streetsense.

Pandemic Relaunch Toolkit

RESOURCES FOR RESTAURANTS + BARS

APRIL 2020 — EAT + DRINK



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INTRODUCTION

The following toolkit is designed to help our clients and industry contacts understand, plan, and mitigate the impacts of the COVID-19 pandemic. The toolkit contains clear and concise resources for managing capital, planning for relaunch, and also provides recommendations on adjusting operations and increasing guest engagement in the wake of the crisis. Looking forward, we highlight new ideas of how the restaurant industry can react to the changes in how people eat and drink, brought about by COVID-19.

EXECUTIVE SUMMARY

The length of the recovery from the COVID-19 pandemic and the severity of the decline remains unknown. One thing we do know: reopening will need to be done carefully and conservatively, with possibly dramatic changes to pre-pandemic approaches to capital management, sanitation, operations, and marketing. Now is the time to:

- Prepare a capital plan for a relaunch
- Implement changes to poise the business for recovery
- Protect cash flow and seek additional capital
- Modify how you engage with guests and patrons

Capital Management

We recommend a "fast-follow" approach — not the first to open but poised and ready to follow the first to open — coupled with rigorous financial forecasting. There are mechanisms and programs available to preserve capital but additional funding will likely be needed from traditional and non-traditional sources. Determining the right time to re-open is best not left to local jurisdictions — it should be tied to indicators like: widespread availability of testing, sanitation supplies, and critical mass of available customer demand. It's essential to perform a break-even analysis of capital, revenue and expense, be conservative with sales projections, and aggressive with labor management. Revenues will not return to normal in the immediate or even near future.

Operational Adjustments

Dining in the post-pandemic era will look different and restaurants will need to make critical adjustments to ensure that patrons and staff stay safe. Dining rooms and bars must be reconfigured to accommodate for social distancing, dramatically increasing the space between groups. Pickup and delivery procedures must be mastered and kept safely separated from the dine-in guests. Service will need to be modified to minimize contact, reduce table touches and ease

potential moments of friction like arrival, table setting, dropping food and payment. Stringent sanitation and disinfection procedures require staff retraining and attention to detail, while daily staff temperature testing and contact tracing will be essential to protecting the integrity of your establishment.

Messaging + Communication

Guests, staff, and the general public will be looking for guidance and a sense of safety and security as they resume their day-to-day lives. Communication efforts must be focused on educating the guest on measures that the business is taking to protect them, outlining options available to them and highlighting experiences that they have been missing. Signage and visual communication in the restaurant will help patrons acclimate themselves to our new normal. Digital and social channels provide meaningful ways to engage with guests and provide new content that celebrates community engagement efforts, highlights behind the scenes with recipes, how-to's, and collaborations that rally the local neighborhood around supporting the relaunch of their favorite establishments.

Triage Strategies

Business diversification is not a temporary fix — it's a long-term survival strategy. The crisis has accelerated trends in delivery, virtual kitchens, and takeout, as well as identified industry innovations that should stay around post-pandemic. Trends like restaurant-markets, private dining at home, liquor and cocktail delivery and takeout, and curbside pickup creatively expand the business and meet changing customer needs. There are many technologies available to enable a better integrated online guest experience, streamline wait-listing, facilitate self- and pre-ordering, and move toward safer conveniences like kiosks and table-side payment. These all represent additional expenses, however, and should be weighed against their potential revenue generation.

Restaurants willing to adapt to our new normal will be the most poised for short-term recovery and long-term success.



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Financial Planning

OVERVIEW

The first step in developing the right approach to re-enter the market is understanding the different economic recovery models. This section covers the key measures operators can take in ensuring there is capital to relaunch.



POST-PANDEMIC ENDGAME

As of the writing of this document, no one really knows how or when the COVID-19 pandemic will end and how the economy will eventually rebound. However, one of the keys to successfully weathering the current pandemic storm is to be prepared for a variety of scenarios and wise spending of your available capital to ensure your business can be sustainable through the crisis. While there are still a lot of unknowns as to how the situation will play out, we have some historical data that can guide us.

To forecast an economic recovery model for the Coronavirus, we looked back at the economic impact of previous pandemics such as SARS, MERS, Bird Flu, and Spanish Flu to see the arc of the economy coming out of these crises. According to an article in the Harvard Business Review, the post COVID-19 recovery will likely fall into one of three economic models, referred to as the 'V,' 'U,' or 'L'.

THREE MODELS FOR ECONOMIC RECOVERY



MODEL



MODEL



MODEL

Read on to learn about these models

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THREE MODELS FOR ECONOMIC RECOVERY



MODEL

The V-Model represents an economic recovery similar to what China experienced following recent epidemics similar to COVID-19. This model is represented by a dramatic dip in the economy as the virus hits, followed by a relatively narrow trough, and a quick recovery over a period of three to four months — a classic 'V' shaped recovery. Uncertainty around a reemergence of the virus in the fall and winter of 2020/2021, or whether people who have contracted the virus can become reinfected, make many experts question whether or not the Coronavirus recovery will take this classic 4- to 5-month V shape.



MODEL

The U-Model represents a similar precipitous drop in the economy followed by an extended, longer term trough before an eventual and gradual upswing. In this model, social distancing measures would remain in place through the summer and fall of 2020 as we continue to 'manage the curve' of infections to keep health care facilities with manageable volumes of patients. By mid-fall, enough of the population will have immunity from the virus that the restrictions can be slowly and carefully lifted for lower risk populations. This much slower return to normal may require restaurants or bars to wait much longer after governmental restrictions are lifted before re-opening.



MODEL

The L-Model is the most dire — and we believe is also the least likely. The recovery model here shows a dramatic dip in the economy followed by a very long period of minimal, incremental improvement. The L-Model is a highly unlikely scenario that may be triggered if reinfections occur or if a vaccine is not possible. This is the worst-case scenario for a recovery and is not a model that economists find likely.

Carlsson-Szlezak, Phillipp, Reeves, Martin and Swartz, Paul. "What Coronavirus Could Mean for the Global Economy." *Harvard Business Review*, 3 March 2020, https://hbr.org/2020/03/what-coronavirus-could-mean-for-the-global-economy

POST-PANDEMIC ENDGAME

Restaurateurs looking to come out strong on the other side of the pandemic need to be extremely cautious with their capital, shrewd with their timing of the market, and closely follow the news for indications that would signal an upswing in the economy and the return of consumer confidence. Here's what to listen for:

Lifting of Government Restrictions

While certainly one of the more positive signs that a recovery is in progress, this does not signal a wholesale return to normalcy. This will be an indicator that people are beginning to re-enter the market and may come slowly and in isolated segments rather than a wholesale lifting of the restrictions.

Recovery in Other Markets

China, South Korea, and Japan are all beginning to re-emerge from the pandemic and can serve as indicators as to what an eventual recovery looks like. At present, early indications show a very tentative return of available business followed by slow and gradual recovery lasting several months.

Antibody Testing

Tests to determine who has contracted (and recovered from) the virus are just beginning to enter the market. If these tests become widely available, and if the CDC can get the results quickly, they will be able to quickly establish a timeline for the likely end of the crisis. (In recent days, this has become a political hot potato. We include this because it has been successful in other regions.)

Immunity for People Infected

If this virus is similar to other flu-like infections, those who have been infected may not be able to get reinfected for a number of months. However, if people who have recovered from the virus are still susceptible to getting it again, the economic outlook will likely not fully improve until there is a vaccine.

Timing of a Vaccine

Real and credible evidence of the widespread production of a vaccine will be the strongest signal of a return to relative normalcy following the crisis.

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The key to successfully navigating the end of the crisis will be to time the market right with the capital available to you to ensure the long term success of your business.

RE-ENTERING THE MARKET

State and local authorities will be making determinations on when social distancing restrictions will be lifted and businesses can re-open. While this is an important milestone in the eventual pandemic recovery, it is only a signal and not necessarily the most strategic time to re-open your business. Below are the key considerations we are sharing with our clients regarding the re-opening of a bar or restaurant post-pandemic.

KEY CONSIDERATIONS

Be Careful + Conservative

While predictions for the resumption of business during the COVID-19 crisis are just now coming into focus, it's clear that the restaurant industry won't return to previous levels quickly or all at once. The lifting of local government regulations may not be the best guideposts for when the time is right to re-open your business. Operating with discipline and a relentless focus on long-term success will set the business apart and will exude a confidence that will prepare your team and guests for the bumpy road ahead.

Pick the Right Time to Re-Open

Though it might come charged with excitement, the re-opening of your restaurant or bar after the crisis won't be like opening day — there's a good chance that many other concepts in the market will be opening at the same time. The pent up demand for social interaction will be tempered with an abundance of caution from those who have not contracted the virus. It is critical to pick the right time to re-open by planning and budgeting for a necessary period of re-staffing and re-training to be able to bring the business back to life responsibly and target a return to market that will be sustainable in the long-term. Below are some key considerations as to the ideal time to relaunch your business:

- Voluntary or mandatory restrictions have been lifted
- Virus Testing or Antibody Testing are locally available and low cost
- Neighboring bars and/or restaurants have re-opened and are active
- You have modified your dining room and are ready for social distancing
- Essential staff have been rehired and are able to get to work safely
- Staff retrained on modified safety and sanitation procedures
- Essential services (trash, recycling, food suppliers, etc.) are back and available
- Capital has been secured to sustain the business beyond the first month of operation
- You have a Social Media and PR plan in place to let your guest know you are back in business

PREPARE FOR LESS SEATING

Social distancing practices will remain in place well after the mandatory stay-at-home restrictions are lifted. With many uninfected people re-entering the market, there will likely be a real psychological (and clinical) impetus to continue with social distancing best practices. **This may result in a 30-50% reduction in your available seat count for a period of weeks or months.**

Have a plan for removing tables, chairs, bar stools, and gaming equipment (pool tables, dart boards or any other interactive entertainment that encourages clustering in tight spaces). Work with an interior designer or space planning expert to rework your floor plan with flexibility for adding back in furniture and equipment as the crisis wanes. Restaurants will likely need to make arrangements to store some furniture and equipment. Consider renting an offsite storage facility for a few months to keep your existing operation neat and clutter-free.

BUILD CAPITAL FOR A SECOND WAVE

The CDC has recently warned of the possibility that the virus may return in the fall and winter of this year — here's how to prepare operationally and financially.

Preparing the staff and modifying operations before opening is the best way to position the business for long-term success. In addition to taking social distancing measures into consideration, protecting all available capital reserves to be able to continue operations is the only way to ensure that the business will be able to survive — if not thrive — in any situation.

- Funnel any restaurant profits or payments into your cash reserves
- Focus on maintaining your essential workforce while tightly controlling additional labor
- Cross-train your essential workforce to wear as many hats as possible during slower periods of recovery
- Consider opening with a smaller, more focused menu to account for the lower demand
- Rigorously budget food and essential service spending
- Reactivate and promote your online reservation system before opening
- Tighten controls on discounts and comps
- Ramp up guest communication efforts around new procedures
- Leverage new capital investment to prepare a cash reserve
- Explore the best way for your business to diversify or adopt additional revenue-generating services

STAFFING + REHIRING

A look at the regions around the globe that have lifted the restrictions following the pandemic indicate that business will only gradually return to pre-COVID-19 levels. During this time, there are a number of key considerations to rebuilding your staff and returning your business to it's pre-pandemic level of service.

KEY CONSIDERATIONS

Top Performers

Focus on maintaining or rehiring your core team of top performers — an essential service team who will be receptive to change, willing to take on multiple roles and responsibilities, and who are flexible enough to help the business evolve as the environment shifts. Cross-train your essential workforce to wear as many hats as possible during slower periods of recovery.

Respond to New Business Levels

Once you have gotten your core service and management team back on board, carefully bring back staff only as the levels of the business increase. There will be a rush from service staff eager to get back to work, but it is important to be as careful as possible with available capital and only bring back the remaining team as the business dictates.

Plan Ahead

Lay out different scenarios for occupancy, revenue, and business patterns over time to develop a flexible minimum labor model that can prepare you to respond to a quick recovery or an extended one. Remember to plan for additional cleaning staff as part of your essential FOH labor force.

PPP Considerations

Businesses that are taking advantage of the Paycheck Protection Program (PPP) from the stimulus bill (see specifics below) have to adhere to the specific requirements of the loan which include using the 75% of the borrowed funds for payroll over a certain period of time. Failure to adhere to these guidelines may prevent some or all of the funding from being forgivable.

Employee Culture

As restrictions are lifted, there will be a glut of service staff in the market. This is not a time to take advantage of employees eager to get back to work, or a time to race to the bottom with wages. While the long-term success of the business involves being prudent with capital, it is important for operators to maintain the culture and loyalty that will inspire your core staff and make your most important team members want to come back to work.

Managing Capital

OVERVIEW

There has been a flurry of new programs for small businesses to have easier access to crisis capital. This section reviews available funding mechanisms and strategies to preserve and protect capital.



CAPITAL ACCESS

Unless your business is blessed with unlimited capital (or incredibly generous business partners), chances are you will need to reach out for additional capital to make it through the crisis. For many small or single-ownership businesses, this may be the first time that you have gone through this process. For those familiar with the process, there are specifics in the stimulus bill that are important to understand before applying.

FEDERAL STIMULUS

This $2 trillion economic relief included in the federal economic stimulus bills enacted in March 2020 offer help for millions of American small businesses affected by the pandemic. The bill includes cash grants, low interest loans, limited payroll offset money and a variety of enhancements to unemployment insurance and paid leave affecting small businesses.

The following page features a brief overview of the key sources of additional capital for small businesses included in the stimulus bill followed by more traditional sources of funding often used by restaurants and bars.

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PPP

PAYCHECK PROTECTION PROGRAM

EIDL

ECONOMIC INJURY DISASTER LOAN

EBL

EMERGENCY BRIDGE LOANS

IMPORTANT UPDATE: At the time of publication, the PPP funding mechanism through the CARES Act has been exhausted. Lawmakers are debating additional funding.

Read More

PAYCHECK PROTECTION PROGRAM (PPP)

This stimulus program is primarily intended to help small businesses retain and pay their employees during the crisis by offering partially or fully forgivable loans to cover payroll and other expenses for a limited period of time. The PPP in its current form allows businesses with fewer than 500 employees to apply for government-guaranteed loans capped at 2.5 times a business's average monthly payroll expenses (maximum of $10M), excluding the salaries of employees making more than $100,000, plus loan forgiveness if a business rehires or maintains its full-time workforce by the end of June.

These loans come with a number of key provisions that are important to understand before applying. These include:

- 75% of the total funding has to be used for payroll expenses related to your business and spent in the 8 weeks following the receipt of the funding.
- If a businesses' employee headcount drops below the levels it used to get the PPP loan based, the difference in the amount funded and the amount used for payroll will not be 'forgivable' (converted into a grant) at the time when the loan comes due.
- Because so much of this loan (75%) is required to go to payroll for the loan to be forgivable, businesses relying solely on this funding as an extra source of capital must understand that the remaining funds will likely not be enough to cover the remaining fixed and overhead expenses during this crucial period of time.

While this legislation and the intention to make it forgivable is a meaningful step in helping small businesses, it is a limited resource that needs to be carefully utilized.

APPLY NOW

ECONOMIC INJURY DISASTER LOAN (EIDL)

Expanded under the Federal Stimulus bill, this program helps small businesses overcome the loss of revenue during a declared disaster such as a hurricane, major fire, or the COVID-19 pandemic. This loan, limited to $2M, includes an emergency $10,000 advance that is automatically forgiven. According to the Small Business Administration, the $10,000 loan advance will be given within three business days of the request. This money doesn't have to be repaid if it's used for payroll, even if you get denied for the EIDL loan later on.

Though businesses can apply for both a PPP and EIDL loan, there are key provisions in the stimulus legislation that a business cannot use the money from both loans for the same thing. For example, if you use the proceeds from a PPP loan for payroll, you can't use an EIDL loan for payroll also. Also, If you get an EIDL advance, and later apply for a PPP loan, the EIDL will be subtracted from the amount that gets forgiven.

APPLY NOW

EMERGENCY BRIDGE LOANS (EBL)

Another avenue for capital is a bridge loan through the SBA's Express loan program while waiting for approval for other programs. These loans are up to $25,000 and can be repaid in full with your EIDL loan or refinanced into your PPP loan, should you get one. SBA bridge loans are expected to arrive around two weeks after approval.

READ MORE

→ Read More: CARES Act (COVID-19 Stimulus Act)

Comparing the PPP and EIDL

	PPP LOAN	EIDL LOAN
Loan Administrator	SBA Approved Lenders	SBA
Max Amount	Lesser of $10 Million or 2.5 Times Average Monthly Payroll	Up to $2 Million
Term	2 Years	Up to 30 Years
Interest Rate	1%	3.75%
Deferral	6 Months *(interest accrues)*	1 Year *(interest accrues)*
Prepay Allowed?	Yes	Yes
Can Be Used For	Payroll, Benefits, Mortgage Interest, Rent, Utilities, Other Debt	Payroll, Benefits, Accounts Payable, Other Expenses
Refinance Debt?	Yes for EIDL	No
Collateral Required?	No	For Loans Over $25,000
Forgiveness	Yes, if 75% Payroll	Yes, for $10,000 Advance
Guarantee Required?	None	No for Loans Under $200K

TRADITIONAL SOURCES

The funding from the federal stimulus bill is somewhat limited, so restaurant and bar owners may wish to line up additional sources of capital to make it through the long road to recovery. Here we list some of the more traditional sources of funding that restaurants normally tap when setting up a new business. Regardless of the source of capital you choose, it would be wise (or in some cases required) to develop a post-stimulus recovery business plan to give those providing you with an influx of capital the assurance that their investment will be responsibly and wisely spent.

SBA 7(a) Loans: A great place to start with traditional financing, these government-backed business loans offer competitive terms and rates and larger loans are available. As with most traditional funding, the paperwork is extensive but it is a reliable and business friendly source of capital.

Local Banks: With bank mergers and acquisitions, these types of loans are becoming rarer, but local banks are traditionally known to fund local projects that benefit the community in some way. Some individuals find success with local banks rather than national banks, which do not have regional interests. It's best to start with a bank with whom you have a history or a personal or professional relationship.

Equity Partners: Choosing the right equity partner is crucial. In this arrangement, the equity partner infuses capital into the business in exchange for an ownership stake. Whether they work in the daily operations or not, it is important to formalize all of these agreements (including the buy-sell agreement) prior to entering into the partnership or accepting any funds.

Private Investors: Unlike an equity partner, private investors normally don't own a part of your business, instead they will loan you the money in exchange for some form of an advantageous payback agreement. Many businesses find one or two private investors to meet their capital needs, but restaurants have been known to take on multiple investors

Friends + Family: Often the first place fledgling restaurants look to for funding, leveraging those in your immediate circle for money in the form of a line of credit, loan or a cash advance is often the easiest way to get a restaurant with low overhead off the ground. It is important to rely on this source of funding only if your friends or loved ones can survive the loss or significant delay in the repayment of their capital.

ALTERNATIVE SOURCES

Crowd Funding

Many small businesses have been leaning on crowdfunding, which is typically facilitated through online third-party platforms and involves accepting investments from a wide network of smaller donors. Some are all-or-nothing efforts, so if you do not reach that goal, you have to return the money. Other types give you the funds you raise even if you don't reach your goal.

Successful crowdfunding requires tons of of promotion. Some people have found that even if their original funding campaign was unsuccessful, they were able to garner attention and capital from other investors.

Examples:

KICKSTARTER INDIEGOGO FUNDABLE

Alternative Lenders

Alternative lenders offer nontraditional bank loans. However, often they have minimal consideration requirements. Some require, for example, that your restaurant be in business for a specific amount of time (one or two years) and that your annual revenue meets a certain threshold ($100,000 annually). Some alternative financiers are funded by investors who allow the company to make loan choices; others allow investors to choose what projects they put their money into. Interest rates may be higher with these lenders than with traditional loans.

Examples:

Kabbage ondeck STREETSHARES

Gift Cards

Some websites, such as EquityEats, allow you to offer gift card opportunities to patrons interested in supporting your business. For example, often restaurants will offer a $125 gift card for a $100 investment. EquityEats has reportedly helped restaurants raise $5 million in funding in 2015. Of course, this requires work on your part. However, you could manage a fundraising project like this on your own.

PRESERVING CAPITAL

Deferred Payroll Taxes

Part of the $2 trillion stimulus package is a provision for postponing payroll taxes for employers for the rest of 2020. This provision allows businesses to pay their 2020 payroll taxes through the end of 2022, with the first half due by the end of 2021. Under the current rules, both workers and employees generally pay 6.2% toward Social Security and 1.45% for Medicare (high-earners kicking in more for Medicare). Those who are self-employed pay the full 12.4% toward Social Security and 2.9% for Medicare.

The stimulus bill provision allows businesses to hold onto the cash that would go towards payroll taxes to devote these funds to business costs during the crisis. However, these deferred taxes do need to be paid back.

Rent Deferment

Many landlords have been willing to forego rent during the crisis, often in exchange for nothing more than an equal extension added on to the back end of the lease. The prevailing attitude has been that it is better to have a paying restaurant or bar tenant for the long term rather than let the pandemic put the venue out of business. Nonetheless, every landlord is different and it is important to clearly communicate with your landlord throughout this event. Assuming that your rent has been deferred without a formal agreement from your landlord could be a costly mistake.

Flexibility in Fixed Payments

When considering your cash flow, look for any possible flexibility in your fixed payments. Anything that can be deferred for a period of time or suspended during the pandemic should be explored. Look for opportunities to suspend service and/or defer payments for:

- periodic service providers like hood cleaning, overnight cleaners;
- trash + recycling services;
- utility payments;
- periodic chemical cleaning and sanitation supply providers; and

anything else that can be deferred for a period of time or anything for which that you have flexible terms of payment on. Focus on getting your business on firm footing first, then extended payments second.

Operational Adjustments

OVERVIEW

The post-COVID-19 reality requires a different course of action for guests to feel confident and comfortable going out again. This section outlines strategies and procedures that operators can implement to protect diners and plan for a post-pandemic restaurant relaunch.

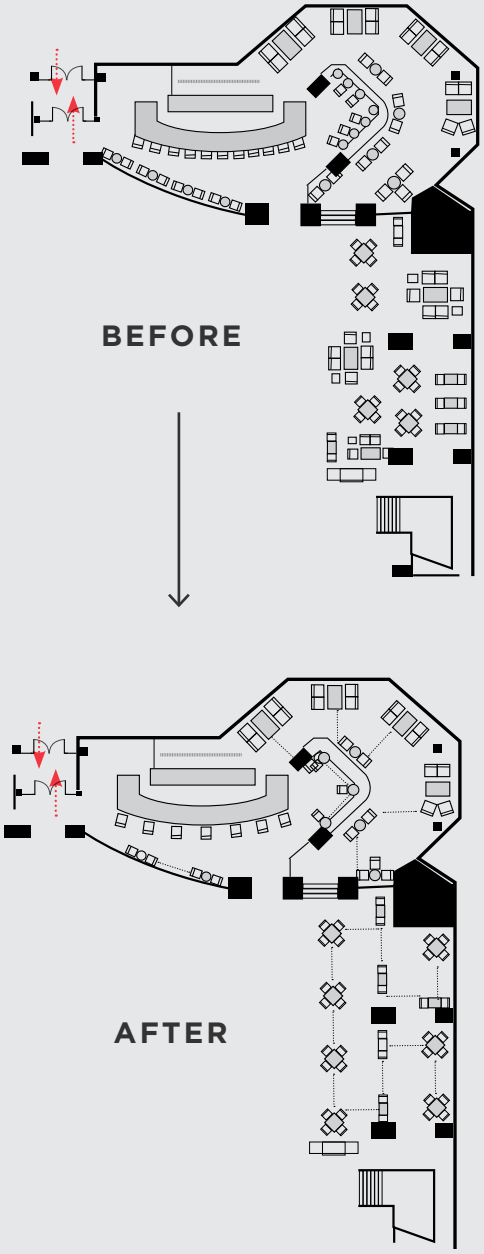


SOCIAL DISTANCE GUIDELINES

Below are some initial thoughts on the tactics that restaurants and bars may need to employ to deal with the post-pandemic mindset.

For table service restaurants, COVID-19 will have a long lasting impact far beyond the lifting of restrictions. The population split between those who have been infected and survived and those who have not yet been infected will create significant logistical and operational challenges. We won't be returning to "normal" — businesses will have to adjust, starting with strict social distancing guidelines and business practices. As much as F+B experiences have become more social than ever, we may experience a temporary "privatization" of the dining experience.

- Increase spacing between tables to ensure 6-foot of separation between tables or groups of guests.
- Remove every other bar stool to ensure comfortable separation options for guests or completely eliminate face-to-face service interaction for a time.
- Increase private or semi-private dining opportunities with flexible partitions or screens
- Ensure service pathways that are comfortable for guests and staff.
- Remove excess tables and chairs to facilitate the distancing requirements.
- Determine storage areas for excess furniture and equipment.
- Add hand sanitizing stations throughout the restaurant, specifically at the entrance, near each server station, and near the entrance to the restrooms.



PICKUP + DELIVERY PROCEDURES

Restaurants that offer delivery or on-site pick-up need to develop a social distancing strategy for this. Here are a few considerations:

- Where possible, dedicate an entirely separate pick-up area for delivery staff. Stage a pick-up shelf at a back entrance, at one end of the bar, or at the entrance of the restaurant with clearly market delivery instructions.
- Mark out social distancing queuing / waiting spots on the floor so drivers or guests can be at a safe distance apart while waiting for their order.
- Add a specific window of time for pick-up to avoid a crowd waiting for orders.
- Add hand sanitizer and antimicrobial wipes free of charge for use before handing packaging to a guest or taking the package home.
- Print a card outlining your social distancing, safety and sanitation processes for guests and drivers to take.
- Clearly communicate your food handling procedures on your online channels
- Implement tamper-resistant packaging for all delivery items

SERVICE IN THE ERA OF SOCIAL DISTANCING

Overall, we anticipate a transition, in the near term, to a much lower-touch style of service. This may take a variety of forms as the industry feels out what style resonates best with guests anxious about the pandemic.

For many restaurants, personalized high-touch service is the very definition of their guest experience. However, COVID-19 will undoubtedly change the public's perception of what service means — specifically as it relates to interpersonal distances, the quantity and volume of personal contact, and what is safe and hygienic. This post-crisis anxiety will vary from region-to-region, depending on the severity of the crisis and the psychological impact that the pandemic had on each locale. Some examples of this new style of service may include:

- Altering service strategy to a less interactive model with less personal touches per table.
- Mobile pre-ordering capabilities that allow guests to skip the menu and ordering process at the restaurant.
- New food delivery processes, transitioning from hand-carried plates to tray or cart service for less server contact with the plates.
- The elimination or transition of self-service components like buffets and salad bars.
- Coverings over meal plates that are removed tableside.
- Consider an interim cash-free policy with pre-pay options.
- Digital guest checks with table-side credit card processing.
- A transition to e-receipts in lieu of paper.
- Implement single-use menus or digital menu tablets with anti-microbial screens.
- Update your reservations processes to bring in guests at set intervals with no anticipated wait times to prevent overcrowding your waiting areas.

RE-OPENING MENU APPROACH

When re-opening for service, we recommended that restaurants give serious consideration to the opening menu — not just in terms of what is available, but in terms of ensuring the highest profit margin. Generating a high profit margin may mean the difference in extending funds long enough until a full recovery takes hold and coming up short. Ensure that there are some house favorites, but do not be afraid to put items on the menu that are better margin drivers. The same is true for the beverage program. Most guests will be thrilled to see your restaurant open, and will not begrudge seeing a more limited and focused menu.



POST-PANDEMIC SAFETY + SANITATION

As guests begin to return to restaurants and bars in the weeks and months following the crisis, they will do so with trepidation. Those who have not been infected may be wary of crowded spaces and close contact with service staff and other patrons until a vaccine or cure has been developed. In addition to social distancing measures following the crisis, all food service facilities must step up their sanitation procedures, become increasingly transparent about their activities and over communicate to guests.

Daily Staff Testing

For a period of time following the re-opening of many restaurants and bars, there will be a large portion of the population who have not been infected with the virus and are susceptible to infection. For that reason, many restaurants have begun to screen their employees for symptoms of the virus before the start of every shift. Some employers are taking employee temperatures with touchless thermometers, others are going through a list of possible symptoms with each employee before their shift. Needless to say, this is a highly sensitive topic and needs to be handled with the utmost tact and fairness. While it is a good business practice to send people home (with pay) who exhibit obvious signs of illness, the policy must be carefully handled and thoughtful in its execution.[1]

Antibody Testing

Once antibody testing for the virus becomes widely available, encourage your employees to get tested as soon as possible. (Check with your company's insurance provider to see if these are covered or consider paying for these tests through the business.) Employees who do not test positive for the antibodies are still susceptible to infection and should be offered work in non-interactive roles, wear protective equipment, or work from home until the threat from the virus wanes to a point where it is safe to come back to work. Work with your HR team to set up tracking for these tests and ask your employees for formal documentation of their results.

[1] Smith, Allen. "During Coronavirus Outbreak, Should Employers Check Workers' Temperatures?" Society for Human Resource Management, 3 March 2020, https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/coronavirus-checking-temperatures.aspx.

Sick Leave Guidelines

It is important for restaurants and bars to have clearly defined and generous sick leave guidelines for employees in the months following the lifting of the pandemic restrictions. These guidelines should financially protect your employees to such a degree that they feel comfortable staying home when they feel ill or detect any symptoms of the COVID-19 virus. Having employees try to 'tough it out' when not feeling well in order to avoid the loss of pay is not healthy for your business or for the community at large.

Staff Sanitation Training

We recommend a mandatory post-pandemic training session for all staff prior to the return back to work. Clearly redefine and systematize new sanitation procedures and try to reinforce these new requirements on a daily basis. Encourage your teams to make this a fun process with pre-shift games, shift tracking games, small extras for compliance with new standards, etc.

Restrooms

Restrooms are one of the main danger areas for the spread of infection, and a key indication of the sanitation of the business in general. We recommend disinfecting high use touch points such as door handles, sink fixtures, flush handles and dispensers every hour. Deep cleaning, including thoroughly cleaning and disinfecting every major surface and scrubbing down toilet bowls, is best done daily.

Receiving + Storage

Transmission of COVID-19 through food, food packaging, or even food handlers has not been identified as a large risk factor for this illness. However, evidence suggests that the virus may remain viable for hours to days on certain surfaces like glass, acrylic, stainless steel, and plastic. Implementing clearly defined and highly regulated operating procedures for the receiving and storing process will be key in controlling your product and mitigating contamination concerns. Ensure that your staff uses CDC-approved antimicrobial products throughout all areas of your establishment, and be prepared to increase how often you disinfect instead of sanitize.

Smith, Allen. "During Coronavirus Outbreak, Should Employers Check Workers' Temperatures?" Society for Human Resource Management, 3 March 2020, https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/coronavirus-checking-temperatures.aspx.

FRONT OF HOUSE SANITATION

In addition to the above overarching recommendations for restaurants + bars, below are some specific recommendations for the front of house operation. These actions are not only designed to help stop the continued spread of the virus, but to also give comfort and a sense of security to your guests.

Periodic Mandatory Hand Washing

All staff should be required to do a full twenty-second hand wash once an hour during their shift. Support staff should increase the monitoring and disinfecting of hand sinks throughout the shift to ensure adequate supply of disinfecting soap, paper towels and clean and disinfected surfaces. We recommend making this ritual apparent to your guests through a timer or a visual cue.

High Touch Areas

For disinfecting, focus on high-touch objects in the dining room. Door knobs, door handles and push plates, railings, light and air-control switches, faucet and toilet flush levers. Put in an hourly disinfecting schedule for all high-touch areas.

Service Stations + Tools

Spray with disinfectant hourly. All water pitchers, tongs and service tools are run through the dish machine hourly. Carefully disinfect POS terminals, touch screens, digital menus, and pagers while taking care not to damage the electronics in the process.

Tabletops + Chairs

Before each seating both tabletops and dining chairs are sprayed with disinfectant and wiped down. The EPA does consider tabletops to be a food contact surface so after table surfaces are disinfected, you'll need to follow with a wash, rinse, and sanitize. Disposable towels should be used for disinfecting to eliminate the chance for cross contamination.

Salt and Pepper, Condiment Caddies, Service Wares

Bus to kitchen between each use. Set up a 'sanitized' and 'not-sanitized' condiment area to sanitize and disinfect caddies and shakers between each seating. Another option is to consider individual pre-packed disposable packets for condiments until we are out of the crisis.

Bar Surfaces

Similar to tabletops and chairs above. Before each seating both the bartop and bar stools are sprayed with disinfectant and wiped down between seatings. The EPA does consider bartops to be a food contact surface so after table surfaces are disinfected, you'll need to follow with a wash, rinse and sanitize. Disposable towels should be used for disinfecting to eliminate the chance for cross contamination.

Uniforms + "Service" Distancing

Service staff should be trained to handle every customer interaction with extra care and etiquette. Make sure that you handle training for conflicting situations properly and always designate a person within the management team to address any issues. Face masks and gloves may be the new standard uniform especially for those carrying food or being closer than 6' from guests.



SANITATION + SAFETY RESOURCES

Sanitation and safety resources are constantly being updated by international and federal public health organizations and academic research authorities. Be sure to stay up to date on all of the latest guidelines and resources and ensure that your establishment is compliant with any additional state, local, and regional regulations or procedures required by your state, county, or city public health authority.

Read More:

Center for Disease Control COVID-19 Cleaning Guidelines

World Health Organization COVID-19 Food Safety (English)

UC Davis COVID-19 Food Safety Resources and FAQ

Messaging + Communication

OVERVIEW

Returning guests must feel confident and safe to be willing to part with their dining dollars once restrictions have been lifted. The following section covers how to message on premise as well as opportunities to engage with your followers during and after the pandemic.



ON-PREMISE STRATEGIES

Diners will emerge from the stay-at-home restrictions craving social connection and a return to normalcy. Some guests, however, will be feeling less secure with their financial position and be worried about the future. The best response to both is to exude confidence, to advertise that your business is thoroughly prepared to provide an exceptional experience and is a safe place to begin to reconvene — even if at a distance.

Educate the Guest

Inform the guests of all of the measures the business is taking to stay safe and remind them that responsible dining is the new normal. Maintain a positive stance and actively communicate guidelines for groups and occupancy. Post guidelines in public spaces within the restaurant.

Communicate Options

Highlight the new options available to guests who may not all feel comfortable engaging with the restaurant the same way as before. Use every public-facing channel to clearly communicate hours, policies, and operational changes as conditions that impact the business evolve.

Highlight Experience

Find ways to communicate unique offerings, creative approaches to a new normal and steps taken to provide social connection.

SIGNAGE + VISUAL COMMUNICATION

Smart social distancing wayfinding and signage is an opportunity to be both creative and effective through brand identity. Consider the following options to help diners acclimate to your restaurant's response to the new normal.

Floor Stencils

Help your guests, delivery drivers and waiting patrons feel more comfortable by using floor stencils to mark off appropriate distances between parties. Use creative floor stencils on the interior and exterior of the business to indicate group waiting areas and appropriate distances between parties. A well-experienced creative firm will be able to address this in a meaningful way.

Sanitation Policies

Give your returning guests the peace of mind to know that you are doing everything you can to keep them safe. Post your new social distancing policies and sanitation procedures in a prominent location in your restaurant or bar and on your website.

Hours of Operation Marquee

As hours of operations may be dynamic for the foreseeable future, use a marquee menu board placed prominently at the host stand or in your front window to communicate clearly with guests.

Reserved Signs

Well designed reservation markers for tables can help ensure that appropriate space is earmarked but can remain flexible. It may be that guests prefer to skip the hosting and seating formalities in lieu of receiving a set table assignment prior to them coming to the restaurant.

Sanitation Symbols

Provide clearly marked sanitation spaces on entry, exit and strategically around the establishment.

Partitioned Pickup

Clearly mark areas for guest and delivery pickup within the establishment so diners and drivers don't have to guess or needlessly approach staff when picking up food.

DIGITAL + SOCIAL MEDIA

Many of our restaurant and bar clients are asking how and when to communicate with regular patrons. While many operators are still recovering from the shock of their sudden closing and quarantine, they are equally as anxious to maintain the relationships they have built up over the years.

The current strategy of several savvy restaurant and bar operators is to leverage existing digital and social media channels as the primary vehicle for communication and marketing during the crisis. With so many people stuck at home looking online for any manner of diversion, digital and social platforms are best media to lean on — your website, Facebook, Instagram, LinkedIIn, YouTube, TikTok, etc.

The key to being successful during this very difficult period is to remain top of mind through the authenticity of your content. Leverage the assets, personalities, and goodwill that made your restaurant successful in the first place to generate compelling content. Below are some content ideas that successful restaurateurs have begun to use during the crisis to engage with their guests:

Demonstrations + How-To's

Quick demonstrations available across a variety of social platforms are an easy way to add value to your online following. Leverage your team's expertise for anything from cleaning tips to furniture repair to create content for your social channels. Sharing helpful information and tips to improve people's lives are always welcome.

Community Engagement

Anything your business is doing to support your community or industry during the pandemic will be well-received online. Community kitchens, supporting local charities and people in need, and legislation efforts are all great content opportunities. Although many companies and businesses are doing it already, supporting those who are in the front line fighting (doctors, nurses, etc.) will connect you to your audiences.

Reminder Videos + Content

A simple video walking through your establishment and letting your guests know that you are thinking about them and their families and can't wait for them to return is a great, straightforward strategy for reengaging with your loyal guests.



Neighborhood Support

Get closer to your community and industry partners to share early experiences and promote cross-selling, collaboration, rewards, or other creative ways of supporting and highlighting the broader community of local restaurants.

Behind the Scenes

A lot of effort and energy has gone into responding to the crisis. Give guests a backstage pass to viewing all of the work that has gone into protecting their dining experience and making it unique.

Recipes

Think of cocktail and food recipes that are appropriate for at-home use or, even better, a quarantine-specific recipe to explore with standard household items. It makes for great social media and is a low-lift tactic to engage your following.

Special Events

Create a digital happy hour, provide live-streamed entertainment, or even broadcast the sunset from your restaurant's location. Remind your guests of what they loved about your establishment in the first place.

Customer Polling + Opinion

Don't assume that every guest is ready for the same collective experience — use online polling and guest feedback to float changes in format or service style to your guests before you open. Use real-time feedback to evolve your offering.

"Coming Soon" Messaging

Once you have landed on a viable re-opening date, combine any of the above strategies with a 'coming soon' message to let your guests know when you will be back in business.

Triage Strategies

OVERVIEW

Thinking about what may be next for the industry highlights potential new revenue streams for operators and new experiences for guests. The section hopes to introduce opportunities for restaurants to diversify and explore new ideas about the future of eating and drinking.



BUSINESS DIVERSIFICATION

For many restaurants and bars, the goals during the pandemic are to keep as many of their employees as possible, generate much-needed cash flow, and support their local community. Unfortunately, for many owners, this is not going to happen with their traditional business model. Here we detail straightforward, near-term strategies to generate cash flow, keep your staff busy, and diversify your business for future uncertainty. None of these strategies are a silver bullet for your business, but in combination, they just might get you through the crisis and create a more profitable business on the other side.

Delivery

Before COVID-19 hit the demand for food delivery was skyrocketing, and grew to $18.1B in 2018, according to Business Wire. Now it is everything. We believe that every foodservice business should strongly consider getting good at the delivery business. It's not a cure-all for restaurants suffering from the stay-at-home orders, but it does represent a good way to slightly diversify your business and maintain a limited revenue stream if these measures continue for a much longer period or are reinstated in the fall or winter after perhaps being relaxed during the summer months go back into place.

Note: If you haven't done it before, delivery is tricky to execute well. Very few things travel well, the packaging can be difficult to get right and the transport of your food safely and expertly takes a good amount of trial and error. Also, many traditional third party delivery apps (UberEats, Postmates, Grubhub...) are expensive, do not allow for a different price for online items and can take a big chunk out of your profits with their fees. While we strongly recommend restaurants get good at delivery moving forward, it is not as simple as flipping a switch.

Virtual Restaurants

This concept was getting a lot of press before the pandemic and has been a hot topic of discussion since. A 'Virtual Restaurant' is simply a restaurant marketed in the online ordering world that does not have a physical presence on the street. This allows a fine dining Indian restaurant, for instance, to run southern Creole food out of the back of the restaurant without anyone being the wiser. In this way, anyone with a commercial kitchen can add a 'Virtual Restaurant' on UberEats, Grubhub, or Postmates using the existing facility, making it a low cost way to turn a single revenue stream into multiple revenue streams without increasing overhead.

"North America Online Food Delivery Market to Generate a Value of US $37.7 Billion by 2024 - ResearchAndMarkets.com" Business Wire, 6 January 2020 https://www.businesswire.com/news/home/20200106005742/en/North-America-Online-Food-Delivery-Market-Generate

Ghost Kitchens

The idea behind a Ghost Kitchen is slightly different than a Virtual Restaurant. A Ghost Kitchen (as the term has evolved) has come to signify a purpose-built commercial kitchen facility that has no guest seating space, but has been built to accommodate multiple virtual restaurant operators under the same roof. It is like a delivery-only food hall with many operators under a single low cost roof.

Note: The challenge of Virtual Restaurants and Ghost Kitchens are the same as with regular delivery service — it's difficult to do right. Delivery businesses require real expertise, the right menu strategy, solid online marketing and the right packaging and equipment. It's not as simple as flipping a switch.

Virtual Restaurant Franchises

For restaurants new to the delivery business who would like to jump into the delivery game quickly, they may want to consider buying into a virtual kitchen franchise. In this model, a restaurant can purchase a fully developed menu concept, recipes, pre-made product (in some cases) and packaging to run a regional version of a larger brand in the virtual environment.

The first example of this that we have seen is Lettuce Entertain You's Wow Bao Franchise — a mostly frozen product that travels well and has all of the packaging available.

Read More:
QSR Article on Wow Bao Strategy

Read More:
QSR Article on Virtual Franchises

Curbside Pickup

This is a strategy we have seen come out of the upscale and fine dining sector. During the crisis, some of the best restaurants in the country are offering curbside pick-ups of multi-course meals for 2 or more people delivered to your car at a set pick-up time. These restaurants are offering single night meals for a family or group and an option for two or three nights worth of different meals that can be picked up at the same time. Restaurants like Alinea in Chicago and Rose's Luxury in Washington DC have cars lined up down the block for pick-up. We are also seeing a similar concept from high end cocktail bars. The Columbia Room in Washington DC does a great job with cocktail kits and snacks that can be picked up curb-side. A great option during the crisis (or any time really!).

Rose's at home

Private Pop-Up
Learn More

ALINEA

To Go
Learn More

"Tock to Go"
Learn More

Restaurant Provisions

One of the more innovative evolutions that we have seen restaurants make during the early phases of the pandemic is the transition of a restaurant into a take-away grocery store. Founding Farmers, a farm-to-table upscale restaurant in the Washington DC area, made this transition in two of its units about two weeks into the crisis. They chose to convert their restaurants into online grocers offering chef-crafted meals and basic provisions ordered directly through the restaurant via GoTab. Panera Bread is now offering milk and produce for pick-up with their baked goods. These services are a great way for outlets to support their local community with meals and pantry essentials during the crisis. (Some of them also have access to toilet paper as well!)



Read More:
Founding Farmers Washington DC Green Market & Grocery

Liquor Delivery

As of the writing of this document, eight states have relaxed their liquor laws to temporarily allow delivery of alcoholic beverages during the crisis: New York, New Hampshire, California, Illinois, Maryland, DC, Georgia and Texas. These changes are in addition to the 12 states that already allow the delivery of alcoholic beverages. This change has spurred innovative offerings from top notch cocktail bars and lounges including cocktail kits with snacks along with beer and wine that can be ordered with your food order. With 20-40% of restaurant sales coming from alcoholic beverages, look for these restrictions to be relaxed as long as the industry is struggling. Restaurants should take advantage of these new rules to maximize their offerings and check average for their delivery business where possible.

Private Dining

In a post-pandemic world, private dining may be the go-to option for families or groups who have quarantined together who are not ready to go fully into a crowded place. Consider ramping up your private dining offerings with temporary dividers to create more options in your main dining room. Focus on an a la carte style menu with family-style options for minimal outside participation. Private dining may be a good way to get back into business while providing psychological comfort to your returning guests.

Expanded Catering Options

Catering presents a whole new host of opportunities in the current and post-pandemic world. Catering kitchens can produce a la carte menus for virtual kitchens, lunches for newly back-to-work offices, full-meal delivery options, meal kits, and much more. Target offerings to accommodate guests who are tired of standard takeout but who may not be ready to return to normal just yet. Publish posts on how to order, prepare and stage a special experience at home.

Direct to Consumer

Another surprising evolution that sprung out of the fog of the pandemic is the ability for individual consumers to order directly from wholesale distributors and have items delivered. Baldor, one of the larger wholesale produce distributors, has expanded its services in New York to include direct-to-consumer during the pandemic. Look for local food artisans and craft beverage producers to follow suit offering a whole host of regionally based, farm-to-table options for home delivery. While not a direct benefit to restaurants and bars, there may be an opportunity to get an exclusive on a product from one of these artisan producers and include it with a restaurant grocery/retail offering.

Grocery Store Partnerships

As walls between traditional business formats in the F+B industry crumble during the crisis, we feel that there may be great opportunities for successful restaurants to partner with mid to large-scale grocery chains to offer chef-crafted foods for sale in a dedicated and branded area, counter or finishing kitchen in the restaurant. With sales up 200-500% in some locations, grocery stores now have the cash on hand to partner with top tier chefs to create special heat-at-home options for guests to take away. Grocery and specialty foods retailers are becoming more and more experiential, so offering regional, chef-crafted cuisine may fit right into their strategy.

TECHNOLOGY RESOURCES

As your business evolves in the wake of the pandemic, there are several existing technology platforms and systems that can support new aspects of your business or service model.

Wait-List + Paging Apps

New social distancing measures will likely make waiting for a table in a crowded bar or a restaurant vestibule a thing of the past. If your restaurant does not currently have one, consider investing in a waitlist app or paging systems that allows your patrons to wait for their table at a safe and comfortable distance from one another without missing out on the table when it is ready. Some examples of this include:

waitaway — Learn More: Wait Away

WAITLIST ME — Read More: Waitlist

JTECH AN HME COMPANY — Read More: JTech Host Concepts

Provide guests with ample and comfortable space outside to wait for their table to avoid crowding the restaurant. Seating and heaters may be necessary if this situation extends beyond summer into the colder months.

Integrated Online Ordering

There is a wealth of new clientele using and exploring new ways to order, online ordering may already be a part of your business but consider exploring options for further integration, crafting a better user experience with your service provider and beefing up the collateral so that revenue can continue to grow. Apart from the large players — Doordash, GrubHub, ChowNow, UberEats, and Caviar — consider looking at alternative platforms that focus on integrating into your brand:

GoParrot — Learn More: Go Parrot

upmenu — Learn More: UpMenu

olo — Learn More: Olo

Curbside Delivery

For a la carte restaurants that have not traditionally done delivery, curbside pick-up of pre-ordered cocktails or take-home meals can be a quick and lucrative revenue stream. While this will require a change in menu offerings to a more batch or family-style format and the right online service provider, curbside delivery is definitely an option to explore when looking for new revenue streams during this crisis:

Learn More: Tock

Learn More: GoTab

Self Ordering Kiosks

Food service outlets across the globe from airports to McDonald's have adopted some version of in-store self-ordering kiosks to serve their guests. While this has not, to date, been a traditional component of an a la carte restaurant or bar, the pandemic may make this a preferred option for fearful guests looking to limit face-to-face contact. Below are several solid self-ordering platforms:

Learn More: Pyramid

Learn More: TouchBistro

Learn More: Toast POS

Tableside Payment

Tableside payment systems will be accelerated — this was happening before COVID-19, and will continue gaining steam. These systems allow guests to review their bill and process their credit card on a digital device the size of a check presenter that is delivered to the table. This is a very common practice in many countries around the world but something that has not yet become widespread in the US. In addition to being easy to clean and sanitize, and clearly requiring less personal contact with the guest, this technology has been shown to both decrease table turn time and to ensure less wasted time by staff.

TableSafe

Learn More: Tablesafe

tillster

Learn More: Tillster

Ziosk®

Learn More: Ziosk

Antimicrobial Technology

Antimicrobial materials will mitigate person-to-person transmission during the regular course of business. These new state-of-the-art materials are available for a variety of uses, from menus, to POS Screens and work surfaces. These new antimicrobial materials can be integrated into your business at a relatively low cost, giving the added comfort to your guests that everything they touch has been carefully considered and thoughtfully chosen to keep them safe.

MICROBAN

Learn More: Microban

Menus and More
Risch
Established 1935

Learn More: Risch Menus

Restaurant + Bar Self-Assessment

To better understand your businesses' unique needs, we have included a quick self-assessment tool to gauge your preparedness for relaunching your business in the COVID-19 world.



Rate your level of comfort with your businesses readiness to reenter the market once stay-at-home restrictions are lifted.

1 = Very Concerned — 10 = not concerned at all

Capital Management + Planning _____ *(1-10)*

Safety + Sanitation Strategy _____ *(1-10)*

Social Distancing Plan _____ *(1-10)*

Post-Pandemic Service Strategy _____ *(1-10)*

Marketing + Social Media Planning _____ *(1-10)*

On-Property Communications Plan _____ *(1-10)*

Future-Proofing Your Business _____ *(1-10)*

Streetsense Pandemic Survival Tools

OVERVIEW

What follows is a unique suite of crisis management tools, strategies, and services designed to help restaurants and bars survive and prosper amid the impact of the on-going COVID-19 crisis.

↓



Working directly with restaurant and bar owners and multi-unit operators, Streetsense will help analyze the current state of your business in light of the pandemic, and craft a smart and fiscally savvy go-forward strategy to get your operation back on its feet and ready to compete.

Applying new business paradigms from some of the top minds in the industry, we will help you develop new revenue streams and strategies to help future-proof your business against further waves of the pandemic and the inevitable changes in consumer behavior.



STREETSENSE SERVICES

- Capital Planning + Break-Even Analysis
- COVID-19 Safety + Sanitation Guidelines
- Post-Pandemic Service Strategies
- Social Distancing Space Planning
- Marketing + Social Media Strategies
- Maximizing Revenue + Future Proofing Your Business

Because every operation is different and every business will require unique strategies to deal with the impact of this global crisis, members of the Streetsense Eat + Drink Response Team will work directly with owners and operators to carefully diagnose the needs of your business in light of this pandemic, and develop a customized approach to relaunch, ramp up and future-proof your business.

Whether you need a validation of your current strategy, a deep dive on a new service model, an alternative solution to your breakfast buffet, or a full relaunch strategy, Streetsense will develop a customized program to fit your needs.

WE OFFER

- → Individualized One-On-One Consulting + Brainstorm Sessions
- → Discipline-Specific Train-the-Trainer Sessions
- → Full Plan Development for Individual Outlets
- → Marketing + Social Media Strategy Sessions
- → Multi-Unit Relaunch and Roll Out Strategy
- → Signage + Wayfinding Design and Development

Thank You, Be Safe

streetsense.

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Jay has spent over 30 years in the restaurant and hospitality sector and has served as the Managing Director for Dean & Deluca, Global Brand Leader for EDITION Hotels, VP of Lifestyle Brands for Marriott International, and has held key leadership roles at iconic properties such as The Inn of the Anasazi, La Mansion del Rio, and the Inn at Little Washington. As an independent restaurateur, Jay has co-developed concepts in Santa Fe, Baltimore, and Washington DC.



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Adam brings his financial expertise and passion for the restaurant business to offer insight and strategy for the company's roster of food and beverage clients. Prior to joining Streetsense in 2013, Adam co-founded Financial Foods, where he did business and concept development, branding, operational consulting, project management, and revenue forecasting for clients like Dolcezza Gelato and Hill Country BBQ.