Pandemic Survival Toolkit
RESOURCES FOR RESTAURANTS + BARS
OCTOBER 2020

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City of SACRAMENTO

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INTRODUCTION

The City of Sacramento has engaged Streetsense, a global design, strategy, and consulting firm to build a comprehensive restaurant and bar toolkit for businesses to make it through the pandemic. While we are on the road to recovery, there are actions that must be taken to strengthen your business, capture new revenue, and keep people safe. Read on for a full suite of tools to apply to your restaurant or bar.

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SACRAMENTO COVID RELIEF

Workforce Recovery Program
HOW TO USE THIS GUIDE ...

This toolkit is broken down into six tactical chapters. Take the self-assessment on the following page and navigate to where you need help the most.

Manage Capital
Ensuring your business has adequate capital to survive the pandemic.

Maximize Revenue
Rethinking where & how you make the most money from your business

Indoor Dining
Preparing your business for a modified return to indoor dining

Technology Resources
Leveraging new hospitality technology platforms to adapt

Safer Blueprint
Understanding the evolving state & local regulations on your business

Safety + Sanitation
Keeping your staff & guests safe and healthy during the pandemic
Manage Capital

Ensuring your business has adequate capital to survive the pandemic.

Preserving Capital

Have you calculated your daily operating costs during this pandemic?
- Yes  No

If no, do you need help in calculating this number?
- Yes  No

If so, have you calculated a shortfall?
- Yes  No

If you are anticipating a shortfall, do you have adequate cash to weather the shortfall between now and May 2021?
- Yes  No

FUNDING SOURCES

Have you applied for additional sources of funding such as loans, grants or government Pandemic relief programs?
- Yes  No

Do you still need additional funding?
- Yes  No

LEASE NEGOTIATIONS

Have you met with your landlord and discussed the terms of your lease?
- Yes  No

Were you able to modify the terms of your lease?
- Yes  No
Maximize Revenue

Rethinking where and how you make the most money from your business

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What percentage of your pre-pandemic top line revenue are you achieving currently?

___0%  ___20%  ___30%  ___40%
___50%  ___70%  ___80%  ___90%

Pre-Pandemic: ____________________%  Currently: ____________________%
Indoor Dining: ____________________%  ____________________%
Outdoor Dining: ____________________%  ____________________%
Delivery/Pick-Up: ____________________%  ____________________%
Catering: ____________________%  ____________________%
Retail / Grab & Go: ____________________%  ____________________%
Other: ____________________%  ____________________%

Are there additional revenue streams that you would like to explore to build back your business?
  O Yes      O No

If ‘Yes’, which ones: ____________________

How confident do you feel in your integrations, online ordering, and digital customer base? (10 = very confident)
  O 1   O 2   O 3   O 4   O 5   O 6   O 7   O 8   O 9   O 10
**Social Distancing**

How prepared do you feel for a return to indoor dining with social distance restrictions (*10 = very confident*)

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Do you have a staging area for pick-up and delivery when seats become available again?

- Yes
- No

Have you established a waiting or queue area for an increase arriving guests?

- Yes
- No

**Seating Guidelines**

Do you have a social distancing floor plan prepared and ready?

- Yes
- No

Do you have table separators and plexiglass barriers sourced and specified?

- Yes
- No

**Service Tactics**

Have you modified your service for low-touch?

- Yes
- No

Do you have a plan for utilizing your bar seating?

- Yes
- No
How confident do you feel about your technology platforms and your ability to adapt and survive the pandemic?

O 1   O 2   O 3   O 4   O 5   O 6   O 7   O 8   O 9   O 10

Which of these technology solutions would be of interest to your business? (Check all that apply):

O Waitlist + Paging Apps   O Ordering Platforms
O Curbside Service   O Kiosk Technology
O Tableside Payment   O QR Codes
O Catering Platforms   O Cloud Based POS
O Website Builders   O Multi-Channel Ordering
O Inventory Management   O Reservation Systems
O Other:   ________________________________

Technology Resources

Leveraging new hospitality technology platforms to adapt

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Cloud Based POS .................. 42
Website + Digital .................. 43
Multi-Channel Third Party .................. 43
Inventory Management .................. 44
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**STATE GUIDANCE**

Have you read the California State Blueprint for a Safer Economy that outlines the tiered recovery?

- O Yes      O No

Have you reviewed the state industry guidance for restaurants?

- O Yes      O No

Have you reviewed the Employer Covid-19 Playbook that outlines how to handle cases, testing, and tracing?

- O Yes      O No

Have you completed a site recovery plan outlining your business’ Covid-19 response?

- O Yes      O No

**COUNTY GUIDANCE**

Have you read the latest Sacramento County industry checklist for Restaurants & Bars?

- O Yes      O No

Do you know where to find the latest information and updates from Sacramento County?

- O Yes      O No
HUMAN RESOURCES
Have you updated your sick leave guidelines?
O Yes  O No

Have you implemented an A-B Shift System?
O Yes  O No  O Not sure

Do you have a plan in place should an employee contract COVID-19?
O Yes  O No

ENHANCED SANITATION PROTOCOLS
Have you had your air filtration system serviced or upgraded?
O Yes  O No

Are you following proper laundering and waste procedures to protect against the spread?
O Yes  O No

Do you have a policy for dealing with guests who do not want to wear a mask or practice social distancing?
O Yes  O No
Manage Capital

Ensure that your business has enough working capital to survive the long term. This chapter will prime you on how to project out the cash flow for your operation, link to additional sources of funding, and provide recommendations for slimming down expenses.
PROTECT CASH FLOW

Deferred Payroll Taxes
Part of the $2 trillion stimulus package is a provision for postponing payroll taxes for employers for the rest of 2020. This provision allows businesses to pay their 2020 payroll taxes through the end of 2022, with the first half due by the end of 2021.

The stimulus bill provision allows businesses to hold on to the cash that would go toward payroll taxes to devote these funds to business costs during the crisis. However, these deferred taxes do need to be paid back. Speak with your payroll company on how to access and evaluate these provisions.

Flexibility in Fixed Payments
When considering your cash flow, look for any possible flexibility in your fixed payments. Anything that can be deferred for a period of time or suspended during the pandemic should be explored. Look for opportunities to suspend service and/or defer payments for:

- Periodic service providers like hood cleaning or overnight cleaners;
- Trash and recycling services;
- Utility payments;
- Repair & Maintenance contracts;
- Subscription services;
- Periodic chemical cleaning and sanitation supply providers; and anything else that can be deferred for a period of time or anything for which you have flexible terms of payment.

Focus on getting your business on firm footing first, then extended payments second.

CAPITAL FOR THE LONG HAUL

Protecting all available capital reserves to be able to continue operations is the only way to ensure that the business will be able to survive — if not thrive — in any situation.

- Funnel any restaurant profits or payments into your cash reserves
- Focus on maintaining your essential workforce while tightly controlling additional labor
- Cross-train your essential workforce to wear as many hats as possible during slower periods of recovery
- Consider operating with a smaller, more focused menu to account for the lower demand
- Rigorously budget food and essential service spending
- Tighten controls on discounts and comps
- Leverage new capital investment to prepare a cash reserve
- Explore ways for your business to diversify or adopt additional revenue-generating services
CAPITAL PLANNING TOOL

Streetsense has created a simple capital management calculator to help you estimate your break even costs and how much available capital you will need to get through a reduction in revenues. Use the capital management tool to determine if you have enough capital on hand and to best predict the potential impact of curtailed revenue.

STEPS

1. Download the capital management tool and begin by inputting your estimated check averages, cover counts and days open for your business BEFORE COVID-19.

2. Input your fixed costs and any additional expenses that you MUST pay to continue operations for the immediate future.

3. Estimate your cost of goods sold and MINIMUM labor spending per week. Streetsense has included a quick labor calculator to assist you in projecting your weekly wages if they are not known. Input your available capital.

4. Adjust your anticipated sales volumes up or down over 10 weeks to view how much capital you will need to for your business in any revenue scenario.
FEDERAL EMERGENCY FUNDING

The Small Business Administration (SBA) continues to accept applications for the Economic Injury Disaster Loan (EIDL). This program is designed to provide economic relief to businesses that are experiencing a temporary loss of revenue due to COVID-19. Loans can be used to cover a wide array of working capital and normal operating expenses, such as continuation to health care benefits, rent, utilities, and fixed debt payments.

CLICK HERE TO ACCESS:

APPLY NOW

STATE FUNDING RESOURCES

iBank - The states Disaster Relief Loan program allocates loans up to $50,000 for those who may have difficulty accessing federal funding

CalCap - A loan loss reserve program which covers losses as a result of loan defaults and allows lenders to lend to small businesses who may have difficulty accessing funding.

CalOSBA - The state office of small business has set up counseling service centers around the state to help advise businesses on which loans are available to them

Entrepreneurship Task Force - A series of rapid response webinars focusing on funding, relief and recovery for small businesses to learn more about securing and protecting capital

VIEW ALL RESOURCES:

MORE INFO
PARTNER WITH YOUR LANDLORD

As the crisis continues, there are several ways we are seeing landlords work with their restaurant and bar tenants to make it through. It is important to note that most landlords don’t want to look for new tenants or force anyone out of business, so it is also in their best interest to work with you as well. However, working something out requires honest and open communication on both sides.

Landlords have mortgages to pay, creditors to deal with, and they may be operating at a loss as well — so it is important to look for common ground. It is also important to communicate and be as open and transparent about your business as you can. Working from this foundation of mutual respect, here’s what we have seen landlords offer their restaurant and bar tenants. The City of Sacramento has a tenant eviction moratorium that can protect you as you navigate the crisis together with your landlord:

**Rent Deferrals (Short Term)**

The most common action we have seen from commercial landlords is a short-term (30-90 day) rent deferral — with the deferred rent to be repaid in lump sums or installments with different repayment terms. Not the best in terms of a long term solution, but something that helps with cash flow for a business in the near term.

**Rent Reductions (Short Term)**

Some landlords are offering their tenants short term (30-90 day) reductions in their rent — writing off the loss of income to the pandemic and hoping to limit their losses to 2020. More advantageous to restaurants because the long term debt incurred does not grow exponentially during this crisis.

**Free Rent with Lease Extension**

Some landlords are choosing to give free rent in the near term for an extension of the term of the lease on the back end. For the landlord, this “blend and extend” strategy allows them to recoup some of their near term losses over time without having to find a new tenant.

**Negotiated Lease Terminations**

Not what you want to hear if you are looking to hold onto your business in the same location, but many landlords have been willing to negotiate a lower cost termination of the lease if they think they can lease the space more quickly to a solvent tenant.

**Percentage Rent (Short Term)**

In some cases, we have seen landlords accept a negotiated percentage of the restaurant’s top line revenues so that the operator can manage her expenses during the crisis. This non-fixed number goes up and down with the volume of business and gives the operator a more cost effective option in the near term that will not put them out of business —
Even solid foundations have been shaken by the COVID-19 pandemic. Ensure you have the capital you need and take action if you don’t.

**KEY TAKEAWAYS**

- Know how much capital you have on hand
- Evaluate your working capital regularly
- Secure additional funding if needed
- Run a thorough audit of all expenses
- Reduce all non-critical spending
- Extend terms when necessary
- As business improves, create capital reserve fund
- Partner with your landlord to reduce burden
Maximize Revenue

Business has changed and your business has to adapt to make it. Read on for step-by-step guidance on how to maximize available revenue streams by optimizing your business for today.
BUSINESS DIVERSIFICATION

For many restaurants and bars, the goals during the pandemic are to keep as many of their employees as possible, generate much-needed cash flow, and support their local community. Unfortunately, for many owners, this is not going to happen with their traditional business model.

Here we detail straightforward, near-term tactics to generate more cash flow, keep your staff busy, and diversify your business for the future.

None of these strategies are a silver bullet for your business, but used in combination, they just might get you through the crisis and create a more profitable business on the other side.
EVALUATE YOUR REVENUE MIX

The following pages contain step-by-step guides for helping you maximize your revenue. Even if you have all of these streams up and running now, read through to learn how to best tailor them for profitability.

1. TAKEOUT
2. DELIVERY
3. CATERING
4. RETAIL
5. DIGITAL
Takeout + Pickup

One of the most successful formats that restaurants have leveraged during the pandemic is Takeout. Because this format is both convenient and allows for minimal contact with the staff, it has become a go-to strategy for sit down restaurants looking to capture some revenue and keep some of the lights on during the pandemic.
1. Optimize Online Partnerships

If you do not already have an online ordering system for takeout orders through your point of sale, evaluate your available options critically:

- What are the fees & costs and are they negotiable?
- Does it integrate with your POS?
- Does it allow for timed pick-ups?
- Will it integrate seamlessly with your website?

2. Establish Clear Pickup Procedures

Curbside

Curbside pick-up is a safe, easy, and convenient option during the pandemic. A couple of key considerations for Curbside pick-up include:

- Do you have an area where cars can queue out front?
- How do customers indicate they have arrived?
- Can you facilitate this from a staffing perspective?

In-Restaurant

It is important that your restaurant has the physical space and infrastructure to handle takeout in store.

- Set up a designated waiting area that complies with Social Distancing guidelines
- Consider building a pickup window or shelf either out one wall or by the front door of your store
- Set Up Remote Payment Options – Add Google Pay or Apple Pay to avoid unnecessary contact

3. Adjust Your Menu

Tailor your takeout menu selections to best represent your business and ensure selections are take out appropriate:

- Stay focused and small
- Review your menu mix - include top producers and highest profit items
- Ensure menu items travel well
- Provide instructions for reheating at home

4. Takeout Packaging + Printed Collateral

Having the right packaging to ensure that the food is hot and fresh when delivered is essential. It is also important to give the impression of safety and sanitation in the selection of to-go items.

- Find appropriate packaging for your entrée, sides, soups, and beverages
- Purchase ‘tamper-resistant’ packaging or sealants
- Branding (Low cost rubber stamps, customized packaging, easy to carry bags)

5. Market Experience

- Announce your new service through all of your online and social media channels
- Be specific about your offering
- In-store and curbside signage – Announce that you are open and what services you offer
- Takeout menu – print a take-away menu and include it with every order
Delivery Tactics

Setting up a reliable delivery service can help offset lost dine-in revenue and will help position your business to capture new guests who may not be familiar with your offerings. Working to maximize your profit potential and controlling your customer relationships can ensure that it is a sustainable growth strategy for the long-term.
Determine Long-Term Delivery Strategy

Third Party

Picking the right online partner requires some real research and negotiations. Consider the following when choosing your partner:

- What is the total cost (above and beyond your menu item cost) that these companies charge?
- Can you pass some or all of these additional costs along to your delivery customers?
- What is your overall profit margin after all of these fees and costs of delivery packaging?
- How are orders transmitted to your restaurant and can they easily integrate with your POS?
- Can you handle multiple service providers or will you explore order aggregating systems?
- How will an online ordering platform increase the exposure of your business and capture new guests?

Self Administered

Another option for restaurants looking to increase their profit margins and put more employees back to work is to manage your own delivery fleet.

- How are orders input into your POS and how do you estimate order times?
- Do you have procedures in place to verify insurance and driving records of your employees?
- How will you route and manage order delivery?
- What is your tip, gas, parking, and service fee policy?
- What are your policies on parking tickets, gas reimbursements, and accidents?

Establish Delivery Procedures

It is just as important to set up and protect delivery personnel as it is to protect the health and safety of your guests. Consider the following when establishing delivery procedures:

- Do you have an area where drivers can queue out front?
- How will drivers pick up and identify their orders?
- How will you enforce social distancing with drivers and takeout customers?
- How do you handle complaints and delivery issues?

Optimize Your User Experience

Tailor your delivery menu selections to best represent your business and are delivery appropriate:

- Start focused and small
- Review your menu mix - include top sellers and highest profit items
- Ensure you put on only things that travel well

Online menu requirements are very different from a traditional in-store menu offering. Consider the following key items when preparing your online delivery menu:

- Photos Hi-res pictures that capture your offerings and sell themselves
- Descriptors Clear + concise; ensure that this is in your brand-voice
- Categories Consider the structure of the menu by categories including ‘most popular’ or ‘recommended’
- Add-Ons + Modifiers Provide easy ways for your guests to upgrade and/or edit their dishes
As offices slowly and safely get back to work and gatherings are planned for small essential groups, off-site catering can provide critical incremental revenue. Simple, large-format packaged offerings can be planned and executed ahead of time, create operating efficiencies at scale, and expand your customer base beyond your immediate neighborhood.

STEP ONE
Strengthen Off-Site Menu

STEP TWO
Plan Packaged Offerings

STEP THREE
Solve Bulk Order Input

STEP FOUR
Build Customer Relations

Expand Catering
**STEPS**

### 1 Write an Off-Site Menu

Off-site catering allows restaurateurs to capture back some of the control ceded to patrons who order individual items and entrees with typical takeout or delivery services. Menus should be tailored for small groups and a streamlined menu of core offerings can be developed to limit customization and maximize efficiency. Consider the following when writing an off-site catering menu:

- Avoid price per person and plan for packaged platters
- Large-format build-your-own experiences for a set range of people can appease groups that crave customization
- Try and select repeatable formats with a select range of options within each category. For example, offer a "Assorted Sandwich Box" with a choice of three or four limited options
- Consider bulking up sides and salads to sell as simple add ons
- Think of ways to add incremental sales through desert offerings - cookie trays or pastry baskets
- Try to limit the customization of items within each platter and instead offer selections that will appease different dietary needs for groups
- Think of items that work well in a build-your-own format and consider charging more for packaged platters that allow guests to craft their own meal experience from your core ingredients
- Bottled drinks are easy up-sells that don’t require any additional preparation
- Consider simple options for multiple day parts to capture breakfast revenue and afternoon snacks for meetings beyond just lunch
- Options that can be batch assembled or heated are ideal for catering menu items
- Eschew individual box lunches until you have a solid program in place to execute large orders efficiently

### 2 Plan Packaged Offerings

Packaging is critical to off-site catering as it should function as both a delivery vehicle for your food and as a presentation piece for the guests. Ideal packaging should be able to function as both and not need to be “re-plated” for guests to enjoy.

- What cutlery and service ware is needed with every item?
- Can the packaging hold up to delivery and allow guests to serve themselves?
- Are labels and instructions included for guests to enjoy their experience as designed?
- Are your delivery bags robust enough to protect and carry multiple items at a time?
- Is packaging easily stackable for staging and delivery?

### 3 Solve Order Input

Integrating catering programs with a POS is difficult as catering orders are often complex and require instructions to be input carefully for the kitchen to aggregate and batch orders. Consider using a simple quote and invoice order system that can be printed and used both as a production order ticket and delivered to the guest as a receipt.

### 4 Build Customer Relationships

Trusting a meal to an outside party requires confidence. Follow up on every order, provide assistance in building standing order options and strive for repeat guests. It is a lot of pressure for one person to order for many, make it easy for them to get it right every time.
One of the more creative strategies to come out of the early stages of this pandemic is restaurants who have used their venues as curb-side grocery businesses. Since restaurants often have great relationships with local producers, the best meat and seafood vendors and are specialists in prepared foods, the combination between essential groceries and prepared foods delivered curb-side is hard to beat. Below is a step-by-step guide to transitioning your restaurant space into a curb-side grocery and prepared meals business.

**STEP ONE**
Determine Offerings

**STEP TWO**
Learn the Rules

**STEP THREE**
Plan the Experience

**STEP FOUR**
Integrate Technology

**STEP FIVE**
Market New Experience
Determine Your Product Offerings
Create a small but meaningful selection of items that highlight your specialty purveyors and experiment with family style versions of some of your restaurant’s most popular items. Start small, listen closely to your guests and consider the following when designing a provisions or grocery offering:

- What are some items that customers can’t get from their local market or grocery?
- How will you package and portion offerings so that you can build efficiencies at scale?
- Are there house recipes - dressings, sauces, condiments - that would be popular as stand alone offerings?
- Review your pricing against area competition and understand that retail margins are often razor thin
- What items are in particular high demand - fresh produce, beef and raw proteins, sanitation supplies
- Will you offer everything a la carte or will you be offering provision style grocery boxes?

Plan the Transition
Grocery stores take up some of the largest footprints in retail for a reason. Take steps to plan out how you will execute grocery orders in terms of storage and fulfillment:

- Do you have adequate storage space to add new products for offer or can you only handle selling what you already have on hand normally?
- When and where will you repack bulk recipes, prepare to-go meals, and package up grocery orders?
- How will you fulfill and stage large orders to go out for pickup or delivery?
- What are the pickup or delivery procedures and times available to guests?

Integrate Technology
Restaurants have a competitive advantage over grocery stores in adding delivery because they typically already have technology in place to rapidly fulfill and track hundreds of orders at a time. Leverage that technology in the following ways:

- Program your POS, ticket or invoicing system and online ordering platform with your new offerings
- Review your ordering systems to allow enough time to pick, pack and fulfill orders for pickup or delivery

Market the Experience
- Announce your new service through all of your online and social media channels
- Be specific about your offering
- In-Store and curbside signage - Announce that you are open and what services you offer

Learn the Rules
Federal jurisdictions have relaxed rules regarding labeling and local authorities may continue to permit the delivery of alcohol. However, retail items are taxed at different rates. Consider the following when designing your grocery program:

- How will you ensure the correct taxation rates for grocery items?
- What are the FDA labeling requirements currently in place?
- Is your establishment permitted to deliver wine, beer, liquor and prepared cocktails?
Digital Strategy

It can be complicated to have to replace the in-store guest experience with a digital one. Think of your website as your front of house and your online ordering system as the back of house and make sure that it functions like you need it to in the shift to digital dining.
Website Design
Your brand should be equally well represented online as it is in person. Pay attention to some critical details in your web design and determine if you need a redesign or a facelift:

- Is it easy to find the critical information about your business like location, hours of operation, menu and reservation tools?
- Is your online ordering system linked directly to your website and is it intuitive to “order now”
- Do you have a Covid-19 banner or update?
- Does your web design represent your brand look and feel as well as you’d like?
- Are your social media channels clearly linked to your website?
- Do you have a good place for press or reviews?
- Do you have information about your catering program?
- Can I edit my website myself?
- How much does it cost to implement new features?

Business Listings
Have you ever googled your business like a customer would? You must take as much control as possible in the publicly available information about your business. Consider the following when thinking about your digital strategy:

- Is your restaurant listed on Google and do you own your listing?
- Is all of the contact information available on Google up to date?
- Is your website search engine optimized?
- Are hours of operations listed correctly?
- Do you have negative customer reviews?
- Have you reviewed your Yelp page and is everything accurate?
- Do you have a plan to respond politely to reviews on Yelp?
- Does your Yelp profile accurately reflect your service and offerings?
- What are people saying about you on social media?
- Have you checked your mentions and tags on Instagram?

Photography & Collateral
There is a lot you can do to promote a good image of your establishment. The number one thing in your control is the quality of your photography and posts.

- Do you have a library of high quality photography to use on your website and social media?
- Do the quality of your social media posts reflect the quality of your business?
- Does your online ordering menu use up to date and compelling photography?
- Are all of your web assets and social media profiles leveraging the correct logos and current branding?
Every business that hopes to survive has to think like a startup. Get creative about how to add new revenue streams and be willing to adapt.

- Treat your business like a startup
- Optimize your pickup and takeout offering
- Own online channels to protect revenue
- Evaluate delivery strategy to maximize profit
- Improve online menus
- Focus on best in class online collateral
- Expand catering program offerings
- Evaluate your website
- Create a digital engagement strategy
Indoor Dining

You will eventually be allowed to expand indoor dining at restaurants and bars in Sacramento. Read on to prepare your floor plan for social distancing while maximizing your capacity and adapting your service for a relaunch.
SOCIAL DISTANCING YOUR FLOORPLAN

Both restaurants and bars must modify their floorplans for indoor dining to be able to return with social distancing measures in place. Every business should begin with their floor plan, their occupancy limit and think through how to optimize seating arrangements, guest flow and service corridors to allow for social distancing, and to maximize available space for small groups of patrons.

- Determine storage areas for any excess furniture and equipment that you must now remove
- Continue to maximize your outdoor seating potential to chip away at your imposed occupancy limits
- Remove bar stools to ensure comfortable separation options for guests and consider re-purposing as walk-up bar or pickup area
- Increase semi-private dining opportunities with flexible partitions or screens
- Ensure service pathways that are comfortable for guests and staff and minimize bi-directional traffic flow when possible
- Add hand sanitizing stations throughout the restaurant, specifically at the entrance, near each server station, and near the entrance to the restrooms
- Remove waiting areas and host stations when feasible to maximize available dining spaces
- Think through both external and internal queuing, pick up and delivery, and how-to safely continue all of your off-site business with patrons inside
SEATING SCENARIOS

Every physical space is different with a variety of seating types and arrangements available. The following scenarios present different seating options that should provide clear direction on how to meet or exceed social distance guidelines in a number of different situations and environments.

Physical Barriers

In addition to existing furniture, a number of these scenarios introduce physical barriers when furniture is not easily movable. In general, these barriers must meet a number of criteria to qualify. General guidelines are helpful in understanding which kinds of physical barriers can assist in social distancing efforts:

- Barriers must be made of impermeable, cleanable, and durable materials that can be frequently cleaned and sanitized.
- Barriers must provide at least six-foot high barrier and must be installed per fire and building codes so as to not interfere with the ventilation or fire protection systems.
- Barriers must provide 30 inches above the table and other dimensions noted in diagrams.

NOTE

The following recommendations are in line with and operationalize the Sacramento County instructions that state that businesses must:

“Keep all seating at least 6 ft. from any other seating or install plexiglass or other physical barriers to separate customers.”
**Scenario 2** Side by side (with barrier)

- Barrier must extend at least 18” from table edge
- Barrier must be at least 30” above table height

**Scenario 3** Perpendicular (no barrier)

- 4.5 feet between tables, edge to edge
- 6 feet between chair centers

**Scenario 4** Back to back (no barrier)

- 6 feet between tables, edge to edge
- If booth seating is back to back, with no physical barrier, this distance also applies

**Scenario 5** Back to back (with barrier)

- Barrier must be at least 30” above table height
- Barrier must extend at least 18” from table edge
- Barrier must extend to cover chair depth
**Scenario 6**  
**Booth Seating (with barrier)**

- No minimum distance required if barrier extends at least 30 inches above the table, is impermeable and can be easily disinfected and cleaned

**Scenario 7**  
**Staggered (no barrier)**

- 4.5 feet between tables, edge to edge
- 6 feet between chair centers
- Applies to all table shapes

**Scenario 8**  
**Staggered (with barrier)**

- Barrier must be at least 30" above table height
- Barrier must cover the entire seat depth

**Scenario 9**  
**Communal Seating (no barrier)**

- 6 feet between closest member of another party
### Scenario 10: Communal Seating (with barrier)
- Barrier must extend 30” above table
- Barrier must extend 18” beyond table
- Also applies to counter seating with barrier

### Scenario 11: Counter Corner (no barrier)
- 6 feet between chair centers if from different parties

### Scenario 12: Counter Corner (with barrier)
- Barrier must be at least 30” above table height
- Barrier must cover the entire seat depth

### Scenario 13: Counter Seating (sneeze guard)
- When employee distance is not feasible (i.e. built in jockey station or beer taps) barrier may be used
- Barrier must extend at least 30” above counter
SERVICE IN THE ERA OF SOCIAL DISTANCING

For many restaurants, personalized high-touch service is the very definition of their guest experience. However, COVID-19 has undoubtedly changed the public’s perception of what service means — specifically as it relates to interpersonal distances, the quantity and volume of personal contact, and what is safe and hygienic. Some examples of this new style of service include:

- Altering service strategy to a less interactive model with less personal touches per table
- Mobile pre-ordering capabilities that allow guests to skip the menu and ordering process at the restaurant
- New food delivery processes, transitioning from hand-carried plates to tray or cart service for less server contact with the plates
- The elimination or transition of self-service components like buffets and salad bars
- Coverings over meal plates that are removed tableside
- Interim cash-free policies with prepay options
- Digital guest checks with tableside credit card processing
- A transition to e-receipts in lieu of paper
- Single-use menus or digital menu tablets with antimicrobial screens
- QR code menu technology for self service menu browsing and ordering
- Updated reservations processes to bring in guests at set intervals with no anticipated wait times to prevent overcrowding waiting areas
- Not setting tables with cutlery, glassware or napkins prior to guests sitting down
WINTER DINING SECTION IN PROGRESS
You must modify your floorplan and traffic flow to promote both social distancing and maximize allowable occupancy.

**KEY TAKEAWAYS**

- Determine maximum allowable occupancy indoors
- Consider any needed outdoor dining adjustments
- Modify your floorplan to maximize seating
- Introduce social distance interventions indoors
- Review seating arrangement diagrams
- Eliminate or move non essential service elements
- Sketch out guest and staff traffic flows
- Leverage barriers to gain back critical seat count
- Map out revised service flow and style
- Revise floorplan on reservation system
- Review new service cues with staff
Technology Resources

Mandated social distancing requirements have accelerated the need for emerging technologies to support a post-pandemic operating model.

NOTE
The City of Sacramento does not endorse any of these businesses, rather the following are a small list of service providers well known within the industry.
As your business evolves in the wake of the pandemic, there are several existing technology platforms and systems that can support new aspects of your business or service model.

**Waitlist + Paging Apps**
New social distancing measures will likely make waiting for a table in a crowded bar or a restaurant vestibule a thing of the past. If your restaurant does not currently have one, consider investing in a waitlist app or paging system that allows your patrons to wait for their table at a safe and comfortable distance from one another without missing out on the table when it is ready. See examples below.

**Integrated Online Ordering**
There is a wealth of new clientele using and exploring new ways to order. Online ordering may already be a part of your business, but consider exploring options for further integration, crafting a better user experience with your service provider, and beefing up the collateral so that revenue can continue to grow. Apart from the large players — DoorDash, Grubhub, ChowNow, Uber Eats, and Caviar — consider looking at alternative platforms that focus on integrating into your brand; see examples below.

Learn More:
- WaitAway
- Waitlist
- JTech Host Concepts
- GoParrot
- UpMenu
- Olo
Curbside Delivery
For a la carte restaurants that have not traditionally done delivery, curbside delivery of pre-ordered cocktails or take-home meals can be a quick and lucrative revenue stream. While this will require a change in menu offerings to a more batch or family-style format and the right online service provider, curbside delivery is definitely an option to explore when looking for new revenue streams during this crisis.

Self-Ordering Kiosks
Food service outlets across the globe from airports to McDonald’s have adopted some version of in-store self-ordering kiosks to serve their guests. While this has not, to date, been a traditional component of an a la carte restaurant or bar, the pandemic may make this a preferred option for fearful guests looking to limit face-to-face contact. Below are several solid self-ordering platforms.

Learn More: Tock
Learn More: GoTab
Learn More: Pyramid
Learn More: TouchBistro
Tableside Payment
Tableside payment systems will be accelerated — this was happening before COVID-19 and will continue gaining steam. These systems allow guests to review their bill and process their credit card on a digital device the size of a check presenter that is delivered to the table. This is a very common practice in many countries around the world but something that has not yet become widespread in the U.S. In addition to being easy to clean and sanitize, and clearly requiring less personal contact with the guest, this technology has been shown to both decrease table turn time and to ensure less wasted time by staff.

QR Code Ordering & Payment
One technology that has re-emerged during the pandemic is the use of QR codes for ordering and touchless payment. QR codes can be placed at each table in your restaurant allowing guests to both view your menu and order directly from the online platform. QR codes can also be presented on the bill, allowing for truly touch-free payment for your guests. Additionally, they can be posted on signage in front or in the parking lot of your restaurant allowing guests to scan the code, order and pay and have the order delivered directly to their car. Large chains and fine dining restaurants have recently begun to use this technology.

TECHNOLOGY RESOURCES

TableSafe
Learn More: Tablesafe

Tillster
Learn More: Tillster

Ziosk
Learn More: Ziosk

Bbot
Learn More: Bbot

BARPAY
Learn More: Barpay

Onedine
Learn More: Onedine
**Catering Software**

Standing up and managing an off-site catering program requires a lot of client and order management. There are several platforms that can help save time, effort, energy, and back-and-forth when booking, inputting, and processing multiple catering orders a day. If you find yourself manually creating quotes or invoices or struggling to seamlessly transpose orders to the kitchen and get them to the guest, consider using a catering management software system to help build your off-site catering business.

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**Cloud-Based POS Systems**

One of the most impactful pieces of your technology arsenal, now is a good time to look at transitioning to a cloud base POS system that let’s you do more with your customer loyalty programs, is easy to program, and helps facilitate building a robust, owned, online ordering presence. Take a look at some of the best in class restaurant POS systems that can bring your business into the cloud.

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**TECHNOLOGY RESOURCES**

Learn More: **Toast POS**

Learn More: **Revel**

Learn More: **Clover**

Learn More: **EZCater**

Learn More: **Caterease**

Learn More: **Monkey Group**
Website + Digital

Even if you already have a website, make sure that your website represents your brand and is something you feel comfortable keeping up to date yourself. Try these easy website creation tools that can get you up and running for a minimal fee and with minimal design expertise. Downtown Alliance is currently sponsoring small businesses who want to partner to rebuild or launch their websites.

Multi-Channel Third Party Orders

If you are pursuing a third party strategy it can be exhausting to track multiple orders from multiple providers and platforms. Several delivery service aggregators help restaurants push their menus to different service providers and provide assistance integrating with your POS to make getting on multiple service platforms and managing multiple online orders a simpler, more manageable task.

Learn More: BentoBox
Learn More: Squarespace
Learn More: Wix

Learn More: Otter
Learn More: Deliverect
Learn More: Chowly
Inventory Management
Even though it isn’t customer facing, expert inventory management is critical in maintaining profitability when revenues are deflated. Now is a great time to take advantage of introductory rates and implement an easy-to-use restaurant inventory system. Negotiate down setup and implementation fees and take control of your costs to make sure you are protecting your profitability during the pandemic and after.

Reservation Systems
Table management and booking software can make sure you are ready for a resumption of indoor dining and will help you expand your visibility by marketing on their platforms. Ensure your business listing is up to date and accurately reflects your current business and stay on top of your reservation management system as your layout stays dynamic over the coming weeks and months.

Learn More: Compeat
Learn More: Restaurant365
Learn More: MarketMan
Learn More: Resy
Learn More: Open Table
Learn More: SevenRooms
EXPANDED DIGITAL MARKETING SECTION IN PROGRESS
Now is the time to make sure you have the technologies you need to get your business on firm footing and adapt to a changed climate.

**KEY TAKEAWAYS**

- Explore waitlist and paging technology
- Integrate and own online ordering with your POS
- Evaluate curbside ordering feasibility
- Explore QR code technology
- Look at tableside payment options
- Improve catering workflows and order mechanism
- Determine if you have the right POS for digital
- Be critical of your web presence
- Push to multiple third party ordering channels
- Take control of inventory management
- Review reservation system strength
Blueprint For A Safer Economy

The State of California has implemented a recovery regime that follows key health metrics county by county. Each county may further restrict activity within their jurisdiction. This chapter will explain how to understand the state and local guidance and how it will impact your business.
CALIFORNIA COLOR SYSTEM BY RISK

California has a blueprint for reducing COVID-19 in the state with revised criteria for loosening and tightening restrictions on activities based on each county’s tier of risk. Below is how each risk tier impacts the allowable activities in the restaurant industry.

Every Tuesday, each county’s status is updated based on local health metrics. However, it is important to note that an individual county can further restrict specific industry activities at any point, regardless of the risk tier indicated by the state.

VIEW STATUS FOR ALL INDUSTRIES

WIDESPREAD

Many non-essential indoor business operations are closed

WHAT THIS MEANS:
Restaurants can open outdoors only with modifications
Bars are closed

SUBSTANTIAL

Some non-essential indoor business operations are closed

WHAT THIS MEANS:
Restaurants can open indoors with modifications
- Max 25% capacity or 100 people, whichever is fewer
Bars are closed

MODERATE

Some indoor business operations are open with modifications

WHAT THIS MEANS:
Restaurants can open indoors with modifications
- Max 50% capacity or 200 people, whichever is fewer
Bars are closed

MINIMAL

Most indoor business operations are open with modifications.

WHAT THIS MEANS:
Restaurants & Bars can open indoors with modifications
- Max 50% capacity
INDUSTRY GUIDANCE

California has prepared specific industry guidance for all restaurants and bars to adhere to during the pandemic.

**Workplace Specific Plan**
Every business must write out a site plan that outlines their risk mitigation, control processes, and modifications.

**Worker Training**
Restaurants and bars must train their staff on these new procedures, protocols and controls.

**Control Measures & Screening**
Specific recommendations are provided for implementing staff testing, screening and individual control measures.

**Cleaning and Maintenance Protocols**
Timely recommendations on specific protocols that must be implemented in your establishment and recommendations for service modifications to minimize spread.

**Physical Distancing Guidelines**
Clear interventions on how to implement social distancing for staff, vendors, and guests inside of your business.

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**REQUIRED READING**

California businesses must adhere to the guidelines for employers which contains information on how to handle cases and contact, and the critical statewide mandates:

- Read More: [Full Guidance for Restaurant Industry](#)
- Read More: [Summary Checklist for Industry Guidance](#)

- [Rules on Face Coverings](#)
- [Employer COVID-19 Playbook](#)
SACRAMENTO RECOVERY PLAN

Although Sacramento has entered into a lower risk tier, it continues to monitor the outbreak closely and is permitted to further restrict actions by industry.

CHECK BACK FOR UPDATES:

SACRAMENTO DASHBOARD

INDUSTRY GUIDELINES

Sacramento maintains a list of county guidelines by industry for easy reference.

COUNTY BUSINESS GUIDELINES

Sacramento has published clear guidelines for all businesses to help navigate their re-opening regarding employee exposure, reporting, and return to work procedures.

POSTERS

In addition to the industries guidance on the dashboard, Sacramento also has easy access to printable health posters.

DOWNLOAD NOW
COUNTY INDUSTRY GUIDANCE

In addition to the State guidance, Sacramento requires restaurants & bars to fill out COVID-19 prevention plan. This plan is intended to assist managers and owners on implementing the following:

Employee Health
Measures implemented to ensure that all food handlers do not work when they are sick and that they are protected from infection in the workplace.

Social Distancing
Physical distancing practices are adhered to within the restaurant and in between tables including six feet of distance or physical barriers when distance is not possible.

Educating Guests
Patrons are properly educated on measures they must take to dine out safety and modifications to the dining experience required by the county.

Enhanced Sanitation
Frequent and regular disinfection as well as measures to protect the dining public within the restaurant environment.

COMPLETE PLAN
Now is not the time to try and skirt around basic rules and regulations. Read all of the industry guidance to make sure you are up to speed.

**KEY TAKEAWAYS**

- Read about the Blueprint for a Safer Economy
- Read the summary and full state guidelines
- Review the Employer Covid-19 Playbook
- Complete a site specific recovery plan
- Read the local guidelines & fill out prevention plan
- Follow the city website for the latest updates
Safety + Sanitation

The pandemic presents an ongoing challenge to operators who are open while the virus continues to spread. This chapter covers the key steps in minimizing the risk of transmission within your business and what to do should you be impacted directly by the outbreak.
UPDATE SICK LEAVE POLICY

It is important for restaurants and bars to have clearly defined and generous sick leave guidelines for employees throughout the duration of the pandemic and beyond. These guidelines should financially protect your employees to such a degree that they feel comfortable staying home when they feel ill or detect any symptoms of COVID-19. Having employees try to “tough it out” when not feeling well in order to avoid the loss of pay is not healthy for your business or for the community at large now or ever. Consider offering more generous leave and never encourage employees to come to work if they are not feeling 100%.

IMPLEMENT A/B SHIFTS

Wherever possible, we recommend splitting your workforce up into multiple shift schedules that do not overlap (A shifts and B Shifts). An employee assigned to an ‘A shift’ may work only on Monday, Wednesday and Fridays, and a B ‘Shift’ employee may work only on Tuesdays, Thursdays and Saturdays.

Breaking up your team in this way with no overlap helps prevent the spread of the virus, but also protects your business if/when an employee is diagnosed with COVID-19. This diagnosis will require anyone who has been in close contact with the infected person to self quarantine for a period of days or weeks. If the business has shifts separated and a number of your ‘A Shift’ team members have to self-quarantine, you can flex the ‘B Shift’ employees to cover in the interim without interrupting or closing the business. This separation of the workforce also helps with contact tracing, which is another tool to keep the virus in check over the long run.
Here are the steps you may need to take:

**INFECTED EMPLOYEE**

When an employee communicates that they have symptoms of COVID-19, there are several important steps that you, as their employer, have to take to mitigate your risk and keep the staff and the public safe. If this happens at work, send the employee in question home immediately, and then question the employee about who they’ve been in contact with.

If an employee calls in sick, and believes that they have COVID-19 symptoms, follow the below guidelines that align with the CDC recommendations:

1. Express sympathy with the employee who is sick and listen to their concerns
2. Strongly encourage them to self-quarantine at home, seek medical attention and get tested as soon as possible.
3. While speaking with them, ask the employee to identify anyone she/he was in close contact with during their past three to four shifts. Close contact is defined as anyone “who has been within 6 feet of the infected employee for 15 consecutive minutes”.
4. Make a list of these ‘close contact’ employees and prepare to communicate with them as quickly as possible.
5. Keep in touch with your employee and check in on their progress.

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RECOVERY

Infected employees should not return to work until they have fully recovered from the virus and are no longer contagious. According to the CDC, COVID-19 symptoms are fully resolved once the patient has been fever-free (without the use of fever-reducing medications) and without respiratory symptoms for at least 72 hours. The World Health Organization recommends that a confirmed patient be released from isolation once their symptoms fully resolve and they have two negative PCR tests 24 hours apart. If testing is not possible, a confirmed patient can be released from isolation 14 days after their symptoms fully resolve. 7

‘CLOSE CONTACT’ WORKERS

Using the list of ‘close contact’ names from the employee who has been infected, immediately reach out to them and take the following steps:

1. Inform the employee that another coworker has been infected with COVID-19 and they have been identified as someone who has been in ‘close contact’ with that employee. As required by the Americans with Disabilities Act (ADA), do not reveal the identity of the employee who contracted the virus.

2. Express sympathy with this employee. 58

3. You will need to ask exposed employees to self-isolate and not come in to work for their shifts until they have been cleared for work.

4. Encourage these employees to see their doctor and get tested for COVID-19 as soon as they can.

5. The CDC recommends that employees who have been in ‘close contact’ with an infected employee should stay home two weeks following their last exposure. 69

6. Unless you are a doctor, do not speculate as to the health risks to the employee or their family. One Harvard Business Review article recommends scripting this conversation as follows:

   “Someone in our workplace has tested positive for COVID-19 and they have identified you as a ‘close contact’ according to the CDC definition. We are here to support you. If you are at work, please prepare to leave as quickly as you can. Once you get home, please find a place to self-isolate, monitor yourself for any symptoms, and talk to your doctors. How can we support you in doing this?” 7

Contacting the rest of your workforce: Once you have had the discussions with the infected employee and the close contact employees, it is recommended that your organization communicates with the entire active workforce to let them know what is going on, while continuing to respect the privacy of the infected employee and the close contact group. This will prevent rumors from swirling and give your staff confidence that you have a plan for this and know what to do. The following script from The Harvard Business Review article may be good for this conversation:

   “On X date, someone in our workplace has tested positive for Covid-19 and they are now self-isolating. The staff members who have been in close contact with the infected employee have also been told and were asked to leave the workplace and self-isolate. If you were not already told that you were a close contact, then you have not been identified as one. If you have any questions about Covid-19 or your situation, please call your doctor or review the information from the CDC website. We are here to support everyone during this difficult time.” 710

SAFETY + SANITATION "HUMAN RESOURCES"


According to Restaurant Business Online, “in most cases, you do not need to shut down your facility” to mitigate the potential spread of the virus following a staff member or guest who has been confirmed to have been infected with the virus.11 However, a deep, forensic-style cleaning is required to ensure that the virus does not spread.

According to the World Health Organization (WHO)

“The general guidelines outlined in the General Principles of Food Hygiene for food processing and manufacture premises should be followed. If a suspected or confirmed case of COVID-19 is identified in a food premises then there is a requirement to completely clean the area with a neutral detergent, followed by decontamination of surfaces using a disinfectant effective against viruses. All surfaces that the infected employee has come into contact with must be cleaned, including all surfaces and objects which are visibly contaminated with body fluids/respiratory secretions, and all potentially contaminated high-contact areas such as toilets, door handles, telephones. Alcohol based sanitizers/surface disinfectants should be used for cleaning purposes. In general, alcohol-based disinfectants (ethanol, propan-2-ol, propan-1-ol) have been shown to significantly reduce infectivity of enveloped viruses like SARS-CoV-2, in concentrations of 70-80% with one-minute exposure time. Chlorine-based disinfectants (sodium hypochlorite) are effective for surface decontamination, as are disinfectants with active ingredients based on quaternary ammonium compounds (QUATS).

All staff should wash their hands thoroughly for 20 seconds after any contact with someone who is unwell with symptoms consistent with coronavirus infection. Staff engaged in environmental cleaning should wear PPE when performing cleaning activities, such as overalls or uniform, single-use plastic aprons, gloves and a face mask. Protective clothing (e.g. uniforms, overalls, etc.) should be frequently washed at 60°C or above.” 12

The bottom line: it’s possible to clean and disinfect a restaurant or bar that has had an infected employee or patron on premises without long term interruption of your business. In some instances, it may make sense to outsource this task to a cleaning company trained in viral mitigation, but that is not a requirement. A deep cleaning and disinfecting of all surfaces, areas and objects potentially touched or used by an infected person with CDC-approved disinfectant is a reasonable response to this situation.

The restaurants that we have seen close for a more extended period of time are dealing with multiple infections from either staff or patrons. In this instance, we recommend that the deep cleaning be done professionally — out of an abundance of caution and for peace of mind.


As the virus and the public reaction to its spread has developed, additional mitigation techniques have been developed to help businesses return back to normal. Below are additional measures that can be taken to ensure the safety of your guests and employees.

**Enforce Cleaning Standards**
Establish a new and more disciplined disinfection routine for your staff to follow - no more wet rag approach (use disposable products instead). Menus should be non-porous and disinfected between use. If paper menus are used, make them single use only. Apron, towels, work clothing, etc. should be placed in trash bags and treated as potentially contaminated and laundered per recommendations below.

**Additional Physical Barriers**
When planning for a relaunch, consider the feasibility of placing plexiglass partitions between employees and customers in strategic locations (e.g., fast food windows, host stands, and bars). In areas where it is not possible to relocate furniture - booths or fixed tables - consider Plexiglass or anti-microbial curtain partitions between booths as an alternative to removing fixed furniture installations.

**Waste and Laundering**
For the safety and sanitation of the guests and employees, create a sealable, no-touch waste solution for single use disinfectant products and disposable personal protective equipment. Disposal of these single-use items and used disinfection materials as regular waste is allowable so long as food safety guidelines are followed. Once stored safely, used cloth materials (e.g., linens, aprons, etc.) should be washed and dried on the highest temperature setting.

**Ventilation**
Because the virus has the potential to be transported through the air, it is critical to have a properly functioning HVAC system. Get fresh air to the customers and staff and properly utilize ventilation system. This includes:

- Encourage outdoor dining, and open doors and windows if possible.
- Maximize fresh air (outside air %) through your existing ventilation system.
- Maintain relative humidity at 40-60%.
- Ensure restroom is under negative pressure.
- Contact your local HVAC professional for guidance.
- Clean HVAC intakes daily.
- Consider using portable HEPA filtration units.

If fans such as pedestal fans or hard mounted fans are used in the restaurant, take steps to minimize air from fans blowing from one person directly at another individual.
According to the CDC, social distancing and the use of PPE are effective ways to help limit the spread of the coronavirus. While it is true that not all of your patrons will care or respect these guidelines, as hospitality professionals we believe that we all have the responsibility to protect our staff and patrons — specifically if they are among the most vulnerable members of our community.

For that reason, we have been advising our restaurant clients to take a hard line with patrons when it comes to following the social distancing and PPE guidelines in the restaurant.

**HERE’S WHY:**

- Wearing a mask while waiting for a table or moving through the restaurant is not a big ask in the midst of a global pandemic that has killed more than a half million people worldwide.
- Enforcing these standards will gain the loyalty and support of guests who are worried about getting the virus, are personally vulnerable to the disease, or who are caring for a vulnerable family member at home.
- You will be helping to protect your staff who, just by coming to work, put themselves at continuous risk of contracting the virus.
- You will be protecting your establishment from becoming the epicenter of a potential outbreak.

This means turning people away who do not want to comply without hesitation. As a restaurateur, you have a responsibility to keep people safe while they are dining with you and the absolute right to establish the rules for your business.

No shirt, no shoes, *no mask* — no service.

Ensure all of your staff and guests always adhere to social distancing guidelines and require the use of facemasks.
The threat of Covid-19 is not going away anytime soon, enforcing enhanced safety and sanitation procedures help protect your guests and staff.

- Update sick leave guidelines
- Never allow sick employees to report to work
- Implement A/B shift structure
- Review what to do if employee contracts Covid-19
- Put a recovery plan in place for staff infection
- Review HVAC system to prevent airborne spread
- Implement enhanced laundry procedures
- Have zero tolerance for those without masks
Thank You, Be Safe

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