



Reopening Playbook

ThinkFoodGroup's Response to COVID-19 Challenges



Introduction

Restrictions have been lifted and it's officially time to begin our long awaited and anticipated re-opening of our restaurants. As we move ahead into this new world of operations, it is absolutely crucial that we use this playbook to help **educate, inform** and **inspire** our way back to opening our restaurants.

This playbook offers tools and resources, along with the proper safety and knowledge of the heightened sanitation procedures and protocols we have put in place to ensure our team members, guests and you feel safe.

Not only is this playbook a tool to provide you with a reopening guideline, but it also serves as an on-going and living reference to help assist in our commitment of serving our guests and the team's responsibility to capture and execute our vision of changing the world through the power of food.

WE GOT THIS!



World Central Kitchen created the character “Masky” as a guide to help communicate health and safety protocols in our community kitchens and restaurants during the COVID-19 crisis. Throughout this playbook, he offers tips on social distancing, best practices for hygiene, and more.

About ThinkFoodGroup

OUR MISSION

**Change The World
Through The Power of Food**

OUR CORE VALUES



Authenticity



Innovation



Passion



Profitability



Service

OUR MOTTO

Embrace Complexity

The Four Quadrants: Operator DNA



Our Promise to Our Guests

Our Team

- Retrained and recertified on hygiene, sanitation and safety standards through industry mandatory courses
- Wash and sanitize hands upon entry to work and regularly throughout the day
- Temperature taken twice a day and is logged electronically
- Disposable gloves and masks are being worn in food preparation
- Stay home if sick

Our Space

- All public areas are disinfected and sanitized throughout the day. This includes the outside perimeter, every door handle and walk-way
- Hands-free door handles installed to limit hand contact
- Strategically placed additional hand sanitizer stations throughout our restaurant for our guests and team members to use

- All tables are sanitized before, during and after each use
- All tables are strategically and thoughtfully placed 6 feet apart
- Partitions installed through-out the restaurant and in between tables and the bar
- UV lights installed in all silverware and glassware cabinets to provide added and extra safety
- Disposable lids for all glassware to ensure added protection
- We provide contactless dining and payment options

Most importantly, we are grateful to be serving our guests safely with warm sincere hospitality and genuine concern.



Outline

While we cannot anticipate every question or concern, we've compiled a number of different resources in an effort to provide comprehensive direction in reopening our restaurants:

OPERATIONAL SANITATION STANDARDS AND PROCEDURES

- Workplace Health & Safety
 - Making our teams and guests feel safe
 - PPEs
 - SOP for when a team member tests positive
- Sanitation Best Practices

OPERATIONS

- Clear Communication
- Community Kitchen Activation
- Prepare to Reopen
- Reopening Process

For each of these topics, information is provided relating to operations, regulations, and best practices. The simple structure will be helpful in implementing and/or enforcing our policies in our restaurants. So our operators may lead with a clear mind during a time of distress, ensuring everyone is moving the right direction, together.

Discover: Gather What/Why/Where and Who

Determine: Understand and Measure What/Who/Where and How

Design/Develop: Create and Map Out What/Where and How

Deploy: Communicate, Mobilize and Execute Where/What/Who and How

Please note that our guidance focuses on the laws and regulations that are of the utmost importance under the current circumstances or that have been implemented in response to the COVID-19 crisis. Unless explicitly indicated otherwise, federal, state, and local laws that have always applied to our business remain in full force and effect – including, by way of example, our local city's Health Code, Human Rights Law, the Americans with Disabilities Act (ADA) – and we are therefore still required to fully comply with any such requirements.

SOURCES AND ACKNOWLEDGEMENTS

ServSafe® National Restaurant Association

CDC

OSHA, Department of Labor

US Government Accountability Office

FDA



Operational Sanitation Standards & Procedures

DISCOVER: What is Operations Compliance?

DETERMINE: What precautions should be taken?

DEVELOP: Standard Operating Procedures

DEPLOY: Quality and Safety Procedures

Development of TFG Wellness System

1. PREPARATION

- Establish policy based on CDC Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)
 - Expanded Sick Leave Policy
 - Reporting all travel and exclusion from work due to symptoms
 - Reinforce Proper Hygiene Practices
 - Environmental Cleaning including confirming COVID awareness and procedures of vendors

2. ESTABLISHED SYSTEMS

- Wellness Checks including temperature checks and sharing mental health resources
- Exclusion of people at High Risk as defined by CDC
- Operators establishing minimum and maximum staffing threshold for service
- Operators reporting schedules and any additions or changes to people present in the restaurant
- Database of Health Status, Commuting Practice and Co-habitant situation of each employee

3. RESPONSE

- When an employee reports potential exposure or symptoms of COVID-19, immediately begin Risk Management Procedure

4. MAINTENANCE

- Training and Certifications of Food Safety Standards
- Compliance to evolving laws of specific jurisdictions

GOALS:

- *To offer clear guidelines for operators to make the best decisions that comply with the law and the safety regulations*
- *Tools and training for best practices*
- *Systems for faster response times*
- *Overall safety and wellness*

Making Our Guests Feel Safe

This checklist outlines operational expectations for sanitization and hygiene standards that our teams must follow to ensure that our guests feel comfortable and continue to trust they are safe dining in our establishments.

Sanitation

- Common areas and walk-ways.** Building perimeters and walk-ways are sprayed every 30 minutes with ECOLAB Multi-Surface Disinfectant with Peroxide or equivalent.
- Sanitizer floor mats.** Placed just inside the service entrance and filled with Ecolab Quaternary Ammonia “Oasis 146”. See Sanitation Floor Mat SOP.
- Shoes.** All team members enter the building by walking through the sanitizer floor mat.
- Sanitizer Buckets (Red Buckets).** Be sure surfaces are wiped down and allowed to air-dry every 30 minutes.
 - Buckets are to be filled with Steramine Tablets and warm water OR Ecolab Quaternary Ammonia “Oasis 146”
 - Buckets must be labeled with the name, date, and time it was filled.
 - Sanitizer solution must be changed every 4 hours.
 - Buckets are off the floor and accessible in each workstation or section of the restaurant.

Receiving – Refer to Receiving SOP

- Ensure information sign for delivery personnel is clearly posted.
- Delivery area to receive and disinfect items prior to storage with gloves and Quaternary Ammonia “Oasis 146” or Sanitizer Solution 512 is set up and utilized.
- Items are checked-in immediately and properly stored.
- Hand Washing & Hygiene – Refer to Proper Handwashing & Coughing SOP
- All staff is trained and can demonstrate correct procedure upon request.

Making Our Guests Feel Safe

(Continued)

Uniform

- All team members must wear a PPE mask or face covering.
- BOH must wear a hat or hairnet.
Beard guards for team members with facial hair.
- Follow all TFG uniform standards.

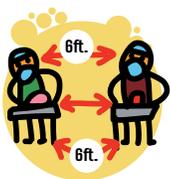
Social Distancing – 6 ft (2 meters) apart

- Staff observes all social distancing requirements whenever possible.
- Host teams minimize clustering at the door and directing lines to form outside.
- Dining room and bar floor plans reflect social distancing requirements.
- 3rd Party Delivery staging areas are set up to prevent clustering.



Take Precautions to Protect Yourself

The CDC recommends taking the following steps to reduce your risk of contracting viruses, including COVID-19:



Avoid close contact with people who are sick (staying 6 feet away or more is recommended).



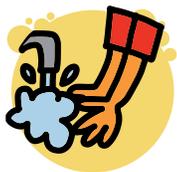
If soap and water are not available, use a hand sanitizer that contains at least 60% alcohol.



Avoid touching your face, nose, eyes, etc.



Clean and disinfect your home and workplace to remove germs. Wipe down frequently touched surfaces, including tables, doorknobs, light switches, handles, toilets, faucets, sinks, and cell phones.



Wash your hands often with soap and water for at least 20 seconds, especially after blowing your nose, coughing, or sneezing, or having been in a public place.



Avoid crowds and keep your distance from others, especially in poorly ventilated spaces.



Avoid non-essential travel, including plane trips and cruises.



To the extent possible, avoid touching things — elevator buttons, door handles, handrails, etc. — in public places. Use a tissue or your sleeve to cover your hand or finger if you must touch something.



How Viruses Spread



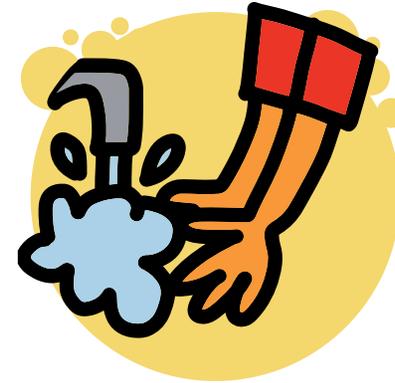
Person-to-Person Contact

- Being in close contact with someone who is sick.
- Coming in contact with droplets expelled when an infected person coughs or sneezes.



Contaminated Surfaces

- With COVID-19 it may be possible to contract the virus by touching a surface or object that has a live virus on it and then touching your eyes, nose, or mouth.



Poor Hygiene

- Not washing your hands long enough or often enough
- Not covering your own coughs or sneezes.



Symptoms: Allergies vs. Flu vs. COVID-19

Many ailments share symptoms. Here are some ways to tell them apart.

ALLERGIES

Sneezing
Itchy Eyes or Nose
Runny or Stuffy Nose
Watery/Red/Swollen Eyes
Shortness of Breath
Wheezing
Cough
Rash or Hives
Nausea or Vomiting
Red/Dry/Cracked Skin

FLU

Fever
Cough
Sore Throat
Runny or Stuffy Nose
Muscle Pain/Body Aches
Headache
Fatigue

COVID-19

Fever (100.4+° F)
Cough
Shortness of Breath
Phlegm Production
Fatigue
Sore Throat
Headache
Muscle or Joint Pain
Chills
Nausea or Vomiting
Nasal Congestion

What to Do When a Team Member Tests Positive for COVID-19

1. Align with the Goals of the Organization

- Keep people safe
- Provide accurate tools and recommendations that allow operators to be flexible and make swift decisions

2. Identify the Risk

- Individuals exposed and/or getting infected at the restaurant
- Individuals being exposed and/or getting infected outside of restaurant and bringing it to work

3. Assessing the Risk

- If either situation occurs, begin Contact Tracing SOP immediately.

The definitions and exposure categories are based on CDC Interim U.S. Guidance for Risk Assessment and Public Health Management of Healthcare Personnel with Potential Exposure in a Healthcare Setting to Patients with Coronavirus Disease 2019

- The person with the potential exposure reports to supervisor and QAD (Quality Assurance Director) is notified immediately.
- QAD informs Leadership that an investigation will begin
- The Team Member (TM) in question is contacted by QAD to collect information:
 - Details of symptoms (which symptoms started when)
 - Any activities conducted outside of work

- Condition and activities of co-habitants
- When is the planned doctor tele-visit or test
- Review schedules to identify day(s) of potential exposure and to whom
- Discuss with GM and Head Chef:
 - Verify submitted schedule and assignments of station and duties of everyone on affected days
 - Grade the rate of compliance with safety measures (mask and glove usage, proper handwashing consistency)
 - Receive input on their level of comfort and confidence
- Conduct separate interviews with each affected individual of current health status and interaction level with each team member during the affected days
- Determine the level of risk to the team, restaurant and guests based on most current definition of Symptoms of Coronavirus by the CDC

What to Do When a Team Member Tests Positive for COVID-19 (Continued)

4. Select Risk Response

- Determine the number of days to exclude the TM based on the onset of symptoms by person who is COVID-19 positive. (Either the TM or the person with whom TM contacted)
- Determine who, if any, of the other team members must be excluded and for how long based on CDC Criteria for Return to Work for Healthcare Personnel with Confirmed or Suspected COVID-19
- Make recommendation to Operational Leadership of viability and needed remediation of the restaurant.

- If the Exposure Category is HIGH, consider professional biomass reduction remediation
- If the Exposure Category is MEDIUM, LOW, or NONE, consider a separate team cleaning of the entire facility by following all FDA Food Code guidance on sanitation and CDC guidance on Cleaning and Disinfecting Your Facility

5. Monitor Risk

- Regular check-ins with excluded team members
- Final check-in and clearance to return to work the day before reactivation
- If someone is recovering from a positive diagnosis of COVID-19,
 - Require clearance from personal medical doctor
 - Determine full return or restricted return based on physical condition in recovery
 - Conduct a Recovery Interview on the first day of work

6. Communication and Report Risks

- Protecting the privacy of the TM is the primary concern
- Transparent communication with the restaurant team affected while protecting the health and life outside of work is key
- Direct supervisors must maintain communication with everyone on the team during exclusion from work
- Operational directors and leadership continue to articulate when, how, and why restaurants operate
- If public communication is required, it should be done so through the Marketing Team

Operations & Safety

ALL team members must receive proper sanitation, PPE, and handwashing training.

PPE REQUIREMENTS

Before



Standard Employee Uniform

After



Employee Uniform with PPE
(includes face mask, gloves, etc)

Proper Handwashing Procedure & Etiquette

HAND WASHING PROTOCOLS

Where to wash hands

- Wash hands in a sink designated for handwashing
- NEVER wash hands in sinks designated for food prep or dishwashing or sinks used for discarding wastewater

Avoid contaminating clean hands

- Consider using a paper towel to turn off the faucet and to open the door.



WHEN TO WASH HANDS

Food handlers must wash their hands:

BEFORE

- Preparing food
- Working with clean equipment and utensils
- Putting on single-use gloves

AFTER

- Handling service or aquatic animals
- Handling chemicals that might affect food safety
- Changing tasks (before beginning new task)
- Leaving and returning to the kitchen/prep area
- Handling money
- Using electronic devices
- Touching anything that may contaminate hands

Proper Handwashing Procedure & Etiquette

(Continued)

CORRECTIVE ACTION

If food handlers have touched food or food-contact surfaces with unclean hands:

- Dispose of the contaminated food
- Clean potentially contaminated equipment and utensils
- Retrain or coach food handlers who are not following proper handwashing procedures if necessary

REMEMBER

Hand sanitizer:

- **Must NEVER be used in place of handwashing**
- Must comply with the CFR and FDA standards
- Should be used only after handwashing
- Should be allowed to dry before touching food or equipment

COUGHING & SNEEZING

Serious respiratory illnesses like influenza, respiratory syncytial virus (RSV), whooping cough, and severe acute respiratory syndrome (SARS), coronavirus (COVID-19) are spread by:

- Coughing or sneezing
- Unclean hands
 - Touching your face after touching contaminated objects
 - Touching objects after contaminating your hands

To help stop the spread of germs:

- Cover your mouth and nose with a tissue when you cough or sneeze.
- Put your used tissue in a waste basket
- If you don't have a tissue, cough or sneeze into your upper sleeve, not your hands

Proper Handwashing Procedure & Etiquette

Scrubbing with soap and rinsing is a 20 second process.



1. Wet hands and arms.
Use running warm water.



2. Apply soap. Apply enough to build up a good lather.



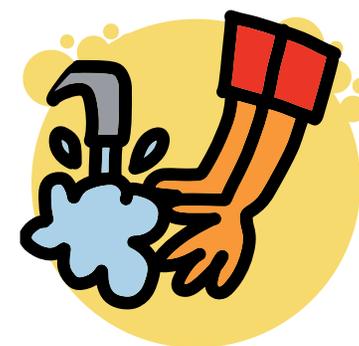
3. Scrub hands and arms vigorously for 10 to 15 seconds. Clean fingertips, under fingernails, and between fingers.



4. Rinse hands and arms thoroughly.
Use running warm water.



5. Dry hands and arms. Use a single-use paper towel or hand dryer.



Re-opening COVID-19 Health and Safety Guidelines

Please post these guidelines in the team member communication areas and in the back of the house.

Personal Protective Equipment (PPE):

All personnel must wear the following PPE while on site:

- Gloves
- Hairnet, hat, or other hair restraints
- Face mask

We recommend all personnel wear a mask when out in public and interacting with others.

Traveling To and From Work:

- Take proper precaution when taking public transportation to limit risk of exposure and physical contact
- Once at work, remove outerwear and leave in personal items area
- Keep non-contact infrared thermometers (with instructions) at sign-in tables to check temperatures before team members enter the restaurant
- Always wash hands when arriving at and before leaving the worksite

Social Distancing at Work/Kitchens:

- Maintain the recommended 6 feet of distance from others
- Food prep stations must be set up at least 6 feet apart
- Practice 'no-contact' transfers: place items down on a counter for the next person to pick up, rather than passing back and forth
- Limit physical contact with others as much as possible

Handwashing & Gloves:

- Observe all FDA guidelines with increased frequency and diligence
- Wash hands with soap for at least 20 seconds every 10-15 minutes
- Use warm water (at least 100°F)
- If soap is not available, use an alcohol-based hand sanitizer (at least 60% alcohol)
- Rub hands until sanitizer has completely dried (about 30 seconds)
- Wash/sanitize hands before putting on a new pair of gloves
- Change gloves when switching tasks, handling different foods, or after touching objects that should be considered contaminated (cell phone, computer, clothes, door handles, etc.)
- If the integrity of a glove is compromised (e.g. ripped, punctured), change gloves immediately - wash hands per proper protocols
- Avoid touching your eyes, nose, or mouth with unwashed hands or used gloves

Re-opening COVID-19 Health and Safety Guidelines (Continued)

Cleaning/Sanitizing Equipment & Workstations:

- Make sure sanitizing products meet EPA criteria for use against COVID-19—Quat sanitizer 512 or peroxide disinfectant
- Set up sanitizer wipes and buckets with towels at all workstations
- Sanitize all workstations and equipment at start and end of shift, and between tasks
- Sanitize surfaces after contact with contaminated items (cell phones, computers, clothes, etc.)
- Frequently sanitize high-touch objects (door handles, faucets, knobs, trash can lids, cell phones, computers, etc.)
- Boxes, containers, or any packaging being used to transport food or equipment must be sanitized before leaving and when returned to the kitchen/storage sites

Distribution Site Specifics:

- Mark every 6 feet in distribution lines with chalk, tape, cement decals, etc.
- Maintain 6-foot distance between staff and community members with serving table
- Practice ‘no-contact’ transfers: place item down on table > patron picks it up
- Avoid placing items on the floor/ground as much as possible
- Sanitize serving table(s) every 30 minutes and at start/end of all distributions
- Sanitize delivery vehicle(s) between each distribution: door handles, steering wheel, control panel, gear shift, seat belts, etc.
- Make hand sanitizer available for community members at front of distribution lines

Delivery Procedures:

- Delivery vehicles must be sanitized before and after each delivery
- Gloves must be worn at all times and changed between deliveries
- Practice ‘no-contact’ transfers
- If delivering to a distribution site, avoid going inside the building(s)
- Have receiving contact meet outside and practice no-contact transfers

Re-opening COVID-19 Health and Safety Guidelines (Continued)

Other Worksite Precautions:

- Prop open frequently used (internal) doors if space allows
- Set up hand-washing/sanitizing stations at all entrances/exits/high-traffic areas
- Dispose of gloves and hairnet in designated trash cans before leaving the worksite
- Change masks if they become soiled or wet
- Empty PPE trash cans frequently - always wearing gloves that are then disposed of
- Keep all personal items in designated area to prevent contamination of workspaces
- Provide sanitizing wipes to wipe down personal items (cell phones, computers, etc.)
- Reusable bottles/cups must stay in the personal items area
- Post signs around worksites to remind people of health and safety procedures



Re-opening COVID-19 Health and Safety Guidelines (Continued)

What is COVID-19?

COVID-19 is a respiratory illness that can spread from person to person, especially in close proximity.* The virus is commonly spread through droplets released into the air when an infected person coughs or sneezes, through personal contact, or touching your mouth, nose, or eyes before washing your hands. People can also be infected and transmit COVID-19 without showing any symptoms of illness. Older adults and people with serious underlying health conditions are considered to be at significantly higher risk of contracting the disease, though anyone is susceptible to infection.

Signs & Symptoms:

- Fever: 100.4 ° F (38 ° C) or above
- Cough
- Shortness of breath / difficulty breathing

Self-quarantine and seek medical advice if you develop any of the above symptoms.

What To Do If You're Feeling Sick:

- **STAY HOME** if you are feeling sick or are experiencing any COVID-19 symptoms
- Alert your supervisor immediately so we can take necessary precautions

If you begin to feel sick at work:

- Alert your supervisor immediately
- Self-quarantine and seek medical advice
- **Follow doctor recommendations on next steps**

Re-opening COVID-19 Health and Safety Guidelines (Continued)

Proper Techniques for Wearing PPE (Masks)

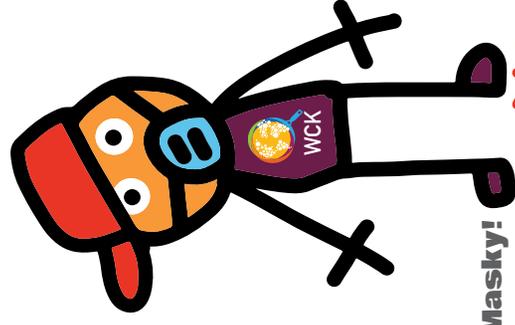
Proper Techniques for Removing PPE (Gloves)



Post these guidelines in BOH



#ChefsforAmerica COVID-19 Protocol



In light of the COVID-19 outbreaks, World Central Kitchen is taking extra precautions to protect its employees and community. WCK recommends implementing the following protocols so that we can continue to safely do our work.

0) Protective equipment is mandatory

General hygiene guidelines

1) Review CDC & FDA guidelines	2) Wash your hands for 20 seconds every 15 minutes	3) If there isn't soap and water, use hand sanitizer (60-95% alcohol)	4) Wash/disinfect hands before putting on gloves	5) Be prepared to work	6) Social distance and work space: 6 feet apart	7) Change gloves in between different tasks	8) Don't touch your face or mask	Masky!	

Cleaning and Disinfecting

9) Sanitizing wipes and PPE trashcans in different work areas	10) Clean and disinfect before and after working	11) Disinfect areas when they come in contact with objects	12) Disinfecting high-touch objects e.g. handles, doors, faucets, etc.	13) Maintain 6 feet apart between people and workspaces	14) Practice transfers without contact	15) Avoid placing objects on the ground	16) Avoid physical contact

Social Distancing at work

Distribution

17) Always comply with PPE protocols	18) Change gloves and dispose of them adequately	19) Mark every 6 feet in distribution lines with chalk, tape, cement decals, etc.	20) Maintain 6 feet between workers and community members	21) Frequently disinfect distribution tables	22) Frequently disinfect the distribution vehicle	23) Always have hand sanitizer available	

Other precautions

24) Prop open frequently used doors	25) Establish hand washing and disinfecting areas	26) Designate PPE trashcans & keep closed	27) Dispose of PPE in the assigned trash cans	28) Empty PPE trash cans frequently	29) All workers should have personal thermometers

USE THIS GUIDE WITH THE FULL WRITTEN GUIDELINES.

Masky!

Before We Reopen

If our restaurants want to come out of this pandemic safely and successfully, it is extremely important to be cautious of the market and listen carefully to the news for guidance.

Some of the things that our restaurant operators should keep an eye out for:

Government Restrictions

Different states or markets have restrictions on when and where people can go during this pandemic. It is unlikely that all restrictions will be lifted at the same time, and things will not go back to the way they were right away. However, as governments begin to lift these restrictions, this will be an indicator that people are able to slowly come in isolated pieces.

A Note on Government Restrictions:

This isn't a race to be the first restaurant to open. Just because a government restriction has been lifted does not mean that we are immediately ready to operate our restaurant. The main concerns are health and safety. We need to ensure that our building, property, people, and processes are ready and functioning with the highest level of safety and sanitation.

Recovery in Other Countries

Other countries that were hit hard by the pandemic early on, such as China, South Korea, and Japan, can be indicators of

what the future recovery may look like in the US. Currently, it seems as though a gradual recovery over the course of several months would be likely.

Antibody Testing

Antibody tests can determine who has already contracted Covid-19. These tests are beginning to slowly enter the market. If they become widely available, the CDC can gather data that could predict a timeline for the end of the crisis.

Immunity

Some other flu-like infections give those who were infected immunity to contract the disease for a number of months. It is currently being researched to see if that is the case for Covid-19. If there is no immunity to those who were infected, it is likely that the economy won't fully recover until a vaccine is developed.

Covid-19 Vaccine

The best possible signal for returning to normal after the crisis is a widely produced vaccine for Covid-19.

How We Bring Our Team Members Back

The following checklist with action items must be followed, along with materials to review with each team member returning to work.

Complete Activation Interview

- This initial phone assessment is to be conducted by the General Manager or Head Chef
 - Fill out the PDF in Adobe Acrobat

Candidate Review

- Quality Assurance Director will review and approve/deny the team member's ability to return based on assessment.
 - GMs/HCs will be notified if any follow-up information is needed. Safety and Compliance will reach out to the team member directly for further clarification.
- If the team member has been cleared to return, GMs/HCs will receive the signed and dated document back via email with the approved start date.

Essential Worker Letter

- If the team member lives in or works in state in which there is a current "Stay-At-Home" order from state officials, the GM/HC will receive a letter.
 - Print or forward this document via email to the team member. It is recommended that they always keep a copy on them.

Employee Agreement for Re-Entry

- GM/HC must sit down and go through the provided materials to ensure that the team member is:
 - Knowledgeable of all current safety recommendations from the Centers for Disease Control (CDC).
 - Knowledgeable of ThinkFoodGroup's policies and procedures to mitigate exposure and work safely.
 - PDF's can be printed if the team member would like a copy.
- Please initial each box on the form once you feel the team member has a thorough understanding of each section.
- Please print and make sure both the team member and manager sign and date.

File with Human Resources



How to set up your Receiving Zone

Designate an area in the loading dock or just outside the entrance to the restaurant where deliveries will be received. Mark this area off with blue tape and label the area.

In addition, place **sanitation wipes** and disinfectant spray within the station.

Place sanitation mat in front of delivery area outline and fill with 512 Quat sanitizer solution. Be sure to change out sanitizer every four hours or as needed.

Designate a specific person or team responsible for checking in deliveries accurately and efficiently.

Plan to meet delivery drivers at this zone to check in all deliveries. If a driver **MUST** enter the restaurant, they will either enter through the sanitizing mat or spray their feet with the 512 Quat sanitizer spray, as well as, wearing gloves and a face mask. (If a driver is not equipped with a mask, nor do we have the ability to provide one for them, please instruct driver to leave items at the front or back door to be moved into the building.)

Make sure **delivery personnel sign** is posted clearly in the delivery area.



Receiving SOPs

In addition to handwashing, the following precautions need to be taken when receiving deliveries:

- All deliveries should only be delivered when a manager is in the restaurant.

- Inspect deliveries and disinfect immediately using disinfecting protocol.

Ensure delivery driver stays outside. If they must enter the building, make sure they walk and wheel the delivery through the sanitation mat.

Follow TFG standard receiving procedures of checking-in deliveries

Reject any items that are past their expiration date, dented or bulging cans, misshapen items, wet boxes, thawed frozen items, items that are not at the correct temperature, discolored items, or items with an odor indicating they are not fresh

Wear gloves and mask (and any other proper PPE deemed necessary) and

Ensure sanitation wipes and disinfectant are in the receiving area.

Make sure the delivery person is wearing a **mask and gloves**. If not, please provide.

Rejected items **MUST** be returned to the driver before signing. Post COVID-19, many vendors are not currently accepting returns once the driver leaves.

When signing for deliveries, **use your own pen** to sign

After inspecting deliveries and signing off, be sure to **disinfect immediately** using the disinfecting protocol.

Place disinfected receivable product in proper storage areas.



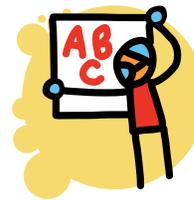
Our Reopening Strategies

Our restaurants are prepared for physical distancing standards for guest and team member safety.



Physical Distancing

- Increase the space between tables to allow for a six feet radius between groups
- Remove every other bar stool to allow more space between guests
- Determine storage for excess tables
- Add hand sanitizing stations near entrances, server stations, and restrooms
- Add plexiglass partitions (or similar) in areas with close communication, such as the host stand and bar. As business ramps up, consider plexiglass modular partitions between tables to ensure the safety of guests.

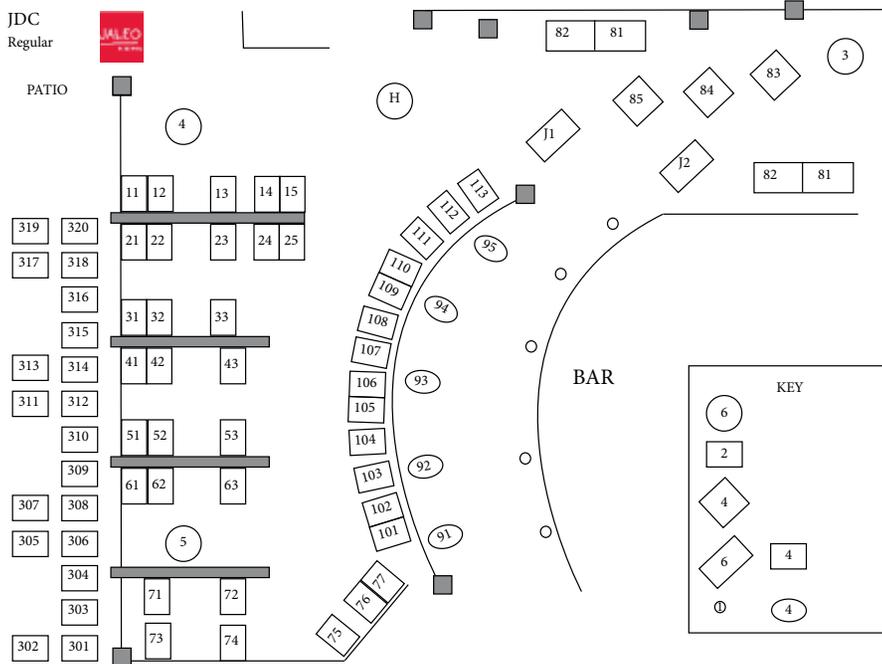


Service Modifications

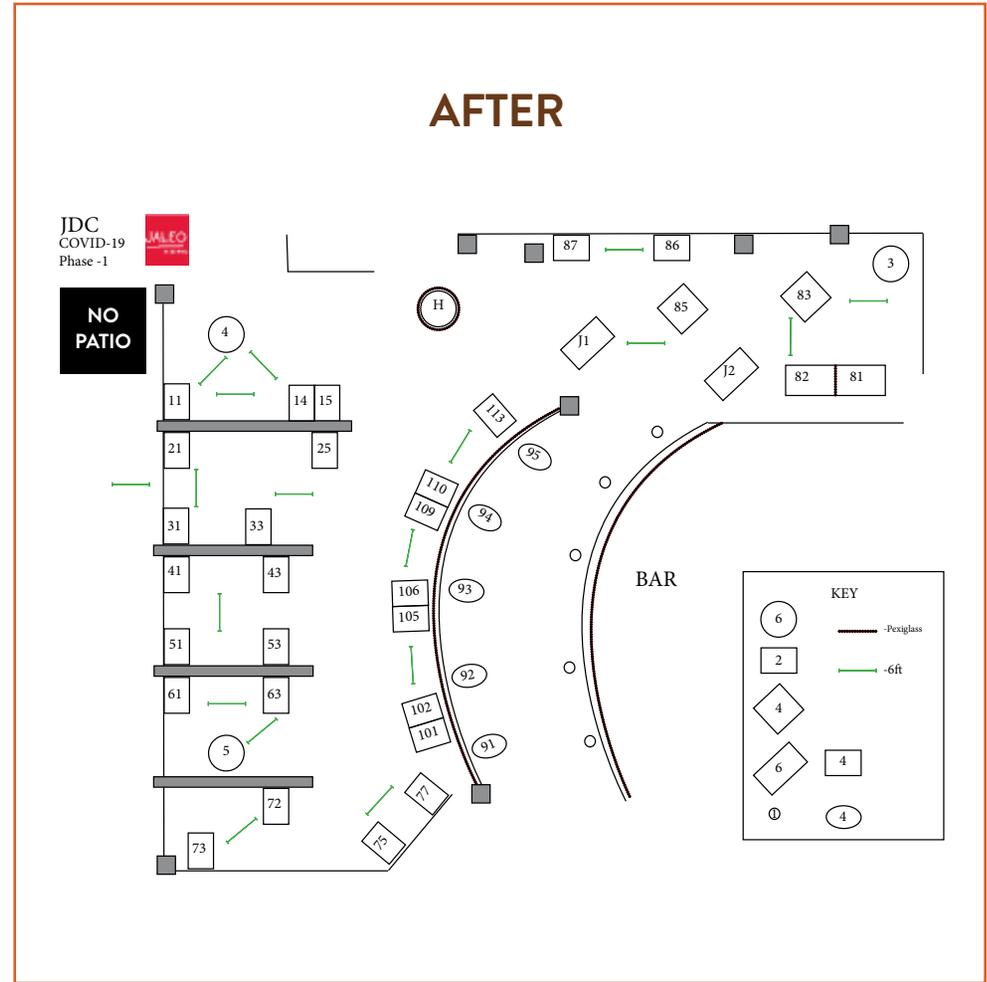
- Single use or digital menu options
- Digital ordering option capacity
- Implement new strategies to allow for less table touches while providing exceptional service
- Touchless payment options
- Transition to e-receipts instead of paper
- Update reservation processes to bring in guests in intervals to avoid overcrowding in waiting areas
- Look at every touch point opportunity from when a guest enters and exits the restaurant to ensure sanitation and service opportunities are met every step of the way

Modified Floor Plans

BEFORE



AFTER



Outdoor Seating

Adapting to New Regulations

- Take advantage of patio walkways to spread guests out, as guests may feel more comfortable in an open-air space
- Stay up-to-date on local regulations regarding outdoor and patio seating
- Ensure delivery and to-go pickup does not interfere with patio diners



Operations Communication



Communication

Communication is key during times of challenge. It is important to have clear lines of communication to our teams and our guests. Communicate often and openly with your teams, including those who are working from home or on furlough. Make sure they understand how and why we are doing things a certain way. Check in on them often to see how they are doing.

We have created a task force that is helping to operate your restaurants:

- We channels through email, text, instant messaging, etc., so you can be in constant contact with updates.
- Set daily meetings, even if it's 2-3 times per day
- Designate a point person for each specific discipline who communicates decisions that have been made for the group.
- Ensure follow-up happens through a nightly email recap.

Make sure to educate our guests and team members when they return. They should be well-informed on all the measures we are taking to ensure their safety and responsible dining. Stay positive and ensure guests are aware of occupancy guidelines. All public facing channels should clearly show our hours, policies, and operational changes/offerings.

FOR SALARIED MANAGERS



Microsoft Teams



FOR HOURLY TEAM MEMBERS



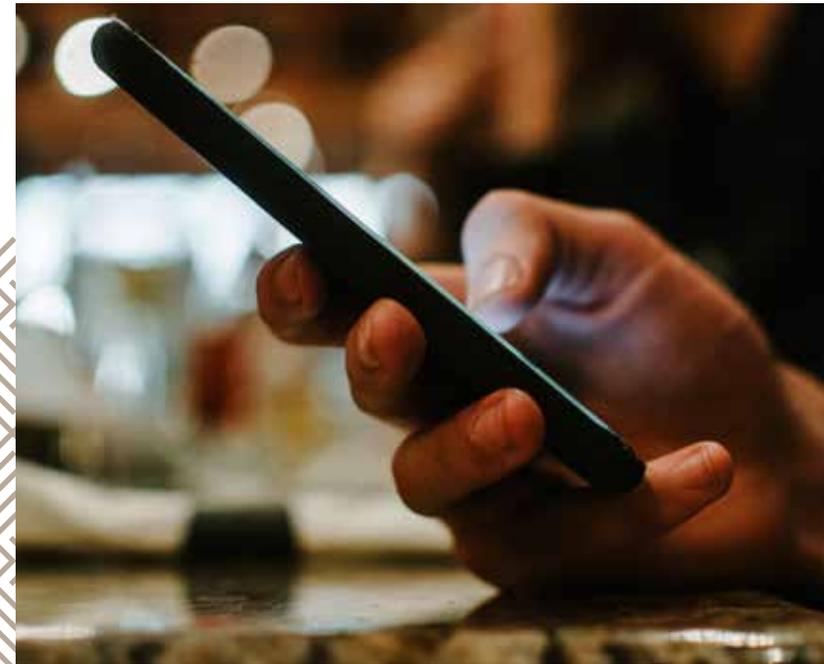
HotSchedules

harri

External Communications

Steps for External Communications

- The Marketing Team will create messaging for various scenarios that will be sent out on all platforms should the need arise (see next slide for samples).
- If we do find ourselves dealing with a situation where someone in one of the restaurants has tested positive for COVID-19, please notify your director asap and follow the proper protocol. **This will be handled by our QAD and Marketing teams but we need to know immediately.**
 - If you see or notice any negative responses to messaging on public platforms, do not delete them. Please ensure that the marketing team is aware so that we can handle the response appropriately and promptly.
 - **Our** media strategy. We prefer good news to reach our guests from the press, but bad news should come from us. **Please direct all media inquiries to the Home Office PR Contact.**



Sample Communication Templates

For HR/PR and Home Office Use Only

A Guest Visits who has had COVID-19:

- In these challenging times, we believe complete transparency is the only way forward and need to share that the Health Department has informed us that a guest that visited <restaurant> has tested positive for COVID-19. Our Guest Relations team is currently reaching out to everyone who has dined in the last (blank) days to let them know they may have been exposed.
- Out of an abundance of care, (restaurant) will remain closed until further notice and is being properly sanitized and disinfected, while all team members are self-isolating. We apologize to everyone who had upcoming reservations for the inconvenience, and we look forward to welcoming you back when we feel it is safe to do so.

A Team Member Tests Positive for COVID-19:

- We are heartbroken to announce that a team member from <restaurant> has tested positive for COVID-19. While right now we do not know for sure when he/she became infected, our Guest Relations team is currently reaching out to as many people as possible who may have come into contact with this individual. The restaurant is closed indefinitely for deep sanitization and the full team is in self-isolation and being tested. At the moment no other team members are experiencing symptoms but as soon as we have more information, we will share it here.
- In the meantime, if you have any queries please contact us via <insert email> and we will do our best to answer them. Our thoughts are with our teammate who is currently receiving care from some of the incredible healthcare workers our city is so fortunate to have. We wish everyone who has been directly affected by this devastating virus a speedy recovery and we look forward to happier times for all of us.

Moving Forward: Communication to Our Teams

As we have been doing so, please ensure our team understands that there is no shame around COVID-19 and that they will never be penalized for communicating with you.

Messaging to Your Teams:

While we are still very much vested in you and keeping our entire team and guests safe, we cannot stress enough how important it is to keep us updated around anything to do with the virus that is happening in your personal life:

Examples: Let us know if...

- Someone in your apartment building or home tests positive
- Someone you live with may have been exposed at their place of work
- You or your partner or your children experience even mild symptoms
- You may have been at a large gathering recently
- You feel like you may have a fever or don't feel well



Guest Relations

Below is general protocol for if a guest who has dined with us reports testing positive for the virus and how we will handle restaurant operations. Guests may be frustrated, stressed and concerned.

If a guest tests positive we will not have much to share due to the confidential nature of the matter. However, it is important to get our QAD involved to help with the contact tracing protocol.

- Do not forget to let guests with upcoming reservations know that they cannot be accommodated and provide alternatives if you can.
- Ensure you have team members on hand to answer all calls and emails (there will be a lot) in real-time, even when we are in hibernation.
- Remember that as a restaurant group, we are not qualified to give medical advice or advise on next steps for guests. Always direct them to the appropriate place for further advice and protocol. We are following CDC guidelines and specifically the orders from our respective public officials.



Community Kitchens

On March 15th, 2020 we decided to close our normal operations to reopen **Community Kitchens** to assist in serving the community hot meals and beverages through the Coronavirus Pandemic. We opened the Community Kitchens on March 17th and the goal was to serve free hot meals to those in need and also allow those who could afford a meal to pay for meal to pay it forward or donate to the Think Family Fund. The Think Family Fund is a 501(c) (3) non-profit organization that has been established to help TFG employees and their families who have encountered financial hardship. To date, the TFG Community Kitchens have served **over 40 thousand meals!**

Community Kitchen Activation

- Menu Selection should be maximum 2 items that includes a bowl with protein and one that is vegetarian
- Ensure Menu items are easy to assemble “scoop and serve” and are simple enough to stay 10 orders ahead
- Portions should be bountiful, nourishing and full. Our quality standards never change
- Ensure we are serving externally only (outside facing)
- All physical distancing measures and systems should be in place
- Use Gotab or Paypal for QR ordering and contactless payment. Follow reconciliation procedure
- Make sure signage is as pictured. Clear and large enough to read from the street
- Sanitizer Stand should be at the pick-up table
- Hours of Operations should be 12-4pm
- Daily target local first responders, shelters and medical professionals to deliver meals to
- Keep the amount of team members serving small. No more than 3-4 people



Reopening Phases

Business Ramp Up Plan:

RAMP UP PHASE 1

Operate up to 50% of revenue

- Ensure all sanitation practices and operating procedures are intact
- Notify vendors/supply chain
- Continue existing delivery and takeout business
- Adapt restaurant floor plan to modified occupancy levels and 6-foot rule
- Make minimal labor callbacks
- Train and recertify management team through ServSafe
- Reopen with abbreviated menu
- Minimum hours of operation

RAMP UP PHASE 2

Operate up to 75% of revenue

- Make additional team member callbacks
- Continue training and recertifying team members in ServSafe
- Expand floorplan and continue 6-foot rule
- Add plexiglass partitions as needed
- Expand hours of operation

RAMP UP PHASE 3

Operate up to 85% of revenue or greater

- Add additional team members as needed
- Expand hours of operation
- Expand menu offerings
- Add plexiglass partitions as needed
- Expand floorplan if capacity demands

See the next slide for a checklist to help with the RAMP UP Phases ►

Reopen Operations

Prepare to Open Checklist

- Work to create re-opening forecast/assumption budget
- Before bringing back team members, all sanitation and PPE uniform requirements clearly laid out and communicated
- Begin to bring limited team members back through the hourly activation process
- Schedule class to reinforce safety and sanitation practices
- ServSafe recertification
- Walk through kitchen to ensure stations are modified for limited menu and labor execution
- What will the schedule look like to minimize bodies in the kitchen and front of house spaces
- Have delivery receiving practices and systems in place (see [Receiving SOPs](#))
- Open with a limited menu
- All faucets, soap dispensers, bathroom handles, and sanitizer dispensers should be automatic
- Remove tables to comply with 6 ft distancing rule
- Create new floor plans in OpenTable
- Stage plexiglass partitions around host stand and in bar areas
- Understand you will still be delivery and take out heavy. How will existing operations take on delivery and take out?
- Focus on meal kits and large format delivery options
- Dedicate 1 hour between lunch and dinner operations to deep clean and sanitize. Have sign posted to show guests sanitation initiatives
- Create wellness check-in plan
- Designate full-time disinfectant position
- Understand contact tracing system
- Train FOH staff on new service steps
- Conduct mock service

Reopen Operations

First Impressions Checklist

- Ensure 30-minute spray downs of peroxide or 512 Sanitation are happening. This includes forearm door handle. Set timer
- Install hands free entrance option or forearm handless door handle. Electronically activated or have a host with a glove open to welcome
- Have motion activated sanitizer stand visible outside the entrance or foyer area
- Place outside markers for guests to stand on to ensure 6 ft distancing. This will ensure no crowds in the lobby
- Offer reservation only or very limited walk-ins. Call ahead seating time slots
- Have SMS text table management system in place
- Ensure hosts know occupancy capacity limits. This must be controlled
- Conduct guest wellness check provided by manager on duty: take guest temperature
- Limit seating to 6 people per party
- Encourage guests to wash hands before being seated
- Offer single-use menus or digital menus brought up by QR codes
- All host staff should have masks and proper PPE uniform
- Avoid touching guests, chairs or tables while seating
- Seats guest at empty table—consider host to wipe down table with sanitizer solution or wipe



Reopen Operations

Guest Experience Checklist

Guest Experience In-Service:

- All FOH staff should be visible in PPEs:

Bufs: Logoed, 2-ply masks will be available for team members

- Table will be sanitized when guest is seated and sat empty with nothing on it. Host will wipe down. Table will be built through service

- Build narrative for servers to go through in regards to our post covid-19 operation standards. “Here are the Precautions and Initiatives We are taking to keep you safe”

- Service should begin with a warm sanitized towelette

- Ensure all food and drink (with lid) is ran and delivered while FOH team is wearing gloves

- Place sanitizer stations between tables or on them

- Limited amount of visits to tables. This goes for management as well

- Sanitize Table Through Out Service/ Courses

- Take payment with gloves and sanitize POS: Wash Hands. If Smart Phone is not Available

- Offer Contactless at Table Payment Option. GoTab is a great option (See steps on next slide)

Tools to Reopen With



Sanitizing Chemicals

- Hydrogen peroxide (Adams Burch item #21179 or Ecolab)
- Quaternary ammonium (Sani-512, Adams Burch, item #20051)
- Sanitizing wipes (Adams Burch, Julius Silvert)



Other Sanitizing Tools

- UV-C Sanitizing lights (Ceiling Mounted and Portable)
- HEPA HVAC Filters



Other Sanitizing Tools

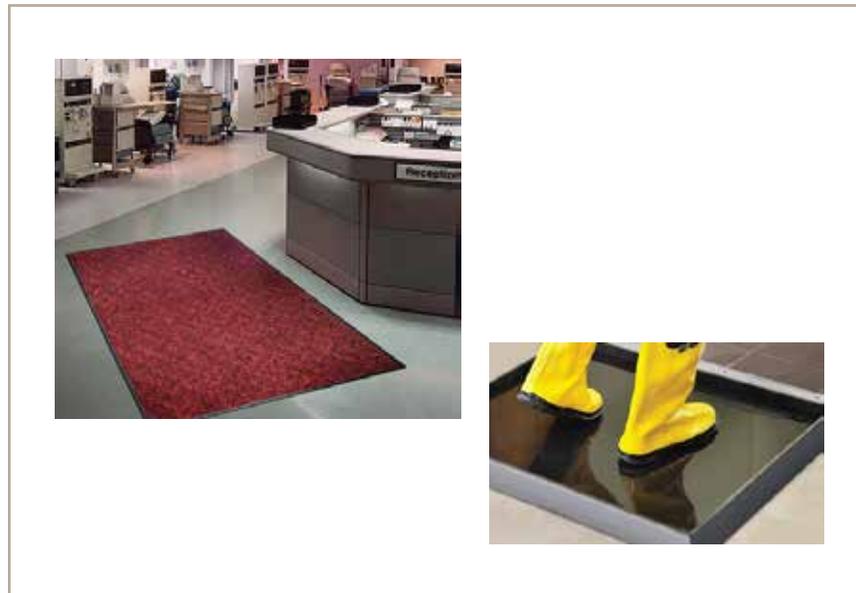
- Disposable Gloves (Adams Burch)
- Disposable masks (Tu-Tu Trading)
- Protective coveralls (Thomas Scientific)
- Buff

Tools to Reopen With (Continued)



Thermometers

- Digital thermometers for taking team member temperatures.
 - Ideally with FDA 501K clearance for medical use



Floor Protection

- Guest facing anti-microbial mats
- Sanitizing footbath mats for receiving areas
 - Use with hydrogen peroxide, quaternary ammonium or other sanitizer



Strategy: How to Position and Pivot Our Operations during and Post-COVID World

Reopening Revenue Focus

Delivery

Food delivery is already a big part of our industry. With stay-at-home orders in place, delivery is more important than ever to be able to bring the TFG experience to our guests at home. Moving forward and ever more, delivery and take-out will be a significant part of our revenue model as we head into the reopening phases.

Large Format Meals

A major part of the hospitality industry is being there for our guests most important celebrations and milestones. Celebrations and milestones are still happening while people are following stay-at-home orders, such as birthdays and holidays. Creating large format meals that can feed a whole family ensure that with a favorite restaurant's meal is still part of the celebration; it's just enjoyed in your four walls instead of ours.



Reopening Revenue Focus

(Continued)

Bodegas/Grocery Operations:

If you walk through a grocery store during a pandemic, you can clearly see what basic, necessary supplies are unavailable for purchase. We are able to work with our vendors and utilize the supply chain to be able to provide these necessities to our community. Items such as household disinfectants, sanitizer, and masks are among some of the very important items we are offering, in addition to perishables reminiscent of offerings from local farm stands. Making these basic necessities available for pick-up or delivery is a great way to pivot your business while helping those who truly cannot find the supplies anywhere else.

Liquor Delivery/Pick Up

Our local areas have relaxed their liquor laws to temporarily allow delivery and/or pick up of alcoholic beverages during the pandemic. Taking advantage of this opportunity, we have pivoted our offering of cocktails into large-format options as well as beer and wine that are sold with food orders. Normally, 20-40% of restaurant sales come from beer, wine, and liquor, so adding alcoholic beverages to orders during this crisis can help offset missed revenue. **Additionally, all regulations for checking IDs still do apply.**

Pick Up/Delivery Safety

- Dedicate area of the restaurant available for pickup/deliveries
- Add physical distancing markers in lines/waiting spots so guests or drivers are a safe distance from each other
- Implement tamper-resistant packaging for to-go items
- Consider adding grocery or household items to pickup/delivery menus
- Print a card outlining safety and sanitation process to to-go orders

Technology Integrations

Utilizing our Reservation System for Table Management

Waiting for a table in one of our popular restaurants will not be possible while physical distancing is occurring. We will be utilizing our OpenTable and Resi management systems and call-ahead seating to ensure guests will be texted through SMS when their table is ready.

Online Ordering (Delivery and Pick Up)

As we continue the reopening process and ongoing business model, we will be utilizing the current third-party delivery platforms. During this pandemic, local legislations have mandated not paying over a 15% delivery fee per order.

Self-Ordering Kiosks

Limiting face-to-face contact will be a difficult hurdle for our industry. Many different food service companies around the world already utilize self-ordering kiosks for efficiency purposes. Finding a way to implement self-ordering kiosks in full service restaurants while not compromising hospitality could be an option for the future.

Touchless/Tablesides Payment

Tablesides payment and ordering options such as GoTab are becoming increasingly more common. This process allows guests to pay for their bills with a small, handheld credit card machine. These are easy to disinfect and allow for less steps and potential contamination in the payment process.

Additionally, we will be utilizing GoTab as our touchless ordering and payment system that guests can access through their phone. All payment options that increase safety and reduce the potential spread of disease should be researched.
(See next slide for GoTab SOP)

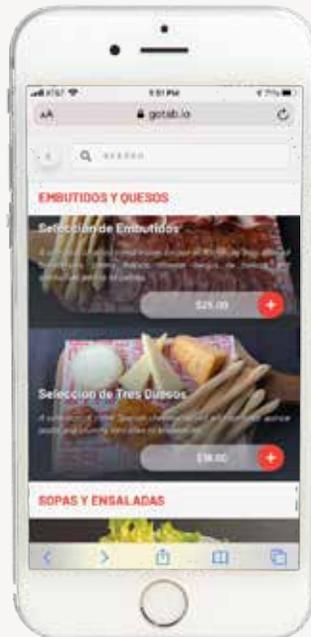


JOSE ANDRES
THINKFOOD
GROUP

GoTab Order at the Table

ORDER HERE

Go to GoTab.com



1

The guest scans the QR code to open the website and reaches the online menu.



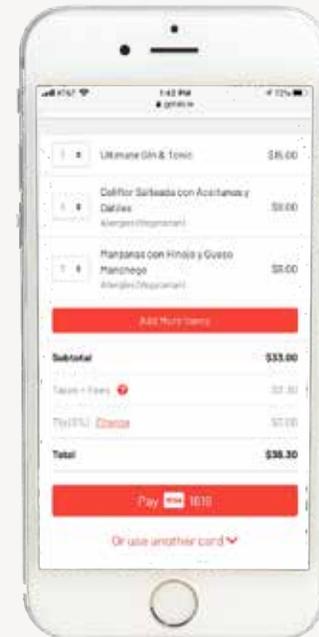
2

By navigating into a category, the guest can see all the available items. To select an item, the guest clicks the plus button next to each item.



4

The guest can reach the payment screen simply by touching the "Review Order" button at the bottom of their screen.



5

Once the payment has been made, The guest simply waits at their designated table until the order arrives.



Marketing and Communications

Letting the world outside our organization know our plan

DISCOVER: What is TFG's operating plan?

DETERMINE: How do we get this message out to our guests and local area?

DEVELOP: Comprehensive marketing/communication strategy

DEPLOY: Guest-facing/external messaging

Discover · Determine · Develop

Discover

Once our organization has determined how it will operate, the marketing and communications strategy should be organized around getting this message out to the public.

Determine

There are numerous communication channels to use, that our restaurants will have already been using previously for promotions before the crisis. We can use any and all of these that apply –

- **Print**
- **Digital**
- **Social Media**
- **Public Relations/Media**

Develop

Create a cohesive message that can be articulated through each channel selected. If the restaurant is operating, determine what initiatives can be utilized to engage with guests (ie Family Meal menus for delivery, specialty cocktails for pick-up, meals tied to a holiday such as Mother's Day). Set a calendar to determine when we can activate initiatives, so all team members are aware what is going to happen, and promotions are organized.



Deploy Public Relations

It is critical to designate who from our restaurants will be the spokesperson to share information. To ensure a clear message, it is important to limit the number of people who speak with the press and release statements. Ensure our employees are aware of our guidelines surrounding speaking with media and defer all questions to the designated spokesperson. Share the approved operations statement with media and keep them informed of all updates and changes.

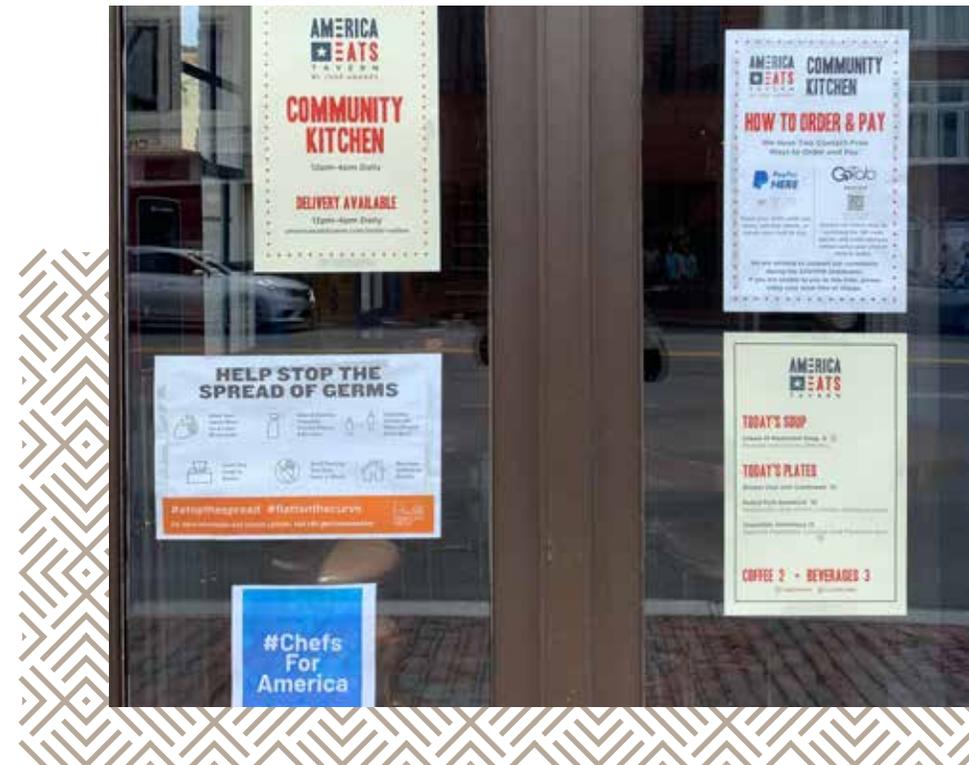
In addition to local area press, BIDs and community organizations are also useful channels to get the word out. Be prepared to answer questions regarding all of our initiatives and know that any statements made to media can be published.



Deploy Print

Below is a summary of how each print channel can be utilized to get out our message, including initial operating direction, promotions and reopening.

- **Door Signage** Post message to guests regarding operations changes on door and any street-side windows, include hours of operations and any reachable contact info (email/phone/website URL)
- **Menus** If you have food available to order, post large menus in window so guests can read from afar. Handout menus not possible now and guests can read when restaurant isn't open as well to know offering.
- **QR Codes** Utilize QR code technology to allow guests to scan and go directly to any website for menus, ordering, etc.
- **Social Distancing Decals** In order to ensure guests stay at a safe distance, place decals on the ground 6 feet apart indicating where guest should stand.
- **Food Instructions** Include any guidelines for making a dish, storing leftovers, or creating a cocktail so guest has the best experience possible at home. This is an extension of our restaurant in their home – allow them to experience it from afar!
- **Labels** For any bodega items or special packaging, include a label to indicate what the item is and any necessary expiration or food safety information.



Deploy Digital

Below is a summary of how each digital channel can be utilized to get out our message, including initial operating direction, promotions and reopening.

- **Website** Ensure our website is updated to include our statement on operations during this time. Should be featured prominently on home page. Include any available menus and links to delivery sites. If possible, remove any links/info (ie reservations, full menus) that can cause confusion.
- **Email** Notify guests on our email list of our operations plan. Continue to share info with guests through our email list, announcing new items and offerings or sharing recipes/tips. While this is a serious time, it is also a time to be there for our guests and still share our brand message.
- **Social Media** The quickest way to reach guests is through social media (Facebook, Twitter, Instagram are the primary channels). Share our operations plans and give real time updates. Ensure our staff is always wearing proper PPE in photos. Answer guests questions and engage with those followers that reach out through these platforms. Encourage sharing and repost photos of our guests experience. This is a way to stay connected with one another.





We got this!

