



Vesper Lounge Mizuna LUCA Mik DENVER Market

Lou's STERIA MARCO 75 French SMOKE HOUSE

GREEN RUSSELL Wednesdays Pie salt & grinder

**BOCO**

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**COVID-19**

**PLAYBOOK**

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## OUR VISION

A chef driven restaurant family dedicated to deeply satisfying meals, outstanding service, education, and community.



## OUR VALUES



**PRIDE**

We are Positive & Enthusiastic - Get Stuff Done!

No Problems, Only Solutions

We are Owners, Not Renters

**EXCELLENCE**

We are Committed, Competent and Consistent

We Learn, We Teach, We Grow

We are Proactive & Collaborative

**FAMILY**

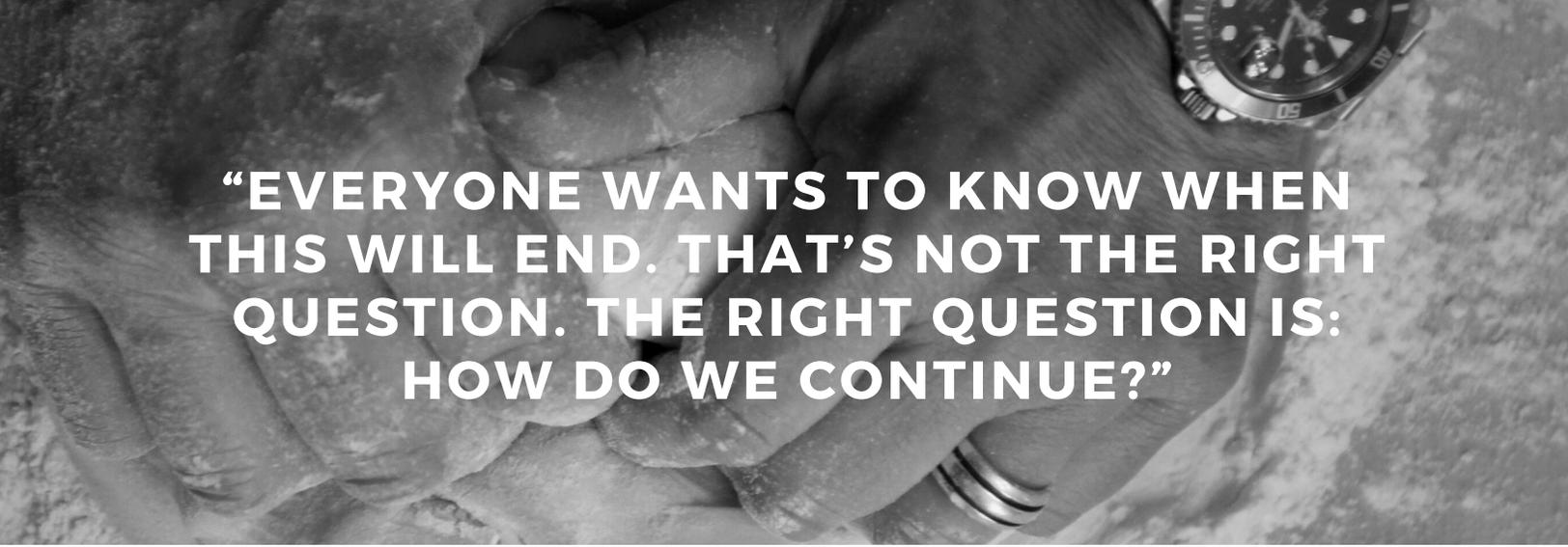
Together we are Better

Always Respectful & Always Accountable

We Serve our Community

CREATING **HAPPY** PEOPLE

GET IT :: WANT IT :: CAPACITY



**“EVERYONE WANTS TO KNOW WHEN THIS WILL END. THAT’S NOT THE RIGHT QUESTION. THE RIGHT QUESTION IS: HOW DO WE CONTINUE?”**

## INTRODUCTION

How will Bonanno Concepts address a global pandemic that threatens the health of our co-workers, our clients, and our community at large, while hobbling fifty percent of our revenue stream? How do we move forward with intent and purpose? With pride and excellence? How do we use this moment to try to better serve our restaurants and our community? This manual intends to outline best practices to thrive in this moment of uncertainty.

When I came into this business, there was a saying people would throw around when we were getting crushed: “It’s not life and death, it’s just Food and Beverage.” Circumstances have changed and suddenly Food and Beverage really could have the potential for life and death.

With that in mind, my primary goal in creating this playbook is to guide our collective health: emotional, physical, and fiscal. We have a duty to one another, and I have a duty to you—a 400 plus work force, most of whom have no financial buffer—to do everything we can to keep our doors open in a meaningful way, a way that keeps food on our tables and bill collectors at bay, and allows all of us to contribute to the greater good as best we know how, through the most powerful act of love we know: food.

Together we are better.

*Frank*

*The following content owes a great debt to the Black Sheep group out of Hong Kong, who so graciously shared their procedures with the world . .*

# HEALTHY & HAPPY

## WORKSPACE

We take pride in the cleanliness and best practices we've embraced these past 20 years. Now's the time for extra precautions to protect ourselves from a new and invasive health risk and demonstrate to our clients that we are a clean, organized work force, from our uniforms to our table tops.

Our uniforms demonstrate our commitment to health and hygiene. Not only do we model exemplary standards as outlined in our individual restaurant training manuals, but masks and hand sanitizers are a mandated part of the uniform, and readily available.

Ring the bell! Every venue designates a bell ringer for every shift. Every 30 minutes the bell sounds, and no matter what you're doing, or where you are, hands get washed, followed by a quick, sanitizing wipe down of your immediate station.

We avoid printed menus whenever we can. Menus are available online for guests that prefer not to handle a printed menu. Printed menus are either laminated and wiped down after each use, or completely disposable.

Sanitizing wipes are positioned next to every touch screen. Touch screens are sanitized after every guest touch, and every 15 minutes for reservation and point of sales systems.

We've always discouraged the use of cell phones during service, but are especially mindful of keeping them tucked away and their germs out of our kitchens and dining rooms.

We schedule weekly deep cleans that are attended to by an external, specialized team.

# HEALTHY & HAPPY

## TEAM

We take precautions to protect our work family.

We train our team through the lens of science when implementing best practices.

Our work is intimate; it's imperative we all understand the best ways to navigate tight cooking spaces and interaction with guests without sacrificing health. We honor space.

No physical contact —not among our team, and not to our guests — including handshakes, high fives, hugs, and fist bumps. Instead of touching someone's back, we say "behind you."

We maintain personal space, aiming for 6 foot distancing.

Our managers post a list of preferred, nearby clinics or hospitals who are prepared to treat COVID-19.

We assure all postings are available in Spanish and English to keep our entire staff up to date and informed.

For anyone who struggles to communicate in English, we'll pair with an English-speaking staff member. That "buddy" will be their go-to in any emergency, to help communicate with medical professionals, and to cascade any necessary information back to Bonanno Concepts.

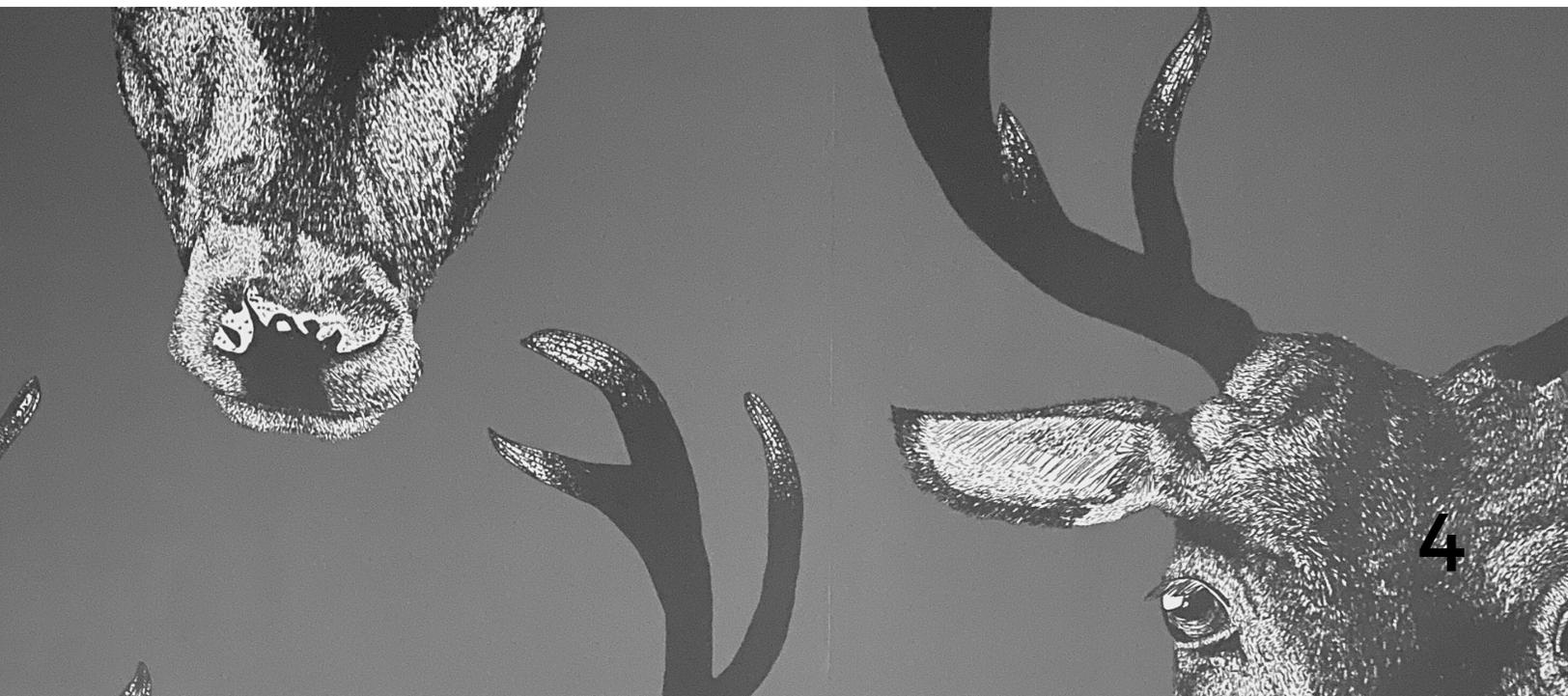
# HEALTHY & HAPPY

## TEAM CONT.

Anyone who is uncomfortable working in this health climate has the option of taking an indefinite leave of absence.

We strongly discourage travel to our team for the moment. Our team knows that if they do choose to leave the state, they are responsible for implementing any necessary protocol upon return such as testing, self-isolation, etc.

Every site has contactless thermometers. We check and track team temperatures upon arrival. We send home anyone with a fever or other COVID-19 symptoms, send home.



# HEALTHY & HAPPY

## CLIENTS

Bonanno Concepts aims to feed and protect our community.

We remove 30-50 percent of our seating, including half of our post mounted barstools. Our policy moving forward, at every venue, including our bars, is there is a seat for everybody.

*Sample verbiage: "Thank you for understanding that our seating is strategically spaced for best health practices. If you cannot find a seat, please visit us another time!"*

Any printed menus are designed to keep, and we aim to visibly post all other menus to keep our information as touchless as possible.

Until further notice, we do not accommodate groups of more than 6 in the main dining rooms. Groups of 7-8 will be accepted on a case by case basis in private dining rooms for an additional fee.

We provide curbside options to anyone picking up food to enjoy at home. We have designated pickup areas at every venue.

Bonanno Concepts will be cashless to the best of our ability, though we will accept all forms of payment.

We offer hygienic storage options for guests' masks.

Every table, bathroom and host stand bears hand sanitizer. Bars position hand sanitizer at 4 foot intervals. Bartenders wear gloves.

We offer to split any shared food in the kitchen, with the exception of pizza.

# HEALTHY & HAPPY

## CLIENTS CONT.

We answer our phones. People will have questions about their safety and our practices—we are eager to address them. We also want takeaway ordering to be as service-oriented as possible, and the best way to do that is by providing accurate ready times, substitutions, and use our voices and manners to express happiness and gratitude.

All guests at our sit-down venues must sign a Health Declaration form that includes contact details, so we may contact them if there is a confirmed instance of COVID-19 within any of our restaurants.

Sample verbiage to practice:

*“Thank you so much for understanding that we’re trying our best to keep our community safe during this pandemic. By completing the declaration, we’re better able to protect our guests and our team, and to inform you should there be an incident here”*

We lean into the comfort of turning anyone away who displays obvious signs of illness (coughing, fever over 100 degrees, respiratory stress) for their own health, for the health of other guests, and for our health as guest-facing professionals.

If a guest or team member tests positive for COVID-19, we inform all employees, group-wide, and all guests who have dined at that venue in a 14 day period.

In the event of a confirmed case, we close for a deep clean performed by an external organization, and call upcoming guests to reroute reservations with thought and precision.

# HEALTHY & HAPPY

## LEADERSHIP

During this time, we commit to less travel. If a staff member leaves the state, they commit to getting a COVID-19 test upon return and must submit a negative test and show zero symptoms before returning to work.

Managers are truly here to support our teams, and especially now they step up to that task. We've all been trained at every station in our venues, and that should give us the cushion to send people home and help to fill any voids in service.



# HEALTHY & HAPPY

## FINANCIALS

We need to maintain a healthy bottom line to keep as many people employed as possible and to keep our businesses thriving. We embrace creative means of generating revenue during a period where law and safety require diminished capacity.

Our staffs are streamlined for effective labor cost management, leaning on full time and salaried employees .

Our menus are streamlined, reduced to the most popular items to help with food cost and waste, and our delivery and carry away menus are even more limited, relying on dishes that best travel and require the least “touches” to execute.

Our inventories are going to be tighter and more strategic. We are limiting our vendors and suppliers for intentional, cost effective relationships.

There are no specials or discounts, to honor the limited menus and reduced inventories.

We embrace the people who helped grow our businesses when the economy was healthy, but we don't shy away from the fact that the economics are different now. We will need to have open conversations with suppliers, vendors, and landlords regarding debt. We lean into those conversations openly, honestly, and at times, creatively.

# HEALTHY & HAPPY

## FINANCIALS CONT.

There is an immediate hold on all non-essential expenses (system upgrades, educational and travel opportunities, kitchen toys, decor, inventories and the like).

We create new offerings and interactive opportunities for guests: Zoom happy hours and speaker series; make at home packages; weekend family meals; online tutorials; etc.

Managers and chefs work with our financial team to analyze weekly cash flow and best understand which initiatives, staffing, and menu items are most effective. The importance of managing cash flow cannot be overstated.

Once we have teams in place, there will be a hold on any further hiring. Our intention is to utilize our most effective, happiest employees, so we can best move forward with strength and intention.

# HEALTHY & HAPPY

## COMMUNICATION

We over-communicate, educating our team and our community on practices and pitfalls.

If we find ourselves in a situation where someone at Bonanno Concepts has COVID-19, we over-communicate with the public and with our staffs, with Frank as the first voice to the community.

We have a media strategy should there be a closure or occurrence of COVID-19. That news comes from our marketing team, who will communicate openly, honestly, and aggressively with our client base.

This is a good time to remember that we have a social media policy against engaging in any negative way with the public. This means addressing any complaints offline and ignoring trolls.

We share information.



# HEALTH DECLARATION

By my best estimations, I hereby certify, represent, and warrant that I am healthy!

Within the 14 days immediately preceding the date of this health declaration form, I HAVE NOT:

- Felt feverish, or demonstrated a fever over 100 degrees.
- Tested positive or presumptively positive with the novel Coronavirus (COVID-19) or been identified as a potential carrier of the COVID-19 virus
- Experienced any symptoms commonly associated with COVID-19 (i.e: persistent cough, respiratory illness, fever, chills, loss of smell or taste)
- Been outside of the United States
- Been in direct contact with or in the immediate vicinity of any person I knew or now know to be carrying COVID-19 or has travelled outside of the United States within the last 14 days

**Name**\_\_\_\_\_

**Telephone**\_\_\_\_\_

**Email**\_\_\_\_\_

**Signature**\_\_\_\_\_

