



P.A.U.S.E.D.

TEMPORARY SHUTDOWN CHECKLIST AND GUIDELINES TO HELP YOU REOPEN SAFELY

Many operations across the country are temporarily closing dine-in operations due to government restrictions and other, various reasons. If you need to close temporarily, we've created a comprehensive checklist below that will help you prepare to shut down, communicate, close and plan to reopen safely. Our Restaurant Operations Consultant team designed this guide to be printable, so you can attach it to a clipboard and get right to work.



There's a lot to do and this list may seem overwhelming at first but reopening successfully in the future depends on the steps you take now. The temporary shutdown plan below is in six phases, the first three to help you close, and the last three to help you reopen.

PLAN – PHASE 1

Pre-Shutdown Preparation: build a contingency plan to use if your restaurant must temporarily close for any length of time.

ANNOUNCE – PHASE 2

Transparent Communication: thoughtfully detail expectations and strategies you will implement to employees and properly utilize social messaging to reach customers.

UNDO – PHASE 3

Temporary Shutdown Initiation: use a detailed checklist of actions to take immediately upon decision to shut down and communication of plans.

STRATEGIZE – PHASE 4

Reopening Planning: use a blueprint and detailed checklist outlining the processes and actions needed to prepare for a safe and successful reopening.

EXECUTE – PHASE 5

Attentive Reopening: ensure you “measure twice and cut once” as the doors are reopened according to your strategy.

DISCOVER – PHASE 6

Reopening Review: carefully review successes and opportunities in the first week, retrain staff and update “Pre-Shutdown Preparation” protocol as needed.

PLAN – PHASE 1

PRE-SHUTDOWN PREPARATION

Sometimes the best defense is a solid offense. Establishing best practices can help lead to a more efficient and effective contingency plan to use if a restaurant is forced to shut down for any length of time. Take the time and effort to build proper daily and weekly routines, so if you become faced with a potential shutdown, you will have a head start in pivoting safely and successfully. Consider these best practices for pre-shutdown preparation:

- ❑ **Always be prepared:** have a communication game plan and protocols in place to immediately implement if you are forced to shut down for any reason and for any length of time
- ❑ **Keep an updated roster list:** ensure all internal employee contact info is up-to-date and accurate
- ❑ **Know your inventory:** always keep the most current inventory sheet on hand
- ❑ **File your invoices:** also keep your invoices available for your current inventory
- ❑ **Manage your marketing:** keep your personnel contacts and login credentials for all of your social media channels, email, website, etc. in a safe, but accessible place
- ❑ **Manage your vendor list:** make vendor points of contact visible and accessible
- ❑ **Maintain cleaning/sanitation schedules and checklists:** ensure cleaning schedules are highly visible in all sections of the establishment and require crew to sign and time stamp tasks on the checklists
- ❑ **Communicate internally with your team:** anticipate and prepare for staff communication in the event of a shutdown
- ❑ **Communicate externally with your community:** prepare your communication strategy to your customer base, including messaging on your website, Google Business and social media channels. If you need support with communication strategies, click here for our Social Media Quick Start Guide

ANNOUNCE – PHASE 2

TRANSPARENT COMMUNICATION

Communication is key to an efficient execution of your shutdown plans, but don't forget to be thoughtful, timely, thorough, positive and empathetic. Announcing the temporary closure of the business will create an emotional response from internal employees and external customers. How the initial communication is handled will impact how employees react and stay engaged, as well as the perception and loyalty of your customers. The more you plan and prepare for proper communication, the more seamless the transition will be for everyone. Follow this helpful checklist of topics to review regarding immediate communication:

INTERNAL – EMPLOYEES:

- ❑ Initiate calls to all major business partners (if pre-planning protocols were not in place):
 - Management, partners, attorneys, accountants, HR, etc.
- ❑ Inform all employees of your intent to temporarily cease operations:
 - Initial communication should be quick and concise, with a caveat that there will be a mandated group video chat/meeting within 24 hours
 - Take attendance during this group meeting
 - Remain “fact based” and avoid personal opinions
 - Utilize the major business partners as a panel for full team meeting if possible
 - Inform employees of your management response to any media or customer questions and have them refer to management if needed, instead of responding on their own
- ❑ Initiate a company group chat to update employees on the timeline as needed
- ❑ Contact all your sales reps to update them on your situation
- ❑ Have management put proper signage around physical establishment
 - Block off parking lot (if private)
 - Use temporary barriers and signage where possible to prevent customers from getting too close to the entrances and common areas
- ❑ Establish health requirements for employees
 - If closure is due to Covid-19, mandate immediate testing for all employees
 - Implement mandatory “Health Checks” prior to any shift upon reopening

EXTERNAL – CUSTOMERS AND MEDIA:

- Update voicemail and any recorded messaging including who to contact in case of emergency
- Should any staff be contacted by media, a social media influencer or any others asking for comment, escalate the request ASAP to GM, owner or other identified company representative
- If/When the media calls:
 - Ask for the name and media outlet and the best method to communicate (call/text/email)
 - Ask “Are you on deadline and what is your deadline?”
 - Write down the questions they ask
 - Do not immediately respond to or answer any questions or remark on the issue – simply take the request. Take some time to form your response
- When responding to customers:
 - Respond with statement provided by management
 - Do not discuss, speculate or in any way talk about COVID-19 or effect on the industry

EXTERNAL – DIGITAL PRESENCE:

- Update Google My Business profile(s) to update hours of operation and dine-in status
- Update all listings as “Temporarily Closed” and ensure takeout and third-party delivery services are listed
- Update website with clear temporary closure statement – a splash page is a great option
- Temporarily cease all social ad campaigns, with exception of campaigns that support a local cause that has been pre-approved by management
- Create a post on each of your social media channels stating you are temporarily closed and that you will reopen as soon as conditions allow. Let diners know how/if they can continue to order off-premise and show them the steps you’re taking to remain safe and sanitary
- Provide social media managers explicit guidelines for posts and responses during the shutdown

UNDO – PHASE 3

TEMPORARY SHUTDOWN INITIATION

When you’ve decided to temporarily shut down and have made the notification, both internally and externally, it’s time to act – with a modified staff and detailed checklist of the actions to take.

Using a checklist will help you make sure everything within the establishment is thoroughly cleaned, sanitized, turned off and safe, until the decision is made to prepare for reopening. Make certain that you have covered safety protocols (including PPE use) with those staff members that will be working during the shutdown. Below is a detailed sample checklist of the actions to take immediately upon notification/decision to shut down:

EXTERNAL – CUSTOMERS AND MEDIA:

- Properly lay off or furlough employees in accordance with local labor laws
- If you are laying off non-exempt workers, their final paycheck is due within six calendar days
- The Federal WARN Act requires written notice of layoffs that affect 50 or more full-time employees at a single site of employment, if the layoff lasts more than 6 months
- Ensure that you have accurately documented the last date of employment and last check date for all employees
- Update your contact list for all employees with current cell phone numbers
- Canvas staff for abilities outside what they are doing now. Some may be qualified in other areas and could help with equipment repair, painting, etc.

INVENTORY:

- Evaluate current fresh and frozen food inventory
- Review freezer capacity and freeze any items that may not be required in the next 7-21 days
- Food items of low to moderate value that will not be used in the foreseeable future should be donated to your local food bank or community program for a charitable receipt (if possible)
- Review all inventory that is going to be disposed of and gather all necessary invoicing from vendors
 - Determine and record any losses
 - Contact your insurance company if perceived losses are worthwhile with respect to deductible

NON-PERISHABLE FOOD/GOODS:

- Sort, organize and protect from dirt and dust as required
- Package any open edible goods tightly to preserve freshness and deter pests as required, or dispense to staff to take home and document as waste product
- Write a detailed inventory log of all stock that you have on hand
- Remove all liquor from bar, seal and store in secure location

FACILITIES:

General:

- Keep pilot lights on so you're aware of any gas leaks during your bi-weekly facility checks
- Do not shut off the water. Instead, visit the facility twice a week to run the faucets for approximately 5-10 minutes. Pour water down floor drains and floor sinks during bi-weekly visits to prevent sewer gas from entering the facility and causing a foul odor
- Set rodent traps if desired for extra precaution
- Shut off all electrical breakers for non-essential power

Garbage:

- Ensure all garbage is emptied and trash is taken to external dumpster/enclosure
- Clean all exterior garbage containers and stations
- Wash inside of individual containers if soiled or odorous
- Ensure dumpster enclosure is locked and fencing is maintained and in good shape with no openings to reduce infestation

Washrooms:

- Ensure all garbage is emptied and trash taken to external dumpster/enclosure
- Clean and flush toilets, wash sinks and clean mirrors
- Ensure no water is running or dripping from fixtures
- Shut water off at shut-off valves if appropriate
- Wipe down all surfaces and dispensers
- Sweep floor
- Turn off lights

Exterior:

- If applicable, ensure parking lot is free of trash and debris
- Check that lighting is in working condition
- Change sign messaging as required
- Include signs on interior of all doors, at drive-thru window and drive-thru speaker box noting:
 - No cash stored on site
 - Reason for closure
 - "In Case of Emergency" phone numbers (fire department/ police contact)
- Clean, retract and store awnings or umbrellas if applicable
- Clean benches, furniture and tables and store inside, locked up
- Maintain plants and planters, and position to retain sunlight and water
- Secure any outdoor speakers and TVs to ensure their safety and security

Temperature Control:

- Set appropriate program or set premise thermostat to maintain lowest possible temperature while maintaining an environment that protects plumbing and inventory

Lighting:

- Turn off lights
- Mark breakers for ease of identification
- Leave enough lights on for appropriate operation of security systems
- Leave enough exterior lighting on for safe walking and illumination of any entries
- (Re)set timer for lights

Doors and Security System:

- Ensure door locks or deadbolts lock correctly and any locking bolts fit securely into the top and bottom of the door frame
- If applicable, ensure drive-thru windows have security-locking in place
- Lock office door and keep personal information locked in a safe or taken offsite
- Secure exterior fridges and freezers
- Take Inventory of keys, ensuring one is with owner/management team and the other is with managers in case of emergency; collect keys from non-essential personnel
- Make sure alerts are set appropriately and disable any automatic programming
- Ensure appropriate lighting is left on to facilitate for proper security system operation
- Change zone reporting where applicable
- Ensure recorder is working properly (if applicable)
- Update contact list to designated alarm respondent(s) during closure

EQUIPMENT:

General:

- Empty and clean equipment, including all portable and fixed appliances (where applicable)
- Unplug all portable and fixed appliances (where applicable)
- Check manufacturers' instructions and recommendations for proper cleaning and storage
- Wash and dry all soiled utensils, pots, pans, glassware, cups, dishes, pots and pans, etc. as required
- Empty any grease traps as required and dispose of grease according to standard protocol
- Ensure all appliances not used in day-to-day operations or will not be used in the next 30 days are turned off and unplugged
 - This is also an excellent time to take care of any outstanding maintenance items
- Ensure staff are trained on correct procedures to shut down or mothball equipment
- Ensure coffee equipment and any other appliances that use water will not freeze

- Consider disposing of any excess equipment or upgrading if you are able; this is the time to be serious about what your equipment needs will be going forward
- Look to minimize all costs related to your restaurant or bar equipment. Cancel contracts or other non-essential expenses. If possible, pay your staff to do what you may have contracted out
- Remove and clean any bar/floor mats

Bar Coolers/Ice Bins:

- Melt ice and clean all jockey boxes, ice bins, etc.
- Store all beer and wine in a walk-in if you decide to shut down coolers
- Deep clean and prop doors of all coolers that have been turned off

Under-Counter Coolers:

- Check expiration dates of perishable goods
- Move unexpired, unopened product to walk-in
- Empty and discard any open, expired or expiring product and document as expired product
- Shut down power
- Wipe down surfaces and vacuum
- Prop open doors of all coolers that have been turned off

Walk-In Cooler:

- Set appropriate temperature
- Check temperature and validate with new or completely reliable thermometer
- Label all product containers
- Check expiration dates of all product and discard product nearing expiration date
- Sweep floor and clean empty shelves
- Write a detailed inventory log of all stock, including expiration dates
- Ensure door closes tightly and lock (if possible)
- Secure external walk-in refrigerator with a padlock

Freezers:

- Set appropriate temperature
- Check temperature and validate with new or completely reliable thermometer
- Write a detailed inventory log of all stock
- Document as expired product
- Sweep floor and clean empty shelves
- Ensure door closes tightly and lock (if possible)
- Secure external walk-in freezer with a tamper-proof lock

Vents/Hoods:

- Adjust vents for prolonged closure (check manufacturer instructions)
- Vacuum and clean

Fryers:

- Clean inside and out
- Dispose of oil
- Call vendor to remove all old grease from premises

Ice Machine:

- Clean
- Water turned off to ice machine
- Electric turned off to ice machine
- Doors and gaskets cleaned

FRONT OF HOUSE:

- Ensure all walls and floor are clean
- Ensure all service areas are removed of perishables and clean
- Clean tops, bottoms, legs, etc., of all tables and chairs, stools and counters
- Clean children's highchairs and keep with straps in place, stacked neatly in an appropriate place
- Remove all dirty linens from the premises and call linen vendor to pick up dirty linen
- Clean garbage cans inside and out
- Empty all tabletop settings like salt and pepper shakers
- Remove silverware from tables and store
- Clean underneath all cabinets, counters, corners, etc.

SODA/TEA STATION:

- Disassemble and soak all soda parts
- Turn off CO2
- Clean coffee area, with all perishables discarded or removed
- Ensure soda system is clean, aerators are clean and draw tray is cleaned
- Clean cabinet fronts and counters
- Clean floor drains

STRATEGIZE – PHASE 4

REOPENING PLANNING

During a temporary shutdown, your operation needs to be ready to operate at its peak performance. More than ever, the proper protocols, strategies and changes need to be dialed in before you even consider reopening the doors. Safety should be your top priority, but you should also understand and prepare for critical customer perception.

This is also the time to plan what processes and action steps need to be put into play to prepare for executing a reopening safely and successfully. Consider running a 2-3 day “soft opening” the week before your planned reopening. This will help your team prepare, train and repeat before those doors officially reopen. However, you don’t need to recreate the wheel from scratch – you can find reopening blueprints for each zone of your operation, helpful calculators, informative webinars and more support in the links below and at usfoods.com/makeitnow.

FINANCIALS:

- Contact accountants and partners to look at overall business health analytics
- Factor in any SBA loans that may have been taken
- Utilize CARES ACT ROC team from US Foods for additional SBA loan assistance
 - Webinars and free 1:1 Consults are available
- Utilize break-even and cash flow calculators
 - US Foods Cash Flow Calculator
- Identify areas to cut back on spending temporarily (donations, events, etc.)

MENU/INVENTORY CONTROL:

- Use a simplified, starting menu focus for inventory and flow control
 - Menu templates
- Consider using electronic menus for the ability to pivot quickly (specials, 86’s, etc.)
- Create focused specials that maximize vendor specials, seasonal items, inventory on hand, etc.

COMMUNICATION:

Internal:

- Inform all former employees of your intent to reopen and their anticipated return-to-work date
 - If you do not have a staff communication tool, check out Homebase, our recommended CHECK® Business Tools partner for team communication
- Contact all of your sales reps to update them on your reopening plans and coordinate first delivery date
- Review all state and local ordinances with management team

External:

- Update voicemail and any recorded messaging
- Update Google My Business and social media profiles with hours of operation
- Update website with opening date and hours of operation
- Update third-party applications with menu revisions and hours of operation

- Update any reservation platforms with new reservation counts and hours
- Launch social campaign around reopening, promoting menu changes and revised health and safety policies

Staffing:

- Evaluate staffing levels and determine voids
- Hold “refresh” training for servers, bartenders
 - Part of our CHECK Business Tools, ExpandShare can help create a platform that is effective and efficient, while greatly improving consistency and accountability with onboarding and training
- Train kitchen and front-of-house staff members on new menu

FACILITIES:

Blueprint Review and Planning:

- Review overall layout and maximize space – US Foods Reopening Blueprint

General:

- Check fire extinguishers and smoke detectors
- Consider adding plexiglass barriers for all hostess and cash stations
- Check status and schedule maintenance services
- Test HVAC systems and replace filters
- Contact and reactivate all utility services well in advance of reopening
- Check with local authority for possible reinspection by Health, Fire or Liquor Control departments

Washrooms:

- Clean and flush toilets, wash sinks and clean mirrors
- Wipe down all surfaces and dispensers
- Sweep floor
- Upgrade hand sinks with hands-free hardware and increase quantity of hand sinks

Exterior:

- Ensure parking lot is free of trash and debris
- Refresh landscaping
- Ensure lighting is in working condition
- Change sign messaging as required
- Remove awnings or umbrellas from storage and reinstall (if applicable)
- Return any benches, furniture and tables to their places
- Return plants and planters to their places
- Power-wash patio and outdoor furniture, and sanitize tabletops
- Clean and sanitize outdoor service stations

Temperature Control:

- Set appropriate temperature controls for business hours

Lighting:

- (Re)set timer for lights

Doors and Security System:

- Enable any automatic programming that may have been in place during a closure
- If zone reporting had been adjusted prior to closing, adjust back
- Make any necessary changes to contact list for designated alarm respondent(s)

INVENTORY:

- Evaluate current fresh and frozen food inventory to determine opening food order

EQUIPMENT:

General:

- Plug in any portable and fixed appliances that had been unplugged prior to closing
- Reactivate cancelled contracts

Bar Coolers/Ice Bins:

- Stock ice bins
- Restock beer and wine

Under Counter Coolers:

- Plug-in (if applicable)
- Restock

Vents/Hoods:

- Adjust vents for prolonged closure (check manufacturer instructions)
- Vacuum and clean

Fryers:

- Fill with clean oil

Ice Machine:

- Turn on water
- Turn on electric

FRONT OF HOUSE:

Dining Room/Bar:

- Set up dining room, patio tables and bar seating in accordance with social distancing requirements
- Wipe down and sanitize tabletops, seating and bar tops
- Clean table bases and level tables as needed
- Clean and sanitize mats and carpeting
- Clean and sanitize highchairs and booster seats
- Clean trays and tray jacks
- Add a hand sanitizer station to entryway of restaurant
- Sanitize vinyl menus and menu holders
- Print new menus if needed
 - Consider using single-use, disposable menus or a digital menu for sanitation purposes
- Clean and/or dust windows and windowsills, plants, décor items and light fixtures
- Inventory and wash all china, flatware and serving pieces – reorder as needed
- Dust and refill candle holders and votive lights
- Clean and sanitize server station
- Stock server station with glassware, water pitchers and all items as needed
- Refill all tabletop settings like salt and pepper shakers

Bar/Beverage Service:

- Evaluate liquor, beer and wine inventory and place order as needed
- Check and replace pour spouts as needed
- Dust all bottles and shelves
- Clean and sanitize bar ice bins
- Refill bar ice bins
- Run plain water through coffee and tea machines; check filters and replace as needed
- Clean, sanitize and restart frozen beverage machines (if applicable)
- Assess inventory of glassware and place order as needed
- Restock bar caddies with napkins, stirrers and straws
- Clean and sanitize all soda lines; run several servings to clear lines
- Clean and fill fruit caddies
- Re-engage the couplers on beer taps
- Get draft lines cleaned again before serving resumes; run product through to clear lines
- Turn on CO2

BACK OF HOUSE:

Refrigeration, Freezers and Walk-Ins:

- Empty ice machines, clean bins and run sanitizing cycle as directed by manufacturer
- Replace ice machine in-line filters; check water lines

- Wipe down exterior and tops of ice machines/bins
- Check to ensure working thermometers are in each refrigeration unit
- Clean condensers and replace filters if applicable
- Wipe down and sanitize all sandwich/prep units including cutting boards
- Check expiration dates of all product; discard product past expiration date

Hot Line:

- Initiate start-ups and/or performance checks on gas equipment, per manufacturer's instructions
- Restock fryer filter pads and media
- Clean and sanitize broilers, griddles, ovens and other cooking equipment
- Clean, sanitize and clear toasters, warmer drawers and conveyor ovens of crumbs
- Clean and check for proper operation of hoods, filters, ductwork, fans, belts and fire suppression systems
- Clean and/or replace hood filters as needed
- Check pilots and burners for proper operation; adjust if necessary
- Calibrate ovens
- Inspect, repair or replace electric cords and plugs

Prep and Storage:

- Clean and sanitize all worktables, under-shelves, utensil racks and serving lines
- Fully clean slicer; sharpen blade and oil maintenance points
- Inventory, clean, sanitize and restock utensils, cutting boards, knives, mixers, blenders, food storage containers, day dots and bags
- Inventory miscellaneous replacement parts for equipment, food processor blades, blender containers, can opener gears and blades; reorder as needed
- Inspect, clean and sanitize can openers; replace knife and gear if necessary
- Inspect, clean and sanitize portion-control scales. Check for accuracy and recalibrate if necessary
- Inventory, inspect and discard dry storage products as needed. Wipe down and/or replace/refill storage container
- Clean and sanitize shelving units and ingredient bins
- Inventory all food items and place orders with suppliers. Take into consideration any new menu items/changes

Prep and Storage:

- Make sure grease traps and floor drains are operational (add water)
- Confirm dish machine functioning/heating to temp
- Inventory and restock janitorial supplies: fresh mop heads, green pads, trash bags, brooms, toilet paper, paper towels, cleaners and sanitizers
- Clean and sanitize mop sinks and mop buckets

- Consider additional or mobile handwashing sinks, sanitizing stations, touchless dispensers and a designated disinfectant policy
- Dust, clean and/or replace stained ceiling tiles throughout the facility
- Add additional hand sanitizing stations at exit/entry points
- Power-wash kitchen mats

BUSINESS ADMINISTRATION TASKS:

General:

- Assess any outstanding invoices from vendors
- Replenish safe
- Evaluate cash flow and break-even numbers
- Inform landlord of reopening date
- Inventory and replenish any necessary office supplies
- Schedule meeting with a US Foods® Restaurant Operations Consultant
- Review US Foods webinars for relevant information

Point of Sale (POS):

- Bring POS systems up to date to reflect menu and/or pricing changes
- Replenish cash drawers
- Confirm credit card system is online

CONSIDER PROCESS AND PROCEDURE CHANGES:

Takeout and Delivery:

- Inventory and order takeout containers, bags, tamper-proof labels, growlers, cups, etc.
- Investigate purchase of hot holding cabinets as takeaway business increases
- Set up to-go procedures for deliveries and pickups

Staffing:

- Revise or implement training programs for sanitation practices, hygiene policies and PPE/uniform requirements
- Recruitment: host a hiring event
- Evaluate benefit offerings
- Develop a weekly labor schedule

Menus:

- Consider using single-use, disposable menus or a digital menu for sanitation purposes

Cleaning and Sanitation:

- Institute a cleaning schedule
- Order and inventory worker PPE supplies
- Install hand sanitizer stations throughout operation
- Make hourly cleaning and sanitizing checklists a habit, try setting a timer to clean the dining room every 30-60 minutes

SOFT OPENING/FRIENDS & FAMILY/INDUSTRY NIGHT:

Practice Service:

- Review and monitor Personal Protective Equipment (PPE) requirements
- Ensure sanitizing stations have visible use by staff
- Menu protocols:
 - Disposable menus (1 per couple)
 - If using QR codes for digital menu access, staff should be able to walk customers through the process of using their smartphone camera as a QR code reader
- Clearly distinguish responsibilities between sanitation crew and bussing crew
- Host/hostess engagement:
 - Monitor flow of customers at points of entry
 - Manage reservations
 - Focus on social distancing
- Establish expeditor flow
- Review server-guest engagement protocols
- Ensure staff know how to properly handle constructive feedback
 - Review de-escalation techniques
- Review manager duties and ensure visibility

EXECUTE – PHASE 5

ATTENTIVE REOPENING

Now that you've thoroughly planned and run your dress rehearsal in a soft opening, it's time to officially reopen. Customers will be excited to be back, but expectations and perceptions may be heightened. Make sure you take the time to meet with your staff well before the first shift starts. Double-check all safety protocols, review our helpful checklist below, remember to breathe and get ready for the moment everyone has eagerly anticipated: your grand reopening.

- Pre-shift meeting: hold one hour before opening
 - Review PPE protocol
 - Do a quick review of the menu
 - Review social distancing requirements
 - Run through guest engagement protocol: greeting, order taking and checkout
 - Role play potential negative scenarios:
 - o Review how to handle and de-escalation techniques
 - o Establish who to get involved
- Clean and sanitize entire restaurant to prepare for staff and guests returning
- Place food/beverage order
- Print disposable menus and/or QR code menu signs
- Display "Reopening Safely" signage – get them here
- Start your social media campaign to communicate your reopening date and plans
- Choose curbside parking spaces and create signage to designate
- Start or continue staff training on revised SOPs and expectations
- Receive food/beverage order
- Organize and re-stock server stations/bar
- Update website and schedule online ordering to be turned on
- Continue social media messaging to promote reopening
- Announce official reopening date and hours of operation on social media, website and media
- Promote online ordering and curbside pickup on your social media, website and in-house signage

DISCOVER – PHASE 6

REOPENING REVIEW

Just as important as the preparation and execution is seeking and accepting constructive feedback. Following the first week of reopening, use the checklist below to carefully review your initial successes and opportunities, retrain staff where needed and update your "Pre-Shutdown Planning" protocols. Take the time to actively connect with customers that visited during the first week and survey the staff for their feedback as well. Don't forget to thoughtfully and purposefully recognize your staff members for their hard work, dedication and performance.

- Give focused recognition: build or reinforce the culture through positive team recognitions
- Seek live customer feedback and consider surveying diners after their visit
- Encourage staff straight talk and feedback
- Review social media comments, tagged posts and reviews
- Post thoughtful, thankful messaging throughout your social media platforms
- Review feedback with all staff
- Sit down with management and update protocols based on successes and feedback