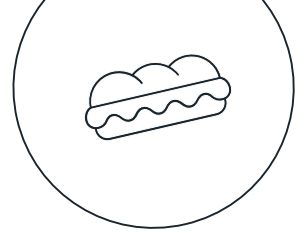




Reopening your restaurant

WS



EVALUATING THE PHYSICAL SPACE

Evaluate: What do people touch? Determine what kinds of surfaces and materials make up the area and then ask yourself:

- Which ones should be removed to reduce frequent handling or contact from multiple people?
- Which ones can we not remove but can alter our use of them in some way?
- Which ones can we not remove but we know we can ensure they are routinely cleaned and disinfected?

Based on the above: what new mechanisms could you look into to mitigate risk of these areas (i.e. counter shields, gloves, tissues, masking tape, etc.)? What new rules will you need to put in place (and making sure we are not violating and safety or building codes with this)? What signage will we need to put in place?

Please note: If your space has been unoccupied for 7 days or more, it will only need your normal routine cleaning to reopen the area. This is because the virus that causes COVID-19 has not been shown to survive on surfaces longer than this time.

PLANNING FOR REDUCED CAPACITY

While all municipal and state regulations will vary, most restaurants are planning for a phased reopening with a reduced seating capacity that enables social distancing of 6 feet between guest tables and enables staff to maintain social distancing too. We recommend you work with your team to plan ahead for seating plans that account for reduced capacities of 25%, 50%, 75%, and 100% capacities in order to be able to quickly pivot as rules and regulations change.

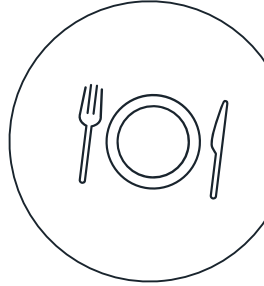
For those in the fast-casual space, you should plan for SOPs that account for line queuing inside and outside of your spaces that incorporate social distancing measures. We anticipate fast casuals with large queues to benefit significantly from deploying technology platforms that utilize “Order Ahead” features and Walk Up or Curbside Pick Up. See the “Curbside Pick Up” section for more resources and information.



PLANNING FOR REDUCED CAPACITY (CONTINUED)

It is important to think through how to create ambiance when seating capacities have been reduced and restaurant designs might not be able to operate as originally contemplated.

- Store extra furniture and equipment outside of guest view.
- Make thoughtful selections about lighting temperature, background music, and scents that support calm and relaxation.
- Increase private or semi-private dining options with flexible screens or partitions.
- Add hand sanitizing stations throughout the restaurant and at high touch points like entrance/exits, outside of restrooms, and near server stations.



PLANNING FOR A NEW GUEST EXPERIENCE

In the near term, we anticipate a much lower-touch style of service until more information is known about the virus, vaccination availability, testing availability, etc. In general, we are seeing a wide range of anxiety responses from the public based on location and the virus's local impact. Similarly, the public's perception of what service means varies dramatically as it relates to safety measures and precautions. With new modes of operations being put in place and social distancing directly impacting the way restaurants and bars operate, there is a new opportunity to creatively rethink exemplary guest service and interaction with safety and sanitization in mind. Here are some ideas to get you started:

- Pre-Order on Mobile to skip the menu and ordering process at the restaurant.
- Elimination of self-service components like buffets, salad bars, and condiment or drink stations.
- Reduction of staff contact with plates by utilizing carts or trays more prominently.
- Digital checks with table-side credit card processing and use of e-receipts.
- Updated reservation processes and time slots to stagger when guests are entering/exiting and prevent overcrowding in waiting areas.
- Interim cash-free policy with pre-pay options.
- Clear messaging about protocols on prominent display.





EMPLOYEE TRAINING

Ensure personnel are fully trained on the below prior to opening. Consider hosting a training day 2-3 days before opening.

- How is the layout of the establishment and service going to differ when we return?
- Social distancing guidelines and expectations.
- How to monitor personal health and body temperature at home.
- How to properly wear, remove, and dispose of face masks and PPE.
- Guidance on how to launder cloth face masks and uniforms.
- Sanitizing and Disinfecting protocol, including how to safely and effectively use new supplies.

HIRING PROCESS

Evaluate the need to hire additional employees due to increased business needs or unavailability of current employee pool. Please contact Property Team to strategize how we can help you in this effort.

SICK LEAVE GUIDELINES

In the months following the lifting of the pandemic it is critical that restaurants and bars have clearly defined sick leave guidelines that are as financially generous as possible. The goal with these sick leave guidelines is to avoid employees trying to “tough it out” when feeling ill so as not lose out on a paycheck. If your employees feel financially protected, the hope is that employees will stay home when they feel ill or detect COVID-19 virus symptoms and not put the health of your establishment or the community at large at a greater risk.

NEW EMPLOYEE CONSIDERATIONS + CHALLENGES

We recommend taking extra time to understand additional challenges your employees coming back to work may experience. Public transit systems in many areas are operating at reduced capacities and limited schedules. In addition, many childcare centers are not operating and schooling has moved to virtual operations. Many people are living with members deemed to be part of the vulnerable population and/or have caregiver responsibilities. We encourage you to be as flexible as possible in addressing these challenges for your employees.

NEW EMPLOYEE CONSIDERATIONS + CHALLENGES (CONT.)

As everyone shifts to practicing social distancing both in the front of house and back of house, how employees interact with one another will inevitably change. Successful restaurants are centered around teamwork, collaboration and comradery and we encourage you to think on ways to encourage working together, apart.

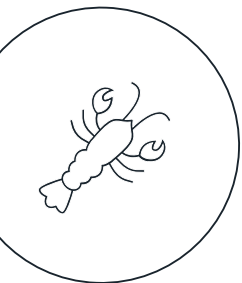
SANITIZING POLICIES + PROCEDURES

All food service facilities will need to increase transparency in their sanitation protocols and over communicate this information to their guests.

Sanitizing Surfaces/Areas: For those surfaces/areas that you have determined will just follow a routine cleaning, please follow this list to help determine the most appropriate disinfectant for the surface or object.

- **Hard and Non-Porous Materials like Glass, Metal and Plastic:** should be routinely cleaned with disinfectant. For areas that require disinfectant:
 - Please ensure you and your vendors are using EPA-approved disinfectants and are following the steps to use appropriately. A list of EPA-approved can be found [here](#).
 - Pay special attention to PPE that may be needed to safely apply the disinfectant and review manufacturer's recommendations. Steps for safe and effective disinfectant use can be found [here](#).
- **Soft and Porous Materials like Carpet, Rugs or Seating Areas:** should be cleaned or laundered following the directions on the item's label, using the warmest appropriate water setting.

Sanitizing Kits: Make sure items such as disinfectant wipes or sprays, disposable gloves, paper towels, masks, hand sanitizer and other cleaning supplies are readily accessible throughout store, including host stands/service stations, restrooms, and prep stations.



SANITIZING POLICIES + PROCEDURES

Sanitizing Checklist: Implement a cleaning regime that targets frequently touched surfaces and spaces, which are most likely to result in the transmission of diseases:

General	Host Stands/ Service Stations	Restrooms	Dining Areas
<p>Door and drawer handles</p> <p>Light and other power switches (consider signage to keep lights on at all times or utilizing exiting motion sensor capabilities)</p> <p>Shared service items (water pitchers, condiment stations, menus)</p> <p>Vending machines and self-serve kiosks</p> <p>Surfaces in Employee Break/Locker Room</p> <p>Time clocks</p>	<p>POS systems (tablet, handheld, stationary)</p> <p>Condiment stations</p> <p>Water pitchers</p> <p>Menus & check presenters</p> <p>Cabinet pulls</p> <p>Pre-wrapped cutlery</p>	<p>Door handles and flush levers</p> <p>Toilet bowl and toilet paper holder</p> <p>Sinks and faucets</p> <p>Paper towel holders and/or air dryers</p> <p>Diaper-changing stations</p> <p>Hand sanitizer on the way out</p> <p>Hourly disinfectings</p> <p>Post additional signage for guests about new procedures</p>	<p>Tabletops, bar tops, chairs</p> <p>Tabletops are considered a food contact surface by the EPA, so after tabletops are disinfected, they should be followed with a wash, rinse, and sanitize procedure</p> <p>Disposable towels should be used for these procedures on tabletops and chairs to eliminate the chance for cross contamination</p> <p>Use of “Reserved” signs to indicate to staff which tables have been fully disinfected and sanitized between guests</p>

SANITIZING POLICIES + PROCEDURES (CONT.)

Receiving + Storage	Tabletop Service Wares	Self-Service/ Buffets	Back of House
<p>Transmission of COVID-19 through food, food packaging or even food handlers has not been identified as a large risk factor for illness</p> <p>Still, create clear procedures for receiving, storing and handling product to mitigate contamination concerns</p> <p>Refer to the “Resources” section of this tool kit for CDC-approved antimicrobial products and recommendations for increased frequency of disinfecting protocols</p>	<p>Condiment caddies, salt and pepper shakers and other tabletop service wares should be sanitized between each use by guest</p> <p>You can set up a ‘sanitized’ and ‘not-sanitized’ workstation for this purpose</p> <p>Consider switching to individual pre-packaged disposable packets for condiments until the crisis has passed</p>	<p>Eliminate</p>	<p>Stagger work stations, where possible</p> <p>Hourly 20-second handwashing by all staff handling food</p> <p>Additional hand sanitizer stations</p>

RECOMMENDATIONS + BEST PRACTICES

New ways of dining and guest services must change and we certainly anticipate guests having a variety of reactions to these changes. To that end, we strongly recommend that whoever is responsible for managing these new procedures and policies always be on-site during Hours of Operations to address guest concerns and compliance.

GUIDELINES FROM FEDERAL, STATE, AND LOCAL AGENCIES

In the “Reference” section of this guide, you will find PDFs of all CDC guidelines and recommendations in addition to best practices and recommendations from the National Restaurant Association and SafeServe, and the FDA. As well, please refer to your local municipality’s Health Department website for city-specific rules and regulations.

EQUIPMENT MAINTENANCE

We recommend you contact the following service providers to allow a proper inspection of equipment/spaces within your space.

- **Pest Control:** Install new traps and inspect facilities for any damage or issues caused by vacancy.
- **Plumbing:** Thoroughly inspect grease trap (if applicable) for any damage or issues caused by vacancy.
- **HVAC:** Thoroughly inspect equipment for any damage or issues caused by vacancy.
- **Fire Alarm Monitoring:** Thoroughly inspect equipment for any damage or issues caused by vacancy.

Please contact Property Team for any questions or Vendor recommendations.

SERVICE + OPERATIONAL CHANGES

Menu Changes

We anticipate that guests are going to be thrilled to have the option of patronizing your establishment and to see you reopen. To that end, we encourage you to think about any changes to your menu that will better enable you to serve guests from a business standpoint, which might not include a full menu from Day 1. Perhaps you're working with a leaner staff, certain ingredients are challenging to source, etc. We recommend looking at which menu items will help you drive the largest profit margins first. From there other considerations and menu changes might look to address quality control for pick-up and delivery, ease of packaging for pick-up and delivery, different portions or size options for items (i.e. family style option, meal kit option, etc.)

Curbside Pick-Up

Across WS Development properties we will be implementing a curbside pick-up program "Pick Up Quick" where there is demand. We will implement designated parking areas labeled by color in order to support convenient, quick-service pick-up for transactions that have been completed over the phone, digitally or via a third-party service (GrubHub, DoorDash, UberEats, etc.) WS Development will be labeling parking spaces at each property so as to be easily identified between Tenant and guest (i.e. "Green space 2"). Property maps identifying these areas will be available online and posted at the property level for ease. Upon arrival, guests should be instructed to call the store to let them know of their location (i.e. Green Spot, 2). Store employees will then be responsible for bringing the order to the guest.

SERVICE + OPERATIONAL CHANGES (CONT.)

Communicate Clear Instructions + Procedures

Communicate clear instructions to your customers about procedures for using Curbside Pick Up. Have a specific phone number and email address that is staffed in real-time to address any questions or concerns for guests. Be sure to communicate with guests to call or text that number when they arrive and give clear instructions of their whereabouts (i.e. Green space 2”).

Technology Recommendations (see larger section)

See the “Technology Resources” section of this guide for recommendations for curbside pick-up technology platforms.

Delivery

Whether working with a third-party or organizing yourself, delivery right to a guest’s door is becoming the new normal during times of restricted traveling.

Working with Third Parties

Many third parties charge a flat fee and a percentage of sales for their service fees. During this time some providers are delaying payment terms. We have also seen some local governments working to cap third party delivery fees during this pandemic in order to support economic development and restaurant and bar operations. Consider contacting your local government to see what relief measures may be in place that could benefit your business.

Clear Instructions + Policies for Drivers

Whether utilizing a third party or hiring your own team, be sure to have clear instructions in place for where drivers should park, wait, and interact with your staff in order to create effective social distancing measures and eliminate unnecessary staff interaction.

Contact Phone Number + Email for Issues

To best serve your guests, be sure to have a specific contact phone number and email should any issues arise with an order. Be sure this contact number is correctly written on all third party platforms and is available on your own website and social channels.

SERVICE + OPERATIONAL CHANGES (CONT.)

Technology Recommendations

https://dyknfksv5ixrq.cloudfront.net/wp-content/uploads/2020/05/WS_Reopening-Your-Restaurant_Technology-Resources.pdf

Signage Recommendations

Where space allows for it, have a clearly labeled area for delivery drivers only. This will help reduce unnecessary interaction and confusion between curbside pick-up customers and delivery drivers.

Adding Grocery/Provisions

We have seen many restaurants innovating and expanding their offerings to include grocery and provision items to better serve guests and support their own suppliers. You can often utilize your existing online ordering platforms for grocery and provision items. If you are expanding your offering, be sure to let your WS Marketing Manager know so they can help promote.

Donating Meals

Where restaurants and bars have the means to do so, we have seen wonderful community support for local front line workers with the donation of meals. Take advantage of POS and online ordering features like promotional codes and “special instructions” sections to enter a specific code so that your guest can pay for a meal that they would like donated. Reach out to your property’s Property Management team for contacts of local hospitals and community organizations who might be in need of whatever you have to give. We’ll be sure to help share these amazing efforts too.

Transitioning Catering + Private Dining

While many communities are rallying to provide drop-off catering to front line workers keeping us safe, in general, it will likely be some time before catering, private dining, and private events can resume regular operations. Below are some ideas to pivot in those areas of operations to provide new amenities and experiences for your guests.

Family Meals

Turn a Back of House tradition into a new menu offering. Selling your “family meal” is a great way to offer an “off the menu” or “secret item” to mix it up for your guests. This is also a great opportunity for larger groups to have the thinking done for them and have a full meal put together for pick up or delivery.

SERVICE + OPERATIONAL CHANGES (CONT.)

Take-home Kits

Help families staying at home also stay busy by offering Take-home Kits. We've seen some great offerings featuring kits for pizza-making, cookie decorating, cocktail shaking, taco making and more. Be sure to include clear instructions and encourage your guests to create content for you by sharing photos of their finished products back to you and tagging your establishment on social media.

Prix-Fixe at Home

Recreate Date Night in delivery form. Create a prix-fixe menu available for pick-up or delivery. You can print individual menus, have optional wine pairings (where alcohol delivery is allowed), include candles or flowers from local merchants or traditional suppliers, and more. Theme the prix-fixe to go along with a certain popular film, holiday or occasion. Create additional buzz with limits to the number of prix-fixe meals available or the day of the week that they're available.

MESSAGING + COMMUNICATION

Thoughtful wayfinding and signage is an opportunity to be both effective and creative through your establishment's brand identity guidelines. WS Development is working on print ready options for all Tenants, so please reach out if you are in need of assistance or support in designing and sourcing.

Guest Education about New Policies + Procedures

Policies and procedures are only as strong as their execution. Prominent display of your policies helps put guests at ease knowing your team is actively working to keep them safe. We recommend prominently displaying your policies and protocols wherever guests can normally find information about your establishment (website, in-person, inside and outside your establishment).

MESSAGING + COMMUNICATION (CONT.)

Ground Stencils and Vinyls

Help guide guests and partners through your space inside and out by using ground stencils or vinyls. These visual guides are a great way to communicate waiting areas, social distance spacing, delivery wait areas, etc. WS Development is working on creative files for this very purpose, so please reach out to your Property Management team if you need these resources.



Stanchions

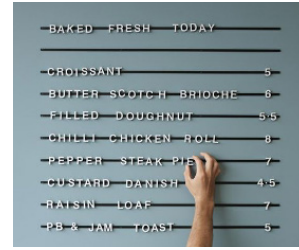
Investments in stanchions can be a helpful way to successfully socially distance your guests and clearly demarcate different areas for use. Additional stanchion topper accessories are available for signage, hand sanitizer.



MESSAGING + COMMUNICATION (CONT.)

Hours of Operations Marquee

As hours of operations will likely be dynamic in the coming weeks and months, we recommend thinking through signage options that can quickly and easily be altered to communicate clearly with your guests. Hand-written signage, unless professionally lettered, should not be used.



Partitioned Pick-Up

Mark out areas for guests and delivery pickup within your establishment so that diners and drivers do avoid unnecessary staff interactions when picking up food.

ADDITIONAL RESOURCES

- **FDA Guidelines**
 - <https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-updelivery-services-during-covid-19#pickupdelivery>
- **OSHA Guidelines**
 - <https://www.osha.gov/Publications/OSHA3990.pdf>
- **CDC Guidelines**
 - CDC Link Overall – <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>
 - CDC Link to PDF – https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/Reopening_America_Guidance.pdf
- **National Restaurant Association Resources**
 - NRA Link Overall - <https://restaurant.org/covid19>
 - NRA Link to PDF - <https://restaurant.org/Downloads/PDFs/business/COVID19-Reopen-Guidance.pdf>
- **PPE Sourcing** – available to you by your property management team upon request
- **Signage Resources** – Please contact your Property Management team to discuss options that are available in print ready files.
- **Digital + Social Media Ideas** – https://dyknfksv5ixrq.cloudfront.net/wp-content/uploads/2020/05/WS_Reopening-Your-Restaurant_Digital-and-Social-Media-Ideas.pdf
- **Technology Resources** – https://dyknfksv5ixrq.cloudfront.net/wp-content/uploads/2020/05/WS_Reopening-Your-Restaurant_Technology-Resources.pdf