COVID-19 Phased Reopening Plan

Steve Densham
Hospitality Specialist

Charley Ininger
Micro-Brewing Specialist
“It’s not about where you were, it’s about where you are going”

We will provide strategic guidance for you and your business as you work toward reopening. We’ll provide links to several useful resources from industry sources. Our goal is to provide clear action steps as to how to implement a comprehensive reopening plan, that puts safety first, for your business.

1. Health, Safety and Sanitation
2. Dining Room Management
3. The Guest Experience
4. Communication Plan
5. Financial Forecasting
“We need to consider how this pandemic has impacted our companies and use this information to reset operations with a new business model.”

3 Ways Retailers Can Reset Operations

- Be transparent about all safety precautions and policies you are enforcing at store-level.
- Rethink your physical spaces and floor plans to support social distancing of customers and employees, alike.
What used to make a restaurant successful: Concept-Execution-Hospitality
Now the number one is SAFETY

Remember, staff and guests will be looking for confidence and relatability. Absolute confidence that they will be safe AND they must trust WHO delivers the message.

Who’s Coming to Dinner?

“Early Adapters”
First 33%
Will likely be the first to return (Millennial, Gen Z)

“Wait & See”
Next 33%
Will wait to see if the virus trend is going down

“NO Chances”
Last 33%
May not return at all until there is a vaccine

*Estimates to consider as you plan to reopen*
Welcome Back, We’ve Missed You!

THE TEXAS RESTAURANT PROMISE

The restaurant industry has an outstanding track record of protecting our employees and guests. To ensure everyone’s safety as we welcome you back into our dining rooms, we ask that we make the following promises to each other:

OUR PROMISE TO YOU

We will continue to be a leader in safe sanitation practices with all team members certified in safe food handling and a certified manager on every shift. Also, all employees will be trained on appropriate cleaning and disinfection, hand hygiene, and respiratory etiquette.

We will follow all of the Minimum Standard Health Protocols for Restaurants adopted by the State, including:

- Parties will maintain at least 6 feet distance apart from other parties at all times, including while waiting to be seated in the restaurant. No tables will have more than 6 people.
- Hand sanitizing stations will be available to all customers and employees, including upon entry.
- We will not leave condiments, silverware, flatware, glassware, or other traditional tabletop items on an unoccupied table.
- We will provide condiments only upon request, and in single use (non-reusable) portions.
- We will use disposable menus that are new for each patron.
- All employees must pass a health screening before coming into the restaurant.
- Employees will wash or sanitize their hands upon entering the restaurant, and between interactions with customers.
- We will clean and disinfect common areas and surfaces regularly. We will also clean and disinfect each dining area after every use.
- We will post the Texas Restaurant Promise at our entrances and display readily visible signage to remind everyone of best hygiene practices.

YOUR PROMISE TO US

You agree to follow the Minimum Standard Health Protocols for Restaurant Customers adopted by the State by:

- Following the social distancing and sanitary guidelines that have been put in place to protect you and our other customers and employees.
- Self-screening before entering the restaurant for any signs of COVID-19 including but not limited to a fever, cough, shortness of breath, or known close contact with someone who has COVID-19.
- If you cannot enter the restaurant or are otherwise concerned about contracting COVID-19, please use our contactless delivery options.
- If you have any questions about the Texas Restaurant Promise, please ask for a manager who will be happy to assist you.
**HEALTH, SAFETY, SANITATION: KEY ACTION STEPS**

- COVID-19 Training (Staff & Guests)
  “Remember, the safety promise is a *two-way street!*”

- Frequent Wellness Checks (Staff & Guests)

- Protective Equipment (Staff & Guests)
  What new equipment, technology and supplies will you need?

- Sanitation Procedures

- Work-Station Modifications

- Job Description Modifications

- Staff Checklists

- Messaging (Internal & External)
Before reopening, adjustments to consider:

- Dining room layout
- Restrooms
- Hosting procedures
- Guest welcome process
- Wait-list process
- Service procedures

Guests must feel assured that you have gone beyond expectations to provide a **safe, sanitary,** relaxing environment in which they can dine without the anxiety of being infected by your staff or other guests.
Dining Room Management

**DINING ROOM MANAGEMENT: KEY ACTION STEPS**

- Guest Arrival
  - Sanitation Station
- Table Spacing
- Social & Physical Distancing
  - Service Staff
  - Waiting Area
  - Wait-list Management
  - Restrooms
  - Cashier Area/POS Terminals
- Disposable Menus
- Table Turn Sanitation
- Tabletop Sanitation
- Signage
  - In-store signage, floor markings
- Communication Plan

We are following social distancing guidelines.

If you’re sick, stay home.
Self-isolate if you have a fever or cough.

Stay six feet away from everyone.
Avoid all crowds and stay home when possible.
They came, but how did they feel when they left?

The ultimate deliverable of any restaurant is to present a positive and lasting experience that puts returning to your restaurant “top of the mind”.

It is typically the sum-total of a variety of elements that leaves guests feeling fulfilled and wanting to experience your restaurant again and again.

The experience is influenced by a series of touchpoints the guest encounters during their visit; often called “the guest journey”.
THE GUEST EXPERIENCE: KEY ACTION STEPS

- Menu Offerings
- Supply Chain Management
- Online ordering
- Phone Service
- Delivery Touchpoints
- Curbside Pickup Touchpoints
  - Service
  - Designated wait spots
  - Payment
- Dine-In Touchpoints
- Communication Plan
  - Directional signage
  - Sanitation awareness
What are we going to say? How are we going to say it?

Open and they will come is not a strategy! Opening after you’ve communicated your **total commitment** to staff and guest safety will give them a reason to come.

- **Maintain Relationships**
  - Vendors
  - Biz advocates
  - Key partners
  - Other biz

- **Messaging**
  - In store signage
  - Social media
  - Newsletter
  - Set an example

- **Staff Plan**
  - Training
  - Roles updates
  - Responsibilities
  - New hires
COMMUNICATION: KEY ACTION STEPS

Your marketing and communication plan needs to effectively communicate your brand and **unwavering commitment** to providing a safe, sanitary, and enjoyable environment.

- **Social media**
  - Videos & photos
- **Website**
  - Online orders
  - Menu
  - Takeout, Delivery and Curbside offerings
- **Customer database**
  - Email
  - Snail mail
- **Personal Interactions**
  - Verbal invitations to return
  - Inclusions with takeout & delivery orders
- **Online Ordering**
  - Order acknowledgment & follow up

Source: Dedalus Wine
**Financial Forecasting**

**Show me the money!**

You will need to **modify your financial projections** to determine if you can be profitable with reduced dining and make the necessary, realistic adjustments to your budgets.

**REVENUE**

1. Determine the **revenue per seat** that you had last year: $750,000 divided by 75 seats = $10,000 per seat
2. Take that revenue and **divide by 52 weeks** in a year: $10,000 / 52 = $192 Sales revenue per seat per week
3. If **opening at 25%** that equals 19 seats: 19 X $192 = $3648 Gross Revenue Sales per week at 25%
4. Adjust as more seats allowed.
5. Does not include: Take out - Merchandise - Other Revenue Streams

**EXPENSES**

1. **Prime Cost:** Consist of COGS + Labor = 60 - 65%
2. **Rent:** When opened looking at rent between 6-8%. What is volume needed to support that number.
3. **Debt Service:** All loans based on projections of 100 seat restaurant and might need lender help.
Financial Forecasting

FINANCIALS: KEY ACTION STEPS

• Sales Mix (at 25, 50, 75%)
  Takeout, Delivery

• Menu Costing

• Sales Forecasting
  Pre COVID-19 revenue per sq ft & per seat
  Post COVID-19?

• Staff Scheduling

• Breakeven Point

• Cashflow Projections

• Profit & Loss Projection
  Consider additional debt service & deferral

• Budgeting
  How will performance metrics change?
“What if?” is the question you need to be asking

How to run an “off premise” restaurant

TOAST - Keep revenue up and costs down during the crisis

Covid19 reopening critical path [OYSTER] for independent restaurants and bars

Restaurant Owner: Comeback Webinar Series Resources

Waitlist Apps to Manage Restaurant’s Wait Time

TOAST - Guide to Contactless Payment

Reference: Texas Restaurant Association Promise

Tool: 13 Week Rolling Cash Flow

3 Ways Retailers Can Reset Operations
THANK YOU!

Steve Densham
sdensham@vtsbdc.org

Charley Ininger
cininger@vtsbdc.org

www.VTSBDC.org