

Building a Path to Re-Opening

Wednesday | April 22, 2020

OYSTER SUNDAY

About Oyster Sunday

Oyster Sunday is a hospitality services group based in New Orleans and New York City with the mission to reimagine a sustainable and supportive infrastructure for the food and beverage industry.

We establish strategic partnerships to support independent restaurants and small food and beverage companies because we believe that businesses of all sizes should have access to the professional services that promote healthy growth, so we're building an economy of scale that gives us all a seat at the table.

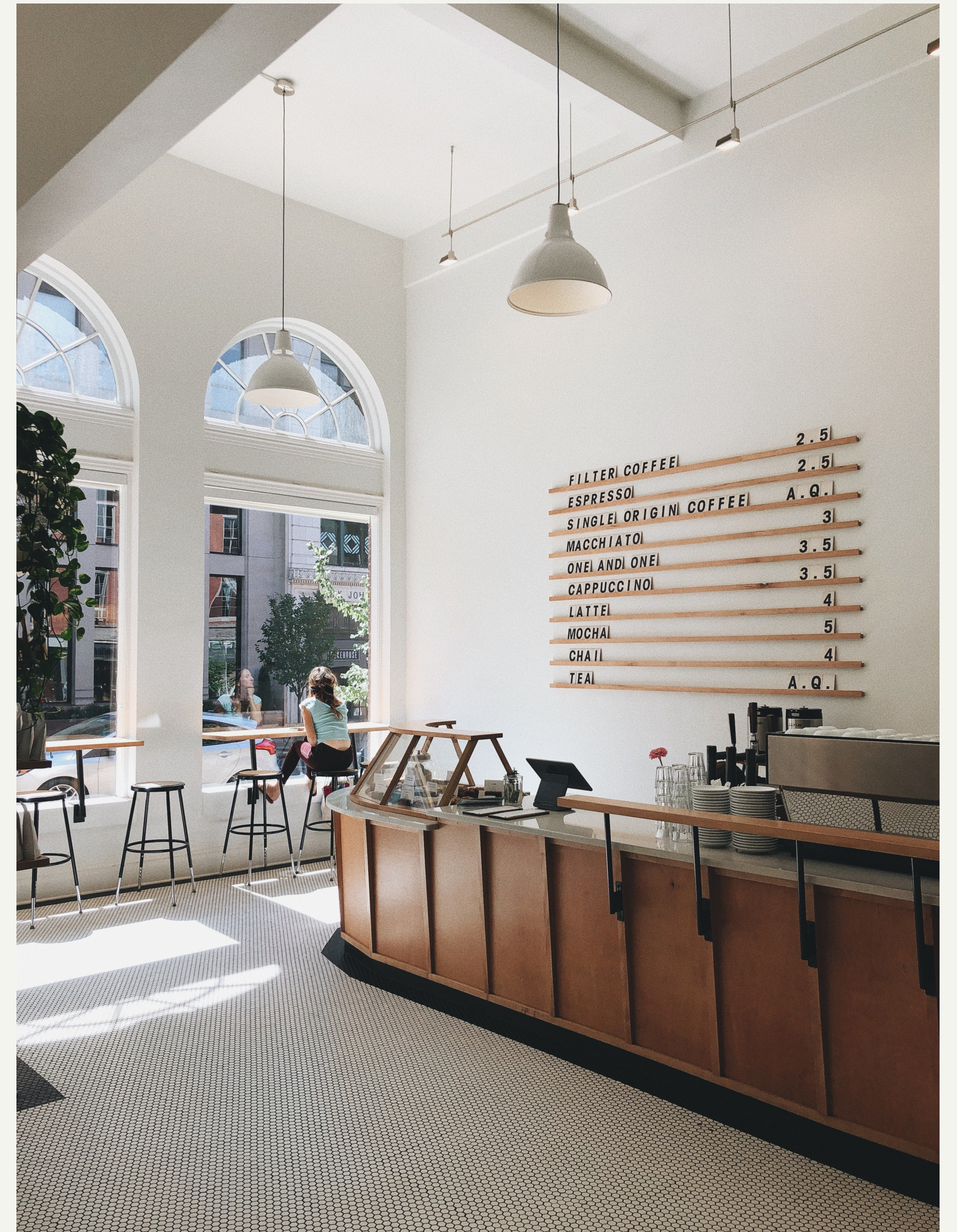


Reimagining
the hospitality
industry's
business
infrastructure.



Our Services

Whether you are opening your first location, or have multiple units or concepts, by providing consolidated resources and support we enable you to focus on what you do best—running your business. As we share these resources, each independent operator is able to increase their negotiating power, leveraging a network that extends beyond your physical location.



Our Services



Openings

Concept Development + Branding
Menu Development
Critical Path + Project Management

Full Service

Brand Development + Positioning
Marketing + Ecommerce
Communications + Social Media
Operations + Training Resources
Accounting + Bookkeeping
Technology + Data Management
Human Resources

Re-Opening Critical Path *Overview*

What We Know Today

There are many (!) variables we cannot predict but we can distill down what we do know today. We believe — at the root of every restaurant — there are foundational tasks that operators can set up in advance of opening their doors. This allows you to prepare for the operational hurdles ahead, including incorporating new COVID-19 policies and protocols into your daily operations.





What We Know Today

- ▶ Restaurants can never go back to 'normal'
- ▶ Food insecurity is growing
- ▶ Supply chain has been disrupted
- ▶ COVID-19 standard operating procedures (SOPs) and personal protective equipment (PPE) will become part of daily operations
- ▶ Customers will dictate what the future looks like
- ▶ Customer acquisition will be difficult
- ▶ Feeding a hyper-local community is vital
- ▶ Clear, consistent communication is key

Critical Path

About

While we don't know when restaurants will reopen, we understand the foundational business infrastructure it takes to run one, and are here to help operators think through how to reopen. This CP provides operators with a playbook to navigate daily operations in the midst of the COVID-19 crisis when 'normal' is no longer an option.

Sections

Finance

Accounting

Operations

Human Resources

Marketing +
Communications

Technology

Compliance + Insurance

Facilities



How To Use

Data Inputs

Task
Department
Category
Status
Owner
Notes
Resources

Oyster Sunday Reopening Critical Path							
FinanceAccountingOperationsHuman ResourcesMarketing + CommunicationsTechnologyCompliance + InsuranceFacilities							
[Oyster Sunday] Reopenin... Hide fields Filter Grouped by 1 field Sort Color ...							
Task	Department	Category	Status	Owner	Notes	Resources	
CATEGORY Onboarding Count 14							
12 [Paperwork] Offer Letter	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/offerletterinfo	
13 [Paperwork] Notice + Acknowledgement of Pay Ra...	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
14 [Paperwork] Notice + Acknowledgement of Payday	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
15 [Paperwork] USCIS I-9 Form	Human Resources	Onboarding			- If employee is a rehire only section 3 needs to ...	https://bit.ly/formi9hire	
16 [Paperwork] IRS W-4	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/paperworkw4	
17 [Paperwork] Employee Handbook- (Highly Sugges...	Human Resources	Onboarding			- [NEW POLICY] Connect with your labor attorn...	https://bit.ly/empolymntdocs	
18 [Paperwork] Employee Handbook Acknoweldgeme...	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
19 [Paperwork] Direct Deposit Form - If Applicable	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
20 [Paperwork] Tip Policy + Credit Acknowledgement...	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
21 [Paperwork] Qualified Transportation Benefits - If ...	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
22 [Paperwork] Notice + Acknowledgement of Paid Si...	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
23 [Paperwork] Confidentiality Agreement - Optional	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
24 [Paperwork] Non-Solicitation Agreement - Optional	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
25 [Paperwork] Non-Compete Agreement - Optional	Human Resources	Onboarding			- Onboarding requirements vary by state. This li...	https://bit.ly/empolymntdocs	
+							
CATEGORY Benefits Count 7							
26 [NEW POLICY] Understand the DOL's Families Fir...	Human Resources	Benefits			- In the wake of COVID-19, please be aware of th...	- [Compliance Guidebook] https://...	
27 Re-Hire Bonus	Human Resources	Benefits			- Recommended as a way to incentivize teams t...		
28 Immediate Reinstatement of Benefits	Human Resources	Benefits			- Ask your health insurance broker if they need t...		
29 Immediate Reinstatement of Tenure (for PTO, etc.)	Human Resources	Benefits			- Honor your team's previous benefits – PTO, co...		
30 Employee Referral Program	Human Resources	Benefits			- Consider offering a referral program to your te...		
31 Employee Profit Share	Human Resources	Benefits			- Optional		
32 Employee Ownership	Human Resources	Benefits			- Optional		

11 cells selected



Cash on Hand

It is important to immediately identify cash on hand. This will allow you to make key decisions around operations, labor, and general revenue structures.



-
- (1) Identify cash on hand
- (2) Determine any outstanding APs + ARs
- (3) Determine how + when to rehire
- (4) Understand how long you can sustain operations with your current cash flow
- (5) Identify revenue needed to break even

Everything else follows

Re-Opening Critical Path *By Section*

Oyster Sunday Reopening Critical Path			
Finance Accounting Operations Human Resources Marketing			
[Oyster Sunday] Reopenin...			
Task	Department	Category	Status
CATEGORY Count 6			
1 [TOP PRIORITY] Identify Cash on Hand	Finance	Operational Costs	
2 Forecast Operational Costs	Finance	Operational Costs	
3 Group Expenses into Mandatory vs. Optional	Finance	Operational Costs	
4 [Reestablish + Renegotiate] Lease Terms	Finance	Operational Costs	
5 [Reestablish + Renegotiate] Loan + Interest Payment Terms	Finance	Operational Costs	
6 [Reestablish + Renegotiate] Vendor Terms	Finance	Operational Costs	
+			
CATEGORY Count 4			
7 Determine Operating Profit	Finance	Operating Profit	
8 Set Expectations of Operating Profit	Finance	Operating Profit	
9 Contact Bank About Setting Up a Borrowing Facility	Finance	Operating Profit	
10 Determine Thresholds for Scaling Business Back	Finance	Operating Profit	
+			
CATEGORY Count 6			
11 Build Labor Schedule from Revenue Assumptions	Finance	Labor	
12 Build Headcount Tier as Demand Grows + Capacity Restrictions Lift	Finance	Labor	
13 Update Salary Allocations	Finance	Labor	
14 Update Bonus Letters for All Exempt Employees	Finance	Labor	
15 Update Rates of Pay for Non-Exempt Employees	Finance	Labor	
16 Update Tip Pool Structure	Finance	Labor	
+			
CATEGORY			

Finance

Financial viability is crucial and understanding your cash on hand should inform initial reopening decisions from labor, to guest capacities, to menu offerings. Below we have outlined the key considerations you should make as you move toward reopening—everything from forecasting operational costs, to resetting operating profit expectations, to rebuilding your labor model and schedule, considering alternative revenue streams, + beyond.

- Operating Costs
- Operating Profit
- Labor
- Revenue Streams
- Banking
- Training



Accounting

Ensuring you have proper accounting systems set up is more crucial than ever to help predict the cash flow of your business. Here we outline everything from the importance of reviewing sales data, to tracking accounts payable and receivable, to tracking COGS, to setting up inventory systems.

- General Accounting
- Sales
- Accounts Payable
- Accounts Receivable
- COGS
- Inventory

Oyster Sunday Reopening Critical Path			
<div> <div> <div></div> <div>Finance</div> <div>Accounting</div> <div>Operations</div> <div>Human Resources</div> <div>Marketing</div> </div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> </div>			
<div> <div></div> <div>[Oyster Sunday] Reopenin...</div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>			
Task		Department	Category
<div> <div>CATEGORY</div> <div>General Accounting</div> <div>Count 5</div> </div>			
1	[TOP PRIORITY] Identify Cash on Hand	Accounting	General Accounting
2	Compare Cash Flow with Budget Projections	Accounting	General Accounting
3	Update Chart of Accounts	Accounting	General Accounting
4	Update Vendor List		General Accounting
5	Close Books Monthly	Accounting	General Accounting
+			
<div> <div>CATEGORY</div> <div>Sales</div> <div>Count 5</div> </div>			
6	Enter Sales Daily	Accounting	Sales
7	Enter POS Sales Reports	Accounting	Sales
8	Review Weekly Item Sales Report	Accounting	Sales
9	Accru + File Sales Tax	Accounting	Sales
10	Review Menu Pricing	Accounting	Sales
+			
<div> <div>CATEGORY</div> <div>Accounts Payable</div> <div>Count 5</div> </div>			
11	[Reestablish + Renegotiate] Vendor Terms	Accounting	Accounts Payable
12	Ensure All Outstanding Invoices are Paid	Accounting	Accounts Payable
13	Enter Invoices	Accounting	Accounts Payable
14	Properly Code + Categorize Purchases	Accounting	Accounts Payable
15	Review Vendor Statements Monthly	Accounting	Accounts Payable
+			
<div> <div>CATEGORY</div> <div>Accounts Receivable</div> <div>Count 3</div> </div>			

Operations

When it comes to operations, quickly establish clear COVID-19-specific standard operating procedures (SOPs) to ensure your team and your guests are safe. Consider your budget projections and revenue sources as you think through your menu. This will impact how you renegotiate vendor terms, set ordering pars, and additional operational decisions such as delivery and pickup protocol.

- General Operations
- COVID-19 SOPS
- Menu Development
- Vendors
- Ordering
- Delivery

Oyster Sunday Reopening Critical Path				
<div> <div> <div></div> <div>Finance</div> <div>Accounting</div> <div>Operations</div> <div>Human Resources</div> <div>Marketing</div> </div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> </div>				
<div> <div></div> <div>[Oyster Sunday] Reopenin...</div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
<div> <div></div> <div>Task</div> <div>Departm...</div> <div>Category</div> <div>Status</div> </div>				
<div> <div>CATEGORY</div> <div>General Operations</div> <div>Count 7</div> </div>				
1	Reopening Date	Operations	General Operations	
2	Hours of Operation	Operations	General Operations	
3	Guest Capacity	Operations	General Operations	
4	Reservations	Operations	General Operations	
5	Delivery	Operations	General Operations	
6	Pickup	Operations	General Operations	
7	Labor Model	Operations	General Operations	
+				
<div> <div>CATEGORY</div> <div>COVID-19 SOPs</div> <div>Count 7</div> </div>				
8	Guest Safety	Operations	COVID-19 SOPs	
9	FOH	Operations	COVID-19 SOPs	
10	BOH	Operations	COVID-19 SOPs	
11	Delivery	Operations	COVID-19 SOPs	
12	Pickup	Operations	COVID-19 SOPs	
13	Emergency Closure	Operations	COVID-19 SOPs	
14	COVID-19 Contamination	Operations	COVID-19 SOPs	
+				
<div> <div>CATEGORY</div> <div>Menu Development</div> <div>Count 1</div> </div>				
15	Menu Development	Operations	Menu Development	
+				
<div> <div>CATEGORY</div> <div>Vendors</div> <div>Count 15</div> </div>				

Human Resources

Your team is the heartbeat of the hospitality industry. Below we help you think through all possible HR considerations from rehiring protocols to new COVID policies such as PPPL, Employee Retention Tax Credits, FMLA + FFCRA.

- Recruitment + Hiring
- Onboarding
- Benefits
- Training
- HRIS - Human Resources Information Systems
- Payroll
- Compliance

Oyster Sunday Reopening Critical Path ▾				
<div> <div> <div>≡</div> <div>Finance</div> <div>Accounting</div> <div>Operations</div> <div>Human Resources ▾</div> <div>Marketing</div> <div>⌵</div> <div>⊕</div> </div> <div> <div>▾</div> <div> <div>📅 [Oyster Sunday] Reopenin...</div> <div>👤</div> <div>🔗</div> <div>☰</div> <div>📅</div> <div>⬆️</div> <div>🔗</div> <div>☰</div> <div>📄</div> <div>⋮</div> </div> <div>🔍</div> </div> </div>				
☐	A Task	☰ Department	▾ Category	☑ Status
<div>CATEGORY</div> <div> <div>▾</div> <div>Recruiting + Hiring</div> <div>Count 11</div> </div>				
1	[NEW POLICY] -COVID-19 + FLSA	Human Resources	Recruiting + Hi...	
2	Create Phased Hiring Plan	Human Resources	Recruiting + Hi...	
3	Update Job Descriptions	Human Resources	Recruiting + Hi...	
4	Update Offer Packages	Human Resources	Recruiting + Hi...	
5	Update Hourly Rates of Pay	Human Resources	Recruiting + Hi...	
6	Update New Hire Packets	Human Resources	Recruiting + Hi...	
7	Offer + Rehire Laid Off / Furloughed Employees	Human Resources	Recruiting + Hi...	
8	Send Offer Letters	Human Resources	Recruiting + Hi...	
9	Confirm Start Dates	Human Resources	Recruiting + Hi...	
10	Schedule Onboarding	Human Resources	Recruiting + Hi...	
11	Understand Unemployment Benefits	Human Resources	Recruiting + Hi...	
+				
<div>CATEGORY</div> <div> <div>▾</div> <div>Onboarding</div> <div>Count 14</div> </div>				
12	[Paperwork] Offer Letter	Human Resources	Onboarding	
13	[Paperwork] Notice + Acknowledgement of Pay Rate	Human Resources	Onboarding	
14	[Paperwork] Notice + Acknowledgement of Payday	Human Resources	Onboarding	
15	[Paperwork] USCIS I-9 Form	Human Resources	Onboarding	
16	[Paperwork] IRS W-4	Human Resources	Onboarding	
17	[Paperwork] Employee Handbook- (Highly Suggested)	Human Resources	Onboarding	
18	[Paperwork] Employee Handbook Acknowledgement	Human Resources	Onboarding	
19	[Paperwork] Direct Deposit Form - If Applicable	Human Resources	Onboarding	
20	[Paperwork] Tip Policy + Credit Acknowledgement - If Applicable	Human Resources	Onboarding	
21	[Paperwork] Qualified Transportation Benefits - If Applicable	Human Resources	Onboarding	

Technology

It is likely that the majority of your technology has been in place since you initially opened your doors. As you are now in a different financial position, it will be key to review the terms and conditions of your existing contracts. We recommend reviewing your contracts and vendor terms to see if there are opportunities to reduce ongoing costs.

Oyster Sunday Reopening Critical Path			
Marketing + Communcations Technology Compliance + Insurance			
[Oyster Sunday] Reopenin... Task Department Category Status			
CATEGORY Contracts Count 14			
1	[Review Contract + Terms] Invoicing	Technology	Contracts
2	[Review Contract + Terms] Inventory Management	Technology	Contracts
3	[Review Contract + Terms] Accounting Software	Technology	Contracts
4	[Review Contract + Terms] POS	Technology	Contracts
5	[Review Contract + Terms] Reservations System	Technology	Contracts
6	[Review Contract + Terms] Payroll + Benefits (HRIS)	Technology	Contracts
7	[Review Contract + Terms] Employee Scheduling	Technology	Contracts
8	[Review Contract + Terms] Delivery + Pickup	Technology	Contracts
9	[Review Contract + Terms] Data Management	Technology	Contracts
10	[Review Contract + Terms] Website	Technology	Contracts
11	[Review Contract + Terms] Music System	Technology	Contracts
12	[Review Contract + Terms] Security System / Video S...	Technology	Contracts
13	[Review Contract + Terms] Network / Internet Service...	Technology	Contracts
14	[Review Contract + Terms] Phone System	Technology	Contracts
+			
CATEGORY Phones + Email Count 2			
15	Update Voicemail Recording	Technology	Phones + Email
16	Update Email Auto-Response	Technology	Phones + Email
+			

Oyster Sunday Reopening Critical Path				
<div> <div>g + Communcations</div> <div>Technology</div> <div>Compliance + Insurance</div> <div>Facilities</div> </div>				
<div> <div>[Oyster Sunday] Reopenin...</div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
<div> <div>Task</div> <div>Department</div> <div>Category</div> <div>Sta</div> </div>				
<div> <div>CATEGORY</div> <div>Risk Management</div> <div>Count 6</div> </div>				
1	Identify Necessary Policies	Compliance + Insurance	Risk Management	
2	Allocate Personal Protective Equipment (PPE) to All Staff	Compliance + Insurance	Risk Management	
3	[UPDATE] Food Handling + Food Safety SOPs	Compliance + Insurance	Risk Management	
4	[UPDATE] Internal Communications + SOPs	Compliance + Insurance	Risk Management	
5	[UPDATE] Delivery Service - Third Party Delivery	Compliance + Insurance	Risk Management	
6	[UPDATE] Delivery Service - Business-Owned Delivery	Compliance + Insurance	Risk Management	
+				
<div> <div>CATEGORY</div> <div>Training</div> <div>Count 3</div> </div>				
7	[NEW POLICY] Emergency Protocol - Closure	Compliance + Insurance	Training	
8	[NEW POLICY] Emergency Protocol - COVID 19 Resurgen...	Compliance + Insurance	Training	
9	Risk Management Training	Compliance + Insurance	Training	
+				
<div> <div>CATEGORY</div> <div>Department of Health</div> <div>Count 5</div> </div>				
10	Complete Online Food Protection Course	Compliance + Insurance	Department of Health	
11	Complete Food Protection Exam	Compliance + Insurance	Department of Health	
12	Obtain Food Handler's License	Compliance + Insurance	Department of Health	
13	DOH + Food Safety Training	Compliance + Insurance	Department of Health	
14	DOH Mock Inspection	Compliance + Insurance	Department of Health	
+				
<div> <div>CATEGORY</div> <div>Insurance Needed</div> <div>Count 16</div> </div>				
15	[NEW POLICY] COVID-19 / Pandemic Insurance	Compliance + Insurance	Insurance Needed	

Compliance + Insurance

Presumably you have already connected with your insurance company, and now is the time to think through risk management, department of health compliance, and how to properly train your employees using COVID-19 protocol. We anticipate additional policies will be made available post-COVID to cover future public health crises.

- Risk Management
- Training
- Department of Health
- Insurance Needed
- Permits + Licenses Needed
- Signage

Facilities

Oyster Sunday Reopening Critical Path				
g + Communcations Technology Compliance + Insurance Facilities				
[Oyster Sunday] Reopenin...				
Task	Departm...	Category	Status	
CATEGORY Count 17				
1	[Review Contract + Terms] Fire Alarm Monitoring Co...	Facilities	Contracts	
2	[Review Contract + Terms] Exterminator	Facilities	Contracts	
3	[Review Contract + Terms] Garbage, Recycling + Co...	Facilities	Contracts	
4	[Review Contract + Terms] Grase Trap	Facilities	Contracts	
5	[Review Contract + Terms] HVAC	Facilities	Contracts	
6	[Review Contract + Terms] Kitchen Equipment	Facilities	Contracts	
7	[Review Contract + Terms] Kitchen Exhaust Cleaning	Facilities	Contracts	
8	[Review Contract + Terms] Refrigeration	Facilities	Contracts	
9	[Review Contract + Terms] Dish Machine	Facilities	Contracts	
10	[Review Contract + Terms] Ice Machine	Facilities	Contracts	
11	[Review Contract + Terms] Cleaning Service	Facilities	Contracts	
12	[Review Contract + Terms] Window Cleaning Service	Facilities	Contracts	
13	[Review Contract + Terms] Plumber	Facilities	Contracts	
14	[Review Contract + Terms] Electrician	Facilities	Contracts	
15	[Review Contract + Terms] Gas	Facilities	Contracts	
16	[Review Contract + Terms] Electric	Facilities	Contracts	
17	[Review Contract + Terms] Water	Facilities	Contracts	
+				

Whether your restaurant is completely closed or open for pickup and delivery, review your facilities contracts — particularly since most, if not all, of these require monthly payments

Oyster Sunday Reopening Critical Path

[here]



At Oyster Sunday, we are committed to supporting independent restaurants with **free consultations** in the wake of COVID-19. This service is available to both restaurants in our community and operators we have yet to meet.

oystersunday.com
[@oystersunday](https://oystersunday.com)

hello@oystersunday.com





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Thank you.

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