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CDC Phase II

RESTAURANT REOPENING BLUEPRINT

A Guide to Help Welcome Diners Back

This presentation is guidance only. It does not constitute medical or safety advice, nor is it a formal endorsement or recommendation of a particular response.



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WHAT IS THIS FOR?

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Restaurant management is a demanding affair; re-opening a restaurant in the face of a global pandemic promises to be complex and challenging. There will be laws and recommendations to comply with, from numerous sources. The landscape will change quickly with every news cycle, evolving public sentiment, and updates to public health information. The process will involve people's livelihoods and emotions, for managers, employees, suppliers, and customers.

Your experience will be nuanced. There is no single flowchart or checklist, and every restaurant and locale is unique. These guidelines are intended to help. They explain the requirements, provide an organizing foundation of principles, best practices, and examples to help inform your unique situation. You will, of course, need to find and follow official laws and requirements from federal and state sources like the CDC, FDA, local governor's office, and local health department.

At US Foods, we believe in the power of food and service to give people a chance for a better future. We want to empower people with both nourishment and opportunity. We strive to help you surpass your best, using our collaborative spirit and commitment to service. These guidelines are part of our mission to serve you as consultants and business partners, bringing personalized solutions to the table to fit each customers' needs.

Federal & local guidelines generally provide reopening guidance in 5 key areas

Reopening guidelines come from many sources, including the federal government, CDC, FDA, state and local governments, and trade organizations. They range from law to recommendations to implicit standards. This is true even from a single source: for example, some state regulations may say “consider,” “if feasible,” or “where practical.”

All guidelines strongly encourage businesses to coordinate with state and local health officials so timely and accurate information can guide appropriate responses. Local conditions influence the decisions public health officials make.

Although reopening guidelines come from a number of sources and differ geographically, there are common organizational schemes and general agreement. Broadly, requirements and recommendations cover five areas:

- Ensuring there are no sick employees on-site
- Ensuring no on-site transmission
- Enhanced cleaning and disinfecting for safety
- Social distancing and low-touch for dine-in
- Favoring take-out/delivery

Thinking in these terms can make understanding and applying guidelines less daunting and complex.

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Your locale may be asking you to:*

Clean between customers
Clean high-touch surfaces
Sanitizer stations
Signage

Hand washing
Cleaning & disinfecting
New COVID-19 ops
Symptoms
Sick Leave

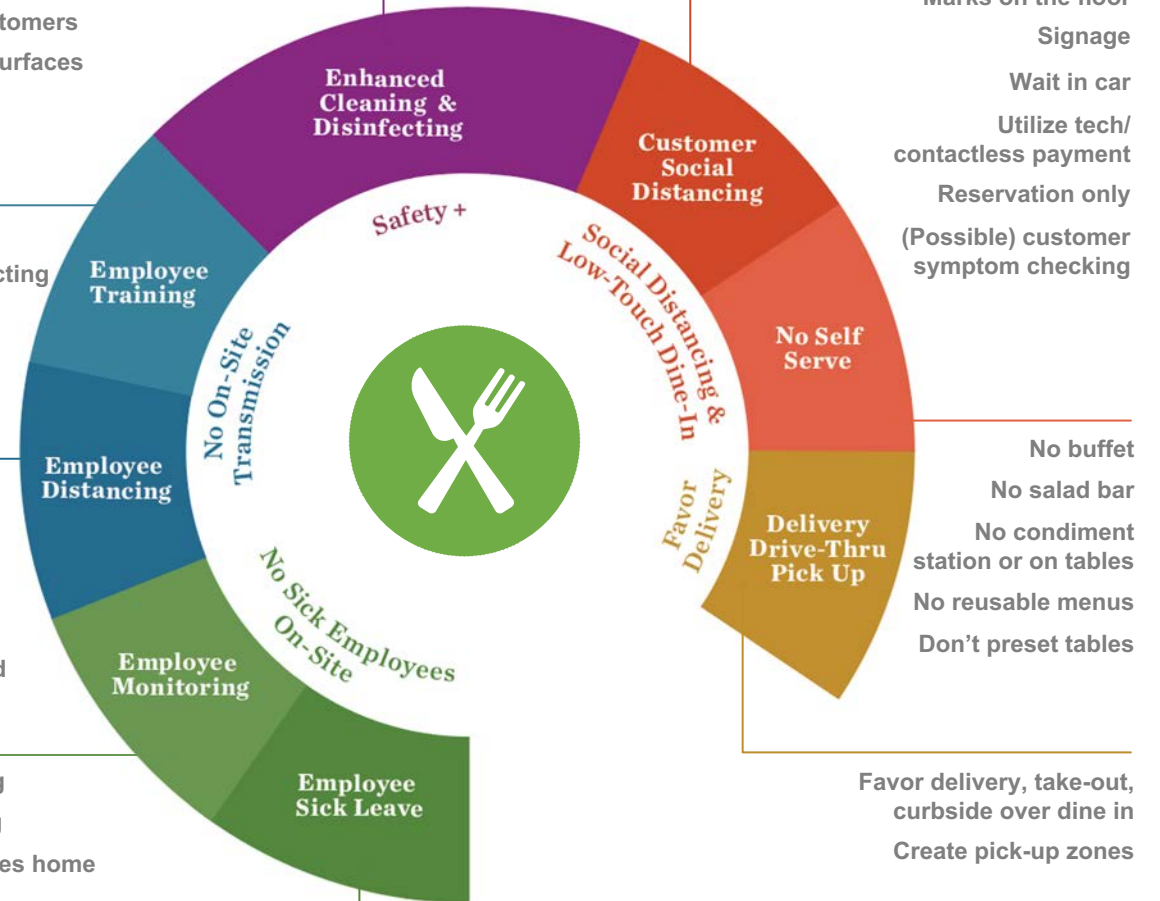
Wear masks
Rearrange work spaces, traffic patterns
Change menus
Changed/staggered shifts

Temperature taking
Symptom checking
Send sick employees home

Ensure leave encourages employees to stay home

Time limits (no temperature or symptoms for 2 weeks)

Management demonstrates/communicates support

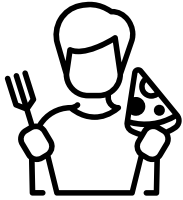


Note: Specific requirements may not apply to your location.

*Reflects guidance from sources published prior to May 5, 2020. Current guidance may vary.

We spoke to diners, servers, and operators to understand their views

To best understand how COVID-19 has impacted perceptions of dining out, it's important to listen to the people involved. Through interviews with key groups, we were able to better understand what challenges and perceptions a Reopening Blueprint should address. We also interviewed diners in China, where restaurants are already reopening and diners are returning, in order to understand what insights might be extensible to the United States.



US Diners

US diners from different demographic groups and across various geographic locations expressed similar health concerns, but opinions on what a post-COVID dining experience should be like varied widely.

“If I choose to dine out, I want it to be exactly the experience I had.”

“I will be uneasy as the server approaches. I want to see how the restaurant has implemented changes...”



China Diners

Diners in Hong Kong and mainland China who have come back to restaurants emphasized the importance of proper and visible sanitation efforts. The two key “moments” for these diners were making the decision to leave home to dine out, and the main restaurant entrance door.

“I missed Hot Pot so much that I went right back with my friends after the place reopened.”

“If I see there is no social distancing inside and servers are not wearing masks, I will turn around and leave.”



Restaurant Workers

Restaurant workers expressed both enthusiasm and anxiousness about returning to work. Restaurant workers expect management to provide more flexible health policies and ensure a safe working environment.

“I would want to feel trusted and energetic rather than being watched by customers as if we would do something wrong.”

“I will feel joyful and confident to be back to work and normal, but a bit anxious.”



Restaurant Operations Consultants & Food Fanatic Chefs

ROCs suggested a wide range of measures restaurants might undertake as they reopen, including focusing on clear and visible communication to customers, ensuring a safe environment for employees, and nimbly adopting new business models, technology, etc.

“The food has to be sexy now because the restaurant is going to be sterile.”

“Less is more, keep it simple...the new ‘usual’ needs to be ‘aware’.”

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Diners have widely varying expectations about going back out to eat

Consider shaping the experience to match the user expectations

"I feel like I've been in jail for 45 days."

"People like me are going to jump out there...when we don't all die, other people will slowly join us."

Get Back to Normal

Enthusiastically returning to their favorite haunts with friends and family

Aware and potentially frustrated by things that are different from before

Overtly signal the new normal, using "in this together" language to deflect frustration

Make them ambassadors and give them easy ways to share the success of their experiences with their networks

"I am going to wait for two weeks to see how things turn out."

"My friend and I have been planning to dine out...but still, we decided to wait for two weeks."

Cautiously Optimistic

Likely delaying return for a couple of weeks to make sure protocols are established and working

First visit may be to pick up a to-go meal

Allow diners to see and understand that safety protocols are being followed

Consider a soft opening where the primary offering is to-go. Communicate this as an active choice in support of the diner's well being

"I want to go so bad but I value my life more."

"They can open whatever they want. Doesn't mean anyone is going."

Wait and See

Likely immersed in national and global news and waiting for an overall end

Likely initially to be more attracted to non-dine-in options

Create a trust-building strategy that begins with contactless delivery, then to-go, then dine-in

At every stage of trust-building, provide reassurances for both that stage and the next

Principles for Effective Reopening

An appropriately planned reopening will be guided by the following principles:

1 Health & Well-Being

Restaurants must demonstrate the importance placed on the health and well-being of their employees and customers. This may include posting policies including symptom checking, as well as publicizing employee measures (and support of employees) to customers. Help customers understand the new expectations and behave in safe ways.

2 Stay Nimble; Information is Fluid

This is a fluid environment and will evolve as things are tried, information is gathered, guidance from authorities changes, and customer responses are surveyed and understood. Be prepared to operate in an iterative way. Expect to make continuous adjustments and changes. Plan for multiple possible future scenarios. Observe results and track metrics.

3 Menu Dictates Space

A tighter, more focused menu allows kitchens to better plan labor and prep needs, and run a more sanitized kitchen. Refocus external communications to celebrate a carefully crafted, reduced menu. Focus on what you know guests will love, and tell a story that highlights what your restaurant does best. Consider pre-selling items to anticipate capacity and plan the dining floor.

4 Trusted Public Gathering Spaces

Embrace preparation and safety protocols as part of your restaurant's story. Establish yourself as a safe public space/beacon/gathering place. Become the trusted local destination that builds loyalty & signifies safety through your sanitation rigor.

5 Buffered , Sealed Back of House

Maintain a distinct separation between FOH & BOH. Social distancing in BOH may not be feasible, and the FOH is exposed to many variables. Use expeditors as a buffer between those who can touch food and those who cannot. Designate separate entrances for FOH and BOH employees. Signal separation through visual cues (glove colors, aprons, head covering color) and make diners aware that a plan is in place.

6 Buffered, Contactless Front of House

FOH needs multiple layers or barriers reinforced by products, furniture, and staff structure in order to practice distancing by diners at every level. Main considerations include the table setting (minimal), how food is ordered (digital, disposable menus), and how food arrives (minimal/unified people who deliver).

7 New Rituals & Positive Outlook

Don't view regulations as onerous or challenging. Different doesn't have to be negative. Seek opportunities to create new, lasting rituals, to signal safety, to claim new spaces, and to innovate.

8 Transparency & Communication

Incomplete or incorrect information poses a risk in this complex, unprecedented situation. Clear, concise, complete, consistent communication to employees and customers is critical, and will help boost efficiency, morale, and consumer sentiment.

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While every restaurant is different, most establishments share typical guest “zones”

A typical diner’s visit unfolds across a series of experience zones. Think about how these zones apply to your restaurant in order to appropriately apply this Blueprint to your unique situation.

Pre-Arrival/Arrival

Earliest possible opportunity to help diners understand what to expect and how to approach your restaurant with social distancing in mind.

Entry/Exit

Important moment to clarify expectations, communicate conditions of entry, and begin actively managing social distancing requirements.

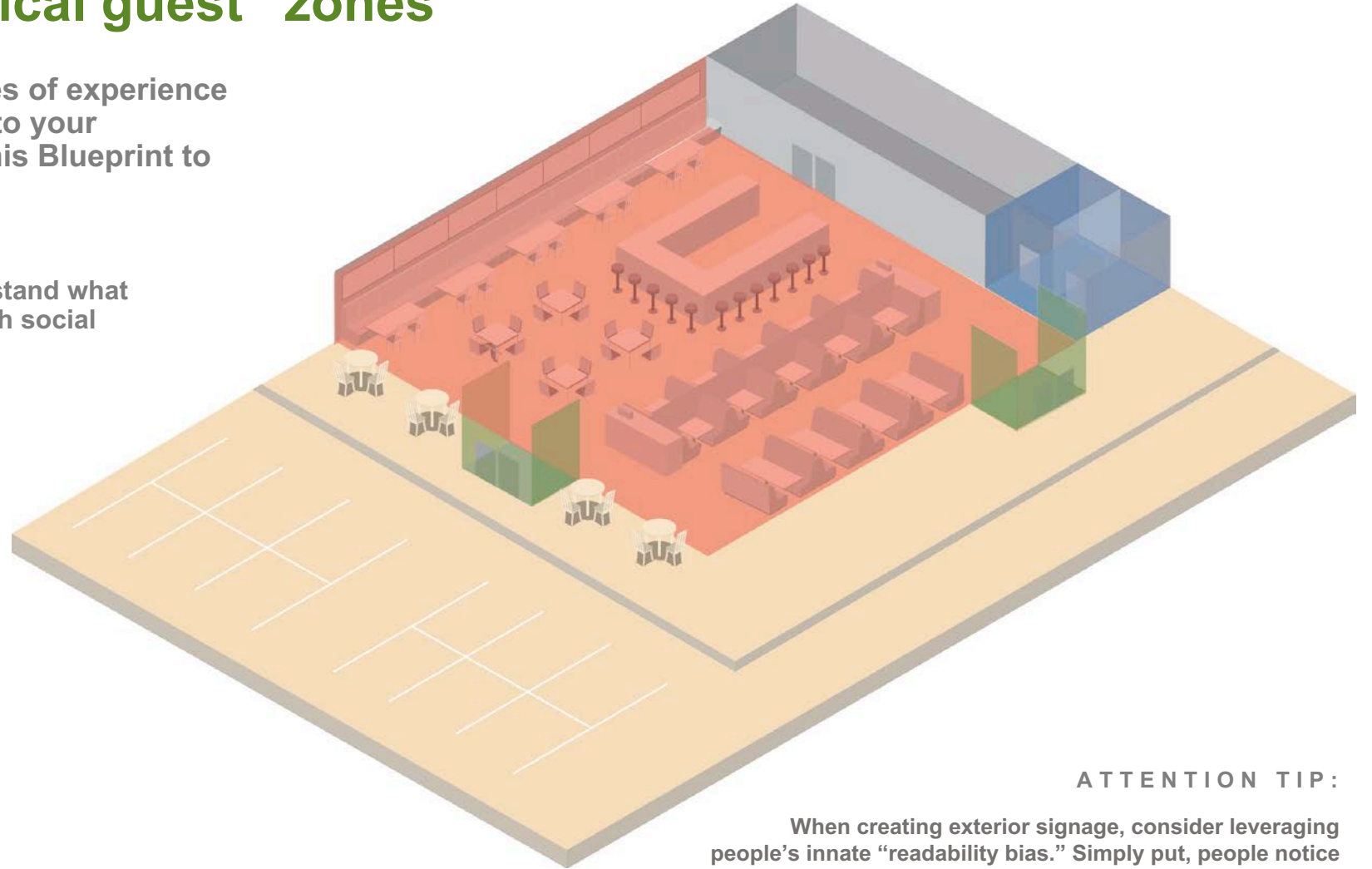
Dining Room/Bar

Where guests engage most deeply, where the most significant changes will be experienced, and the most important expression of your commitment to safety.

Restroom

A critical guest touchpoint that will either build or immediately compromise trust, depending on how thoughtfully it is approached.

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ATTENTION TIP:

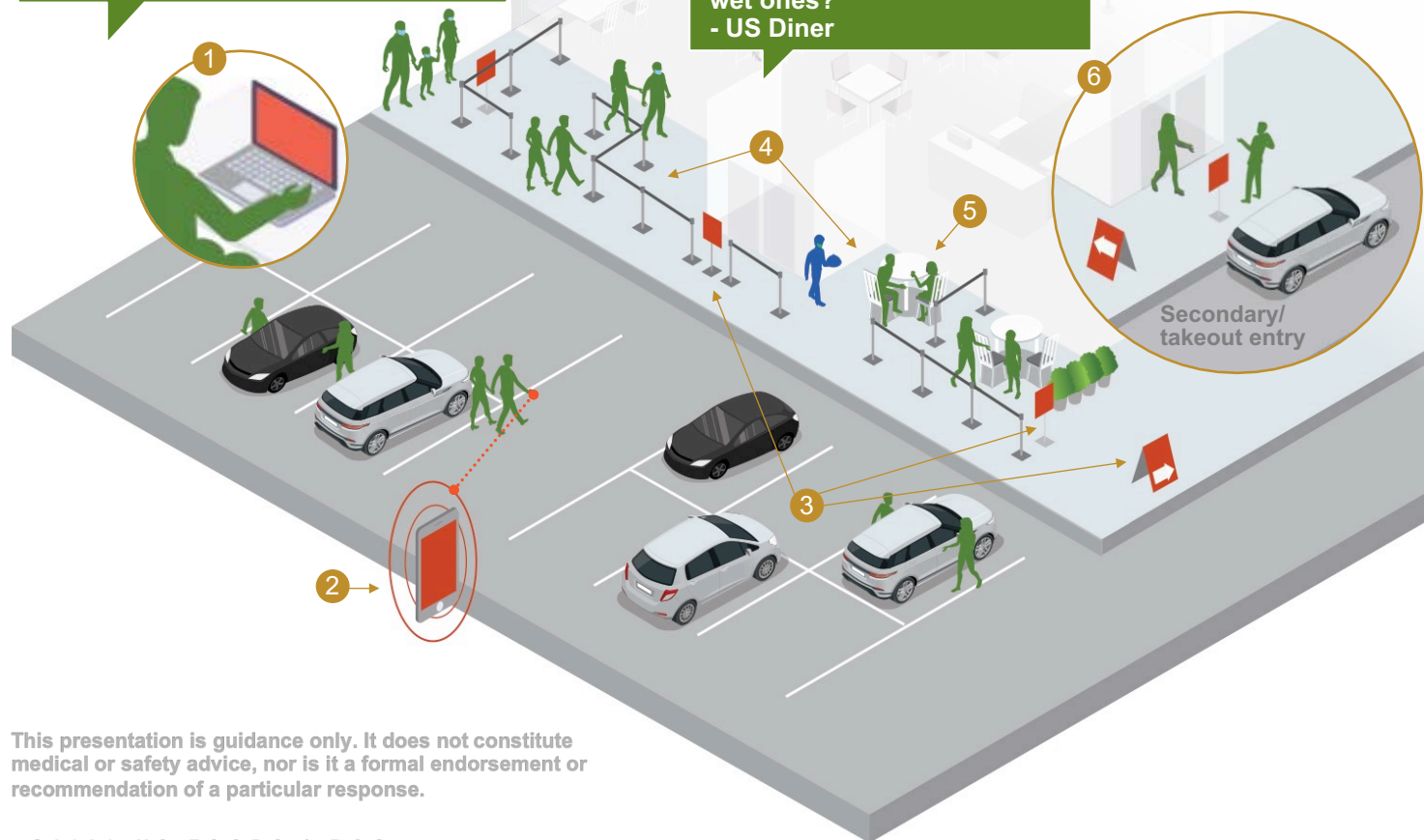
When creating exterior signage, consider leveraging people’s innate “readability bias.” Simply put, people notice larger things first. Use larger fonts for the most important information and ensure the size is appropriate to the viewing distance. A max of 10’ for every 1” of text height is a good rule of thumb (for sighted people only).

Provide clear guidance before diners leave home, and as they approach your doors

"Dining out is a planned event now more than ever. Information online is not always up to date and I always have to call the restaurant to confirm, which is frustrating."
- China Diner

"I will be optimistic, hopeful, curious [to be back out]. I want things back to where they were."
- US Diner

"I'll have anxiety on many levels. On a social level, am I being paranoid if I bring wet ones?"
- US Diner



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Website, social media, and search apps
Provide up-to-date information about your social distancing requirements. Promote online reservations and ordering, curbside takeout, pickup or takeaway, and digital gift cards.
- 

Use technology to assist your diners
Many new and existing digital tools can help your diners plan their visit, avoid long waits, let you know they've arrived, order, pay, etc. Leveraging these tools will help you better manage occupancy and support social distancing.
- 

Clear site signage
Landlord permitting, place communication on sidewalks, along guest's path to front door. Use as few words as possible to prep guests for social distancing requirements.
- 

Separate exterior entry, waiting, & dining zones
Provide clear separation between entry, waiting, and dining areas, maintaining 6' between parties. Use signage to direct traffic, and decorative elements (plants, etc.) to define zones.
- 

Outdoor café atmosphere
Create a convivial outdoor dining atmosphere, with music, comfortable seating, lighting, flowers, and greenery. Ensure diners are shielded from traffic and unpleasant fumes.
- 

Distinguish dine-in and takeout entries
As space allows, segment dine-in and takeout traffic to minimize congestion at narrow doorways. Provide directions to the correct door as far in advance as is practical, including providing instructions online.

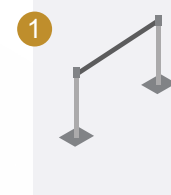
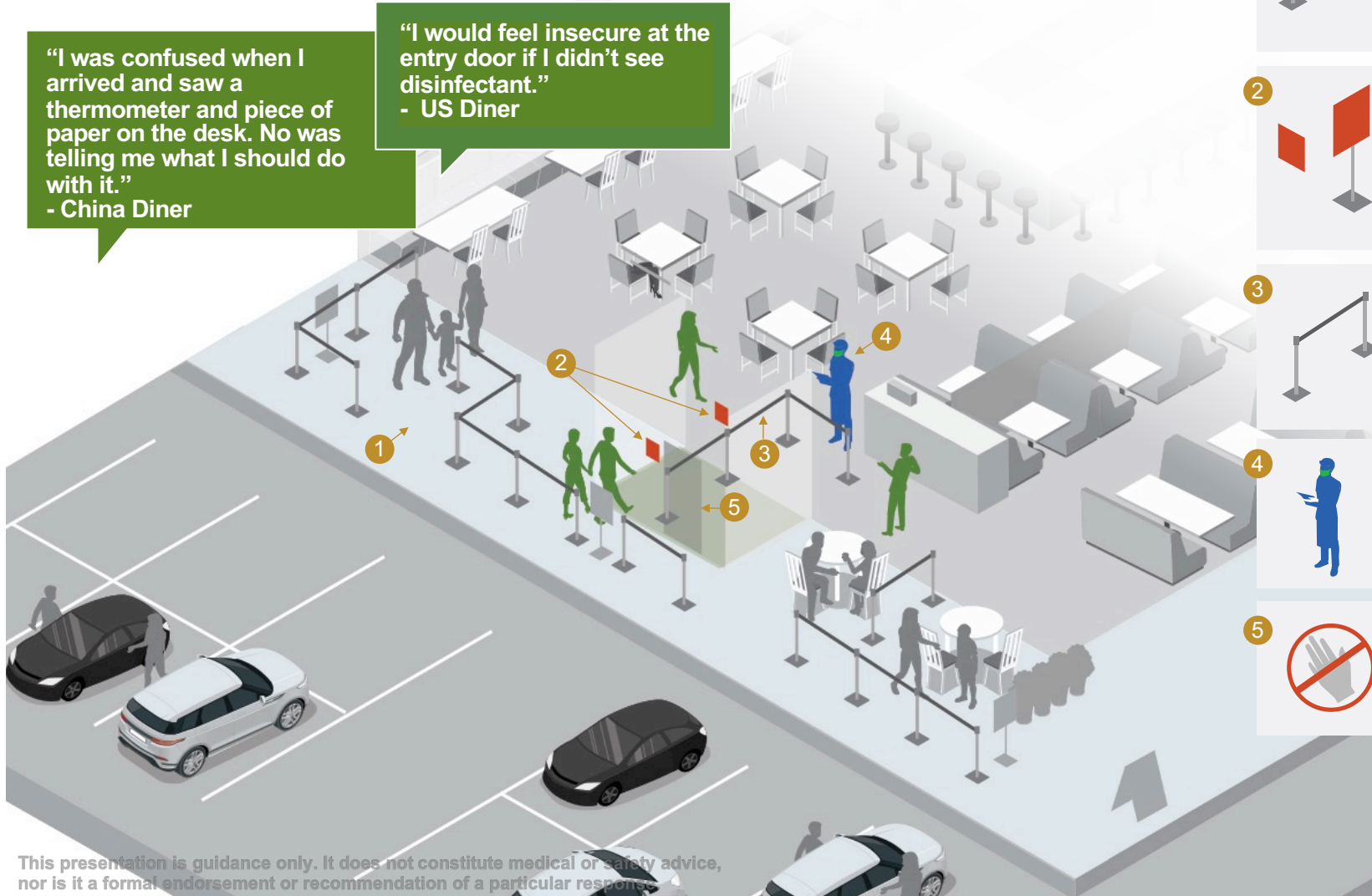
ATTENTION TIP:

People also have a tendency to be drawn to things that move. Use "dynamic" substrates like lenticular, prismatic, or holographic signage materials to suggest motion on otherwise static notifications.

Entry & Exit should be as low-volume and low-contact as possible

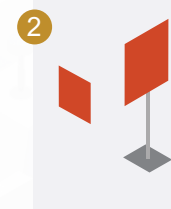
"I was confused when I arrived and saw a thermometer and piece of paper on the desk. No was telling me what I should do with it."
- China Diner

"I would feel insecure at the entry door if I didn't see disinfectant."
- US Diner



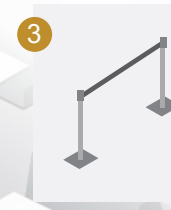
Change the entry path & establish 6' distances

Purposefully disrupt the direct entry path, creating turns to slow diner's pace. This will help them notice important signs & provide reassurance that there is a "right" way to move through the space —not just for them, but for everyone.



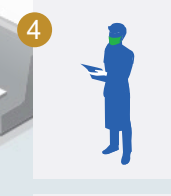
Overt communication

Place entry signs where diners pause to ensure maximum comprehension. Graphically and with as few words as possible, explain expectations of entry (party size, fever-free, mask use, etc.). Provide diners with the rules and opportunity to agree and prepare before they're seated.



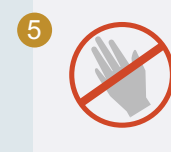
Separate entering & exiting diners

Ensure entering and exiting diners do not cross paths at doorways. Lane direction will depend on space configuration. Eliminate interior waiting area to encourage reservations, take-out, or waiting in cars.



Safe assistance

Position highly visible staff in strategic locations. Ensure they are safely equipped & maintain 6' distance from diners at all times. Use furniture and plants to create normalized buffers.



Touchless entry & exit

When possible, install foot handles or alternative openers. Position wipes or touchless sanitizer dispensers before and after doors that must be touched.

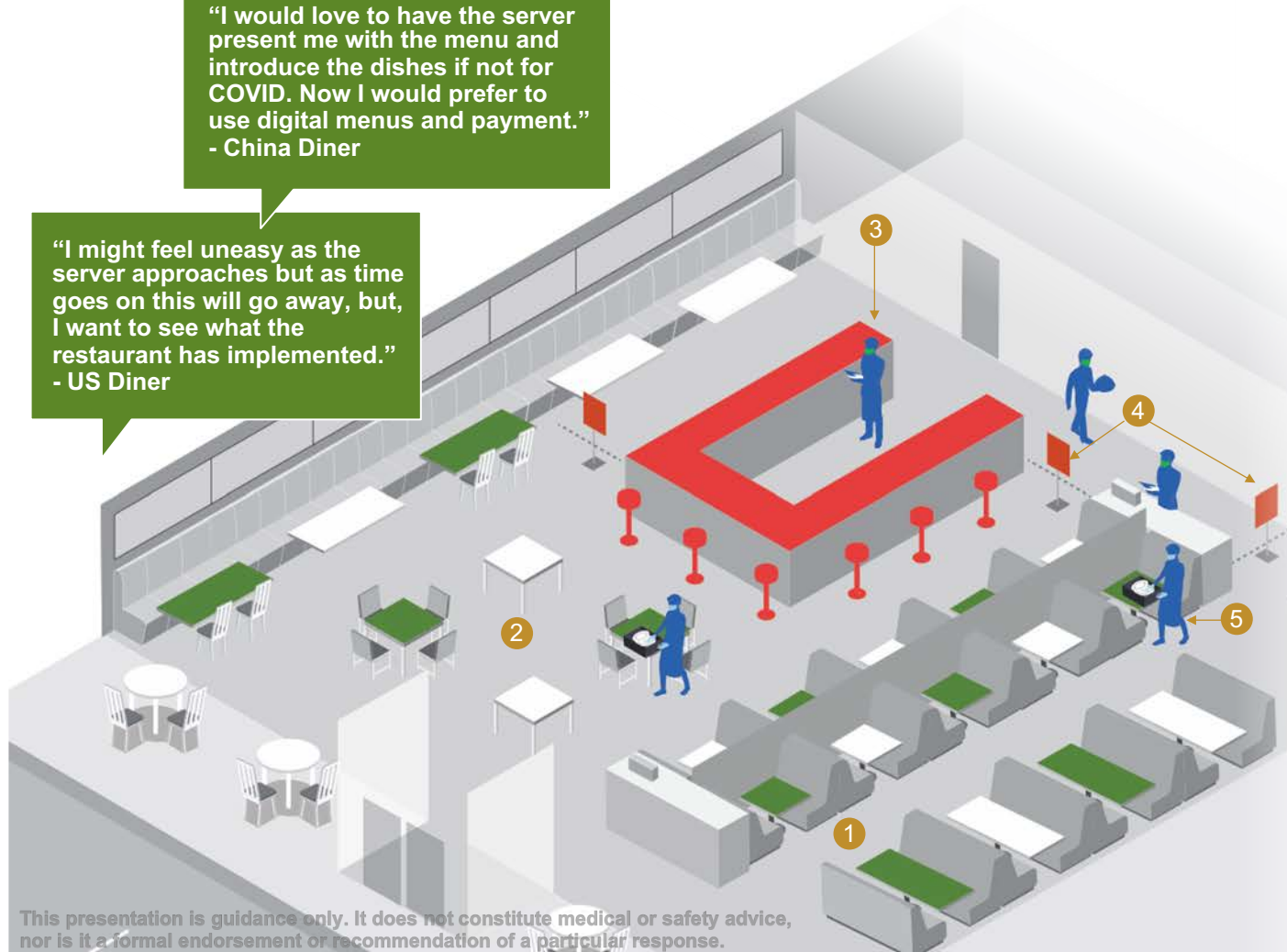
ATTENTION TIP:

Leverage people's innate "contrast bias." Ensure signage coloration is chosen to stand out, visually, in the environment.

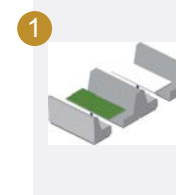
Dining rooms must optimize for maximum circulation and social distancing

"I would love to have the server present me with the menu and introduce the dishes if not for COVID. Now I would prefer to use digital menus and payment."
- China Diner

"I might feel uneasy as the server approaches but as time goes on this will go away, but, I want to see what the restaurant has implemented."
- US Diner

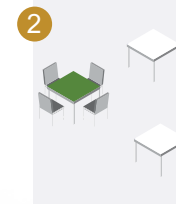


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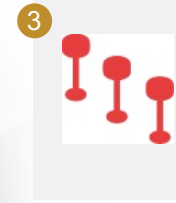
Staggered seating pattern

Keep diners physically separated by no less than 6 feet. Indicate which tables are "open" and which are "closed" very clearly—either sign them, place an artifact on them, or physically remove them to maintain this distance.



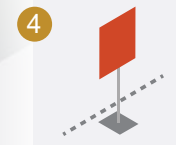
Low capacity, not necessarily vacant

In table service environments, unless legally mandated, consider allowing "closed" tables to remain as "spacers" between remaining tables. Visually indicate they are closed and remove seating. An uncrowded restaurant can be desirable. A vacant one may be disconcerting.



Limited or no bar service

Bar and counter seating is discouraged, and possibly not allowed. If opened, ensure bar seats are 6' apart. Closed bars may be used as employee space, providing easy access to supplies, beverages, and bar sink for hand-washing, decreasing the need to enter kitchen.



Staff-only exclusion zones

In order to provide maximum circulation for staff, block diner access to high staff flow areas. Use signage or stanchions to ensure diners know they should not enter these spaces.



High visibility cleaning activities

Wait staff and cleaning staff should be easily differentiated by their attire. Specific colors of face masks and gloves should allow diners to see and understand that cleaning is being undertaken by well-equipped, dedicated staff.

ATTENTION TIP:

People learn by watching others. Deeply engaged people will attract "spectators." Provide your guests with privacy, but allow them to observe others engaged in new activities to help them learn new norms more quickly.

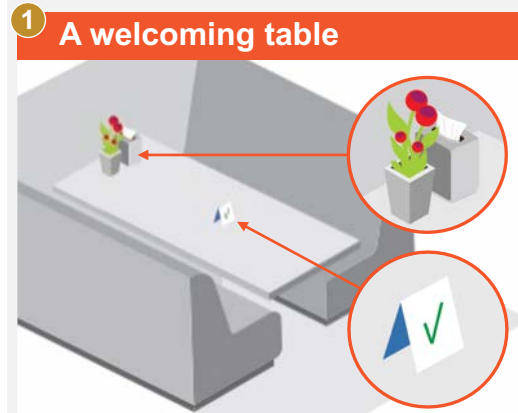
New Dining Room Rituals

Your dining room will showcase the importance you place on the health and well-being of your employees and customers. Strive for moments of delight and innovation as you demonstrate your commitment. Always refer to CDC, state, and local authorities for most recent guidance.

"I might feel uneasy as the server approaches but as time goes on this will go away, but, I want to see what the restaurant has implemented."
- US Diner

"I would love to have the server present me with the menu and introduce the dishes if not for COVID. Now I would prefer to use digital menus and payment."
- China Diner

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- Dining tables should be clean and dry.
- Remove all communal items, including menus, utensils, and condiments. Touchless self-serve napkin or hand sanitizer dispensers may remain.
- Hospitality cards on table describe commitment to diners and staff, and outline cleaning protocols. Consider including "sanitized by" personalization.
- Fresh flowers make tables more welcoming.



- Servers should wear masks and gloves at all times. Reimagine masks as a branded conversation piece, not just a necessary safety precaution.
- Server to briefly explain new expectations (raise hand to summon wait staff, new ordering or payment processes, etc.), and answer questions.
- Staff should maintain 6' distance as practical. Minimize reaches, table visits, and time at table.



- Provide disposable, single-use menus, or consider leveraging technology for touchless digital menu and ordering.
- Provide individually-wrapped cutlery. Consider disposable or compostable options.
- Consider providing individually-wrapped towelettes to each table prior to meal arrival.
- Kid's activities must not use shared crayons, etc.



- Consider covering food between kitchen and table.
- Drape trays to ensure plates do not come into direct contact with communal tray surfaces.
- Minimize reaches to table, allowing diners to distribute food to their party.
- Provide condiments in single-serve or disposable containers



- Consider leveraging technology to provide alternative payment options. Ensure availability of non-technology options for those paying cash, etc.
- Provide single-use check covers to each table, and wrapped towelette for signing pen.
- Provide a simple token of appreciation like wrapped candies or mints.
- Consider providing feedback cards to guests.



- Dedicated cleaning team helps avoid cross-contamination.
- Distinctive uniforms, masks, and gloves ensure they're easily differentiated from wait staff, and help promote your sanitation efforts.
- Buss and sanitize tables in a single step after diners depart. Avoid incremental removal of dishes during the meal to reduce contact.

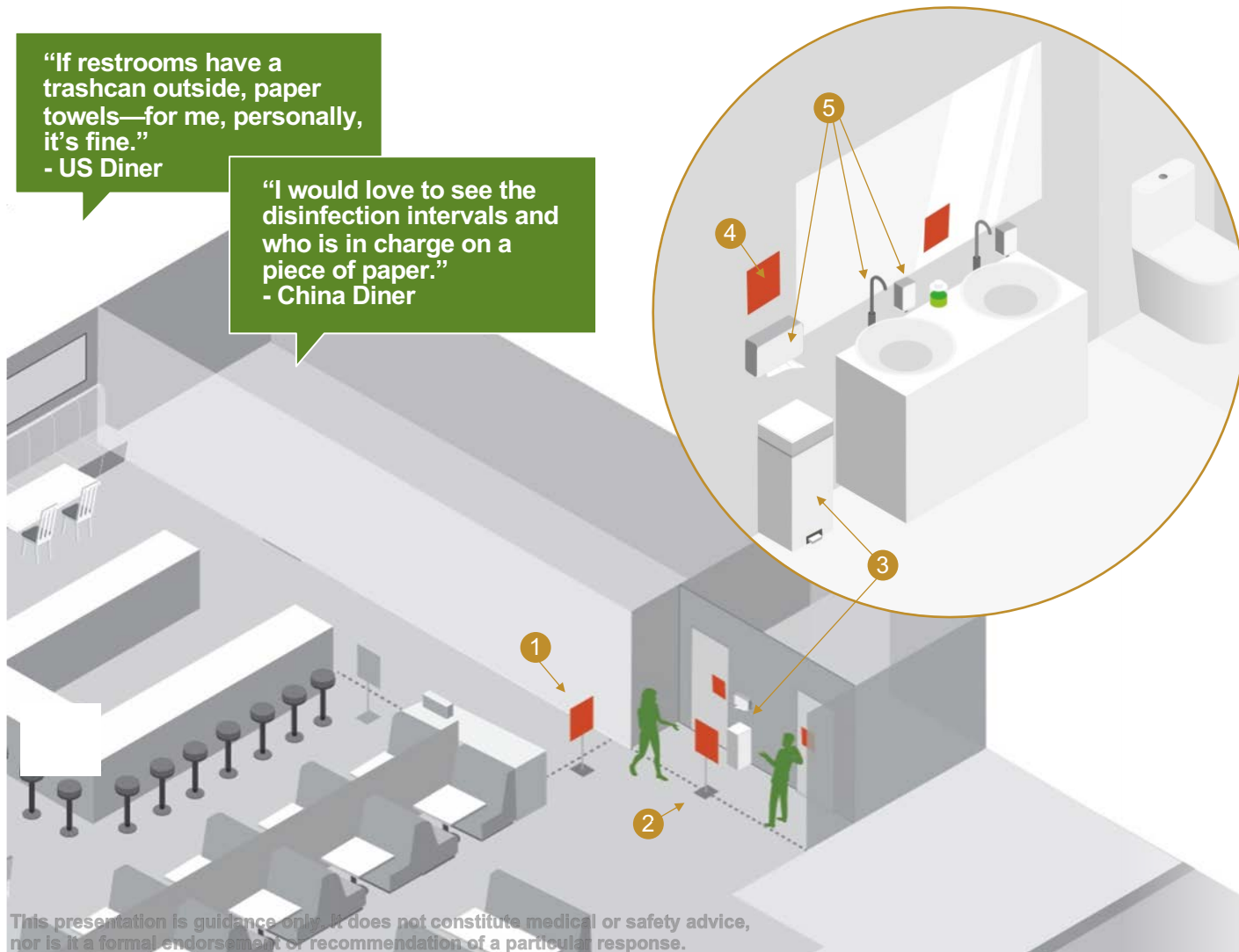


- Cleaning crew is responsible for sanitizing and resetting tables between parties and/or on a set schedule.
- All horizontal surfaces, and door handles should be sanitized frequently.
- Always refer to CDC and local authorities for most up-to-date sanitation requirements.

Sanitary restrooms are required for diners to feel confident about general cleanliness

"If restrooms have a trashcan outside, paper towels—for me, personally, it's fine."
- US Diner

"I would love to see the disinfection intervals and who is in charge on a piece of paper."
- China Diner



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1

No accidental kitchen visits

In case someone takes a wrong turn to the bathroom, ensure they can't accidentally walk into the kitchen or a staff-only zone. Block diner access to high staff flow areas. Use signage or stanchions to ensure diners know they should not enter these spaces.

2

Comfortable waiting space

To comfortably allow good social distancing, consider "wait here" signs to avoid crowding while waiting for the restroom. Provide guidance on how diners should pass each other when space is very constrained.

3

Trash cans, inside and out

Provide paper towel dispensers outside restrooms for those who refuse to touch doors, and position trash cans within easy arm's reach of doors, inside and out.

4

Visible and timely record of frequent cleanings

Post a well-kept cleaning log in an easily visible spot. Restrooms should smell fresh and clean at all times to ensure maximum confidence.

5

Single-use & touchless everything

Visits to the restroom should be as contact-free as possible for your diners. Door kicks, foot handles, touchless faucets and soap dispensers, easy access trashcans, and disposable paper towels instill confidence.

ATTENTION TIP:

Restrooms should look and smell clean. Bad odors can be just as distracting, and even more memorable and distasteful, than visual clutter. Ensure your restrooms smell fresh and clean, though not overpoweringly so.

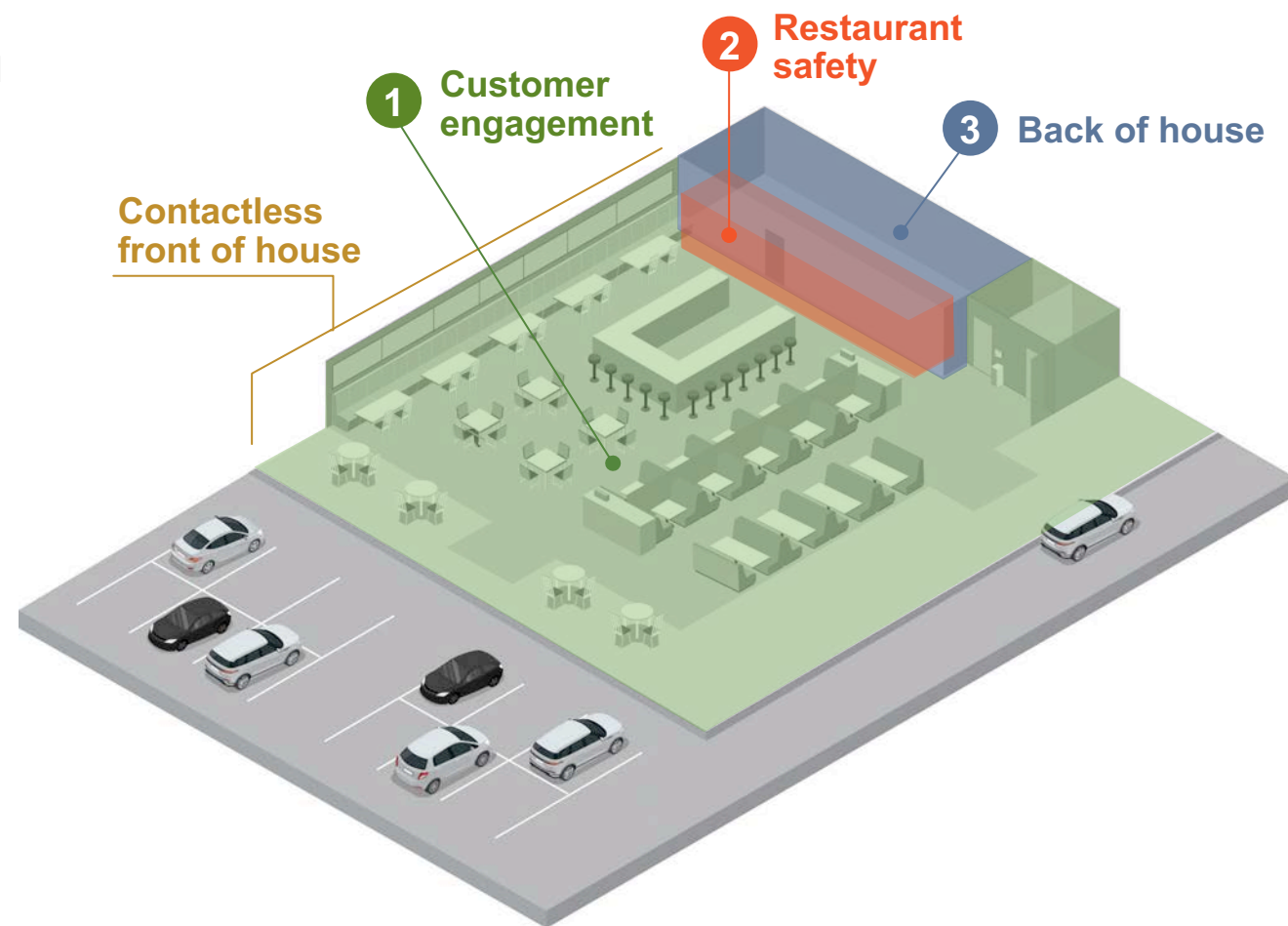
Ensure care is taken throughout the food preparation journey

Every food item entering the site must follow normal safety procedure with increased care—especially at the inflection points between food delivery, food preparation, and food consumption.



Roles and responsibilities: a new way to think about your team

By further distinguishing roles and responsibilities between the front and back of house, restaurant operators can uphold reopening principles of a contactless customer space and a sealed food preparation space.

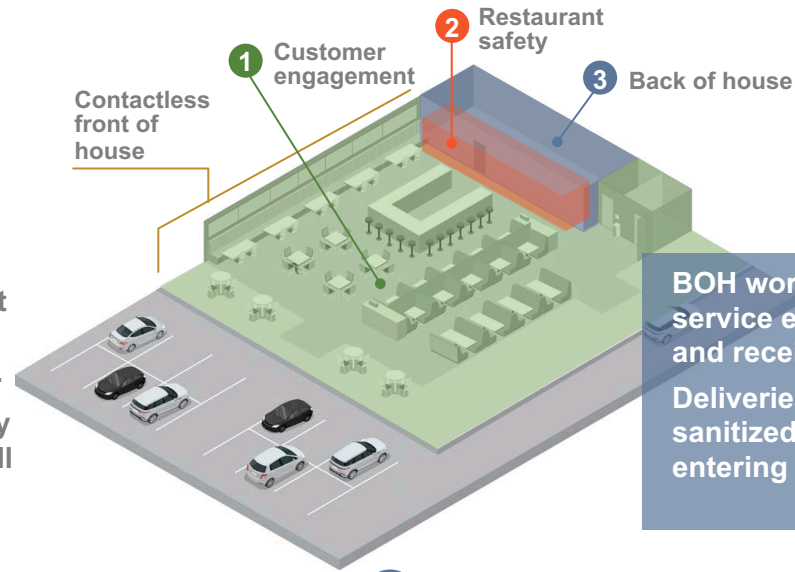


Roles and responsibilities

A **contactless front of house** requires that the entire FOH team consider what responsibilities are associated with customer engagement, and what responsibilities are associated with restaurant safety. By dividing responsibilities into these two functional areas, the FOH team can maintain a high level of service and safety, while reinforcing sanitation measures deployed in the BOH.

Positions such as servers and floor managers can sharpen customer engagement and culture stewardship responsibilities, while positions such as food runners, bussers, and barbacks should carry designated restaurant safety responsibilities.

Strong role distinction and coordination will help plan the flow of space, the safety of staff and customers, and the movement of food from the kitchen to the table. All people working in the front of house area maintain clear boundaries in their respective roles to enhance precautions.



FOH team designates assignments before arrival to shifts to determine entry points and service flow patterns.

BOH workers should enter through service entrance with mask and gloves and receive clean uniforms upon entry. Deliveries should be placed in a sanitized holder for receiving before entering kitchen area.

1



Customer engagement roles and responsibilities

Example roles: floor manager, host, server, section captain, service-facing bartender

Customer engagement Do's: greet guests, educate on protocol and menu, guide the experience, maintain restrooms, process payment, and verbally enhance the customer experience.

Customer engagement Don'ts: transport food from the kitchen to the floor, enter the back of house area, clear food from tables, box food, make coffee, refill water (unless contactless), reset tables, or return food from tables to the expo area when needed.

2



Restaurant safety roles and responsibilities

Examples roles: food runner, food busser, back waiter, drink-making bartender, barback

Restaurant Safety Do's: coordinate with BOH lead to transport food from the pass to the table, clear plates after meal, box food, refill water, make coffee, retrieve drinks from the drink-making bartender, reset tables.

Restaurant safety Don'ts: engage in close conversation with guests, take orders, greet guests, educate on protocol and menu, process payment, cook food.

3



Back of house roles and responsibilities

BOH maintains a sanitized space, as square footage is limited in most kitchens. Equipped with masks, gloves, headwear, and clean uniforms, back of house employees can maintain a sanitized space with timely cleaning and sanitation protocols, and by controlling who is allowed into the space during prep and service. The lead cook should manage which, where, and when specific restaurant safety team members may enter, maintaining a "buffer" to protect restaurant staff and customers.

Example roles: chef, sous chef, lead line cook, line cook, prep cooks, pastry chef, pastry cooks, dishwasher

Back of house Do's: receive safely delivered food, perform inventory and ordering, prepare mise en place, cook food during service, sanitize and wash dishes, clean and sanitize kitchen.

Back of house Don'ts: deliver dishes to floor, engage with customers, enter the front of house.

Cafeterias: format-specific considerations

(Universities, hospitals, workplaces, etc.)

The fluid, self-service nature of a cafeteria dining environment may require additional intervention. In addition to the generally provided guidance, you may consider the following:

Pre-Arrival/Arrival

- Use technology for menu, reservations, pre-ordering, and pickup to reduce dine-in capacity.
- Leverage workplace and organizational communications to ensure student or employee population is aware of the requirements prior to arrival.
- Limit occupancy to support current social distancing requirements. At high-volume entries, provide queue lines with floor/ground graphics to indicate appropriate social distancing while awaiting entry. Post likely wait times along the queue, to encourage pre-order and pickup.
- Place automatic hand sanitizer dispensers along the queue if it is lengthy.
- As possible, move pickup outside the dining area to segment traffic and decrease occupancy. Consider individual and batched deliveries (Building 12, 1st floor break room, etc.).
- Provide online and physical visual map to location of line stations within the cafeteria, to help diners with "motor planning" prior to physical arrival.

Entry/Exit

- Consider a dedicated entry and exit to completely segment arriving and departing diners.
- Place automatic hand sanitizer dispensers at entry and exit.
- Use floor graphics and signage to indicate required distancing. Post expectations of entry (fever-free, face masks, etc.) at door.
- As possible, prop doors open to minimize contact. For secure doors that require badge access, use proximity triggers so individual badges do not come in contact with communal surfaces. Other technologies may provide true hands-free, contactless secure entry.
- Position a helpful person at entry to answer questions and avoid over-capacity.

Cafeteria line/Dining Room

- Reduce menu & active line stations to better support social distancing for both staff and diners. Clearly sign station's menu offering so it is visible from a distance to decrease wandering.
- Institute clear one-way cafeteria line circulation to minimize confusion and promote 6' distances between diners. Provide "off-ramps" in case someone needs to circle back, in order to minimize frustration and trip time.
- Suspend self-serve soup, salad bars, bakery cases, and buffets as required by local authorities. Shift to line service or even table service.
- Provide additional protection between servers and diners in the cafeteria line (plex panels, etc.). Provide reasonable pass-through for food items to minimize contact, and clearly communicate expectations (signage) at that point to avoid confusion.
- Place automatic hand sanitizer dispensers throughout the dining room, and sanitary wipe dispensers and trash cans near any chill cases with handles.
- Drinks should be individually bottled/canned. No self-serve beverages. Fountain beverages may be poured by wait staff and placed on a counter for diner pickup.
- Remove communal self-serve condiment and cutlery stations. Single-serve condiments to be provided upon request, and cutlery provided with each order.
- Remove extra tables and chairs so social distancing is more easily enforced. Remove or overtly block portions of large, communal tables.
- Provide floor graphics that define circulation lanes and pathways to dining room and exit.
- As possible, have diners bus their own tables, and provide additional bussing stations with ample circulation space. Large automated bussing stations may require floor markings and instructional signage to help manage traffic flow.
- Ensure clarity of recycle, composting, and trash signage to avoid confusion, decrease dwell time, and promote sanitation.
- If acoustics are appropriate, consider broadcasting helpful announcements between songs in the dining room, to help people better understand the new expectations and answer unasked questions.

Restrooms

- See general Blueprint guidance for restrooms.

Quick service/fast casual restaurants: format-specific considerations

The counter-service nature of a quick service or fast casual dining environment may require more directive, simpler communication. In addition to the generally provided guidance, you may consider the following:

Pre-Arrival/Arrival

- Use technology for menu, reservations, pre-ordering, and pickup to reduce dine-in capacity.
- Limit occupancy to support current social distancing requirements. Begin queuing outside to meter entering diners and promote availability of other options (drive through, curbside pickup, etc.).
- Enliven outdoor seating area to increase its appeal. Consider disposable paper menu and table service to overcome interior capacity challenges during peak periods.
- Create ample dedicated parking spaces for tech-enabled curbside pick-up; ensure these are visible to promote the service's availability, but position away from entry door to minimize contact between takeout runners and entering diners.

Entry/Exit

- Consider a dedicated entry and exit to completely segment arriving and departing diners. If not possible, ensure clear view from interior to exterior through entry doors, so potentially passing customers can give each other space as they pass by.
- Use floor graphics and signage to indicate required distances. Post expectations of entry (fever-free, face masks, etc.) at door, prior to entry.
- Place automatic hand sanitizer dispensers at entry and exit.

Dining Room

- Reduce menu & active POS stations to better support social distancing for both staff and diners.
- Institute clear one-way order line circulation to minimize confusion and promote 6' distances between diners.
- Suspend self-serve soup, salad bars, bakery cases, and buffets as required by local authorities. Shift to line service or table service.
- Provide additional protection between cashiers and diners at the order counter (plex panels, etc.) Clearly communicate expectations (signage) at that point to avoid confusion.
- Place automatic hand sanitizer dispensers throughout the dining room, and sanitary wipe dispensers and trash cans near any chill cases with handles.
- Drinks should be individually bottled/canned. No self-serve beverages. Fountain beverages may be poured by wait staff and placed on a counter for diner pickup.
- Remove communal self-serve condiment and cutlery stations. Single-serve condiments to be provided upon request, and cutlery provided with each order.
- If tables are moveable, remove tables and chairs to suit decreased capacity requirements. Remove or overtly block portions of large, communal tables. Overtly block all immoveable tables and chairs so they will not be occupied.
- Provide floor graphics that define circulation lanes and pathways to dining room and exit.
- No counter pickup. All orders should be delivered to seated patrons, even those destined for takeout. Encourage waiting in car or outdoor seating area.
- Encourage diners to buss their own tables, and provide additional bussing stations with ample circulation space.
- Ensure clarity of recycle, composting, and trash signage to avoid confusion, decrease dwell time, and promote sanitation.
- If acoustics are appropriate, consider broadcasting helpful announcements between songs in the dining room, to help people better understand the new expectations and answer unasked questions.

Restrooms

- See general Blueprint guidance for restrooms.

Food courts: format-specific considerations

(Malls, airports, etc.)

The fluid, self-service, multi-operator nature of food courts features aspects of QSRs, cafeterias, and casual dining establishments. There are 3 points of entry to consider: general entry to the zone, specific entry to each brand's queue, and entry to the dining area. In addition to the generally provided guidance, you may consider the following:

Pre-Arrival/Arrival

- Use technology for menu, pre-ordering/payment, and pickup to reduce dwell time at counter.
- Place automatic hand sanitizer throughout the space.
- Provide ample circulation space in front of service counters, independent of actual queuing space, to allow people to browse visually.

Entry/Exit

- Define entry and exit points of the food court zone with stanchions or planters. Post expectations of entry (fever-free, face masks, etc.) and automatic hand sanitizer dispensers at the entry/exit point.
- Create a stanchioned, structured queue for each tenant brand, completely segmenting their diners from adjacent offerings.
- Use floor graphics and signage to indicate required distances within each brand's queue.
- Position a helpful person at queue to answer questions and avoid potential over-capacity.
- Define entry and exit points to the dining area with stanchions or planters. Re-post expectations of entry (fever-free, face masks, etc.) and position automatic hand sanitizer dispensers at the entry/exit.
- Consider funneling all departing diners out of the dining area through a large, centralized exit aisle, guiding them away from entering customers who have yet to place an order so those populations interact as little as possible.

Counter Service/Dining Room

- Reduce tenant brand's menu & active line stations to better support social distancing for both staff and diners. Menus should be easily visible from a distance to decrease wandering.
- Consider creating a clear one-way dining room circulation route to minimize confusion and promote 6' distances between diners. Provide "off-ramps" in case someone needs to circle back, in order to minimize frustration and dwell time.
- Provide additional protection between staff and diners (plex panels, etc.).
- At each counter, separate order and pickup point as much as possible. Provide designated waiting spots with floor graphics, and only allow a new customer to enter the queue when a waiting customer has received their food and departed. Minimize time spent at the counter.
- Provide reasonable pass-through for food items to minimize contact, and clearly communicate expectations (signage) about how food is delivered to avoid confusion.
- Place automatic hand sanitizer and sanitary wipe dispensers throughout the dining room.
- No self-serve beverages. Fountain beverages may be poured by wait staff and delivered with order.
- Remove communal self-serve condiment and cutlery stations. Single-serve condiments to be provided upon request, and cutlery provided with each order.
- Remove extra tables and chairs so social distancing is more easily enforced. Remove or overtly block portions of large, communal tables.
- Provide floor graphics that define circulation lanes and pathways to dining room and exit.
- Encourage diners to buss their own tables, and provide additional bussing stations with ample circulation space. Bussing stations may require floor markings and instructional signage to help manage traffic flow.
- Ensure clarity of recycle, composting, and trash signage to avoid confusion, decrease dwell time, and promote sanitation.
- If acoustics are appropriate, consider broadcasting helpful announcements between songs in the dining room, to help people better understand the new expectations and answer unasked questions.

Restrooms

- See general Blueprint guidance for restrooms.

Bars and lounges: format-specific considerations

(Pubs, hotels, etc.)

The general Blueprint guidance is applicable to bars and lounges, but there are some special considerations given the character of the environment, presence of alcohol, and more varied seating types.

Pre-Arrival/Arrival

- Limit occupancy to support current social distancing requirements. Begin queuing outside to meter entering patrons and promote availability of other options (takeout, delivery, curbside pick-up, etc.).
- Enliven appropriately licensed outdoor seating areas to increase appeal. Consider disposable paper menu and outdoor table service to overcome interior capacity challenges during peak periods. Adhere to local liquor laws that may impact sales and exterior seating.

Entry/Exit

- As possible, consider dedicated entry and exit to completely segment arriving and departing patrons.
- Provide a clear view from interior to exterior through entry doors or adjacent window, as well as sufficient circulation space, so passing customers can avoid collisions and maintain 6' of distance through narrower entryways as they pass.
- Provide guidance on how diners should pass each other when space is very constrained.

Restrooms

- See general Blueprint guidance for restrooms.

Bar Service/Dining Room

- Menu boards should be easily visible from a distance to decrease need to approach bar and potentially replace disposable menus.
- Provide additional protection between staff and patrons at bar (plex panels, etc.).
- If bar service is allowed, separate order and pickup point as much as possible. Suggest patrons wait for their order at their table, or approach the bar only when invited to do so.
- Do not allow people to congregate at the bar, and do not allow people to eat or drink while standing.
- If bar service is allowed, provide reasonable pass-through for food and beverages to minimize contact. Clearly communicate expectations (signage) about how food and beverages will be delivered to avoid confusion.
- No self-serve beverages or communal food items of any kind (nuts, etc.).
- Remove communal self-serve condiment and cutlery stations. Single-serve condiments to be provided upon request, and cutlery provided with each order.
- Remove extra tables and chairs so social distancing is more easily enforced. Remove or overtly block portions of large, communal tables. Remove or overtly block soft seating areas to achieve 6' distance between parties. Reinforce maximum party size in casual seating areas.
- Bar and counter seating is discouraged, and possibly not allowed. If opened, ensure bar seats are 6' apart and limit party size to avoid frequent reconfiguration of barstools by patrons.
- As appropriate, consider requesting patrons buss their own tables, and provide additional bussing stations with ample circulation space. Bussing stations may require instructional signage and stanchions to help manage traffic flow.



APPENDIX

This presentation is guidance only. It does not constitute medical or safety advice, nor is it a formal endorsement or recommendation of a particular response.

Resources & references

A brief synopsis of useful information sources*



White House & CDC

- Phased Guidelines
 1. Drive-through, curbside take out, or delivery
 2. Limited dine-in capacity
 3. Increased dine-in capacity
- High Level and relevant to all industries
- Specific Guidelines for Certain Industries
- e.g. Grocery & Food Retail
- Assume Restaurants & Bars is coming



FDA

- Best Practices for Reopening
- Today, only covers Phase 1: Pick-up and Delivery; no guidance on Dine-in
- Defers to CDC where FDA & CDC may differ



Your State

- Laws & Regulations, specific to your state & state's timeline
- Also: Guidance; language may say "consider"
- Will cover Phase 2 reopening specifics (limited dine-in capacity)
- Will differ by state
- e.g. Mask-wearing laws
- e.g. Employee temperature-taking



National Restaurant Association

- Best Practices nationwide; template document to be modified per-state
- Links to CDC, FDA, State information (clearinghouse)
- Peer information sharing & guidance including implicit standards & lessons learned

*Reflects guidance from sources published prior to May 5, 2020. Current guidance may vary.



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The situation surrounding COVID-19 is dynamic and rapidly evolving, on a daily basis. Although we have taken great care prior to producing this presentation, it represents BCG's view at a particular point in time. This presentation is not intended to: (i) constitute medical or safety advice, nor be a substitute for the same; nor (ii) be seen as a formal endorsement or recommendation of a particular response. As such you are advised to make your own assessment as to the appropriate course of action to take, using this presentation as guidance. Please carefully consider local laws and guidance in your area, particularly the most recent advice issued by your local (and national) health authorities, before making any decision.