



Restaurant Operational Standards Post Covid-19

Now that the world is trying to return to normal we finally get to re-open our restaurants!

We have put together this manual to answer any questions you may have as well as provide you with guidance during this very unique time. Please remember, this is new to all of us. We have never had to go thru anything like this in the past so we are doing our best to anticipate all challenges. We are going to do a lot of things better than we could have imagined. We are also going to encounter some challenges we did not expect. We are following the directives from the Federal, State and Local Government offices and their rules are literally changing by the day. Flexibility, patience, and understanding that changes will happen is going to be your biggest strength. Please be prepared for these changes and have the mindset to just “go with the flow”.

To make it easier for everyone to understand the basics of the new systems and to stay focused on the keys to success, we will be implementing the “D.A.S.H” program. An outline of this program, how to train it, and the successful launch of these new standards is on the following pages.

Each of you is truly the reason for our success and we feel very confident in your talents and abilities to help us navigate these turbulent waters.

Thank you for all that you do!

Nick, Tom, Anthony & Tony

The D.A.S.H Program

What does D.A.S.H stand for?

The first step in training is to teach your teams what **D.A.S.H** is.

D.A.S.H is the acronym of the key components for fighting the spread of the virus.

Distancing, Awareness, Sanitation, Hygiene

General meanings of the D.A.S.H components:

Distancing

- I am sure by now all of you have know what this means. It is the standing spots marked at the grocery stores, the “6-feet” rule you hear so much about. “Don’t get close to strangers so the virus can’t be transmitted.”

Awareness

- How many times has someone told you to stop touching your face? What about the times you thought to yourself- “hey, I need to wash my hands.” Do you find yourself more alert when you hear someone cough? These are all examples of your heightened sense of awareness.

Sanitation

- Have you noticed the heightened cleaning and sanitizing going on whenever you venture out? Surfaces are being wiped, people are wearing gloves, and everything is pre-packaged and/or sealed. These are all instances of the changes in sanitation that have become part of our world.

Hygiene

- Remember earlier when I talked about remembering to wash your hands in the “Awareness” section? Well, washing your hands also belongs in the Hygiene section but for a different reason. We all know the importance of clean hands, and that is just one example of good hygiene.

Specifics and Standards

Distancing (D.A.S.H)

1. Each restaurant will be limited to between 25-50% occupancy. Check with your Brand Director for confirmation.
2. No guests can occupy a table that is less than 6' from another table.
3. No parties greater than 6 persons are allowed. Change Seat Ninja to restrict parties to this number or less.
4. Change your Seat Ninja platform to reflect your new dining room "active tables". We suggest you set aside a certain percent of your tables for walk-ins vs. how many you will allow for reservations. It is up to each to determine your needs based on your average level of business. Example: If you get lots of reservations and very few walk-in's then you would probably set your SN to accept reservations up to 75% of your seating capacity. I would not go above 75% no matter what. On the other hand, if you get very few reservations but tons of walk-ins, then you may want to set your SN at 30-35% to accommodate those guests. Discuss with your BD if you have any questions.
5. Whenever possible, practice Social Distancing between staff. "Create employee "contact pods" and redesign workflow to eliminate cross-pod interactions that meet the close contact criteria (contact within six (6) feet for several minutes or more). Redesign workflow, designate tasks and workstations to specific employees or contact pods to minimize comingling and maximize Social Distancing."
-This is a direct quote from the governmental guidelines. To implement in your restaurants, where possible, assign specific server side-stations to FOH servers. We understand there are certain items only located in one station (iced tea, etc), but do your best to have certain servers work only out of one station unless absolutely necessary.
6. Food running from Kitchen and sushi bar. DO NOT crowd the expo. Stand to the side until the other person has left the window.
UNDER NO CIRCUMSTANCE SHOULD FOOD BE PASSED FROM ONE RUNNER TO ANOTHER.
7. No grouping together in server station, host stand, etc. 6' is the rule!

8. Try to establish “walking” paths that minimize close contact between guests entering dining area, going to the bathroom, etc. Your team should be taught these paths, practice them, and are able to communicate to the guests. Confirm your plans with your Brand Directors. Facilitate and designate Social Distancing for those waiting to enter the establishment, waiting to be seated, or picking up a to-go order. (Host Operational Standard Sheets)

Specifics and Standards

Awareness (D.A.S.H)

1. Each employee must do these things in this order upon entering the restaurant.
 - a. IMMEDIATELY wash their hands. Do this FIRST!
 - b. Check in with the “Wellness Manager”
 - c. Have temperature taken
 - d. Answer the Health questionnaire
2. Monitor employees during shift. Any employee exhibiting signs of illness should be sent home immediately.
3. Communicate daily with staff that they must immediately inform a manager if they feel sick or experience onset of fever, cough, or shortness of breath.
4. Signs of illness include, but are not limited to: fever, cough, shortness of breath.
5. Have a response plan in place for any employee who has a suspected or confirmed case of Covid-19. The plan would include contacting all persons who worked with the employee previously for signs of illness, any close contact they may have had outside of work with team members, etc. Be prepared to replace them for an extended period of time base on whether it is a suspected or confirmed case. (7-14 days)
6. Monitoring of Team Members should be practiced by all. Teach everyone that it is okay to tell each other when they are doing things they should not be doing—standing too close, touching hair and face, not coughing “correctly” (into elbow), forgetting to wash hands after handling dirty plateware/glassware/flatware, etc. This point really needs to be driven home in pre-shift meetings and all communications. We are all having to break bad habits and it is easier for others to identify them when they happen because

they are an “outside observer”. Teach to not take offense, but it is everyone helping everyone to stay safe.

7. Always be aware of your image to the guests. The guests are watching everyone like a hawk. The whole staff is “center-stage” at all times!!
8. A Copy of the DHM (Directed Health Measures) MUST be posted in the vestibule for easy view by guests and staff. (Nebraska only)

Specifics and Standards

Sanitation (D.A.S.H)

1. Schedule one or two persons per shift to be the “Sanitation Ninja”. This will be a very high-profile role and is at the forefront of our Sanitation standards. The Sanitation Ninja’s sole responsibility will be to clean and sanitize tables, sanitize bathrooms, and continually be sanitizing any and all contact spots. Under absolutely no circumstance are they to touch food or drink. If it is question of the food “dying in the window” or the Ninja running it...the answer is that the food dies in the window. No EXCEPTIONS! There is a restroom checklist at the end of this workbook. It should be printed out and laminated. Please establish a “home” for it so everyone always know where it is and can easily complete.
2. It isn’t possible to do too much cleaning. All personnel should be coached that when they are not busy, they should be sanitizing any surface they can find!
3. All “high contact” areas should be sanitized at least every 4 hours. That is at the very minimum. Door Handles!!!
4. Host staff should have an assigned running Sanitation Sidework checklist with time completed and by whom. This should include all “high contact” areas. Don’t forget to be wiping down the phones!
5. Before seating the guests, the host person should direct the guest to the sanitizer dispenser to sanitize their hands before going to the table. This will slow down your host considerably so be prepared. Be sure to restock sanitizer refills at host stand so

they can be changed out immediately. You don't want to create a bottleneck at host stand while someone is going to the back to get more sanitizer.

6. No menus will be given to the guests. They can go online to our website and view the menus. When the host person seats the guest, they need to tell the guests about the menus. The host person should make sure the guests understand this concept before leaving the table. Wait for guests to be seated before telling them.
7. All Flagship Restaurant Group Restaurants will use roll-ups for their silverware. Yes Blue, we hear ya. It will only be chopsticks, but it just has to be that way.

Sanitation (D.A.S.H)-continued

8. Tables and chair backs need to be thoroughly cleaned and sanitized after each guest. Be aware of image at all times. Do not wipe seats or legs of chairs with towels that are used on tabletops and chair backs!
9. Tables DO NOT get set with silverware, soy sauces, soy dishes, hot sauces, salt/pepper or any other items. They are brought to the table as part of the greet. The tables should be completely empty when the guests are seated.
10. BSSG-we will NOT be using soy bottles. Individual packets will be taken to the guests. Take to table on a share plate. DO NOT carry in apron!!!
11. Check presenters will NOT be used. All receipts, credit cards, cash, etc will be placed on a share plate and delivered to guest. The server/bartender should never touch or take anything from the guest's hands when settling the check. We will accept cash.
12. Community pens need to be sanitized between uses. Use a rotation program like with the check presenter. Servers/bartenders should never take a pen from their apron for the guest to sign a check with. Carry the pen to the table in a folded bev nap like we carry straws.

Sanitation (D.A.S.H)-continued

13. Gloves must be worn at all times by all members of staff including managers, hosts, etc. Gloves should be changed at minimum once every hour. As stated previously, ALL team members wear gloves, including managers. Maybe appoint 1 manager to set their clock to go off every hour to remind each FRG team member?
14. Hands should always be washed immediately after removing gloves.
15. Plate wipes are temporarily suspended at this time. If a plate needs a serious wipe, ask the chef to do it. However, always be aware of the level of need vs. the level of business.
16. Trays need to be run thru the dish machine on a very regular and consistent basis.
17. Restroom cleaning will be done according to the times listed on the worksheet. This sheet must be laminated. It is to be kept current and completed during each shift. It is the option of each GM to determine where the sheet is to be kept.

Specifics and Standards

Hygiene (D.A.S.H)

1. All employees **MUST WEAR** cloth masks at all times. Medical masks are not allowed. Employees are responsible for providing their own masks. Masks should be worn to cover both the mouth and the nose. You should refrain from touching your mask at any time. Remember, if your mask caught something, and you touched your mask, you have transferred it to your hands. Masks are not only for preventing the wearer from inhaling the germs of others, but also from passing your germs on to others. It is a two-way street of prevention.
2. All FOH & BOH team members must wear gloves at all times. This **INCLUDES** all managers.
3. Hand washing cannot happen often enough.
4. Guest will be asked by the host person to use the sanitizer station before being seated. (see sanitation section for specifics)
5. Measures such as face covering, hand hygiene, cough etiquette, cleanliness, and sanitation should be rigorously practiced
6. Be sure to be aware of sanitizer inventory at all times.

General Specifics

The “Wellness Manager” is the opening Mgr. They are responsible for checking all employees for both the AM & PM shifts. ONLY 1 manager is to assume this role during the day/night.

The “Wellness Manager” will log all paperwork including employee name, temperature, health questionnaire answers and general wellness impression. A Hot Schedules roster must be used to ensure accuracy and complete accounting of all personnel. Any employees who do not show for a scheduled shift need to be noted, even if their absence is excused. All paperwork copies must be filed in the office and easily available for review by Brand Director.

Patio doors can be left propped open if the GM manager determines it would not have an adverse effect on operations. (inclement weather, flies, too hot/cold, etc)

How to Teach D.A.S.H

Repetition, repetition, repetition. Every pre-shift, every day!!!

Don't talk, ask the staff questions. Make each person tell you what D.A.S.H stands for. Make them give you an example of each category.

Oh, did I mention repetition and asking questions?

Speaking of pre-shift, they have to happen. Please practice D.A.S.H standards at this time. Point it out to your team how it even occurs there. Have fun with it, but get the point across.

I feel like I should write more about repetition.

Communication Consistency

As mentioned on the first page, we know this document will go thru many changes. In order to be consistent and thorough, please email all suggestions/questions to Perry. This will ensure we are all on the same page with changes, additions, etc.

The last thing we need is a hodgepodge of emails and everyone talking all over each other.

Thank you for the successful launch of this new program!!!

How to Identify Possible Signs

You should send home any employee who has any of the following **new or worsening signs or symptoms of possible Covid 19**

- Cough
- Shortness of breath or difficulty breathing
- Chills
- Repeated shaking with chills
- Muscle pain
- Headache
- Sore throat
- Loss of taste or smell
- Diarrhea
- Feeling feverish or a measured temperature greater than or equal to 100.0 degrees Fahrenheit
- Known close contact with a person who is lab confirmed to have COVID-19

When Can an Employee Return?

Do not allow employees with the new or worsening signs or symptoms listed above to return to work until:

- In the case of an employee who was diagnosed with COVID-19, the individual may return to work when all three of the following criteria are met: at least 3 days (72 hours) have passed *since recovery* (resolution of fever without the use of fever-reducing medications); and the individual has improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 7 days have passed *since symptoms first appeared*; or
- In the case of an employee who has symptoms that could be COVID-19 and does not get evaluated by a medical professional or tested for COVID-19, the individual is assumed to have COVID-19, and the individual may not return to work until the individual has completed the same three-step criteria listed above; or
- If the employee has symptoms that could be COVID-19 and wants to return to work before completing the above self-isolation period, the individual must obtain a medical professional's note clearing the individual for return based on an alternative diagnosis.
- Do not allow an employee with known close contact to a person who is lab-confirmed to have COVID-19 to return to work until the end of the 14 day self-quarantine period from the last date of exposure (with an exception granted for healthcare workers and critical infrastructure workers).

ATTACHMENTS:

Wellness Questionnaire (print in landscape format)

Restroom Checklist (print in landscape format)

UPCOMING:

FOH Server/Bartender Standards changes

Host staff Operations