printed menus and would be pleased to provide one to you. We ask that these menus are used per person and not shared. Feel free to take it home, too!



FAQs

WHEN WILL THE FULL MENU BE AVAILABLE?

Full menus will be available within a few weeks after re-opening. We are taking our time to phase our offerings back to full so we can respond to changes in our communities health, health and occupancy regulations and product availability.

WHEN WILL YOUR OTHER SPACES OPEN (STANDING ROOM, DC/AM, GARDEN)?

We will open our other spaces as local government minimizes social distancing restrictions and we feel it is safe for our customers and staff to do so.

CAN I BOOK AN EVENT?

Yes, we are currently taking inquiries for events! We will continue to adhere to regulations and guidance regarding social distancing and occupancy, but in some cases, events bookings are available.

Refer to your supplemental information for guidance on who to direct the guest to for an inquiry.

WHEN WILL YOU BE AT FULL CAPACITY?

We will return to full capacity when local government minimizes social distancing restrictions and we feel it is safe for our customers and staff to do so.

WHY CAN'T WE STAND AT THE BAR?

Due to the close proximity of bar seats to our bar team, we don't believe it is safe for our guests and team to be standing at the bar. Bar service is a cornerstone of Death & Co; we are excited to return this experience to our bar as soon as possible!



FAQs

ARE YOU USING SANITIZERS OR DISINFECTANTS TO CLEAN YOUR TABLES AND SUPPLIES?

Yes. We are using a combination of both: one to eliminate potentially harmful germs, including COVID-19, and the other to properly clean and make food service items safe from any other chemicals.

We are taking every precaution we can to keep guests and our team safe.

ARE YOUR SANITIZERS APPROVED FOR COVID-19 USE?

Yes. We have a list of products approved by the CDC to use in reducing the spread of COVID-19; we are only using those products.

DO YOU OFFER PRIVATE DINING?

Yes, we are offering private dining for people to enjoy a family style dining experience.

Refer to your supplemental information for details on how your Death & Co is offering private dining and relevant manager to contact.

CAN WE SIT SOMEWHERE ELSE; WE DON'T FEEL COMFORTABLE HERE?

Absolutely, allow me to check in with the host and find you a more comfortable table. Your comfort and safety is our highest concern, thank you for letting me know.

WHY CAN'T WE HAVE 8 PEOPLE? THE STATE HAS LIFTED STAY-AT-HOME ORDERS AND IS ALLOWING GATHERINGS OF UP TO 10 (OR MORE) PEOPLE!

We believe it is in our guest's and team's best interest to limit party sizes until we feel confident it is safe to expand them. A manager would be more than happy to explain this company-wide policy, if you'd like?



CAN CORONAVIRUS SPREAD THROUGH FOOD?

The current outbreak is not spreading through food. Public health officials who track the disease have found no examples of a person catching COVID-19 from food. We're still learning about this virus, but it's safe to say the main risk people should be focused on is avoiding contact with an infected person. That said, our overall safety and hygiene procedures will ensure that exposure to our food product is at an absolute minimum.

ARE SICK FOOD WORKERS AT RISK DURING THE OUTBREAK?

Sick food workers can spread COVID-19 disease to each other or to customers, even though they aren't spreading it through the food itself. We are taking every precaution we can to keep both our employees and customers safe and healthy – see Sanitation Policies and Health Reporting for more information

I'VE GOT NAUSEA AND DIARRHEA; IS IT COVID-19 OR SOMETHING I ATE?

The most common symptoms of COVID-19 are fever, cough, shortness of breath, chills, muscle pain, headache, sore throat or loss of taste or smell. Please refer to the CDC for the latest list of symptoms. You should contact your doctor if you have recently been in contact with someone who has COVID-19 and develop these symptoms, particularly if you also have one of the more common symptoms of fever, cough, or trouble breathing.

Gastrointestinal symptoms such as nausea and diarrhea are much more likely to be caused by foodborne illness or another common infectious disease than the coronavirus.



FAQs

HOW IS DEATH & CO HANDLING EMPLOYEES WITH SYMPTOMS OF COVID-19?

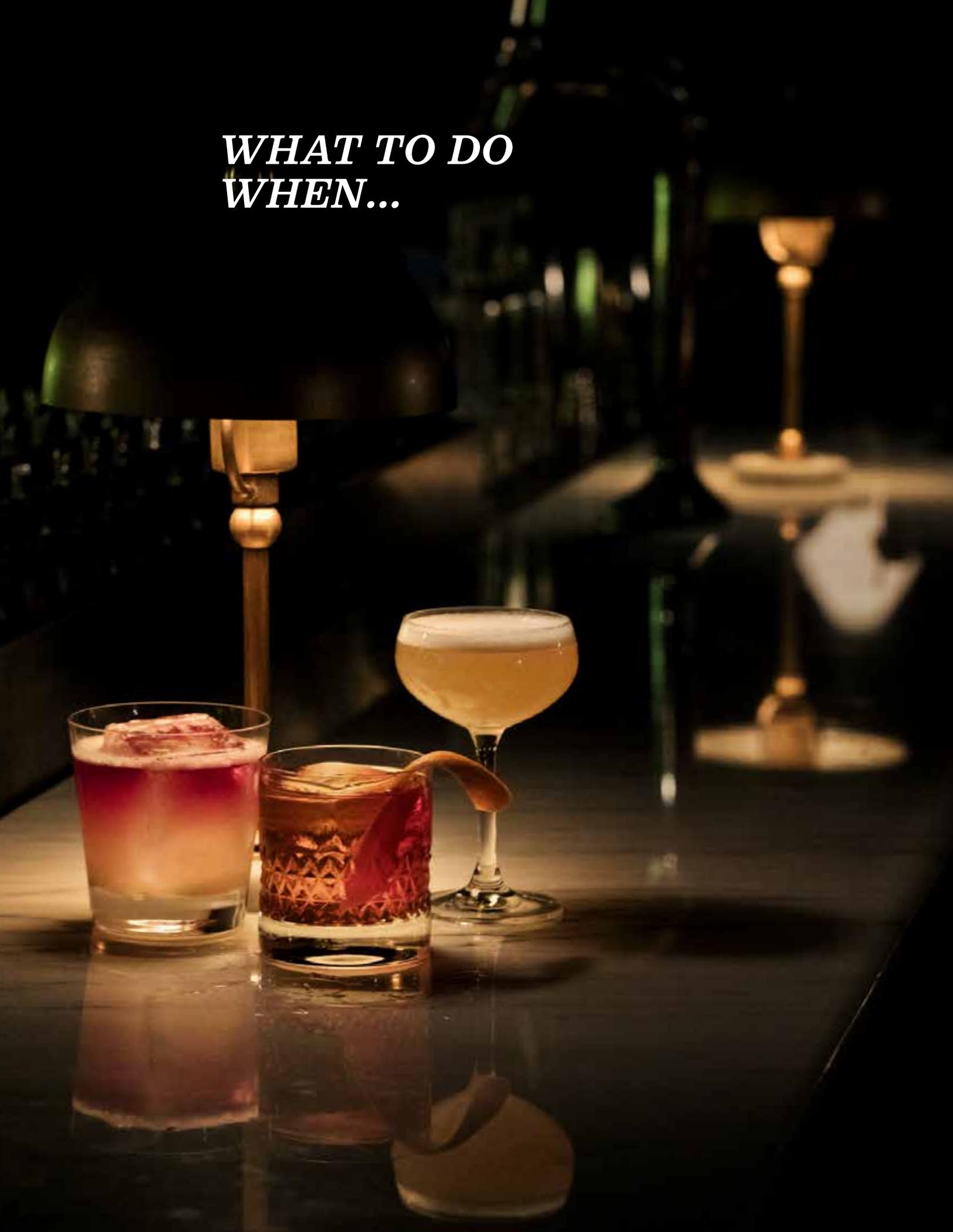
Our managers are thoroughly checking employees for symptoms when we arrive for work, including temperature checks

Death & Co has committed to sending any employee with COVID-19 symptoms home immediately and providing sick pay for those workers who have to stay home. D&C is covering employees for two weeks' pay for workers who are required to self-quarantine, and four days for workers with symptoms who go to get tested and receive negative results.

A LOT OF FOOD WORKERS ARE OUT OF WORK RIGHT NOW. HOW CAN I SUPPORT THEM?

If you're ordering out, support the businesses that look out for the health of their employees by choosing a restaurant that offers paid sick leave. You can also help workers meet their immediate needs during the outbreak by supporting any one of the many relief funds being run by nonprofits to support workers. Finally, you can call your Congressional representatives and demand the government act to provide emergency paid sick leave to all workers, as well as support to restaurants to cover their costs from closures.

*WHAT TO DO
WHEN...*





What To Do When

A GUEST HAS OBVIOUS SYMPTOMS OF COVID-19

Notify your manager; do not confront the guest yourself.

A GUEST ACCUSES A STAFF MEMBER OF HAVING SYMPTOMS

Assure the guest that we have been taking every precaution possible to ensure our staff is not only healthy, but has been practicing safe social distancing and sanitation practice. Offer get to the manager for them. Regardless of the guest requesting to see a manager, notify the manager.

If such an incident occurs, a manager will immediately assess the health of the staff member and take appropriate steps if symptoms are present.

GUESTS ARE NOT OBEYING THE PHYSICAL DISTANCING GUIDELINES

Kindly ask the guest to follow the guidelines and notify the manager of the issue.

YOU BELIEVE A TEAMMATE HAS SYMPTOMS

Notify the manager, do not confront the employee yourself.

ANOTHER STAFF MEMBER HAS TOLD YOU THEY HAVE SYMPTOMS

Ask them to please notify their manager. We do not want to create an environment of fear, but during these unprecedented times, we are all responsible -- please ensure that the manager was notified by the employee.



What To Do When

A GUEST IS INTOXICATED AND NEEDS HELP EXITING THE BUILDING, THEREFORE WE CANNOT MAINTAIN SOCIAL DISTANCING

Notify the manager, do not attempt to assist the guest yourself.

A GUEST CONSUMES TO-GO BEVERAGES ON SIGHT

Kindly inform the guest that they are not allowed to consume to-go beverages on property, notify the manager immediately.

A GUEST CONSUMES THEIR TO-GO BEVERAGES OUTSIDE OF THE BUILDING

Notify a manager immediately.

A GUEST DOES NOT HAVE A CREDIT CARD TO PAY FOR THEIR PURCHASE

Explain that due to our health and safety policies, our employees cannot accept the cash payment but you will get the manager to arrange payment. Notify the manager. Should a guest not be able to provide a credit card but has cash the manager will be able to accept cash payments.

A GUEST WANTS TO TIP IN CASH

Explain that due to our health and safety policies, our employees cannot accept the cash payment but you will get the manager to arrange the tip payment. If a guest insists get your manager and they can receive the cash tip. Any cash tips collected will be included in the tip pool and paid via direct deposit.



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BarMagic **Revival Guide** by Tobin Ellis: [LINK](#)

Black Sheep Restaurants, **SOP: COVID-19 Playbook**: [LINK](#)

Think Food Group Reopening Playbook: [LINK](#)

StreetSense Pandemic Relaunch Toolkit: [LINK](#)

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The content of the Death & Co Reopening Playbook was assembled by the Gin & Luck leadership team: Michael Shain (Director of Operations), Wes Hamilton (Culinary Director), Tyson Buhler (Beverage Director), Marie D'Antonio (Controller), Willie Rosenthal (Death & Co Denver General Manager) and partners Alex Day, David Kaplan, and Devon Tarby.

For more information about our company, please visit www.ginandluck.com and www.deathandcompany.com.

The Death & Co Playbook will be updated from time to time, please check back for the latest version: www.deathandcompany.com/covidplaybook.

Be safe, stay focused. Cheers!
—The Death & Co Family



Cheers!