



# COVID-19 REVIVAL PLAYBOOK

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Turnkey Solutions for Reopening  
& Running Your Restaurant Post Crisis.

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*by Angela Vendetti and Cliff Ross*

*Edited by Gabrielle Genegrasso*

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*“It is not the strongest of the species that survives,  
nor the most intelligent that survives.  
**It is the one that is most adaptable to change.”***

*– Charles Darwin*

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## *About Angela*

Angela Vendetti is dedicated to helping restaurants in the Greater Philadelphia Area thrive. Before diving into the restaurant world herself, Angie studied at Drexel University, earning a BS degree in International Business and Marketing. She then spent three years working for a global information technology company, in the US and abroad. Two lay-offs later, she opened her first business.

In 2004, Angie co-founded Mugshots Coffeehouse which grew to include Mugshots Farm to Office Catering in 2013, both formerly located in the Art Museum Area of Philadelphia, PA. Always a pathfinder, Angie saw potential in the emergent community before most others could. In addition to numerous accolades from Philadelphia critics and a cornerstone of the Fairmount community, Mugshots was a founding B-Corporation, part of a growing global movement of people using business as a force for good. Angie is a proud co-founder of GAMBA, the Greater Art Museum Area Business Alliance, and over the years, she's served on community boards and participated in many initiatives, all aimed at fostering a vibrant local economy.

At the end of 2015, Angie sold Mugshots and launched her consulting practice. She takes great pride in helping entrepreneurs through the start-up process, including SBA financing. She also works with existing restaurant operators in and around Philadelphia on strategy, profitability, and quality of life. She's worked with many beloved restaurants and cafes throughout the city, including Fergie's Pub, The Goat, Rally Coffee, Harvest Coffee, Death of the Fox Brewing Company, The Stone Tavern, Fabrika, Revolution Taco, Malelani Cafe, Pizzeria Nonna, and Gemelli Gelato.

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## *About Cliff*

Cliff Ross is the owner of Cliff Ross Enterprises, an advertising agency, design studio and printshop with offices in Easton and Philadelphia, PA. After graduating with a BFA in Communication Design with a concentration in Advertisign Design from Kutztown University, he immediately began his career in the advertising world, working as a designer at Philadelphia Weekly, Production Supervisor at Atlantic Skyline and Art Director for Electric Factory Concerts. He has accumulated over 25 years experience in graphic design, advertising and printing.

Cliff founded his company over 10 years ago and has since formed an expert team of designers. The agency specializes in working with restaurants, farmers' markets and food producers. Their clients include popular establishments such as More Than QBBQ, Taylor Taco Shop, Pearly Bakers, Bar Hygge, The Goat, Havana New Hope, Chocodiem, and brands like Easton Salsa Company, Portch Tea Kombucha, Pastificio 601 and many more. They also proudly work with Easton Public Market and the Easton Farmers' Market, offering graphic design, marketing, branding expertise, and in-house printing – all under one roof. Cliff is committed to helping develop a thriving community of local businesses, and is passionate about helping fellow business owners overcome their challenges.

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# INTRODUCTION

## *Here's What To Expect*

This Playbook is designed to help restaurateurs and managers identify the unexpected impacts of the COVID-19 pandemic, and develop solutions for re-entry. Without a united nationwide strategy, owners must take responsibility for staying on top of state and local orders and guidelines as they are announced. As we all anxiously await the lifting of pandemic restrictions across Pennsylvania and New Jersey, we have the opportunity to develop a plan to reopen safely, while minimizing the risk of another shut down. The primary focus of the restaurant industry has experienced a major shift. Now, keeping people safe is the key to business longevity: health and safety is the new hospitality.

Without a doubt, marrying traditional hospitality and safety will be a tough balance to reach. As a restaurateur, you are accustomed to providing a “third place,” entertainment or an escape from whatever is waiting on the other side of your guests’ visits. And it goes without saying; people want to escape COVID-19. They want things to go back to “normal”. As of today, no one knows when that will happen. So, in the meantime, how do you provide an enjoyable experience from behind a mask?

Approach your re-entry with caution, optimism, and authenticity. Establishing new protocols, diversifying your business, and training staff will be crucial. As you build safety into your new operations through technology, PPE, disinfectants, and a new seating layout, don’t forget the reason your guests came to see you. Even though your staff will be wearing masks, a smile can be conveyed through the eyes. The dining room may not be as full as it once was, but those coming out to dine will appreciate the steps you are taking. Bottom line is, they’ll want to come back because they feel safe.

The following pages will break down what it’s going take to not only survive, but thrive.

Be well,

Angie & Cliff

# TOP 10 RE-ENTRY PRINCIPLES



## *Safety*

Keep our team and guests healthy



## *Communication*

Comprehensive messaging on new safety protocols



## *Compliance*

Meet and exceed government guidelines, staying current on all regulations and requirements



## *Authenticity*

Truly believe and project that what you are doing is for the greater good



## *Adapt*

Embrace new ways to generate revenue

# TOP 10 RE-ENTRY PRINCIPLES



## *Truly Unique*

The mediocre won't survive - be sure to set yourself apart



## *Training*

Staff carries out the new cleaning protocols to a "T"



## *Technology*

Expand digital efforts via social media and online ordering



## *Innovation*

Tap into your team's creativity



## *Be Prepared*

Develop a strong delivery/curbside option to endure any crisis



# Hygiene Best Practices & Protocols

## *Keeping Things Clean & Comfortable*

Now more than ever, guests will be critical of cleanliness. Anything or anyone that looks even remotely messy will translate to “contaminated.” It may seem extreme, but it’s the reality of the situation we’re facing. Start with the entrance, then your staff, floors, tables, bar set up, and restrooms. Keep in mind, this may require more staffing, which will increase labor costs. Let us help you with a new sales forecast and budget. You should also plan on expanding your budget for cleaning supplies, hand sanitizer, and masks.

- Thorough Employee hand washing upon arrival every 30 minutes.
- Hand sanitizers and wipes to be made available everywhere.
- Make masks available and mandatory for staff (no facial hair)
- Scheduled sanitizing of all shared surfaces every 30 minutes  
*POS stations, refrigerator handles, bar surfaces, any other equipment or door handles*
- Be sure all cleaner is an approved food grade cleaner for food contact surfaces.
- Scheduled cleaning of restaurant entrance for safety and curb appeal.  
*door handle, glass, windows, litter & debris, hostess stand, walk off mat*
- Scheduled cleaning and sanitizing of restrooms, every hour or more frequently.
- Increased deep cleaning across the board. Use germicidal disinfectants with time/contact logs to certify compliance. Or, hire an external cleaning company to disinfect weekly.
- Ban physical contact (no handshakes, high fives, fist bumps etc.).
- Discourage team members from using each others’ phones, desks, pens, check presenters, etc.
- Staff hand washing is openly noticeable and no cell phones are EVER used in front of guests.
- Make sure team members are aware of these protocols and have them sign a document agreeing to adhere to them.

### ✓ PRO TIP:

**Consider how this affects your Steps of Service and make this part of your re-entry onboarding materials and signage.**

# Health & Safety Protocols

## *Going Above And Beyond*

Because this is not a work-from-home industry, there will always be exposure risks. Ensure your team understands those risks, and familiarize yourself with employees' options for paid sick leave under your local jurisdiction. Regardless of your paid sick time policy, employees must stay home if they are feeling sick. Every governor is regularly issuing new orders regarding safety measures that businesses are required to take:



### **The Plan for Pennsylvania**

[governor.pa.gov](http://governor.pa.gov)

### **The PA Department of Community and Economic Development**

[dced.pa.gov/resources](http://dced.pa.gov/resources)

### **Responding to COVID-19 in PA**

[pa.gov/guides/responding-to-covid-19](http://pa.gov/guides/responding-to-covid-19)

### **Philadelphia**

[phila.gov/programs/coronavirus-disease-2019-covid-19/](http://phila.gov/programs/coronavirus-disease-2019-covid-19/)



### **The New Jersey COVID-19 Information Hub**

[covid19.nj.gov](http://covid19.nj.gov)

[nj.gov/health/legal/covid19/](http://nj.gov/health/legal/covid19/)

### **For NJ businesses**

[cv.business.nj.gov](http://cv.business.nj.gov)

## **Checking Temperatures**

Invest in infrared thermometers and enforce daily, mandatory temperature checks for your team upon arrival. While this may or may not end up being required by your local jurisdiction, the EEOC issued guidance on March 18, 2020 confirming it is legally permissible to take employees' temperature and to ask if they are experiencing COVID-19 symptoms under the ADA and the Rehabilitation Act. (You may also want to scatter arrival times to reduce employee physical contact.) Anyone with a fever above 100.4 F, or other COVID-19 symptoms should be sent home. Extend this to any vendors who visit your premises and have deliveries left outside wherever possible.

## **COVID-19 Symptoms**

Source: <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>

People with COVID-19 have had a wide range of symptoms reported – ranging from mild symptoms to severe illness. Symptoms may appear 2-14 days after exposure to the virus. People with these symptoms or combinations of symptoms may have COVID-19:

Cough, Shortness of breath or difficulty breathing

*Or at least two of the following:*

Fever

Chills

Repeated shaking  
with chills

Muscle pain

Headache

Sore throat

New loss of taste  
or smell

*These websites are current as of the date of this publication.  
Be sure to check for updates with State and Local authorities*

*Continued on next page*

## Health & Safety Protocols continued

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### When to Seek Medical Attention

If you have any of these emergency warning signs\* for COVID-19 get medical attention immediately:

- Trouble breathing
- Persistent pain or pressure in the chest
- New confusion or inability to arouse
- Bluish lips or face

*\*This list is not all inclusive. Please consult your medical provider for any other symptoms that are severe or concerning to you.*

An employee with known or suspected COVID-19 must follow Centers for Disease Control and Prevention guidelines to self-isolate for at least seven (7) days after symptom onset and end isolation only after symptoms have improved and the employee has been fever-free and/or symptom-free for three (3) consecutive days without medication before returning to work.

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As of this publication, the PA Department of Agriculture's Bureau of Food Safety is enforcing the Governor Tom Wolf's March 19 business closure Executive Order to slow the spread of COVID-19. Restaurants are permitted to continue with carry-out and delivery options. The department may pursue civil penalties of up to \$10,000 per day of violation.

For a complete list of guidance documents and information as it relates to agriculture during COVID-19 mitigation in Pennsylvania, visit [agriculture.pa.gov/COVID](https://agriculture.pa.gov/COVID).

### ✓ PRO TIP:

**These are just recommendations. Consult with an attorney and a health care professional before you put your final plan in place.**

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# Procedure for Welcoming & Educating Guests

*A warm greeting sets the stage for a great experience.*

For now, we can only reference other countries and states who have established guidelines for restaurants. Until we have our own state mandates, we suggest the following:

**Reservations only for contact tracing.** Consider only seating guests with reservations. This will help you plan out your reduced seating better, as well as give you another opportunity for safety measures. Notify guests with signage on your door and website. Limit party sizes to no more than six. When they make the reservation, ask them to certify that they have no known symptoms of COVID-19. Without this certification, guests will not be seated. To accommodate walk-ins, keep a guest log with guest contact information and the time of their visit. Keep this information for at least 21 days.

**Give your front-of-house team a line to explain to guests why it is necessary,** e.g.: “With the sudden global spread of the virus we are trying our best to keep our community safe and are asking everyone to complete this certification.” Be polite, but firm.

**Keep in mind that if you decide to ask guests to certify they have no known symptoms,,** you will have to turn them away when they refuse. This seems counter intuitive in the face of hospitality, but it is the right thing to do to protect your team and other guests (and ultimately your business).

**Temperature checks.** Anyone with a temperature above 100.4 degrees Fahrenheit cannot be accommodated and should consider seeking medical advice. You may also want to consider restricting guests showing other symptoms like coughing or shortness of breath. Consider creating a group chat with nearby restaurants to share information about potentially problematic guests.

**Provide as much information on your website as possible so that guests know what to expect:**

- masks are required upon entry and at the end of the meal
- guest temperatures will be checked to ensure no symptomatic guests are seated.
- download our app for contactless payment
- sanitizer is provided to all guests before and after eating
- all employees will be masked and temperatures checked



**Make this process as comfortable as possible for the guest by offering as much information as possible on your website or through your reservation platform.**

# Physical Distancing & No-Contact Service

## *You can still create a warm, inviting atmosphere*

Because this virus is so contagious before symptoms are present, it makes sense to implement physical distancing and no-contact service wherever possible, to prevent the spread from an asymptomatic infected person. Some jurisdictions are suggesting 50% occupancy, while others are limiting occupancy to 25%. Some are restricting bar seating altogether. Stay up to date on your local mandates prior to opening. For now, here's a recommendation:

- Remove bar stools that suggest self-seating. Offer to seat only parties of two at the bar, with six to eight feet between parties.
- Keep reservations to a maximum of six people, with a distance of eight feet between tables.
- Offer hygienic options for guests to store their masks in during their meal.  
A small paper bag or envelope works well.
- Replace the salt and pepper shakers with hand sanitizer on every table.  
Ask us about branded hand sanitizer.
- Offer single-use menus that guests can fold and put under their plates after ordering.  
Economical and environmentally responsible options are available.
- Depending on your layout, menu boards may also be a viable option.
- Laminated menus can be used, but make sure they are visibly sanitized before handing them to guests.
- Cash and credit cards are accepted on single-use parchment paper and sanitized before handing back to the customer. Let guests take pens home (contact us for custom print options). Better yet, consider contactless Bluetooth payment devices to use table-side or a payment app that integrates with your Point of Sale that lets guests pay from their phone. Contact us for assistance with this.
- All condiments are offered in single portion, sealed packaging when possible.  
Servers should present them on a napkin or plate, not directly placed on the table.
- Use rolled silverware or sealed disposable utensils and eliminate table presets.

# Physical Distancing & No-Contact Service

*You can still create a warm, inviting atmosphere*

- Visible sanitation between guests, including table tops and chairs.
- Bartenders have single use gloves for making drinks, changed frequently.
- Remove items from self-service drink, condiment, utensil, and tableware stations and have workers provide such items to patrons directly wherever practicable.
- Discontinue use of salad bars and buffets. Restaurants may convert buffets and salad bars into cafeteria style serving, provided employees dispense food for customers from behind plexiglass barriers and social distancing between customers is maintained.
- Use technological solutions where possible to reduce person-to-person interaction: mobile ordering, mobile access to menus to plan in advance, text on arrival for seating, etc. We can create a custom tech approach for your establishment.
- Add plexiglass barriers wherever possible. Booth seating is a good barrier too.
- For take-out operations, you may want floor markings for social distancing.

Angie can visit your establishment and help you come up with a custom plan based on your specific space.

Cliff can design, print and install custom branded signage.

## ✓ PRO TIP:

**Get feedback from your customers about what will make them more comfortable and work in into your protocol.**



# Delivery/Take out/Curbside Pick-up

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## *An opportunity to diversify your revenue*

If you haven't done so already, set up online ordering NOW. There are a number of options to choose from, depending on your current Point-of-sale system and your overall operation. This will ensure your business can continue to serve customers regardless of lockdown restrictions that may happen in the future. In addition, many people have gotten accustomed to ordering online during shelter in place. They will continue to do so.

- If you are using a delivery service, implement contactless pick-up from your restaurant (text or call when they arrive to bring food out). Do not have drivers/riders come into the restaurant. This may require additional staffing.
- If delivery is new to you, consider also running a pick-up option in tandem to avoid the egregious fees from third party services.
- Do not offer your entire menu for delivery/pick-up. Test which of your dishes travel well and if they don't, don't offer them.
- Go cashless if you can to limit unnecessary contact; either take a credit card over the phone, or set up payments through online ordering.
- Think about pivoting your offering to something more pick-up friendly.
- Get creative and listen to your guests' feedback. You may be able to offer more for pick-up than just your regular menu, like a do-it-yourself option. For example, Liberty Hall Pizza in Lambertville is offering frozen pizzas, and Pizzeria Nonna in the Mt Airy section of Philadelphia is offering pizza kits to make your own pizza at home.
- Get custom branded decals to seal all delivery and take out food. It's a clear visual of an additional layer of safety, showing the bag is tamper evident.

We can help you choose and implement the best solutions for your business with everything from advertising to execution.

# Delivery/Take out/Curbside Pick-up

## *An opportunity to diversify your revenue*

- Retail product sales can be a great opportunity to add a revenue stream. Do you make a great sauce or drink mixer that guests constantly rave about? We can work with you on how to create professional branded products to sell alongside your menu, from the label design and printing, to sourcing containers. This also works well to build your brand.
- Like all other parts of your restaurant, your delivery service should be spotless. Bags should look clean, well-organized, with attractive packaging. Contact us for custom printed bags!
- You'll want to message passersby as well as your guests who are dining with you what is available for pick-up and delivery and how to order. Make sure to have eye-catching signage or window decals!
- If you have parking, offer to bring orders out to customers. If not, you will need signage for social distancing in the waiting area. We can help you develop a comprehensive signage solution for all of the above.
- Offer custom printed masks for a great branding opportunity. Contact us for pricing.

### ✓ PRO TIP:

**Place a special offer for a discount in all to-go bags to encourage repeat business.**

# Remaining Profitable

*Think outside the box to create new revenue streams*

There are a number of factors that are affecting profitability in this environment:

- Reduced seating capacity
- Increased labor costs required for sanitizing
- Increased supply costs for sanitizing and disinfecting
- Increased supply costs for take-out/delivery
- Increased costs for advertising & printing

We can help you prepare a new budget with revised sales forecasts, help eliminate unnecessary spending, and budget COGS and labor appropriately.

## *Managing Costs*

**Rent** – If you haven't already, try to renegotiate your monthly rent, based on reduced capacity, even if it's just in the short term.

**Streamline menus** - We can help engineer your menu to maximize profitability. This may include removing unprofitable items or items that increase labor costs, increasing pricing, decreasing portioning, and promoting your new curbside service.

**COGS** – Are they (still) in line with industry benchmarks? We can help you set up a system to make sure you are tracking & budgeting weekly, which can help improve profitability on average by five points.

**Keep small inventories to reduce waste.**

**Labor** – you'll need to revisit your schedule based on new seating capacity and operations.

### ✓ **PRO TIP:**

**Think: How can you maximize the use of a single item and repurpose it across your menu?**

# Remaining Profitable

*Think outside the box to create new revenue streams*

## *New Profit Centers*

Aside from adding a take-out/delivery operation, consider other revenue streams with the labor and equipment you already have. For example, Cicala's at the Divine Lorraine in Philadelphia is starting a "Market Day" on Thursdays before dinner service, selling their house-made breads, pastries, and sauces. In addition to that, make use of the additional space you'll have between tables. The old business model just won't work anymore.

We can help with everything from label design, label printing, sourcing containers and marketing.

Contact us for branded merchandise pricing.

- Package and label house-made sauces, jams, juices, soups, condiments, rubs, desserts, drink mixers etc.
- Meal kits to go. Pick from your menu selections that make sense for this.
- Frozen meals to pick-up or take home.
- Bottled drinks, beer, wine, and mixers to go.
- Party trays for pick-up for delivery & Off-site catering.
- Food truck / other mobile distribution. The weddings and mitzvahs that were canceled may be rescheduled to private outdoor events where social distancing is easier. Implement an app for ordering and text notifications when the order is ready to avoid crowds of people waiting. Food trucks are also great for brand awareness and marketing
- Branded merchandise – t-shirts, pint glasses, coffee mugs, etc.
- Live stream cooking classes.
- Private dining areas - for an upcharge.
- Publish a cookbook. This allows customers to take your brand home with them. We can assist with everything from editing to layout and printing.

### ✓ PRO TIP:

**Consider vertical integration. Is there something you buy a lot of that you could make yourself?**

# Social Media Messaging

## *The most direct and cost effective way to reach people*

Your social media messaging, next to high quality, relevant content, is the most important aspect of your social strategy. The first question you need to ask yourself is, what message do you want to send? Right now, being conscious of the type of messaging you're sending out is more important than ever. You want to ensure your followers know you're making their health and safety a top priority. Matching authenticity with great visuals is key to engaging and building your audience. Equally as important is being cognizant of what messaging is appropriate for which platform. What works on Instagram may not work on LinkedIn, and what works on Facebook may need to be fine tuned for Twitter.

The goal is to create a space where customers want to engage. We know how to cultivate strong and effective social media messaging, along with an attractive aesthetic, to strengthen your brand and generate profits for your business.

### *Key Principles*

- Quality, authentic content that resonates with your followers.
- Clear, positive messaging to engage audience.
- Follow a consistent, regular posting schedule.
- Be accessible and responsive to your followers questions and comments.
- Monitor direct messages and respond as promptly as possible.
- Pay attention to trending topics, hashtags, etc.
- Take note of your best performing posts and try to replicate timing and subject matter.
- If you want to advertise on social media, we can help. It is easy to waste money if it's not set up correctly and fully optimized.

We can develop and execute a social media campaign with professionally designed branded custom content.

#### ✓ PRO TIP:

**Customer Spotlight: Encourage participation from your followers. User-generated content can be some of your best, so pay attention to what your customers are posting.**

# Communications and Marketing

## *Convey new procedures and make guests feel safe and welcome*

Not long ago, hospitality was king. But now, health and safety will undoubtedly take precedence over everything. As we move into our “new normal” showing staff and customers that you take their wellbeing seriously will be arguably the most important thing your restaurant can do. All marketing efforts and messaging should reflect your commitment to the wellbeing of your guests and staff.

Customers will expect you to be able to prove that you are going above and beyond in regards to compliance. You want to reassure them that you’re doing everything in your power to keep them safe. Proper signage depicting expectations of staff and patrons helps to do that.

- **WELCOME BACK EMAIL**

If you have a mailing list, send out an email letting everyone know you’re open, and detailing your plans on how you’ll adhere to new guidelines to keep customers safe. If you don’t have an existing list, make it a point to start creating one.

- **SOCIAL MEDIA CAMPAIGN**

Kick off a strong, consistent presence on your social media platforms. Be sure that your messaging reflects your dedication to your guests health and safety, and that they can still expect a great experience at your establishment. Also make sure all of your content is original and branded; using generic graphics looks unprofessional.

- **PROPER SIGNAGE**

Signage depicting social distancing reminders, hand washing procedures, general rules and expectations for staff members, and floor decals that help take the guesswork out of social distancing, are all important signage examples. Contact us for custom branded signage.

- **DIRECT MAILERS**

If you have the budget, a hyper-local direct mail campaign is something your restaurant could greatly benefit from. We can target your ideal customer prospects based on location and send out a mail piece announcing your re-opening and what has changed.

### ✓ **PRO TIP:**

**Consistent, repetitive messaging will be crucial in gaining the trust of your customers. But, that doesn’t mean taking a one-size-fits-all approach to your marketing.**



# Signage

*This is now critical with all the changes taking place*

Clear, professionally designed signage will make everything easier for both your staff and your guests. Once your protocols are in place, we can help determine the best approach for the types of signs and where to put them.

## Exterior Signage

- Reservations only
- Credit Card payment only - No Cash
- Delivery and Curbside available
- Rules of entry

## Interior Signage

- Distancing floor signage
- Hand sanitizer stations
- House “rules” concerning new protocols
- Directional signage
- Restroom limitations

## Types of Signage

- Coroplast (good for outdoors)
- A-frame (good for outdoors)
- Foamcore (good for indoors)
- Wall Decals
- Floor Decals (non-slip laminated)



Above is an example of in stock signage we sell. We can also create custom signage based on your brand and specific protocols.

### ✓ PRO TIP:

**Consider having all the signage custom made to fit your branding. No need for dire and garish signage.**

# Four Walls Marketing

## *Reinforce your message and build loyalty*

Don't ignore the captive audience you have right in front of you - the customers already in your establishment. These are your best customers, because it's much more economical to keep an existing customer coming back than to attract a new ones. Now more than ever, customers will be much more likely to frequent the same establishment if they feel safe, comfortable and have a great experience.

Four Walls Marketing is everything you can do to promote yourself from inside your restaurant. It's the appearance of your space, your staff, and the overall atmosphere you create.

*"Nearly 80% of marketing takes place within the four walls of the business" (bizjournals.com)*

- Take home branded items (pen to sign the credit card bill for example)
- Menus
- Signage
- Wall decals
- Staff training and appearance
- Loyalty programs
- Special offers for repeat business, birthdays, anniversaries, etc.

We can craft a custom plan to get your existing customers coming back.

### ✓ PRO TIP:

**Since every establishment is different, we can customize a Four Walls Marketing plan based on what sets you apart.**

# Team Training

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*An informed, well-trained and motivated team is essential*

It is crucial that your team is aligned with your plan before you reopen for business. You will need to communicate all of the new protocols:

- Sanitizing & Hygiene
- Health protocols
- Guest communication
- New layout, physical distancing, no-contact service
- New product/service offerings
- Menu changes
- Schedule changes
- Planned Tactics and Responses to any potential problems that arise
- Zero tolerance for straying from guidelines

## ✓ PRO TIP:

**Consider holding a remote orientation to minimize contact. We can help you develop a COVID-19 Employee Orientation and Playbook with a signature page for compliance.**

# Food Halls and Public Markets

## *Encouraging community dining – with distance.*

While these types of establishments present new challenges, they have one big strength – food to go. Often the vendors do not have seating or limited seating. Use this to your advantage to ensure social distancing and other safety protocols. Be sure to get input from your vendors on their specific concerns and observations.

- Traffic flow signage to limit contact
- Specify entrances and exits
- Hand sanitizers everywhere – cleared marked with signage
- One person at a time in restrooms
- Remove community and bar seating. Provide two tops that are sanitized regularly.
- Make sanitizer and disinfectant wipes available at all tables, or at former condiment stations.
- Condiments are all single serve, available at the Point-of-Sale, not self-service
- Install floor markers for social distancing
- Signage needed for traffic flow, restrooms, masks, rules
- Protocol book for vendors and their staff

Cliff Ross' experience with the Easton Public Market since their inception 4 years ago gives him the background needed to help.

### ✓ PRO TIP:

**Food hall owners, operators and vendors can combine forces. Communicate regularly with your vendors and have virtual brainstorming sessions on how you can pool resources, spread the word about new procedures, etc.**

## *The Five Behaviors of COVID Leadership* *by: Ed Doherty of One Degree Coaching*

We spoke with Ed Doherty and Maria Campbell from One Degree Coaching, who have provided much needed leadership for restaurants during this time. Check out Ed's article, "Safety is the New Hospitality" [www.linkedin.com/pulse/safety-new-hospitality-ed-doherty](https://www.linkedin.com/pulse/safety-new-hospitality-ed-doherty)

1. A positive, optimistic energy
2. Great role model: Do as you say
3. Self-aware and admits errors (you are human)
4. Sets crystal clear expectations
5. Communicates openly and often

Bonus Behavior: Patience will be the most important attribute for any leader who is leading a team post-quarantine. Empathy toward your team will be paramount. They need you to be calm and understanding as they learn new behaviors in a fearful environment.

# In Conclusion

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## *Be confident and ready*

With the right planning, team coaching, and communication, you can navigate these uncharted waters successfully. And with diversified revenue streams and online ordering set up, you'll be in a good position to minimize losses and continue operations in the case of another shut down.

We hope this guide has been helpful in imagining what the “new normal” will look like and how to best adapt to keep your business running profitably. However as you well know, every restaurant is different. Each has its unique strengths and challenges. That's where we come in. We can create a custom playbook tailored to your fit your business. In addition we can create, design and print employee handbooks and online orientations with all the new protocols clearly spelled out for quick reference and to maximize compliance.

We wish you all good luck and good health, and if we can help implement your new strategy, please don't hesitate reach out.

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