**Restaurant Re-opening Questions**

***Developing an overall plan***

* Which person or persons will develop the plan? If there is a committee, how often will they meet and how will they do so while maintaining social distance?
* Does the plan adhere to all federal, state and local public health and worker safety guidelines?
* How will the plan be communicated to employees, vendors, and guests? Will you also continue to communicate these groups that they should not come to the restaurant if they are not feeling well?
* Does the plan contain the steps required if an employee, vendor, or guests is confirmed to be ill with COVID-19?
* How are concerns or violations of the plan to be reported, and to whom?
* How frequently will the plan be updated?

***Hours of operations/occupancy rate***

* Will you be changing the hours of operation for your restaurant upon re-opening?
* How will changes to opening and closing times be communicated to guests and the various websites on which they are listed (Google, Yelp, TripAdvisor, etc.)?
* Will you need to update voicemail recordings about hours or re-opening status?
* Will you be lowering the maximum occupancy of the restaurant, and if so, will you be posting signage about the change near the entrance?

***Cleaning and sanitation***

* Will your location be undergoing a thorough cleaning and sanitization before re-opening? And if so, who would be handling that task and what will the standards be?
* Will you appoint a hygiene leader on each shift to ensure all protocols are followed?
* How will you ensure routine sanitization of high-touch surfaces and shared resources? What about areas with no regular employees stationed, such as the restrooms?
* Any changes to the handwashing regimen, such as requiring everyone to do so at 30-minute intervals?
* What will be the sanitation or quarantine procedures for deliveries and packages?
* Any steps that need to be added to the nightly deep-cleaning checklist? Will you conducting cleaning with electrostatic foggers, and if so, where will you source them?

***Personal protective equipment***

* Will you be requiring all employees to wear masks and gloves (or other PPE) while working, and what are the standards for wearing/changing them?
* Where will you source the new equipment, and can this supplier ensure an adequate number of supplies?
* Will you require or ask guests and vendors delivering to the restaurant to also wear masks and/or gloves? How will you communicate those requirements?

***Restaurant signage/markings***

* What signage will be needed regarding proper hygiene and sanitization, staying home if sick (both for guests and staff), physical distancing, lower occupancy rates, and PPE guidance?
* In addition to points of entry, where will these signs be placed in the restaurant?
* Where might you need to add social distancing floor tape/paint to prevent guests from standing to close to one another?
* Will any walkways be changed from two-way to one-way to prevent people from getting too close to one another?  And if so, what type of signage will be needed as reminders?

***Entrance/lobby***

* Will you be doing anything different to show potential guests driving or walking by you have re-opened? Banners, balloons, allowing employees to park by the front doors, etc.?
* How will you allow guests to get through the front doors without touching the handles? Propping them open? What about the restroom doors?
* Will you be adding plexiglass shields at the host station or in front of register stands? If so, how will they be designed and where will you get them from?
* Will you remove or rearrange lobby area seats/benches to promote social distancing between waiting guests? How will these areas be kept cleaned and sanitized once guests are seated?
* Will you remove self-service items that guests usually picked up themselves (condiments, cups, lids, etc.)? Will your team now be getting beverages for guests from the self-service fountains, and if so, how will you cordon off that area?
* Will there be hand sanitizer available for guests? From where will it be sourced? How will you ensure it does not get stolen?
* Will there be any changes for guests arriving: taking their temperatures, asking if they are exhibiting COVID-19 symptoms, etc.?

***Menu***

* For a full-service location, will you be replacing regular menus with disposable ones made from paper? Or will they be laminated to make them easier to clean after each use? And will menus have a statement on them to indicate why the changes were made?
* Will your location be scaling back the menu items temporarily to allow for new employees to get up to speed? And if so, how do you communicate those changes to guests?
* Will your dining room menu vary from your online and delivery menu?
* Will you offer happy hour menus and prices in the dining room to avoid crowded lounges?

***Dining room***

* Will you be taking out tables and chairs in the dining room to promote social distancing between guests, or simply marking them as not available using signage or tape? Is there something you could add to the signs to better reflect your brand?
* Will this same tactic be applied in the lounge, or will barriers be installed between seats?
* Will you be taking handheld items off the tables (such as salt and pepper shakers) and the bar?
* Will the table/chairs and windowsills cleaning protocol change between guest usage, and if so, what additional equipment will the employees need to handle this change?
* Will you make changes to banquet or meeting space and limiting the number of attendees in these rooms?
* Will you install purse or bag hooks in lounge and dining room so people do not have to put bags on surfaces that could be at risk?
* For servers, will they be communicating with guests about changes or COVID-19 updates at the tables? How close will they stand to tables to take orders? Will you make any changes to the serving process, such as not allowing them to hold trays next to their face?
* For bussers, will they wait until the party has left completely before clearing dishes to avoid getting too close to anyone?

***Guest payment***

* Will you be asking guests to not pay with cash? And if they do pay in cash, will there be any change in protocol for handing lit?
* How will you be cleaning payment items (credit card machines, handheld devices, check presenters, etc.) after guests use them?  How will you communicate these standards?

* Will you allow for touchless signatures, such as Apple Pay or Google Pay?

***HVAC/Ventilation***

* With the data surrounding cases of COVID whereby guests sat next to HVAC vents, how will you place tables? How do accommodate guests you request tables be away from vents? Is this change even possible?
* Will you avoid running (or minimize) the AC in summer, or can you open windows during business hours? If so, how will you communicate this change to guests?

***Kitchen***

* Have any of the food items expired and need to be tossed out?
* Will you be adding any plexiglass shields between side-by-side workstations in the kitchen?

***Manager office/breakroom***

* Will there be a limit to the number of employees at any given time in areas such as the employee breakroom or manager office?
* How will you ensure sanitation of shared equipment (such as computer keyboards)?

***Online ordering and delivery***

* If online order and delivery services are new to your location upon re-opening, who will be involved in the vendor decision-making process and what will be the process be for selecting a vendor? What will the most important considerations be?
* Once a decision is made on a vendor, what assistance from various internal departments will you need to rollout the program and who will be your leads from those departments?
	+ Operations – What menu items will be available on these services? Will they be the same for pick-up and delivery? Who will upload the menus and individual location information?
	+ Marketing – How should they respond if a guest emails a complaint or posts a bad review on social media? What will be the expected resolution time to get back to customers?
	+ IT – Will they be installing the tablets and/or programming the POS? When there are tech issues, what is the process for managers to request help?
	+ Training – What training materials or sessions will be needed?
	+ Maintenance – If you do not have integration with your POS, where will the tablets be displayed? Will your maintenance team need to install shelving or other equipment for space saving measures in tight spaces? Will you need more outlets to run 4-5 tablets at once?
* Who will be your lead on each shift for running tablets, ringing in orders, checking and bagging food, and running orders? Will this be one or more people? How will you avoid confusion as who is doing what? If orders surge, what is your labor plan to accommodate the rush?
* Will kitchen staff interact with these tablets, and if not, how will they receive orders to prepare?
* How will you mark tickets for multiple online services to avoid confusion?
* What are your cleaning and sanitation procedures for the tablets?
* Where will you store completed orders (both hot and cold) prior to pick-up? Will you have a different pick up areas for delivery drivers versus guest pick-up orders, and what type of signage will you need to indicate these areas?
* What packaging will you use? How will you bag the product and mark the bag? Will you staple the ticket to the bag or seal it with a tamper-proof sticker?
* Who will handle customer service issues during and after service?

***Curbside pick-up***

* If you will also be offering curbside pickup, what will be the protocol for delivery out to cars to ensure timely service and employee safety? What signage will be needed? Will you need any additional equipment to streamline this process (new phones, headsets, other technology integrations, exterior camera to see cars, etc.)?
* For curbside pickup, what is your labor plan to ensure this service is executed? Will you have one lead monitoring curbside orders & arrivals? Will they be checking curbside spots visually at regular time intervals in case guests do not call upon arrival?
* What phone number will guests call if they have issues with their online orders, and who will staff this phone? Or likewise, who do they email?
* How will you handle real time issues, like when a guest is waiting and no one has brought their food out, no one is answering phone, etc.?

***Contacting company departments***

* Outside of operations, what other company departments will need to be involved in the plan for re-opening?
* Asking Maintenance to check equipment or put up new signage?
* Asking IT to program changes to the POS?
* Asking Accounting to provide cash for re-opening registers?
* Asking HR to contact furloughed employees or set up Zoom orientations for new staff?
* Asking Recruiting to place ads for new employees?
* Asking Marketing to promote the re-opening or make updates to the restaurant website to include recent changes?
* Asking Training to create new materials for the new protocols?

***Contacting vendors/suppliers***

* What will your initial food/liquor order be, and how early would your suppliers like that order to be placed? Have delivery days and time changed since closing?
* Which other services will need to be restarted?
	+ Hood cleanings
	+ Oil filtration
	+ CO2 refills
	+ Commercial dishwashing supplies
	+ Uniforms/mats cleaning and delivery
	+ Restroom servicing
	+ Window washing
	+ Janitorial services
* Which online systems will need to be restarted?
	+ Reservations
	+ Scheduling
	+ Training

***Restarting equipment and utilities***

* Which equipment was turned off for closure and needs to be restarted?
	+ Hoods
	+ Thermostats
	+ Ice machines
	+ Lighting timing
	+ Music
* Which utilities were turned off for closure and needs to be restarted?
	+ Gas
	+ Electricity
	+ Garbage
	+ Composting
	+ Recycling

***Preparing managers for re-opening***

* How much time will the managers need prior to the opening date to get prepared?
* What tasks in this document will be assigned to each manager for the re-opening?
* How will managers (and the staff) answer tough guest questions or deal with challenging guest activities that come up after re-opening? Are they prepared for potential landmines?
	+ “How many employees got sick at this restaurant?”
	+ “Did the company lay you off? Did that make you mad/sad/upset?”
	+ “Do you feel safe working here?”
	+ “What kind of hazard wages or bonuses did you get for working during the pandemic?”
	+ What should you do if a guest exhibits symptoms of COVID-19?
	+ What should you do if a guest refuses to respect social distancing rules or follow sanitation/cleanliness procedures?

***Preparing employees before re-opening***

* How much time will the staff need prior to the opening date to get prepared?
* Will you bring back the staff all at one or in phases?
* What training will be needed for the staff, and is it possible to deliver it online or via remote meetings? Will you include COVID-19 training as a part of this process? What measures will you have in place to ensure this training occurs? Who will manage this process?
* For employees who cannot return either because you are not able to offer them enough hours or they are concerned about COVID-19, what assistance can you provide? Access to other work? EAP?

***Worker scheduling***

* What factors may have affected guest count levels in your area (closures of nearby offices, loss of tourism, etc.), and how will the schedule reflect those changes?
* How will you schedule online versus in-store roles?
* Is it possible to stagger employee arrival, break, and departure times to avoid congestion at the entrance and in employee break areas?

***Worker arrival each day***

* On their first day back, how will you celebrate the re-opening with the staff?
* Are you planning any changes to the daily arrival routine for employees, such as temperature verification or asking them to verify that they are healthy?
* If employee temperatures are checked upon arrival, will it be done by the employee or by a manager? How will it be logged? How will you keep the information private? From where will you source thermometers?
* If an employee reports not feeling well or has a temperature above the pre-determined threshold (such as 100.3 or 100.4), what steps need to be taken?
* What messages should be consistently communicated to employees?
	+ Check their temperature at home before coming to work
	+ Maintain physical distancing wherever possible and wearing PPE while on duty
	+ Avoid non-essential person-to-person contact
	+ Stay home and seek medical guidance if they experience COVID-19 symptoms
	+ Self-quarantine if confirmed to have COVID-19 or exposed to confirmed case

***Tracking***

* If your state requires tracking of visitors into your buildings, how will this task be accommodated with guests? Vendors delivering products or providing services? Third-party delivery drivers? People just wanting to use the restroom?