



**COVID-19 OPERATIONS GUIDE  
FOR RESTAURANTS**

# TABLE OF CONTENTS

## 1. INTRODUCTION

- Welcome
- Operating in a Covid-19 World

## 2. HEALTH & HYGIENE

- 5 Pillars to Ensure Employee & Guest Health
  - Wellness Monitoring
  - Regular Handwashing
  - Uniforms & PPE
  - Social Distancing
  - Maintain a Clean & Organized Restaurant

## 3. PEOPLE

- Staffing & Hiring
- Addressing Employee Anxiety
- If a Guest or Employee has Covid-19

## 4. DELIVERY & TAKEOUT

- Standard Operating Procedures

## 5. OPERATING DINE-IN IN A COVID-19 WORLD

- Key Facts
- Preparing the Space
- Steps of Service Updates
- Preparing the Space for Social Distancing
- Contactless Hospitality

## 6. COMMUNICATIONS

- Guest Messaging
- Media Policy

## 7. TRAINING MATERIALS & RESOURCES

### ○ OPERATIONS

- Sample Sanitizing Schedule
- Sample Delivery Manager Daily Checklist

### ○ HEALTH AND HYGIENE

- Sample How to Take an Employee's Temperature
- Employee Exclusions
- Sample Communication to Employees re: Temp Checks (EN, ES)

### ○ COMMUNICATIONS

- Navigating Difficult Guest Scenarios
- Sample Media Policy

## 8. BEST QUESTIONS

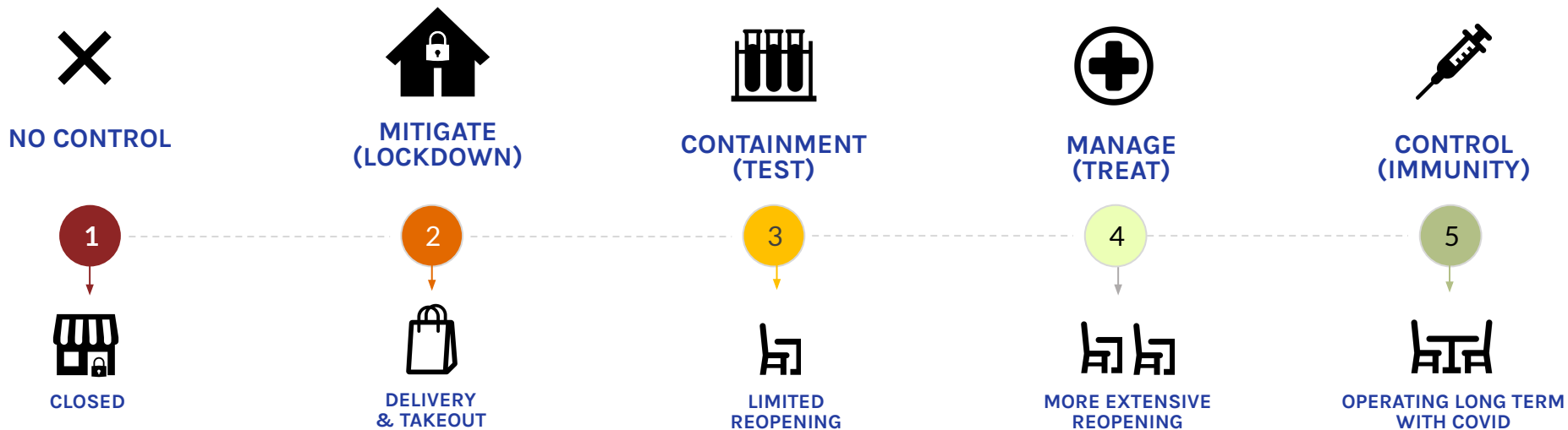
## Operating in a Covid-19 World!

Reopening was one thing. Operating in a world where Covid-19 is a daily challenge is another.

We are excited to help you think about what you need to do to keep your employees and customers healthy as we continue to operate while also facing the risks posed by Covid-19.

# Covid-19 Pandemic

Progression from Outbreak to End





## HEALTH & HYGIENE

While we are not exactly sure what the new normal will look like inside our restaurants, we can say for certain that things will look different as we phase into reopening.

Our people are the most important part of what we do; without them, the lights stay off and the restaurants stay dark.

# HEALTH & HYGIENE

## EMPLOYEE & GUEST HEALTH

Until there is a vaccine or treatment for Covid-19, our vigilance will help prevent staff or guests from contracting the illness. All of the actions in this manual are suggested to help promote healthy habits that:

**1. Minimize the risk of someone who is incubating or ill with Covid-19 from coming into the restaurant or business.**

**2. Minimize the risk of transmission within the business.**

While these new protocols may initially seem burdensome, compliance is absolutely necessary. Thank you for your understanding and support.

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Daily health checks will minimize the chances of an employee bringing in Covid-19.

### 2. HAND WASHING – every 30 MINUTES

Our best course of defense is regular hand washing. All employees are required to wash their hands at least once per 30 minutes.

### 3. CLEAN UNIFORMS & PPE

Personal Protective Equipment (masks and gloves) also help to minimize the spread of the virus by reducing the chances of transmission.

### 4. SOCIAL DISTANCING

Remain 6 Ft. away from other employees and guests. When you can't, wear PPE and keep contact brief.

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

A clean and organized space will help to:

- Prevent spread via contact with contaminated surfaces.
- Instill greater confidence in our guests and employees.

# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING Employees Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

#### WELLNESS MONITORING - EMPLOYEES

Daily health checks will minimize the chances of an employee bringing Covid-19 into our business.

#### ARRIVING AT WORK

Upon arrival all employees must follow these steps ...

1. Complete the Daily Wellness Check BEFORE arriving at the work at least an hour before is better! 2-4 hours before is best.
2. Where temperature checks are required, employees can take their own temperature or managers will take everyone's temperature before they are cleared to report for work.
3. Anyone with a fever above 100.4° F or other Covid-19 symptoms must be discreetly sent home.

#### HOW TO TAKE EMPLOYEE TEMPERATURE

1. Acceptable Temp: less than 100.4° F degrees.
2. Sanitize the thermometer after each use & always wear gloves.
3. Record temperature as WNL (Within Normal Limits). or NWNL (Not Within Normal Limits) on a log.
4. After the temperature check, the employee will be given a mask then instructed to wash their hands, and change out of their street clothes.

#### SICK EMPLOYEES:

When to exclude an employee/send them home, simplified version:

Symptoms of Covid-19 or Positive Test Result	Stay home. Return after 10 days from onset of symptoms min, including 3 days fever-free without Tylenol, or 2 consecutive negative Covid-19 tests.
Close Contact within 6 Ft. for 15+mins with a Covid-19 Positive Person	Stay home. Return after 14 days of self-quarantine.
Travel	International travel requires a 14 day quarantine. Domestic travel depends on the guidelines of the local jurisdictions at origin and destination.

For a full list of symptoms and work exclusions, see [Employee Exclusions](#)

# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Employees  
Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

#### WELLNESS MONITORING – GUESTS & VENDORS (DINE-IN)

We will also take reasonable steps to reduce the risks that guests or vendors who infected with Covid-19 dine in the restaurant, and that guests respect social distancing norms.

#### ARRIVING TO THE RESTAURANT

The following message should be posted at the entrance of the restaurant:

Welcome! We are committed to the health of our staff and guests. Please avoid dining with us if:

- You tested positive for Covid-19 less than 21 days ago or been in close contact with someone who has.
- You are currently experiencing any symptoms associated with Covid-19.

While in the restaurant, please wear a mask unless seated at your table and do your best to keep 6 Ft. between yourself and other guests/staff.

#### VENDOR COMMUNICATION

The following message should be posted at the vendor delivery entrance of the restaurant:

- Please do not enter the restaurant if you are experiencing symptoms of Covid-19.
- Please wear a mask and gloves while you are waiting and when you enter the building.

#### CERTIFICATION AND ENABLING CONTACT TRACING

Before guests can review the menu, they will be asked to certify they agree to the conditions on the entrance sign, and may be asked to provide their name and phone number so that we might contact them should anyone who dined on the same night be diagnosed with Covid-19 within 2 weeks.

#### GUEST EXCLUSIONS

If a guest seems visibly ill and either restaurant staff or guests feel uncomfortable, OR if a guest is unwilling to following social distancing protocols, **managers may ask them to leave, respectfully.**



# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Employees  
Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE



### HANDWASHING

Our best course of defense is regular handwashing. All employees are required to wash their hands for 20 seconds at least once per 30 minutes.

### THE RIGHT WAY TO HANDWASH

- Wet your hands with warm water.
- Add soap.
- Scrub for 20 seconds and start singing (Happy Birthday, Twice.)
- Rinse.
- Dry with a single use towel.

Handwashing posters should be posted at each handwashing sink (see links).

### All employees should also wash hands before & after ...

1. Changing gloves.
2. Eating.
3. Using the restroom.
4. Opening and closing the trap doors.
5. Removing trash.

### USING HAND SANITIZER

Proper handwashing is the best method for combating germs; however, hand sanitizer will also be readily available for guest and employee use throughout the restaurant.

Hand Sanitizer should be stored in the following locations:

- Expo Station.
- Packaging Station.
- Pickup Station/Host Stand.
- POS Terminals.
- Office.
- Prep Kitchen.
- All bathrooms.

Hand sanitizer is most effective when left on your hands for 30 seconds.



# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Employees  
Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

#### UNIFORMS & PPE

Face masks and gloves also help minimize the spread of the virus by reducing the chances of transmission.

#### FOH UNIFORM EXPECTATIONS (DELIVERY-ONLY):

- All employees must change their clothes at the start of their shift to prevent outside contamination. No street clothes can be worn at work.

#### FACE MASKS:

- All employees must wear a face mask at all times.
- Employers are required to provide masks for their employees, but employees may choose to wear their own.
- Stock either re-usable or disposable masks.
- Reusable masks must be returned at the end of the shift and machine washed between each use.
- Employees may not enter the building unless they are wearing a mask. They can use their own mask if they choose but it must be properly cleaned.
- Remove masks when eating family meal and store in a disposable bag while eating. A box of disposable bags should be kept by the time clock POS terminal.

#### GUESTS

- Guests will be expected to wear masks when entering the restaurant and until they are seated at their table and if they leave the table for any reason (i.e. to use the restroom).

#### GLOVES:

**All employees should wear gloves when:**

- Handling ready to eat food items
- Preparing food and beverage offerings
- Packing to-go and delivery bags
- Bussing, clearing, resetting a table, & preparing Roll-Ups
- Running food and drinks to tables
- **Many guests expect to see all employees gloved at all times.**

**Gloves should be changed for the following tasks:**

- Handling raw animal products
- Touching face, hair, hat, mask, cell phones or dirty towels
- Sneezing or coughing
- Handling chemicals, taking out the trash, removing mask
- When removing gloves, wash and dry hands BEFORE putting on a new pair to prevent cross-contamination.
- When in doubt, change your gloves and WASH YOUR HANDS.
- Wearing gloves does not reduce the need to wash hands frequently.

# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Employees  
Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

#### SOCIAL DISTANCING

Keep 6 Ft. away from other employees and guests. When you can't, wear PPE and keep contact brief.

#### SOCIAL DISTANCING GUIDELINES

- During meal, meetings, trainings - require that staff sit 6 Ft. apart.
- One specific POS should be designated for clock-in & out only.
- Stagger Prep schedule to avoid prep staff working too close together (or prep at tables in dining room).
- Limit walk-ins to one employee at a time.
- No meetings in the office.
- No hugs, handshakes, fist bumps or high fives.
- Designate an order pick up space where guests can locate and select their own order for pickup. If that isn't feasible when guests come to pick up orders, make sure to maintain 6 Ft. distance.
- All unnecessary visitors (salespeople, pedestrians asking to use the restroom, etc) should be discouraged.

#### HANDLING DIFFICULT GUEST INTERACTIONS

In hospitality, it's our instinct to say "yes" to just about every guest request. However, given the circumstances there are a few areas we need to hold the line on.

#### **Q: Can I use the bathroom?**

*A: No – unfortunately, our restroom is currently for dine in guests & employees only.*

#### **Q: I don't believe in or can't wear a mask. Can I dine anyway?**

*A: Unfortunately, we can't serve anyone who doesn't come in wearing a mask. It poses increased risk for our staff and makes other guests uncomfortable.*

#### **Q: Can I just come and have a drink at the bar if I stay 6 Ft away from people? (this question and it's answer will vary by state).**

*A: Unfortunately, we are not able to offer walk in service right now.*

# HEALTH & HYGIENE

## FIVE PILLARS TO ENSURE EMPLOYEE & GUEST HEALTH

### 1. WELLNESS MONITORING

Employees  
Vendors & Guests

### 2. HANDWASHING

### 3. UNIFORMS & PPE

### 4. SOCIAL DISTANCING

### 5. MAINTAINING A CLEAN & ORGANIZED SPACE

#### MAINTAINING A CLEAN & ORGANIZED SPACE

A clean and organized restaurant will help:

- Prevent spread via contact with contaminated surfaces.
- Instill greater confidence in our guests and employees.

#### EXPECTATION

The space should be clean and organized, even when we are operating for “delivery only” or with partial service.

- Ensure that the following is done **twice a day**, or as needed:
  - Sweep floors in BOH & FOH.
  - Check & empty all waste bins.
  - Clean / sanitize door glass & windows.

#### SANITIZING

- Assign a FOH & BOH “cleaning captain” and sanitize the following every hour, on the hour ([see schedule](#)).
- Use your hips to open doors whenever possible to avoid touching doorknobs.
- Check dishwashing, sanitization systems to ensure they are working correctly: correct temps, sufficient sanitizer levels.

#### HOW TO SANITIZE

##### Food & Bar Services – Deep Clean Twice a Day

- Step 1- Clean.
- Step 2 – Sanitize with an EPA-approved sanitizer that kills coronavirus.
- Step 3 - Follow the instructions on the packaging and either rinse or air dry as instructed.

##### Food & Bar Services, Countertops – Sanitize Hourly

- Step 1 –Clean.
- Step 2 – Wipe all surfaces with an EPA-approved sanitizer.
- Step 3 – Follow the instructions on the packaging and either rinse or air dry as instructed.

##### FOH High Touch Areas (i-Pads, cellphones, doorknob, bathrooms and all faucets) – Hourly

- Step 1 – spray EPA-approved disinfectant on a disposable c-fold towel OR use an alcohol based disinfectant wipe.
- Be sure to pay special attention to bathroom, toilet, stall, sink and door handles.
- Step 2 – Follow the instructions on the packaging and either rinse or air dry as instructed.
- **TURN OFF ELECTRONICS BEFORE SANITIZING.**
- **DO NOT MIX CLEANING PRODUCTS.**

#### CELL PHONES

- You use your hands to touch your phone. And your hands are covered in germs and viruses. Yuck!
- Always make sure to sanitize your phone both before and after use.



## PEOPLE

While we are not exactly sure what the new normal will look like inside our restaurants, we can say for certain that things will look different as we phase into reopening.

Our people are the most important part of what we do; without them, the lights stay off and the restaurants stay dark.

# PEOPLE

## 1. ADDRESSING EMPLOYEES CONCERNS

### 2. COVID-19 LEGISLATION

### 3. IF AN EMPLOYEE HAS COVID-19

## ADDRESSING EMPLOYEE CONCERNS

If an employee is hesitant about returning to work or continuing to work, we recommend being clear that not working doesn't preclude them from having another chance to return once the risks for exposure have been reduced.

Many employees will have personal circumstances that impact their ability to return to work or to return to their prior work schedule; childcare, family or personal health considerations, etc.

Anxiety and fear, understandably, remain high, so making sure that employees feel comfortable returning to work will be key in managing through this process. Communication is key.

Consider regular weekly 1:1 calls to team members, from while furloughed through back to full operations - just to give them an opportunity to give feedback or voice any concerns.

Have information about your insurance, if applicable, or other resources for mental health, stress, and anxiety available to share in your restaurants, as well. There are many free resources available.

# PEOPLE

## 1. ADDRESSING EMPLOYEES CONCERNS

## 2. COVID-19 LEGISLATION

## 3. IF AN EMPLOYEE HAS COVID-19

If anyone on your team is experiencing Covid-19 related symptoms and has decided to self-quarantine before going to a doctor or clinic, their time off will be covered under the Families First Coronavirus Response Act. The FFCRA covers up to a maximum of two weeks paid at a normal daily rate with a maximum daily rate of up to \$511 per day.

	ELIGIBLE DAYS OF ADDED PTO	QUALIFYING EVIDENCE NEEDED
<p><b><u>NYS COVID-19 PAID SICK LEAVE</u></b> If an employee has been ordered into a mandatory or precautionary quarantine or isolation (includes shelter in place/stay at home orders for general public). If an employee is caring for an individual who has been diagnosed with Covid-19 and ordered to quarantine.</p>	<p><b>14 Days Maximum.</b> Amount of hours employee was scheduled for that 14-day period. Will likely be 10 days or less. <b>Two weeks - or ten days - maximum of 80 hours for a full time employee.</b> <b>Part time employees: average number of hours worked in a typical two week period (likely less than 80 hours).</b></p>	<p>A positive lab result or a government letter ordered by NYS, the NYS department of health, a local board of health, or any governmental entity authorized to issue such order due to Covid-19. <b>Cannot ask for lab results.</b> <b>Can only ask for verbal/written confirmation of (a) a positive test result, (b) the name of the doctor/clinic providing the results, or (c) the govt agency requiring them to quarantine.</b></p>

If an employee produces a letter or informs you of a mandatory or precautionary quarantine or isolation, please

# PEOPLE

## 1. ADDRESSING EMPLOYEES CONCERNS

## 2. COVID-19 LEGISLATION

## 3. IF AN EMPLOYEE HAS COVID-19

If anyone on your team is experiencing Covid-19 related symptoms and has decided to self-quarantine before going to a doctor or clinic, their time off will be covered under the Families First Coronavirus Response Act. The FFCRA covers up to a maximum of two weeks paid at a normal daily rate with a maximum daily rate of up to \$511 per day.

	ELIGIBLE DAYS OF ADDED PTO	QUALIFYING EVIDENCE NEEDED
<p><b><u>NYS COVID-19 PAID SICK LEAVE</u></b> If an employee has been ordered into a mandatory or precautionary quarantine or isolation - this includes shelter in place/stay at home orders for general public.</p> <p>If an employee is caring for an individual who has been diagnosed with Covid-19 and ordered to quarantine.</p>	<p>Two weeks - or ten days - maximum of 80 hours for a full time employee. Part time employees: average number of hours worked in a typical two week period (likely less than 80 hours).</p>	<p>You cannot ask for lab results.</p> <p>You can ask for verbal or written confirmation of (a) a positive test result, and (b) the name of the doctor/clinic providing the results.</p> <p>A letter from from NYS, the NYS department of health, a local board of health, or any governmental entity authorized to issue such order due to Covid-19.</p>



# PEOPLE

## 1. ADDRESSING EMPLOYEES CONCERNS

## 2. COVID-19 LEGISLATION

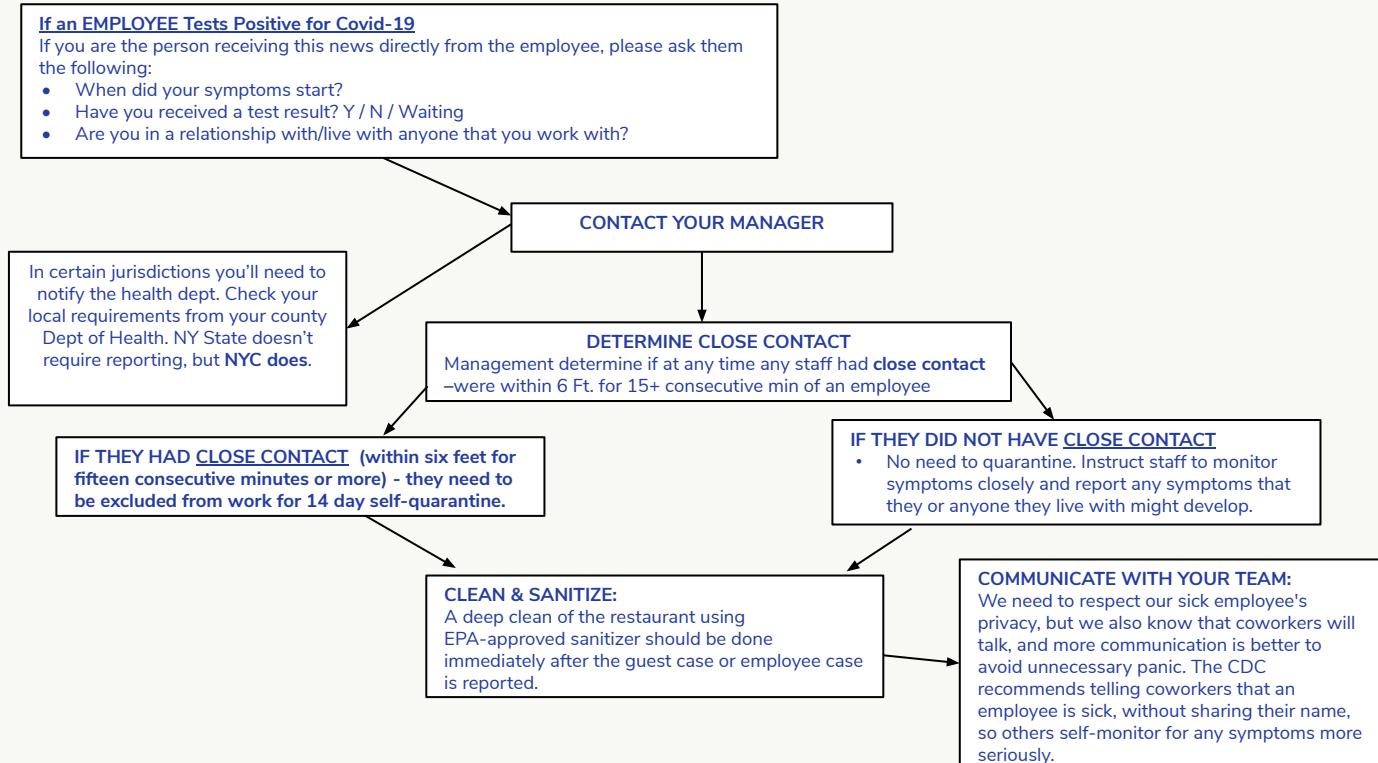
## 3. IF AN EMPLOYEE HAS COVID-19

### IF AN EMPLOYEE TESTS POSITIVE FOR COVID-19

#### If an EMPLOYEE Tests Positive for Covid-19

If you are the person receiving this news directly from the employee, please ask them the following:

- When did your symptoms start?
- Have you received a test result? Y / N / Waiting
- Are you in a relationship with/live with anyone that you work with?





## **DELIVERY & TAKE-OUT**

Restaurant Delivery has been a growing market for years now, and now with the Covid-19 pandemic, we expect this market to continue to grow at a rapid pace.

# MAXIMIZING SAFETY FOR DELIVERY, TAKEOUT & RECEIVING

## STANDARD OPERATING PROCEDURES

### CONTACTLESS PICKUP & DELIVERY

- Completed orders are set at the kitchen counter or pass.
- FOH employee will take packages and pack into bags in a designated Take Out/ Delivery space.
- Bags are taken to a designated place on a table near the front door (blocking the entrance if dining rooms are closed).
- Receipts with order number should be stapled to each bag, facing out. This will allow the delivery courier to enter the restaurant, grab the bag, and go.
- Designated employee will float between “pick up station” & “packaging station” to ensure that the driver is picking up the correct bag.
- Designate different areas of the pick-up station to each delivery platform. I.e. “Caviar” / “GrubHub” etc.
- Wear gloves when packing for delivery, especially when putting a lid on a to-go container.

### RECEIVING DELIVERIES FROM VENDORS

- We strongly advise a process to receive all deliveries outside of the building. Do not allow the drivers to enter the restaurant. When receiving deliveries, maintain 6 Ft. distance at all times & wear a mask and disposable gloves. Provide gloves to the driver if they do not have them.
- Whenever possible, unbox the product in a separate part of the kitchen. Always wear gloves when removing product from boxes. Break down and store cardboard outside. Wash hands after handling.

### ADDITIONAL NOTES:

Wherever possible, ensure that windows/doors are opened to allow for ventilation.



## DINE-IN: OPERATING IN A COVID-19 WORLD

From determining the correct timeline for a full reopening to laying out operational changes to ensuring the health and well-being of our guests, employees, and suppliers, reopening dining rooms to the public is a significant milestone towards recovery. It's critical that the new processes and operational steps we implement for re-opening are continuously tweaked as we find the pain points, vulnerabilities and workarounds to operate safely while Covid-19 remains a risk.

And while the post-Covid-19 landscape remains largely unknown, particularly for our industry; one thing that we do know for certain is that our ongoing operations will require extreme care and consideration on all levels.

# DINE-IN OPERATIONS

## 1. KEY FACTS

## 2. PREPARING THE SPACE

## 3. STEPS OF SERVICE UPDATES

## 4. CONTACTLESS HOSPITALITY

### MENU

Consider a menu that runs all day to reduce labor costs, takes advantage of low food-cost and top-selling dishes, and uses iconography to highlight seasonal fare.

### STAFFING

Managers may be asked to act as hosts/sanitization captains to insure health and safety standards are met and exceeded.

Assign Sanitation Captains to be responsible for monitoring and logging the sanitization schedule and ensure that staff are following the proper health and hygiene protocols throughout their shifts.

### SUPPLIES NEEDED

- Temporary Sneeze Guards for bar & kitchen counter.
- Facemasks (lots of them!).
- Gloves.
- EPA approved Cleaners/Sanitizers (that are on the EPA approved list).
- Signage: Staff & Guest-facing.
- No-contact Thermometers (at least 2).

# DINE-IN OPERATIONS

## 1. KEY FACTS

## 2. PREPARING THE SPACE

## 3. STEPS OF SERVICE UPDATES

## 4. CONTACTLESS HOSPITALITY

### SNEEZE GUARDS

- At all Host podiums.
- In front of any other stations (Carving, Cashier, etc.).
- Ledges that separate banquette tables.

### KITCHEN COUNTER

- Remove seats for 6 Ft. distance, or install sneeze guards.

### BATHROOMS

- Hand sanitizer (touch-free) mounted outside of the bathrooms.
- Stock paper towels so guests don't need to touch the doorknob.
- Consider propping open the bathroom door if possible.
- Garbage can available outside bathroom door to throw away paper towels used to open door.
- Set floor markers outside restrooms for any lines.

### BAR & DINING ROOM

- Remove every other bar stool & two-top.

### COMMUNAL TABLES

- Save for large parties only as permitted under current guidance (max 10 ppl).
- Remove middle chairs and consider using a temporary sneeze guard if there's a need to seat multiple parties.

### LIMITED CAPACITY – NEW YORK STATE

- NYS reopening guidelines for dine-in limits indoor dining at 50% maximum occupancy, exclusive of employees.
- All indoor and outdoor tables with seating for customers must be separated by a minimum of 6 Ft. in all directions. Wherever distancing is not feasible between tables, physical barriers must be enacted between such tables. Barriers must be at least 5 Ft. in height and not block emergency or fire exits
- Wherever possible, we need to designate entrances/exits for customers and separate entrances/exits for employees.

# DINE-IN OPERATIONS

## 1. KEY FACTS

## 2. PREPARING THE SPACE

## 3. STEPS OF SERVICE UPDATES

## 4. CONTACTLESS HOSPITALITY

### SIDE-WORK

- Roll-ups: Always include a spoon to avoid guests sharing serving spoons.
- Water refills: only if requested by the guest.
- Sugar:
  - Use packets only.
  - Ask guests in advance if they want sugar.
  - Place packets on saucer. Discard unused.
- Salt & Pepper by request only.
- Consider serving salt in a ramekin and serve ground pepper tableside upon request. If using salt & pepper shakers, they must be regularly sanitized through the shift.
- Use a tray when restocking glassware – Don't stack in your hands!
- Menus: Strongly recommend to go digital. Keep a stack of single use paper menus and discard after each use.

### WAITING AND WAITLIST

Creating a new procedure for arrival and check in and then modifying it as you gain experience will be key. Many restaurants are asking guests not to arrive until they have received a text telling them their reserved table is ready.

### For Waitlist

Always take a phone number. If there isn't adequate socially-distanced space at the bar, guests will need to wait outside.

Use removable markers on floor either leading to host stand and / or outside to show where guests must wait.

### DIGITAL MENUS

Consider digital menus with online ordering from tables to eliminate the need for disposable paper menus. Some restaurants are even allowing guests to order ahead!

### LINE-UP

Line-up notes should be emailed or sent out via text to your staff instead of being printed.

### EXPO ETIQUETTE

- Wiping plates – only done by Expo.
- Garnishes and final seasoning handled by Expo only.
- Sides of bread– handled by Expo only.
- Only servers, managers and food runners can run food. **Gloves are required.**

### TABLE MAINTENANCE

- Don't re-fold napkins for guests after they leave the table.
- Replace dropped silverware with a roll-up.
- Staff cannot use cell phones while working.
- Although cleaning crumbs was standard pre-Covid-19 consider alternatives or skipping it. Guests are more comfortable when staff are more distant which is difficult when cleaning tables with guests seated.

### BEVERAGE SERVICE

- 86 unnecessary garnishes (ex. Lemons in soda unless requested).
- Garnishes should be kept in covered containers.
- Give covered straws upon request.
- Water bottles, pitchers and wine bottles brought to a table with a linen to avoid touching and placed in the center of the table. Servers ask guests if they can pour, or if the guest would prefer to pour themselves.

### PAYMENT

- If possible, encourage online or contactless payment.
- See a sample online reservation, menu, and payment system on the next slide.

# DINE-IN OPERATIONS

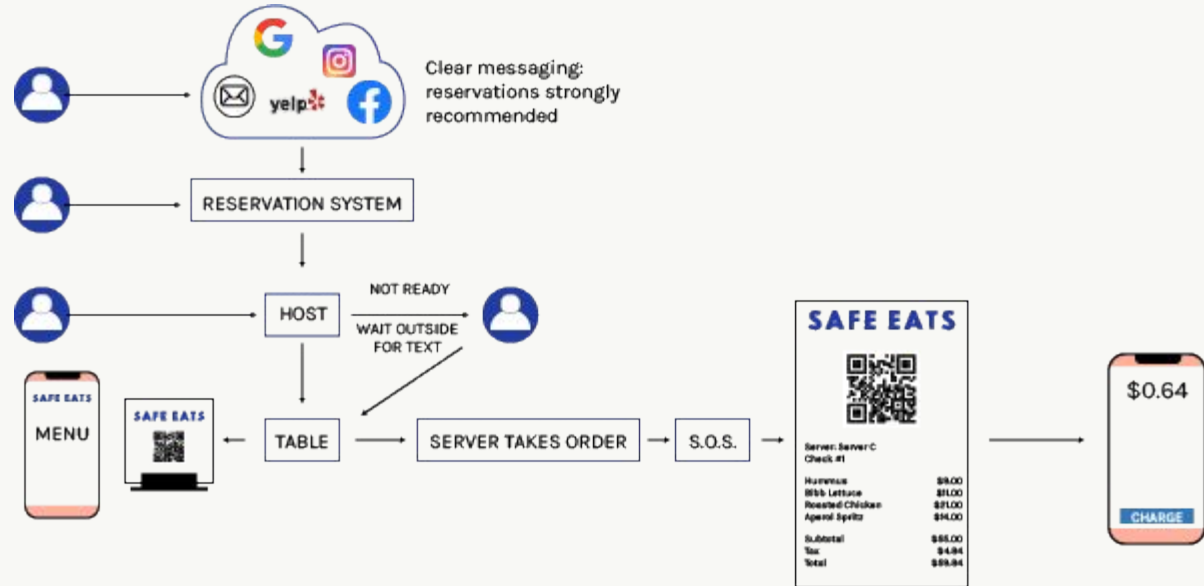
## 1. KEY FACTS

## 2. PREPARING THE SPACE

## 3. STEPS OF SERVICE UPDATES

## 4. CONTACTLESS HOSPITALITY GUEST JOURNEY DIGITAL MENU TOUCHLESS PAYMENT

### GUEST JOURNEY – FROM RESERVATION TO PAYMENT





# DINE-IN OPERATIONS

## 1. KEY FACTS

## 2. PREPARING THE SPACE

## 3. STEPS OF SERVICE UPDATES

## 4. CONTACTLESS HOSPITALITY

GUEST JOURNEY

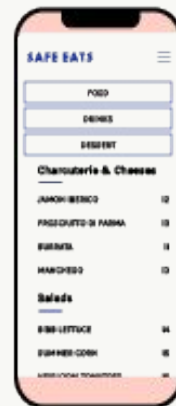
**DIGITAL MENU**

TOUCHLESS PAYMENT

### DIGITAL MENU



TABLE TENT PROVIDES GREETING,  
QR CODE AND SALES MESSAGING



QR CODE LINKS TO DYNAMIC  
MENU ON OUR WEBSITE



POS ORDERING  
VIA PHONE

# DINE-IN OPERATIONS

1. KEY FACTS

2. PREPARING THE SPACE

3. STEPS OF SERVICE  
UPDATES

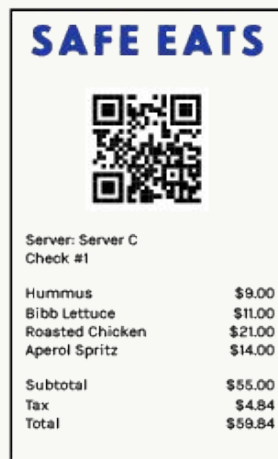
4. CONTACTLESS HOSPITALITY

GUEST JOURNEY

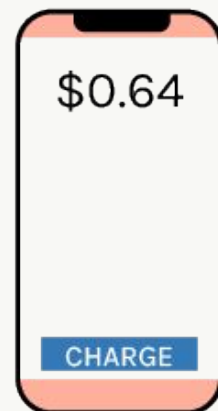
DIGITAL MENU

TOUCHLESS PAYMENT

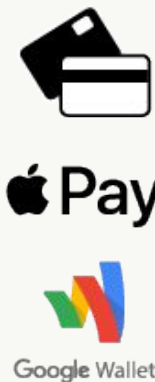
## TOUCHLESS PAYMENT



SERVER DROPS RECEIPT  
W/ QR CODE



QR CODE LEADS TO POS PAYMENT PAGE



PAYMENT OPTIONS



## COMMUNICATIONS

This is an important moment for guests who have been separated from friends and family. We will carefully balance their need for connection with their need to feel safe; reassuring them with transparency around safety protocols and inviting them to celebrate with delicious food, excellent cocktails and comfortable service.

# COMMUNICATIONS

## 1. GUEST MESSAGING

## 2. MEDIA POLICY

### USING THE RIGHT LANGUAGE

We are a guest-facing industry in a very difficult time. We know that there will be moments where guests will be frustrated, stressed and scared. This often manifests as anger towards us. It is so important, now more than ever, to remain empathetic in the face of emotion. We are in the business of taking care of people.

\*\*For helpful language examples, Jump to ['Navigating Difficult Guest Scenarios'](#)

### SIGNAGE

Post signage both inside and outside of the restaurants to inform guests and staff of our new health & safety policies.

Post signage in staff areas to remind the team to adhere to proper hygiene, social distancing rules, appropriate use of PPE, and cleaning and disinfecting protocols.

### KEY PRINCIPLES - COMMUNICATING WITH GUESTS

- Keep it short and sweet.
- Don't assume that everyone understands why face masks and social distancing are important. Avoid a confrontation by sticking to facts.
- Use language that refers to policy, the principles behind it, and the law rather than opinion. For example, don't say "we believe..." say, "We are required to..." Our goal is not to get people to understand, it is to make them comply and feel good about doing it.
- Be as friendly as you normally would. We want people to feel welcome!
- It's ok to acknowledge the awkward. Use language like "I know, it's so weird!" or "Who would have predicted this?" and "The first day was strange but it gets more normal every day."

## 1. GUEST MESSAGING

## 2. MEDIA POLICY

### MEDIA RESPONSE GUIDELINES

The success of your restaurant depends largely on the perception of the brand. The goal is to ensure guests have clear and accurate information about your restaurants. In order to help ensure this is the case, information should be delivered from a single identified media contact.

If you are not permitted to speak to the media on behalf of your restaurant, make sure everyone knows who is and how to reach them. Please make sure everyone knows that, if you are contacted by the media and asked to speak on behalf of your work, you should not answer any questions or provide any comments or information. Instead, simply refer the media representative to a designated media contact.

### ALWAYS KEEP IN MIND:

- ***Nothing you disclose to the media is “off the record.” Accordingly, you should simply state that “All media inquiries are handled by our designated media contact.”***
- ***“No comment” is the worst possible response, particularly to a health-related situation. It sounds defensive and leads someone to believe you have acted wrongly or are covering up key information. Always refer inquirers to the Company spokesperson who can help them in their coverage of a news story or need for information. Feel free to use these words: “All media inquiries are handled by our designated media contact. I’d like you to have the most up to date information. Please feel free to contact them.”***
- Do not allow yourself to be provoked. Deflect questions to the appropriate Company spokesperson. A simple, ***“I’m sorry, but all media inquiries are handled by our designated media contact. Please feel free to contact them.”*** will suffice.



**TRAINING MATERIALS AND RESOURCES**

# COVID-19 TOOLKIT TRAINING MATERIALS & RESOURCES

## OPERATIONS

- [Sample Sanitizing Schedule](#)
- [Sample Delivery Manager Daily Checklist](#)

## HEALTH & HYGIENE

- [Sample Procedure: How to take an employee's temperature](#)
- [Covid-19 Employee Exclusions \(this is a live link as it is changing\).](#)
- [Communication to Employees re: Temp Checks \(EN, ES, FR\)](#)

## COMMUNICATIONS

- [Navigating Difficult Guest Scenarios](#)
- [Sample Media Policy](#)

# OPERATIONS - SAMPLE SANITIZING SCHEDULE

## EVERY HOUR

### TWICE A DAY

#### Kitchen / Prep Areas (Chef on Duty)

AM

PM

NAME \_\_\_\_\_ DATE \_\_/\_\_/\_\_

SHIFT \_\_\_\_\_

Light Switches

#### Bar / Bathrooms / Dining Room (FOH Mgr)

AM

PM

NAME \_\_\_\_\_ DATE \_\_/\_\_/\_\_

SHIFT \_\_\_\_\_

Light Switches

Locker Exteriors

Bar ice scoop holder

Espresso machine

Beer tap handles

#### Kitchen / Prep Areas (Chef on Duty)

Hour  
1

Hour  
2

Hour  
3

Hour  
4

Hour  
5

Hour  
6

Hour  
7

Hour  
8

NAME \_\_\_\_\_ DATE \_\_/\_\_/\_\_ SHIFT \_\_\_\_\_

- Can opener
- Faucet handles: hand washing sinks, prep sinks, pot washing sinks, three compartment sinks
- Ice machine scoop
- Lowboy & walk-in handles
- Mop & broom handles
- Railing to prep kitchen
- Stove burner knobs
- Meat Slicer
- Sprayer handle in dishpit

#### Bar / Bathrooms / Dining Room (FOH Manager)

Hour  
1

Hour  
2

Hour  
3

Hour  
4

Hour  
5

Hour  
6

Hour  
7

Hour  
6

NAME \_\_\_\_\_ DATE \_\_/\_\_/\_\_ SHIFT \_\_\_\_\_

- Front door & bathroom door handles
- Faucet handles: hand washing sinks, bathroom sinks
- Bar Counter
- Tablets & POS Terminals
- Chair Backs
- Entry Railings
- Host Stand
- Bar lowboy handles
- Wine List Boards
- Service station countertops

#### MISC.

NAME \_\_\_\_\_ DATE \_\_/\_\_/\_\_ SHIFT \_\_\_\_\_

Hour  
1

Hour  
2

Hour  
3

Hour  
4

Hour  
5

Hour  
6

Hour  
7

Hour  
6

- Office desk
- Office door handle
- Personal Cell Phones
- Computers (including keyboard and mouse)



# OPERATIONS - DAILY MANAGER CHECKLIST

## OPEN

- \_\_\_ Check in staff:
  - Employees temperature is taken before entering.
  - Employees are given a mask & change out of street clothes.
  
- \_\_\_ Check Pre-Orders, if relevant. Alert Chef of any orders that are expected to be ready soon after opening.
  
- \_\_\_ Update online ordering and delivery partners with 86'd items.
  
- \_\_\_ Bring all tablets upstairs. Sanitize, plug in & connect to wifi.
  
- \_\_\_ Wipe down bar, delivery package station & pick-up station with sanitizer.
  
- \_\_\_ Sanitize the following with a sanitizer wipe or spray. Repeat every hour.
  - Light Switches.
  - POS Terminals (TURN THEM OFF FIRST).
  - Door handles.
  - Bar & Bathroom faucets.
  - Stapler and pens at packaging station.
  
- \_\_\_ Check bar prep list and confirm you have enough product for the day.
  
- \_\_\_ After bar prep send all tools through dish. All product is dated, labeled and properly stored.
  
- \_\_\_ Set up "pick-up" area.
  - Laminated labels are posted and visible.
  - Hand sanitizer is out for guest use.
  
- \_\_\_ Set up "packaging" area. Confirm that the following is set up:
  - Bags.
  - Box of gloves.
  - Hand sanitizer.
  - Disposable cutlery packets.
  - Stapler with back up staples.
  - Garbage can for receipts.

\_\_\_ Cleaning walkthrough completed

- Tables & chairs are aligned.
- Floors are clean.
- Front sidewalk is free of trash & oil stains.
- Planters are free of trash and have been watered.
- Front vestibule is clean & floor mats are laid out.
- All dining room light bulbs in working order.
- Retail & wine shelves should be dusted.
- Chalkboards, light fixtures, vents, service stations have been dusted.
- Tables are free of employee belongs.
- The table tops of server stations & kitchen counter are organized, free of debris and is thoroughly wiped down.

\_\_\_ DOH Walkthrough completed. Issues are addressed & emailed to chefs & managers.

## THROUGHOUT THE SHIFT:

- \_\_\_ Set a timer. Require staff to wash hands every **30 minutes**.
  
- \_\_\_ Sanitize surfaces every hour.
  
- \_\_\_ Packing Station is stocked.
  
- \_\_\_ Inventory TO-GO supplies.
  
- \_\_\_ Ensure employees are following glove protocol.

## CLOSE

- \_\_\_ Check employee punches.
  
- \_\_\_ Lock room & dry storage are clean and organized.
  
- \_\_\_ AM Manager log written.
  
- \_\_\_ Wipe down bar, delivery package station & pick up station with sanitizer.
  
- \_\_\_ Wipe down bar, delivery package station & pick up station with sanitizer.
  
- \_\_\_ Sanitize the following with a sanitizer wipe or spray.
  - Light Switches.
  - POS Terminals (TURN THEM OFF FIRST).
  - Door handles.
  - Bar & Bathroom faucets.
  - Stapler and pens at packaging station.

## DOH WALKTHROUGH – before 12:30pm

BAR:

- Sinks are cleaned. Floor drains under sink are clean (check with flashlight).
- All glassware is stored upside down.
- Shelves behind bar are all clean and organized.
- Temperature Low Boy 1 \_\_\_\_\_
- Temperature Low Boy 2 \_\_\_\_\_
- Water and / or Beer Spigots have been cleaned with small scrubbie and sani solution.
- Soda gun and holster is clean.
- Check expiration date on milk & juices. Toss if out of date.
- Milk is temping 41 degrees or less.
- All product is covered, labeled & dated.
- Ice Scoop in holder, NOT IN ICE.
- Ice Scoop holder is clean.
- Sanitizer bucket visible with rag & proper sanitizer levels.
- Area around and under the espresso machine is clean.
- The espresso machine and wands are clean and wiped down.
- Inside the fridge is clean and has no standing water.
- Fridge doors & gaskets are clean.

HOT KITCHEN

- Everyone is wearing a hat, gloves & thermometer.
- Handwashing sink is empty (no food particles), has proper signage & stocked with soap & paper towels.
- Signs and frames are clean and visible from street.
- Cutting board is in good condition - no deep gouges, chips or cracks
- Sanitizer bucket visible with rag & proper sanitizer levels.
- Temperature in Lowboys \_\_\_\_\_
- Time / Temperature tags are present & correct.
- All product in fridge is covered, labeled & dated.
- No wet towels are kept anywhere.
- No one is drinking from open containers.
- No one is eating in kitchen.

BATHROOMS:

- Clean and stocked with TP, hand soap, paper towels, appropriate signage & a covered garbage can.
- All light fixtures and vents are dust free.

LIQUOR ROOM:

- Product is stored 6 inches off of the floor.
- The floor is swept and mopped.
- No open juice containers.

SERVER STATION:

- No personal beverages.
- All glassware is stored upside down.

# HEALTH AND HYGIENE

## RESOURCES AND MATERIALS

### WHO

- GM, EC, CDC or AGM (or other manager trained in performing checks properly - consistently, discreetly and safely).

### WHEN

- Before individuals enter the premises for the first time each day, including all employees and vendors.
- All employees and vendors should be advised that, for safety/health purposes related to Covid-19, they will be required to submit to a temperature check prior to entry and will not be permitted access if they refuse.

### WHERE

- Privately – out of site of other employees and 3<sup>rd</sup> parties.
- A location that minimizes/eliminates access to the premises until cleared (e.g., outside the premises or just inside a back/side door).

### HOW

#### Safety Precautions:

- Use a non-contact thermometer (e.g., infrared thermometer).
- Manager of employee hold thermometer ½ inches away from the employee's forehead.
- If Manager taking the temperature, manager needs to wear personal protective equipment – at a minimum: a face covering and new gloves for each employee (or hands must be washed and/or sanitized for each employee).
- Sanitize the thermometer after each use. (A backup thermometer should be available, in case of problems).
- Employee must wear a face covering when having their temperature taken.
- Consistently utilize objective temperature cutoff to exclude access – 100.4° F or higher.
- If an individual refuses to have temperature taken, they must be excluded from the site.

\*\*Manager will need to fill out the [Temperature Check Log](#) after each employee temperature check (record Normal/ Not Normal and see below for exclusion for high temp).

### EXCLUSION – IF AN EMPLOYEE HAS A FEVER OF 100.4° F OR HIGHER:

- Discreetly and respectfully notify the individual that they have registered a fever of 100.4° F. or higher and must be denied access.
- Ask the individual to leave the premises and indicate that they may wish to seek medical attention.
- Explain that they can return to the premises when permitted under applicable guidelines, which currently require:
  - They have a doctor's note confirming their fitness for duty; or
  - At least ten days have passed including three days fever free without fever reducing medication and respiratory symptoms, if present, have resolved.

A negative COVID test is not enough to return an employee to work. They must remain out for ten days if fever is higher than 100.4° F.

- If the individual raises any issues/objections arise, explain that they can direct their questions to the HR team or their manager (if that's not you).

See [Employee Exclusions](#) for further examples of when to send an employee home.

## SAMPLE How to Take Employee Temperatures

- 1 Employee arrives outside of the restaurant and texts the MOD. Employee should be wearing their own mask upon arrival.



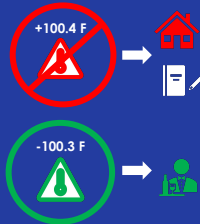
- 2 Employee enters through the basement/side door to meet MOD.



- 3 MOD wears PPE to take Employee temperature using no-contact thermometer. Thermometer is sterilized after each use.



- 4 If Employee has temp of 100.4° F or higher, they must be sent home. If temp is 100.3° F or lower, employee can work.



# COVID-19 STAFF EXCLUSIONS



Symptoms of Covid-19



10 days from onset of symptoms min, including 3 days fever free without Tylenol



Positive Covid-19 Test Result



See above, or, 2 Negative Covid-19 Test Results 24 hours apart



\*Close contact w positive or susp Covid-19



14 days



International Travel within last 2 weeks



14 days



Domestic Travel within last 2 weeks



\*At company's discretion

Symptom	Exclusions
Fever of 100.4° F or higher	10 days from onset of symptoms minimum, including 3 days fever free without Tylenol
Cough (new or changed) or Shortness of Breath	10 days from onset of symptoms minimum, including 3 days fever free without Tylenol
New loss of taste or smell	10 days from onset of symptoms minimum, including 3 days fever free without Tylenol
<ul style="list-style-type: none"> <li>Chills (two or more)</li> <li>Body aches</li> <li>Fatigue</li> <li>Headache (non-migraine)</li> <li>Sore throat</li> <li>Nausea, Vomiting or Diarrhea (not alcohol related, lasting 24 hours or more)</li> </ul>	10 days minimum including 3 days fever free without Tylenol
<u>Reported Positive Covid-19 Test Result</u>	•10 days minimum from onset of symptoms OR from positive result if asymptomatic, including three days fever free without Tylenol, or defer to 14 days if doctor's note specifically states 14 days. Or Two negative Covid-19 laboratory tests at least 48 hours apart.
<p>Close contact with symptomatic person or confirmed Covid-19, defined as:</p> <ul style="list-style-type: none"> <li>15+ consecutive (straight) mins within 6 Ft. of lab-reported confirmed Covid-19 up to 2 days before symptoms started</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Lives with, intimate with, or caregiver for presumed or confirmed Covid-19</li> </ul>	14 days
Traveled internationally in the last two weeks, with no symptoms?	14 days
Domestic travel within US	Non-critical travel is not recommended. Know your own state & county requirements for quarantine after travel. Many states have restrictions for people who have recently entered the state or travelled via airplane or train.

[See the updated Covid-19 Exclusion Chart here.](#)

# SAMPLE NOTICE TO EMPLOYEES REGARDING TEMP CHECKS

TO: Employees

FROM: Manager

DATE: Before Implementing Temp Checks

First of all, we are so excited to have you back at work! We have missed each of you and are thrilled to begin to shift towards getting back to some sense of normalcy. We hope your families are healthy and safe and want you to know that we are committed to ensuring your safety as you return to work in the restaurant. We want to share steps that we are taking to protect our employees, guests and all other persons at the restaurant in response to the novel Coronavirus (Covid-19) pandemic.

Temperature checks will be conducted on all employees at the beginning of every day or work shift and on all non-employees before they are permitted entry into the restaurant. These temperature checks will be conducted by trained personnel using a non-contact thermometer.

Anyone who has a body temperature of 100.4°F/38°C degrees or higher must leave immediately.

All results of the temperature checks will be kept confidential.

If you suspect that you have a fever before coming to work, we recommend that you take your own temperature at home. If your temperature measures over 100.4°F/38°C, promptly notify your manager and do not come to work.

We will share information about your temperature only with those who have a need to know within the company and our clinical partners. If you are turned away from the restaurant, your manager will be notified that you will be absent from work (or working remotely, as applicable), and an HR team member will be informed as necessary to track and manage your working time and any leave of absence.

Please note we have implemented these temporary precautionary measures out of concern for the health and safety of everyone. We want to provide the safest possible workplace for all of you. If you have questions or comments regarding this Notice, please contact **[CONTACT]** For more information about Covid-19, please visit <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/index.html>.

# SAMPLE COMMUNICATIONS

## Navigating Difficult Guest Scenarios

We expect you to use your best judgment and our Core Values in navigating difficult situations that are likely to arise due to social distancing measures. The following are examples of the types of language that you may want to use in doing so.

### 1. Guest requests to sit at a table that has been blocked off to meet 6 Ft. requirements.

"Unfortunately, I can't sit you there because you'd be too close to your dining neighbors. We have to keep everyone safe! Let's look at the books and get your the next table that opens up." If they press the issue, try "I really wish I could but we're legally required to keep 6 Ft. between tables."

### 2. Guest asks why there aren't sneeze guards at the bar.

"Our bartenders are wearing PPE (masks and gloves) to protect you from the spread of germs. They also wash their hands and change their gloves every 30 minutes. If we had sneeze guards in place, the bartenders would actually have to come out from behind the bar and get close to people, so we believe not using them is the best way to protect our staff and you."

### 3. Guest complains that another guest is coughing / sneezing / sweating.

"Thanks for letting me know. I understand why you are worried. I am going to alert my manager and ask her/him to check in with the guest." Manager should then follow up with complaining guest and say, "Thanks for letting us know. The guest has allergies/had food in his/her throat but is feeling fine. If you're uncomfortable, I can move you to a new table." OR "Thanks for letting us know. The guest was in fact sick, so we have helped them pack up their food to take home. We will be sanitizing the table now."

### 4. Guest asks what our sanitation practices are.

"We are adhering to all of the CDC recommended guidelines including washing hands, wearing PPE, sanitizing surfaces regularly and practicing social distancing. If you want more detailed information, we have an overview on our website."

### 5. Table not available but a guest doesn't want to wait outside.

"I completely understand why you would want to stay inside. Unfortunately, we need to keep everyone healthy by staying 6 Ft. apart." If it's raining - "Can I offer you an umbrella?" If not, "I really appreciate your understanding, can I send over a drink on the house when you are seated as a thank you?"

### 6. Guest wants a paper menu.

"We have moved to a paperless ordering and payment system to try and minimize the spread of any possible illness." If they ask again, "of course, here is a disposable menu. I'm happy to take your order or you can order on your phone."

### 7. Guest tried to pull up a seat at the bar when we're already at "capacity."

"Hey, I'm so sorry but we have to keep 6 Ft. between seats. It's annoying I know! Let me get you a drink while you wait for a chair." If the person is elderly or clearly in need of a seat, please do your best to find them somewhere to sit.

### 8. Guest wants to make a reservation over 10 people.

"I wish we could! believe me, we're as excited as you are to get back to "normal." In the meantime, I can split up your party into groups and seat you near each other?"

### 9. Guest looks sick.

"Hi sir/ma'am. I'm so sorry to ask but you seem to be a bit under the weather." If they say it's allergies: "Totally understand, the pollen gets me every year!" If they say they're not feeling well: "I totally get it. Unfortunately, we're not able to seat anyone who is ill at this time. Can I help you place and pack up an order. I'd love to add dessert, on us."

### 10. Guest isn't wearing a mask while waiting for a table or getting up from table to use the restroom.

Bring a mask over. "Hey there, so happy you're with us tonight. Here's a mask to wear while you're waiting for your table. Just think of it like a dinner jacket for 2020 (or other lame dad joke)"

# SAMPLE MEDIA POLICY

## OVERVIEW

This document is designed to outline expectations with regard to media inquiries and social media and includes:

- I. Media Response Guidelines
- II. Media Spokesperson
- III. Social Media Guidelines
- IV. Failure to Comply

## I. MEDIA RESPONSE GUIDELINES

The success of any restaurant depends largely on the perception of the brand. Our goal is to ensure guests have clear and accurate information about our restaurants. In order to help ensure this is the case, information should be delivered from a single identified media contact.

- **Nothing you disclose to the media is “off the record.” Accordingly, you should simply state that “All media inquiries are handled by our designated media contact.”**
- **“No comment”** is the worst possible response, particularly to a crisis situation. Once again, it sounds defensive and leads someone to believe you have acted wrongly or are covering up information. Always refer inquirers to the Company spokesperson who can help them in their legitimate coverage of a news story or need for information. Feel free to use these words: **“All media inquiries are handled by our designated media contact. I’d like you to have the most up to date information. Please feel free to contact them.”**
- Do not allow yourself to be provoked. Deflect questions to the appropriate Company spokesperson. A simple, **“I’m sorry, but all media inquiries are handled by our designated media contact,”** will suffice.
- If direct contact with the media becomes unavoidable in a **crisis situation**, please respond as follows: **“I’m sorry, I am not the proper person to discuss these matters with you. Please contact our designated media contact.”**

## II. MEDIA SPOKESPERSON

Assign a media spokesperson and distribute their name and contact info widely.

## III. SOCIAL MEDIA GUIDELINES

Social media can be a great way to express support. We want to enable you to be an advocate for the brand. The following principles are designed to reduce confusion and clarify expectations so you can responsibly engage in social media activity:

## DO

- Feel free to **follow us** and **like** posts!
- **Let it go** if someone posts something negative. Marketing will respond. Remember, you are not the spokesperson.
- **Be smart. Assume your boss will read whatever you post.** It’s the Internet, nothing is private.
- Feel free to take and post **photos of our gorgeous food.**
- Before posting, review your photos with the Department of Health in mind. Gloves? Hat?

## DO NOT

- Post statements, images, or other material that would violate any of the following policies: Equal Employment Opportunity and Non-Discrimination, Sexual and Other Unlawful Harassment, Standards of Conduct, Confidential Company Information, and other personal conduct policies.
- Post content about, or images of, the restaurant, management, co-workers, or customers that is vulgar, obscene, threatening, intimidating, defamatory, or a violation of policies against discrimination, harassment, or retaliation.
- Take or post photos of our **prep kitchens** or other private areas.
- Post confidential business information, including information about **financial performance, lawsuits, health related matters, employee terminations, new hires, expansion into new markets, internal policies.**
- Respond to any **rumors.**
- **Post false or defamatory information about, or otherwise denigrate,** our food, employees, or restaurants in any way.
- Post any content, image or video of yourself that identifies you as an employee (including by wearing your uniform) and depicts you engaging in illegal conduct, such as acts of violence or the illegal use of drugs, or in conduct that violates any company policy.
- **Slam the competition** – they’re working just as hard as we are.

## IV. Consequences of Failure to Comply

A failure to comply with the above Guidelines and Policy could result in serious financial and legal liability to both you and the Company. Accordingly, any violation may result in discipline, up to and including discharge.

In the event you say or post something you should not have, such as disclosing confidential business information, whether intentionally or inadvertently, you are required to report the incident to marketing and your manager within 24 hours. In certain instances, the negative impact of such information can be managed by working with the press or releasing a statement. Early and accurate awareness of any incidents will enable marketing to take proactive action to protect both you and the Company.



## **BEST QUESTIONS**

We're in the fortunate situation where we can use the experiences, both good and bad of those restaurants and states that have opened ahead of us. This section outlines their best questions and their answers. It does show you that you will never be able to guess the many issues and scenarios that may come up as we navigate operating safely and carefully while Covid-19 continues to circulate.

# Best Questions

## **How do we explain to an employee that if they haven't been contacted by us to be excluded based on our positive employee contact tracing, that it's ok to work and they don't need to self-quarantine?**

It's important to proactively reach out when you have a positive Covid-19 case because the rumor mill often starts even before your managers know about anything, and anxiety and fear are very real. Contact everyone one at a time, if you can, explain how you're determining how and why we've excluded everyone that we have (6 Ft., 15+ consecutive mins, etc.), and why we haven't excluded others (they don't meet that criteria, the risk is much lower). You can let them know that you have an experienced clinical team supporting you, and that you're following all the best guidance of the CDC and public health experts. We find that proactive 1:1 outreach can really help because so much of the anxiety is due to rumors and a lack of understanding.

---

## **If everyone attended a party and one person tested positive, do they all need to be excluded?**

Not necessarily. We need honest, accurate assessments from them about social distancing, sharing drinks, cigarettes, joints, etc. It is likely that not everyone will need to be excluded... but that is a possibility.

---

## **What can we say when employees are anxious about a coworker coming back to work after they have recovered from Covid-19?**

When someone has recovered from Covid-19 and meets the criteria for return to work (10 days since onset of symptoms, plus 3 days fever free without fever-reducing meds, plus other symptoms resolved), they are no longer shedding the virus in any meaningful way.

97% of people are no longer able to infect others by the 10th day after symptom onset. The additional criteria to ensure that they are 3 days without fever, and that any respiratory symptoms are resolved are meant to ensure that those 3% who might still have symptoms won't be allowed to return when they could still spread the virus to others. Based on the data that we currently have, it's extremely unlikely that anyone could spread the virus after meeting the criteria that the CDC have laid out for ending self-isolation and returning to work.



# Best Questions

## How do we explain to an employee that if they haven't been contacted by us to be excluded based on our positive employee contact tracing, that it's ok to work and they don't need to self-quarantine?

It's important to proactively reach out when you have a positive Covid-19 case because the rumor mill often starts even before your managers know about anything, and anxiety and fear are very real. Contact everyone one at a time, if you can, explain how you're determining how and why we've excluded everyone that we have (6 Ft., 15+ consecutive mins, etc.), and why we haven't excluded others (they don't meet that criteria, the risk is much lower). You can let them know that you have an experienced clinical team supporting you, and that you're following all the best guidance of the CDC and public health experts. We find that proactive 1:1 outreach can really help because so much of the anxiety is the rumors, lack of understanding, etc.

---

## If everyone attended a party and one person tested positive, do they all need to be excluded?

Not necessarily. We need honest, accurate assessments from them about social distancing, sharing drinks, cigarettes, joints, etc. It is likely that not everyone will need to be excluded... but that is a possibility.

---

## What can we say when employees are anxious about a coworker coming back to work after they have recovered from Covid-19?

When someone has recovered from Covid-19 and meets the criteria for return to work (10 days since onset of symptoms, plus 3 days fever free without fever-reducing meds, plus other symptoms resolved), they are no longer shedding the virus in any meaningful way.

97% of people are no longer able to infect others by the 10th day after symptom onset. The additional criteria to ensure that they are 3 days without fever, and that any respiratory symptoms are resolved are meant to ensure that those 3% who might still have symptoms won't be allowed to return when they could still spread the virus to others. Based on the data that we currently have, it's extremely unlikely that anyone could spread the virus after meeting the criteria that the CDC have laid out for ending self-isolation and returning to work.

# Best Questions

## How do we explain close contact as 15 consecutive minutes (vs the prior 15 cumulative minutes) to managers and employees?

Previously the CDC had not actually commented on whether the amount of time for “prolonged contact” was consecutive or cumulative. To be extremely cautious, we had previously been operating under the assumption that it was cumulative. Since then, the CDC has confirmed for us that they are referring to 15 consecutive minutes (straight, in a row, all at once) when they define prolonged contact. We trust that the CDC recommendation is based on the best possible science available, and will continue to adhere to their guidelines to keep our employees and guests healthy.

---

## If an employee’s friend was exposed but the friend isn’t sick, does the employee need to be excluded?

No. We are not excluding employees for “secondhand” exclusions at this time. If they didn’t come into contact with a person who is sick or confirmed positive, they may continue to work. If the person that the employee was in direct close contact with develops Covid-19 symptoms or tests positive, then the employee might be excluded at that point. Until then, no action except to reiterate to the employee that it is incredibly important that they let us know if their friend gets sick, monitor themselves for symptoms, stay home when sick, wear a mask at work, and wash their hands like nobody’s business...

---

## Should we be testing everyone if we have one or two cases in a location?

This question is back by popular demand... Testing everyone is a significant operational and legal issue that needs very careful consideration before it’s done. If you direct an employee to be tested and they test positive, you may end up with a Workers’ Comp claim. There are times where we do have a need to know how widespread transmission might be. But those situations are unique and still rare. We recommend that, in most cases, you let individual employees choose to be tested on their own terms.

---

## Should we be testing everyone if we have one or two cases in a location?

We recommend you use something along these lines: “As a policy, we do not reveal employee medical information unless the local or state health department has instructed us to do so. We are operating at the highest safety standard including practicing social distancing, making sure no one works sick, ensuring all our employees are wearing proper PPE, and sanitizing every hour.”

# Best Questions

## Is there any way to get an exposed employee who had close contact back to work in less than 14 days?

For critical infrastructure workers, which does include restaurant workers, the CDC's new testing strategy does indicate optional ways that we can return a worker before their 14 days for critical infrastructure that include serial testing within a group of exposed employees. These are so complicated and difficult to administer that we do not recommend that you even consider them. If you want to read more about it you can check it out here, but we highly recommend that you continue to exclude exposed employees for the full 14 days, as does the CDC!

---

## Should we test employees before returning to work after a positive?

There are two ways to return someone to work after a positive test result. First, if 10 days have passed, and their symptoms are progressively improving or resolved, and they are 3 days fever-free without fever-reducing meds like Tylenol, they may return.

Second, two consecutive negative test results can return someone to work. This is a good option if someone has lots of lingering symptoms like loss of taste or smell or shortness of breath (lung damage can occur and be prolonged or even permanent).

We do see a fairly high number of people who test positive for quite a long time after their initial positive test, though, and don't have super clear guidance from the CDC about whether there's ever a time that it's appropriate to return them to work if they're still testing positive.

---

## If an employee calls out sick with Covid-19 symptoms, should we start excluding those they had close contact with, or wait til they have a positive test?

Not yet - you'll only need to start excluding folks who had close contact ( spent 15+ consecutive mins within 6 Ft.) if they test positive. In the meantime, make sure that you're doing daily employee wellness checks to ensure that employees are staying home when sick.

---

## If a customer calls to say that they tested positive and ate at our restaurant, what do we need to do?

It's highly unlikely that any one of your employees spent 15 straight minutes within 6 Ft. of a single guest, so in this case, we suggest just holding tight. It's possible that the local health department will reach out after they do contact tracing, and at that point you should be cooperative and work with them (and chat with us for advice!).

# Best Questions

## **If an employee is recovered from Covid-19 (and has tested negative after their initial positive result) but has a lingering cough, can they return to work?**

There are major concerns around the optics of letting someone work with a cough. At this point, our recommendation is to keep someone out until their cough, fever, and shortness of breath are resolved. If other symptoms linger (like loss of taste or smell which can persist for weeks or months), those should be considered on a case by case basis.

---

## **If an employee was exposed at another job, can they work? Do we need to exclude other employees they have had close contact with?**

If an employee has spent 15+ consecutive minutes within 6 Ft. of a confirmed Covid-19+ person, they should be excluded for 14 days from their most recent exposure, whether that was outside of work, at another job, or anywhere else. Be sure to ask questions to ensure that they were excluded from work at their other job specifically for that - sometimes another job might have excluded everyone who worked that day regardless of whether they had close contact with the positive person, for example. Make sure you understand the details of their direct exposure and make decisions based on that.