

TENANT MIX



Post COVID-19 Restaurant Survival: Key Technologies, Strategies, and Best Practices

6/3/2021

Cambridge Retail Advisors



Agenda





Restaurant Technology Development

REVBY

Technical Assistance for Food Service & Restaurant **Small Businesses**

GOMAN-YORK PROPERTY ADVISORS

Restaurant Support Programs

Initiative and Rapid Website

Agenda



- About Cambridge Retail Advisors
- Boston Main Streets Technology Initiative
- COVID-19 Impacted Restaurants
- Project 1 Restaurant Technology Initiative
 - > Origin
 - Location
 - Program Offering
 - ► KPI's
 - > Budget
 - ➢ Timeline
- Project 2 Rapid Website Development
 - > Origin
 - Location
 - > Offering
 - ► KPI's
 - > Budget
 - ➤ Timeline
- Risks and Mitigation
- Testimonials
- Partners
- Key Takeaways



Cambridge Retail Advisors (CRA) is an innovative and independent retail store and restaurant consulting firm dedicated to providing superior service and enduring value to our clients. CRA combines its consultants' deep retail store and restaurant business knowledge and cross-functional capabilities to deliver and implement client specific strategy, technology, and process solutions. The firm's unique combination of industry focus, knowledge-based approach, and rapid, end-to-end solution deployment helps clients to achieve their maximum business potential.





Boston Main Streets Technology Initiative

• The BMSF Technology Initiative began one year ago with the mission of modernizing Main Street districts with industry leading technology and businesses processes. In an economy defined by educated, customer centric demand we knew this to be the best path for small businesses to compete in a global marketplace.

Technology Selection

RFP's were used to select the best all around software and hardware vendors based upon weighted criteria

Our team negotiated rates which drove savings and created long term partnerships

Partners were required in multiple fields including: POS, ISP, Business Mentoring, and credit card processing

Pilot Phase

With the support of the BMSF and funded by an endowment from Citizens Bank, CRA selected candidates to receive our curated technology package

Selecting candidates was completed through a collaborative interviewing process

Assessment Phase

The efficacy of the program was determined through three benchmarks

- Post Implementation surveys
- Diversity of candidates
- Net financial impact (Analyzing changes in sales and expenses)
- Assessment phase was audited and endorsed by MIT **Professor Karl** Seidman



Expansion Phase

With proven success and positive feedback from project stakeholders, the foundation granted two supplemental endowments

Today, the BMSF Technology Initiative is one of the most publicized and touted small business development projects in Boston.

Select Program Participants

• In addition to delivering on the core technology requirements of the program to 16 totals locations, we looked to promote entrepreneurs with unique businesses that provide vibrance to the neighborhoods in which they reside. Below is a sample of the restaurant locations we've worked with, representing what we hope is a great diversity of people and locations.



Toasted Flats

Located in East Boston, Toasted Flat's mission to provide healthy, fresh food quickly. How We Assisted: POS, Cost Reduction, Online Ordering, **Press Opportunities**



Mission Hill Bar & Grill

family-owned Two-decade business neighborhood hub serving a variety of classic American fare inside а beautifully designed space How We Assisted: POS, Cost Reduction, Press Opportunities





Food for the Soul

Grove Hall halal soul food restaurant serving a diverse customer base How We Assisted: POS, Cost Reduction, Online Ordering, Press Opportunities

Centre-South restaurant which serves traditional homemade Ethiopian fare How We Assisted: POS, Cost Reduction, Online Ordering



Blue Nile

Restaurant Testimonials: Facing COVID-19 Head-on with *Technology*



Renewed Operational Confidence

"Having been born and raised in Boston, the community has done so much for me throughout my entire life. Now, it's important that I give back to my community and set an example of what it's like to be an entrepreneur. This program has not only given me the understanding of what I need to run a successful operation, but the confidence to do so. I truly appreciate the patience and support the team has provided me throughout the entire process. The relationship and commitment is priceless."

- Donnell Singleton, owner, Food for the Soul



Better Customer Engagement

"It's really important to me as a business owner that I balance a positive employee and customer experience. Technology has been critical to the success of being able to do so. Not only has this program allowed me to deliver an ordering solution that's easy for my employees to use, but it's also easy for my customers. The program has improved my quality of life and has ultimately allowed for the growth of my small business within our community."

-Dalila Vargas, owner, Toasted Flats

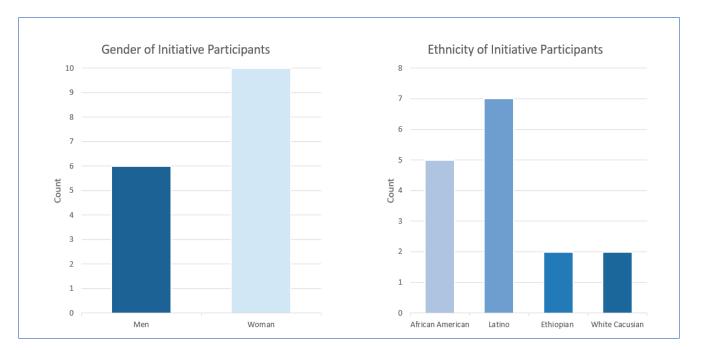
Getting Online with eCommerce



"I would like to thank you all from the bottom of my heart for allowing me and my brand to be a part of such an amazing program. I am overjoyed and overwhelmed with emotions (all positive lol). I can't stress enough how grateful I am, but I will show you by working my hardest and achieving my goals with your assistance. You guys have a life changing program, especially for people such as myself, so I would just like to wish you all the best, success and longevity! Anything you ever need from me in the future please don't hesitate at all."

- Samantha Anson, owner, Sam's Spot









Project 1 – Restaurant Technology Initiative

• Technology Optimization is a term used to describe identifying and replacing core business technology functions. These technology functions include: Point of Sale (POS), internet connection (ISP), and credit card payment processors. Often small businesses lack the time and resources to make these key changes; our program is executed without day-to-day business interruption within 4-6 weeks





New Point of Sale (POS) Systems

Operation Cost Reduction

Business Coaching

Online Ordering Integration • POS Hardware • POS Software

• Internet Expense • Credit Card Processing Expense

• 1-Hour CRA Consultations SCORE Mentoring

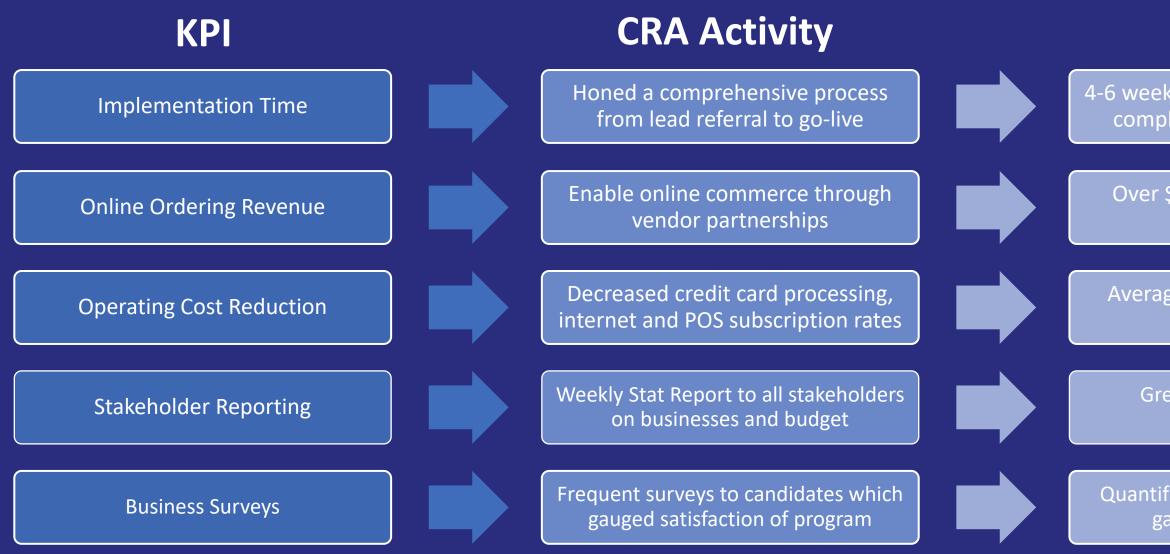
Buy online pickup in store (BOPIS Functionality)





Project 1 – Key Performance Indicators (KPI)

• Key Performance Indicators provide insight through setting benchmarks used to understand program trends. With this knowledge we not only understand how to more effectively meet program goals, but we also hone our understanding of participants needs and how to deliver on them. The KPIs below are those mile markers we feel are pivotal to our ongoing success.





Result

4-6 weeks to select a candidate and complete full implementation

Over \$100,000k in new online ordering sales

Averaged \$2,500 in savings per restaurant

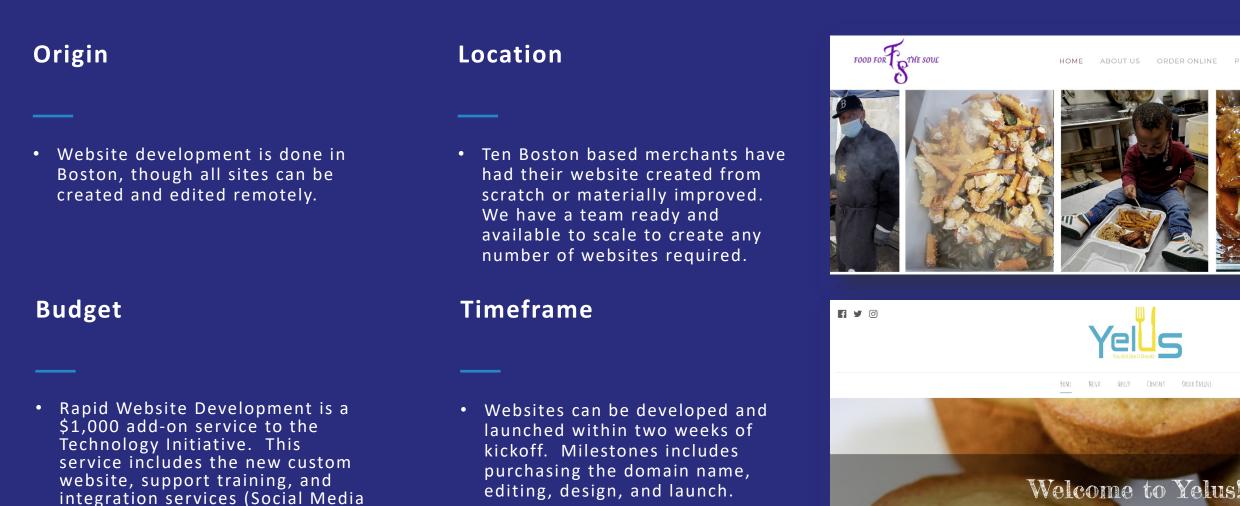
> Greater transparency and communication

Quantified program successes and gaps needing attention

Project 2 – Rapid Restaurant Website Development

and eCommerce)

• Websites are pivotal gateway for businesses to reach out to the world, often serving as a centralized hub of activity. We encourage all program participants to take advantage of this service to either bolster SEO or create an online space.





OPDER ONLINE PHOTO GALLERY CONTACT INFO / HOURS







Project 2 – Website Example, Jalloh African Market



- Above is a live website that we created with the owner of Jalloh African Market. The process from purchasing the domain, gathering photography, site designing, and publishing took 2 weeks.
- All work is completed in house by the Cambridge Retail Advisors team.



Our Legacy Contact us

http://jallohafricanmarket.com/

Project 2 – Website Creation Process

• Websites can be up and running within two weeks, if approached in a collaborative manner.

Website Creation Process

- 1. Explain the simple design process and benefits of the end website
- Purchase the desired domain name 2.
- 3. Set manageable goals with clear timeframes
- 4. Gather content for the website and determine look/feel (see Free Website Design Form)
- 5. Collect media such as photos and video (Schedule photographer if required)
- 6. Link Social Media (if applicable)
- 7. Link online selling platforms (if applicable)
- 8. Review website with business owner prior to publishing live
- 9. Publish site and encourage business owner to incorporate their new website into their marketing plan
- 10. Handoff website to business owner and encourage frequent edits!

	Free 14	(abaita Daa	ian Farm			BOSTON Contact Inf
 BMSF / CRA Tech Initiative – The next step of the project is designing y nake that happen. If you have any quest with your inquiry, or email Joe Lawlor [jla Please include your domain (web If you do not own the domain, we 	your free v tions abou wlor@car site name	vebsite! Below it one or more o nbridgeretailad), if you own the	is a list of the thing: of the items please r visors.com] directly.	eply to this email	I	Provide you Work Pha Work Ema Work Phy Other Days and H
Provide your response here:						Provide you
Domain	Owned	Webmaster	Contact Info	Hosting		Day
Example: www.alreadyhaveadomain.com	Y	Joe Example	joe@example.com	Godaddy.com		Sunday
Example: www.ineedadomain.com	Ν					Monday
						Tuesday Wednesd
	1		1			Thursday
'our Story						Friday
 Provide two to three paragraphs 						Saturday
 Why your business was s Your business' important 			mission			Vacation or
 Inspiration or origin behi 			5			Day
 People involved in getting 						July 4th
 Be creative! This is your 						Decembe
 If you are stuck, check out 	it other w	ebsites with sim	ilar products or ser	vices to get ideas		Decembe
Provide your response here:						January 1
						Menu • Em
						Pictures Em
pecial Services			" .			
 What services would a customer Examples: Catering, Tailore 		diately know yo	u offer?			Social Med • We
Provide your response here:						Provide you
						Social Me Example: I Facebook
BMSF / CRA Website Design Form	Conf	idential		Page 1 of	f 3	BMSF / CR/

Free Website Design Form

6	
BOSTON	
Contact I	nformatio

Provide your response here:	
Work Phone Number	6175168774
Work Email Address	mariamjah50@gmail.com
Work Physical Address	173 Dudley street Roxbury MA 02119
Other	

lours of Operation

Day	Hours	
Sunday	Close	
Monday	9AM -6PM	
Tuesday	9AM -6PM	
Wednesday	9AM-6PM	
Thursday	9AM -6PM	
Friday	9AM -6PM	
Saturday	9AM -6PM	

Holidays Not Oper

Day	Hours	
July 4th	All day	
December 24	Half Day	
December 25	All Day	
January 1st	All Day	

- nail jlawlor@cambridgeretailadvisors.com your menu PDF or JPG file of your full menu
- nail jlawlor@cambridgeretailadvisors.com the following types of pictures
- Inside and outside of your restaurant or store Smiling Employees, including yourself!
- Food (including Food Prep) or Products (including Crafting Process)
- Happy Customers
- Community Involvement Phone photos will work fine, please send as jpg

JOCIALI	viedia
•	We will tie this social media information into your website

Social Media	Web Address	
Example: Myspace	www.myspace.com/example	
Facebook		
BMSF / CRA Website Design Form	Confidential	Page 2 of





Selling Platforms

If you sell food, products, or services on another website (EX. Amazon or Grubhub), please lis below

Provide your response here

Selling Platform Media	Web Address	
Example: Etsy	www.etsy.com/example	
Example: Grubhub	www.grubhub.com/example	

COVID-19 Preparedness

· What steps you and your staff are doing to create a safe place patron

COVID-10 Stop

Covid-13 Step		
/ Following Boston social distancing Guidelines		
Limiting 5 people at a time		
Face covering required		

When you have completed the sections above, please send this document and your photos to Joe Lawlor [jlawlor@cambridgeretailadvisors.com] and we will complete the process of building your website. Note: Changes, edits, and additions can be made after the website is up and running.

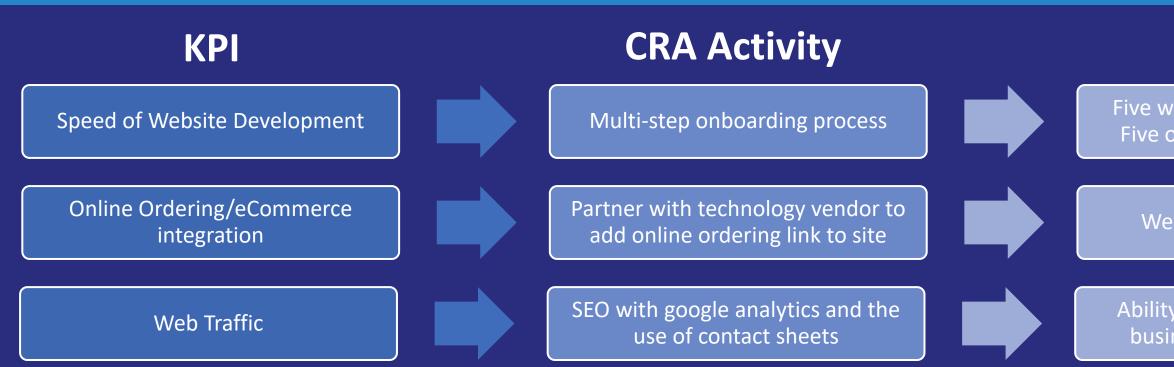
If you have any questions, please feel free to reach out anytime

Thanks!

Joe Lawlor

Joe Lawlor Practice Partner, CRA BMSF Tech Initative 207 949-2343 lawlor@cambridgeretailadvisors.co

Project 2 – Key Performance Indicators





Result

Five websites built from scratch Five other websites optimized

Website as a sales vehicle

Ability to analyze traffic, some businesses increasing 100%

Participant Limitations

Language Barrier

 Timely responses from the business owners are the biggest variable in determining how quickly a tech solutions can be implemented. Delays also impact throughput of other projects, potentially slowing interviews and implementations.

Lack of Internet

 Business owners must have an internet connection post website development in order to do future updates and manage their account. Updates range from menu updates and account details. Communicating with non-English speaking entrepreneurs can present a challenge. This issue can lead to misunderstanding business requirements which can lead to final products not meeting business needs.

Vendor Limitations

 Nothing is more crucial than guaranteeing support post implementation. Vendors unable to resolve participant technical issues are operationally deficient.





Program Risk Mitigation

Participant Support

• Our participant selection process is designed to choose candidate able to be responsive throughout the engagement.

Internet Access

• Our ISP partner can provide the best pricing for residential and commercial internet. Public internet and mobile internet is also available for those with limited or no home internet access.

Open Language Format

• We have contracted with foreign language expects to provide expert translations for all documentation. Non-English speakers are not a risk, but rather an opportunity for much needed diversity.

Vendor Support

• All partner vendor selections were weighed with support as the most important aspect of their offering. We look for 24/7 support, and organizations of size and statue able to support operations as long as they're in business.





"This is one of the best programs I've seen during my tenure as Boston Main Streets Foundation Board Chairman. Cambridge Retail Advisors has been responsive, dedicated and easy to work with. This has been a transformational initiative that has provided a lifeline to retail and restaurant owners around the city of Boston during this COVID-19 pandemic."

- Joel Sklar, Chairman, Boston Main Streets Foundation



"The BMSF Technology Initiative resulted in the creation of a valuable product to improve business management, reduce business costs and implement ecommerce."

- Karl Seidman, MIT Urban Studies Professor and Founding Member of BMSF





Partners and Resources





team





Cambridge Retail Advisors

Lightspeed & Toast

- implementation Dedicated providing: Project Management, Reporting, Measurement & Analysis, Technical Expertise, Restaurant Expertise
- Point-of-Sale vendors with high end features including eCommerce, Analytics, and Inventory Management
- No further software selection is required, Lightspeed and Toast have the support capabilities for all future candidates in the program

SCORE

Comcast

- SCORE's mission is to foster vibrant small business communities through mentoring and education. With the nation's largest network of volunteer, expert business mentors, SCORE has helped more than 11 million entrepreneurs since 1964.
- Our ISP partner works with customers to drive savings on internet / voice / security packages.
- Comcast has published articles out our partnership nationally





Iightspeed Control

Key Takeaways

- Over the past year, COVID-19 has presented extraordinary challenges to Massachusetts small businesses trying to keep their doors open. It is with those challenges in mind that our program was designed, tested, and proven to mitigate effects of an everchanging economic landscape
- At its core, we address the crucial issues facing entrepreneurs through free access to world class technologies, strategies to cut costs, and partnerships building long-term sustainability and business skills
- Our two projects, the Restaurant Technology Initiative and Rapid Website Development Initiative, can be deployed quickly and customized to meet your communities needs
- If you have any questions, we welcome them in the allotted Q&A time and at your convenience via email or an individual consultation
- We look forward to working with your community!





Technical Assistance for Food Service & Restaurant Small Businesses

Michael Aparicio Revby LLC Boston, MA



ABOUT REVBY LLC

- Boston-based small business consultant and technical assistance provider, with a focus on micro-enterprises
- Provides support through municipalities, ٠ economic development organizations, and directly with small businesses in the US.
- Certified Minority Business Enterprise (MBE) ۲



Michael Aparicio Founder & Principal Consultant **Revby LLC**

Case studies

- 1. Provide Small Business **Technical Assistance for Food** Service & Restaurant Businesses
- 2. Repositioning Resources and a City-wide Network of **Providers to Create** Workshops and Provide Oneon-One TA to Help Restaurant **Businesses Gain Access to** Funding

REVBY

Case Study 1: Provide Small Business Technical Assistance for Food Service & Restaurant Businesses

Part of a larger TA program. A particular focus is placed on the Food and Restaurant industry given its vital importance to the local economy and the often-greater need by those who own food businesses.



 Restaurant business resilience: online presence and use of third-party platforms





OUR FAMILY STORY

ry toward health? Amazing M ten has ask the Garnas

Marketing Technology / Resources

toast Products Pricing Solutions

REVBY

Built to make your restaurant better

Restaurants using Toast's full point of sale platform sutperformed their peers during the pandemi



An Online & Wholesale Food

Business Example

Print Marketing Resource: https://vistaprint.com/

Freelancer website: upwork.com

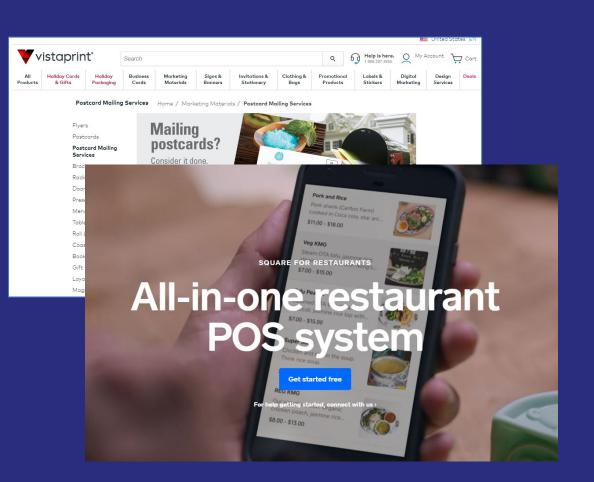
Case Study 1: Provide Small Business Technical Assistance for Food Service & Restaurant Businesses

Process (by Revby as TA Provider)

- Gain buy in from the business owner on the project plan during the first meeting.
- Use the first meeting to build rapport and trust with the business owner.
- Focus sessions on open brainstorming and the introduction of subject matter that includes the use of technology that can save time, increase brand awareness, and increase customer acquisition.
- Collaboratively produce a tangible deliverable that reflects discussion take-a-ways and actionable next steps.

Key Performance Indicators

- One-on-One TA: Action plans created, tangible deliverables created, # of new entrepreneurs that successfully start a new business, # of business owners that stabilize their business, # of business owners that grow their business (revenue, customers, employees)
- Workshops: # of workshop attendees, either live on Zoom, live on Facebook, or those that view the recording afterwards; # of new small business owner relationships, # of businesses that reach out for one-on-one TA.



Case Study 1: Provide Small Business Technical Assistance for Food Service & Restaurant Businesses

Sample of Goals & Outcomes

Business owners and new entrepreneurs learn how to:

- Write a business plan for their Food/Restaurant business.
- Create and manage their online presence.
- Create and utilize their own customer data to be less dependent on highcommission delivery platforms.
- Leverage tech tools in practical ways.
- Build resilience.











Case Study 2: Repositioning Resources and a City-wide Network of Providers to Create Workshops and Provide One-on-One TA to Help Restaurant Industry Businesses Gain Access to Funding

Origin / Location

- Bronx, NY
- NYC Industrial Business Services Providers (IBSPs) whose mandate shifted to help any business requiring assistance with a focus on minority owned and LMI (lowmoderate income) businesses

Timeframe

Budget

- No additional budget.
- Initiative utilizes partner organizations already city funded and are authorized to re-allocate resources and alter programs to adapt to a crisis.

COVID-19 Impact

- Less than one month.
- Timeframe for technical assistance work ranges from 1 hour to a few days. Length of program activity is dependent on funding availability (e.g., Restaurant Revitalization Fund)
- Expand access to the Restaurant Revitalization Fund
- Help new restaurants that were ready to open in early 2020 but couldn't because of COVID-19

Need help? Request a 1-on-1 Consultation

Our trained staff can answer your o you submit an application

Go to sbsconnect.nyc.gov to sign up for a free, 1-on-1 consultation:



Log into your SBS Connect account, or create one





Our trained staff can answer your questions about your financing options, review your eligibilit

Please visit sha pov for the most recent updates. This pres

winities.			What type of financing as
Construction Safety Training Grant	Recruitment Services	Financing Assistance	help you with? Please select one option: Association from
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ann anns Annis	Laure many : Aparty	Lanna (Anta)	General Financing Assistance

Click Apply underneath Financing Asst.

Select "Assistance with t Protection Program" Of Revitalization Grant"

nyc.gov/sbs

Case Study 2: Repositioning Resources and a City-wide Network of Providers to Create Workshops and Provide One-on-One TA to Help Restaurant Industry Businesses Gain Access to Funding

Key Performance Indicators

- Turnaround time of business assessment to verify eligibility to relevant programs.
- Key performance indicators are evaluated by numbers of business getting access to funding and total amount of funding

Key Goals and Outcomes

- Build awareness and provide access to funding programs and technical assistance that may be available from other sources (e.g., federal funding sources or other sources)
- Provide technical assistance on application processes through one-on-one TA and workshops





TENANT MIX

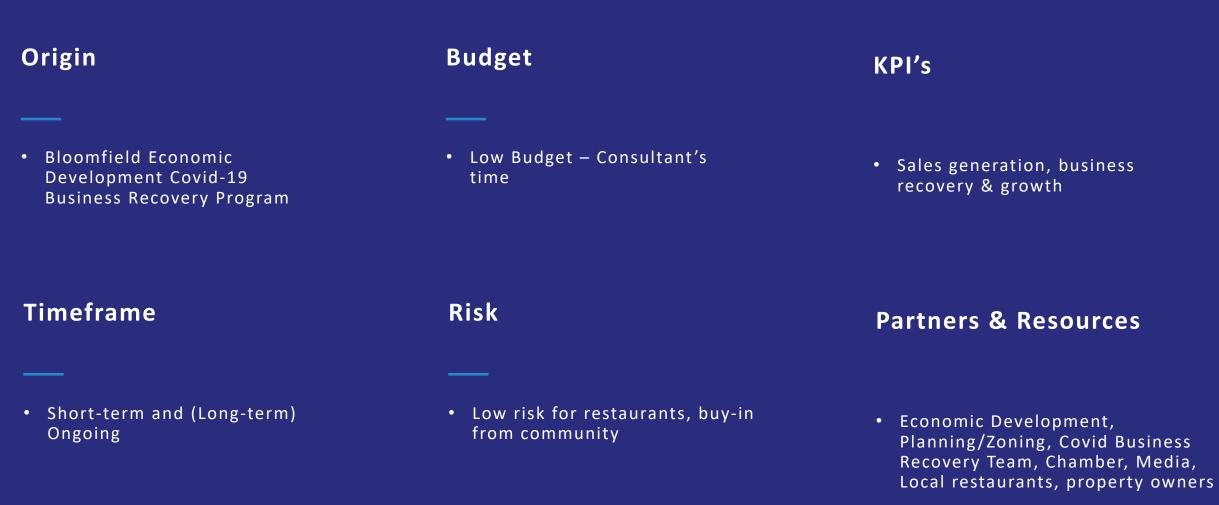


Restaurant Support Program Case Study 1 - Bloomfield



Case Study 1

• The Business Recovery Team recognized the importance of supporting the local restaurants and the small business community throughout the pandemic period and now that the recovery period has started with vaccination rates increasing and restrictions lessening. The town realized that ongoing and continuing support was critical. Development and town officials needed to offer quick responsive support to the community's restaurants, many of which were small locally-owned, and in some cases failing fast.



Diagnostic

- Restaurants were one of the hardest hit business sectors •
- Support was needed for restaurants that would generate business to an industry in flux sit-down restaurants had to do a 180° pivot in how they served customers, switching to mainly take-out, establishing online ordering capabilities.
- It's no surprise that pizza and QSR (Quick Service Restaurants) were for the most part weathering the pandemic best. This is their business model.
- Outdoor dining became the norm as we saw sidewalks, parking lots/spaces and alleys transformed into patios where there once were none.
- Restaurant sales, like other small businesses, were non-existent, down over 50%, mandated to or voluntarily closed, switched to take-out, only 25%...only 50% capacity with social distancing – for some it was an impossible model to work and survive through.
- The importance of an ongoing effort to support our Downtown small businesses and in particular, restaurants is critical post-COVID as in many of our communities' restaurants represent 40-50% of the Downtown businesses and employ many that live in the local community.

Action Plan – Develop the Support Plan

- **Develop a Communication Plan** to communicate with the restaurants
- What forms of communication will be utilized
- Messaging strategies keeping in mind that you are helping them to thrive • keep it positive and supportive
- Get Input Survey, calls •
- Create Contact Lists with EMAILS
- **Develop a Marketing Plan** to support the restaurants
- Host Webinars Industry experts and local restauranters
- Keep businesses informed on programs, informational webinars, funding, and policy updates. In one case, the restaurant owner did not understand the differences between SBA loans, PPP funding, and grants.
- Share resources & knowledge Share ideas and best practices
- if it works for another restaurant or community chances are it will work in • yours.
- **Be accessible** virtual, by phone or in-person
- Offer **one-on-one business support** consultations
- Work with the owners through town policies and regulations this was • critical when the outdoor seating issues came up – regulations were changed swiftly, and fees were waived to accommodate a guick response – in CT municipalities were given 7 days to approve outdoor dining requests from restaurants. Before COVID this type of approval could have taken months.
- Towns have recognized that this is the new normal for restaurants and have ٠ begun to enact long-term regulations to embrace outdoor dining and other zoning issues that have arouse from the pandemic.

Restaurant Revitalization Fund Get the Facts It's a Grant Not a Loan

The restaurant industry has been among the hardest-hit sectors during the economic downturn caused by the COVID-19 pandemic. To help bring jobs back and revive the industry, the American Rescue Plan established the \$28.6 billion Restaurant Revitalization Fund (RRF) spearheaded by the U.S. stration (SBA).





This Monday, Tuesday & Wednesday!

ide nonible food service learn about the Eurod (DDE)

Click these links to get more information about the program

Restaurant Revitalization Fund

SRA

Learn More About the RRF

RRF Program Guide

DDE Samplo



Marketing-Event & Promotion Support

- In the case of Bloomfield the restaurants were all supported through the marketing efforts – whether they were national chains or locally-owned.
- It was key to remember that that these restaurants and small businesses were supporting our community through their hiring of the local community, and it was now the community's turn to "Order Up" from them.
- Detail on the program for the campaign shown will be detailed in the next Case Study presented.



THE BLOOMFIELD ECONOMIC DEVELOPMENT COMMISSION ANNOUNCES

Bloomfield Eats Local – To Win Local Bloomfield Community Called to Support Bloomfield Restaurants

BLOOMFIELD, CONNECTICUT April 6, 2020 - The Bloomfield Economic Development Commission in partnership with the Bloomfield Chamber of Commerce and the Bloomfield Messenger is launching a campaign called

Bloomfield Eats Local - To Win Local and is asking community members to show their Bloomfield Pride by supporting local restaurants and eateries by ordering takeout/curbside pick-up and then promoting their favorite eateries on social media.

The purpose of Bloomfield Eats Local - To Win Local is to get residents and businesses out





Communication/Messaging Support for Restaurants

- **Communication is key** not only for the restaurant's patrons, but to their landlords, vendors and suppliers. How your restaurants are messaging & targeting customers is vital. Some examples of the messages for the restaurants were:
- **Safety is key and top of mind** expect this consumer behavior to continue.
- The importance of **supporting "Local"** is important to your customers now more than ever
- **Earning back your customers trust** loyalty bonuses for eating in; thank you on menu
- **Creative** specials at off hours to spread out business
- Stay Upbeat **Thank you's** are important; staff attentiveness
- **Consistent Hours**
- Monitoring of online search engines (yelp, google updates)
- **Online Ordering Capabilities** were critical –Door Dash, Resy, ChowNow some subscription-based
- **Internal & External Communications**
- Signage welcoming •

Communicating with Your Landlord During the COVID-19 Pandemic

BLOOMFIELD, CONNECTICUT (April 29, 2020) - In times of uncertainty, it is important to keep the Landlord/Tenant lines of communication open. We are here to help you with that.

Adjusting to the "New Normal" is on everyone's mind as tenants are faced with the uncertainty of how to conduct business, when they can reopen and rehire, and how to pay expenses.

Landlords have to think about their businesses in the same way. If you need to ask your landlord for more time to pay your rent or are considering

d Busine	GOMAN +YORK
Developing a long-term plan of action will put your business on track for fiscal success. This equires pre-planning and analysis. Taking these teeps will ensure that you start of right and sortinue with a clear path to success. 1. Executive Summary	Ownership and Management Plan Business Model/Type Registrations - federal & state Engaging professionals - accounting, legal
 Who you are, what you sell/services/experience 	 Operating Plan Staffing
 Uniqueness 	 Statting Hours of Operations
e enideenede	 Brick & Mortar
2. Business/Industry Overview	 ECommerce
 Goals – short and long-term 	
 Strategies 	 Financial Plan - Budget
 Target customers/clients 	 Start-up Costs
2. Market to shale	Permits
3. Market Analysis Location Selection	Drawings Signage
Foot traffic (retail)	 Signage FF&E
 Visibility 	Buildout
Convenience	Marketing
	 Stock/Supplies
4. The Competition	 Insurance
 Competition Market 	 Ongoing Operating Costs
Immediate area	 Rent – NNN's
 Expanded market area 	Utilities
5. Sales & Marketing Plan	Payroll Taxes
 Pre-marketing 	 Marketing/Advertising
 Advertising 	 Stock/Supplies
 Website 	 Misc.
 Domain Registration 	 Working capital
 Design 	 Short-term
 Ecommerce Capabilities 	 Long-term
 Social Media 	 Confingency
 Facebook, Instagram, etc. Management - Google, 	9. Appendices and Exhibits
 Management - Google, Yelp 	 Appendices and exhibits Plans
100	 Samples/Photos
	c dampiosymotos





Standard Operating **Procedures: COVID-19PLAYBOOK**

Informational Support

• Webinars, Informational Eblasts, Linking to Town's website, Sharing relevant information





First - Next - Later Safeguarding Small Business During The Pandemic: 26 Strategies For Local Leaders

BLOOMFIELD

BUSINESS

Information from

Bloomfield Business COVID-19 Recovery Team

l earn:

New study focuses on the The Restaurant of the Future

The restaurant of the future arrives ahead of

schedule - Deloitte study focuses on customer and industry trends from over 500 respondents.

We are sharing in these documents with you in both the long-form and the 2-page dashboard highlight document. Click the links to view them.

What customers are saying,

How restaurants are responding, and How restaurants will look in the post-COVID era.

By Kennedy Smith July 2020

Link to study.

IUSR INSTITUTE FOR Local Self-Reliance



- #2 Focus on Restaurants #BloomfieldEatsLocal Monday, September 21, 2020 - 3pm - 4pm
 - Focus: Moving forward with change
 - Register in advance for this webinar:
 - Youtube Link: https://youtu.be/JzH97mB1GbA
- #4 Focus on the Future Weathering the Storm Monday, October 5, 2020 – 3pm – 4pm
 - Focus: Planning for uncertainty and financial stability
 - Oct 5, 2020 03:00 PM Eastern Time (US and Canada) Register in advance for this webinar:
 - Youtube Link: https://youtu.be/b4N40NFO8Zo

Link to summary dashboard document. 2021 SHOP, DINE & SUPPORT LOCAL

Deloitte summary of Customer and Industry trends - Dashboard document.

Sep 21, 2020 03:00 PM Eastern Time (US and Canada) Topic: BLOOMFIELD COVID-19 BUSINESS RECOVERY SUPPORT SERIES https://bloomfieldct.zoom.us/webinar/register/WN_I3G-iShrS3yKIIk4HX9Dzg

Topic: BLOOMFIELD COVID-19 BUSINESS RECOVERY SUPPORT SERIES https://bloomfieldct.zoom.us/webinar/register/WN fasItp WR1Cpj0m ce53GQ

Informational Support & Tracking

- Keep the restaurants informed
- Tracking to ensure your communications are working

BLOOMFIELD BUSINESS

Important Information for Small Businesses on PPP from CT SBA & Bloomfield Business COVID-19 Recovery Team

The Top 5 things small businesses should know about the re-opening of the Paycheck Protection Program:

1. Small Businesses can begin to submit applications.

The SBA is currently accepting Paycheck Protection Program (PPP) loan applications from participating community financial institutions (CFIs) and lenders with under \$1 billion in assets. The program will open to all lenders on Tuesday, January 19, 2021. Borrowers can apply for a First Draw PPP Loan until March 31, 2021. Lender Match can help businesses find a participating lender.

2. If a Small Business didn't access a PPP loan prior to 12/27/2020, they may be eligible for a First Draw PPP loan.

44%	21%
OPEN RATE	CLICK RATE

41% **OPEN RATE**





Link to CT CARES grant page and application.







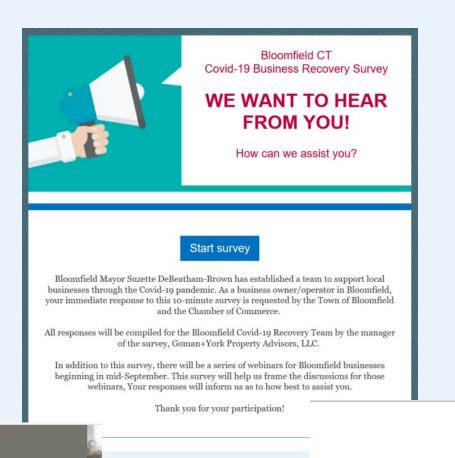
Important News for Bloomfield Small Businesses



CT CARES Small Business Grant Program Bloomfield Small Businesses can apply for a \$5,000 grant from CT DECD beginning the week of Nov. 9, 2020.

Communication Tools

- Surveys are a great way to get feedback from your restaurants and small businesses – they can be candid it their responses.
- Here we partnered with the Chamber to get the survey distributed. In addition to our mailing lists we were able to utilize theirs to expand our reach.





Covid-19 Business Recovery Survey - Bloomfield CT

Bloomfield Mayor Suzette DeBeatham-Brown has established a team to support local businesses through the Covid-19 pandemic. As a business owner/operator in Bloomfield, your immediate response to this 10-minute survey is requested by the Town of Bloomfield and the Chamber of Commerce.

All responses will be compiled for the Bloomfield Covid-19 Recovery Team by the manager of the survey, Goman+York Property Advisers, LLC.

In addition to this survey, there will be a series of webinars for Bloomfield businesses beginning in mid-September. This survey will help us frame the discussions for those webinars, Your responses will inform us as to how best to assist you.

Thank you for your participation!

Take the Covid-19 Business Recovery Survey WE WANT TO HEAR FROM YOU!

Attention Chamber Members!

START SURVEY HERE

Bioomfield Mayor Suzette DeBeatham-Brown has established a team to support local businesses through the covid-19 pandemic. As a business owner/operator in Bioomfield, your immediate response to this 10-minute survey is requested by the Town of Bioomfield and the Chamber of Commerce.

All responses will be compiled for the Bloomfield Covid-19 Recovery Team by the manager of the survey, Goman+York Property Advisors, LLC.

In addition to this survey, there will be a series of webinars for Bloomfield businesses beginning in mid-

• • •



September 11, 2020

BLOOMFIELD COVID-19 BUSINESS RECOVERY ANNOUNCES UPCOMING WEBINARS

Suzette DeBeatham-Brown, Mayor of Bloomfleld, has formed a committee to help local businesses navigate through the current and future effects of the Covid-19 pandemic. The committee is co-chaired by Michelle Bononi, Assistant Chair of the Bloomfleld Economic Development Commission and Vera Smith Winfree, Executive Director of the Bloomfleld Chamber of Commerce. Zoom Webinar Schedule

vepinar Schedule

#1 – The New Normal - Promoting Bloomfield Businesses

- Monday, September 14, 2020 3pm 4pm
- Focus: Communication and the Importance of supporting local businesses
- Register in advance for this webinar:
- https://bloomfieldct.zoom.us/webinar/register/WN_0p2hUJ2UQFGBkeZB2fj_eQ
- Youtube Link: <u>https://youtu.be/7I-p10_oNdU</u>

• #2 - Focus on Restaurants - #BloomfieldEatsLocal

- Monday, September 21, 2020 3pm 4pm
- Focus: Moving forward with change
- Register in advance for this webinar: <u>https://bloomfieldct.zoom.us/webinar/register/WN_I3G-IShrS3yKIIk4HX9Dzg</u>

Partnering with Local Media

COVID has taught us that as community leaders, we

must be the support system to strengthen,

but tomorrow.

F BLOOM

communicate with and support our Downtown

restaurants and small businesses - not only today



Bloomfield's own weekly newspaper

September 11, 2020 www.BloomfieldMessenger.com

BLOOMFIELD UNVEILS BUSINESS RECOVERY SUPPORT

BLOOMFIELD COVID-19 BUSINESS RECOVERY SUPPORT SURVEY AND WEBINARS PLANNED TO HELP LOCAL BUSINESSES

Suzette DeBeatham-Brown, Mayor of Bloomfield, has formed a committee to help local businesses navigate through the current and future effects of the Covid-19 pandem-

The committee is co-chaired by Michelle Bononi, Assistant Chair of the Bloomfield Development Economic Commission and Vera Smith Winfree, Executive Director of the Bloomfield Chamber of a comprehensive plan to sup-

September 11, 2020



Commerce. While many local towns are starting to contemplate how to

tackle economic recovery. process." Bloomfield is the first to unveil

port local businesses. "Our local businesses have been dealt a heavy blow," Mayor DeBeatham-Bown explains. "Most of our businesses have been disrupted; cash flow curtailed; revenue growth slowed; and some locations had to lay off workers. We have to adjust

to a "new normal' while trying that comes together in support to regain control of our busi- of each other. During this public nesses here in town. In that health emergency, it is imporspirit, the Recovery Committee tant that we come together in led by our Recovery support of our local businesses, Coordinators will help to we need to listen to their conensure we provide support and cerns, and learn how we can a list of business contacts and information to our businesses help to strengthen and support to assist in the recovery DeBeatham-Brown. them," stated Mayor Suzette

The program is launching See **RECOVERY** page 6 with a survey of local businesses to explore what support they may need, resources to assist them, how they are managing their businesses currently and what they anticipate their needs will be going forward in these times of uncertainty. Following webinars, and we welcome busi- social distancing to reduce the that, a series of webinars are nesses from other local commu-spread of COVID-19 and to keep planned for businesses focusing nities to join us," said Ms. Smith on the "new normal" going for- Winfree. ward, a financial focus on the

The webinars will run for future, and various business sec- four (4) consecutive weeks from the webinars, see back page.

BLOOMFIELD MESSENGER

BLOOMFIELD WILL HELP BUSINESSES IN THEIR RECOVERY EFFORT

ZOOM WEBINAR SCHEDULE

#1 - The New Normal - Promoting Bloomfield Businesses Monday, September 14, 2020 – 3pm – 4pm Welcome by Mayor Suzette DeBeatham-Brown Focus: Communication and the Importance of supporting local businesses

#2 - Focus on Restaurants - #BloomfieldEatsLocal Monday, September 21, 2020 - 3pm - 4pm Focus: Moving forward with change

#3 - Focus on Retail/Personal Services/Fitness - #BloomfieldShopsLocal Tuesday, September 29, 2020 - 3pm - 4pm Focus: Local customer communication and the importance of being agile

#4 - Focus on the Future - Weathering the Storm Monday, October 5, 2020 - 3pm - 4pm Focus: Planning for uncertainty and financial stability

Businesses can register by emailing Drobidoux@gomanyork.com and indicating which individual webinars they want to attend. A zoom meeting evite will then be sent to them.

Our efforts to support and promote our Bloomfield restaurants and businesses is more important now than ever. We are developing a program that will encourage the community to support our local restaurants and stores in the coming month – I look forward to sharing more about that program in the weeks to come. In the meantime, I encourage you to support our local restaurants by ordering take-out/curbside pickup/delivery and supporting our local shops and businesses. We are all in this together – its about neighbors supporting neiahbors!

Stay healthy, wear a mask and keep your distance! Mayor Suzette DeBeatham Brown

> Federal Stimulus Package Includes \$325B for Small Businesses and Support for Individuals (Information from the office of David Lehman, CTDECD Commissioner david.lehman@ct.gov, (860) 500-2310)

BLOOMFIELD MESSENGER

From Page One services.

And there is another reason for the "first" she noted. "Bloomfield is a community

"We encourage Bloomfield businesses of all types and sizes, emailing Drobidoux@gomanyincluding home-based, to participate in our survey. The survey will help us to frame the discus-to attend. A zoom meeting evite sions for our webinars," added Ms. Bononi, "We have developed those Bloomfield businesses that haven't received the survey should forward their contact information, business name and email to Drobidoux@gomanyork.com to participate the

online survey."



September 11, 2020

BLOOMFIELD UNVEILS PLAN TO SUPPORT BUSINESSES IN THEIR RECOVERY EFFORT

tor's needs and conditions, including restaurant, retail, fitness, professional and personal

3pm - 4pm (See following schedule). Each session will leave time for participants to ask questions of the panelists. Businesses can register by ork.com and indicating which individual webinars they want will then be sent to them.

The Town of Bloomfield, the Bloomfield Economic Development Commission, and the Bloomfield Chamber of Commerce thank those members of our community that are hard at work every day to keep businesses and services in operation. We thank our community "We've assembled a team of for respecting individual busiknowledgeable professionals ness precautions along with offering support to Bloomfield's State and local policy guidelines businesses through this series of on mask requirements and our community, workers, and families safe.

For the the full program of



TENANT MIX



Recognition Programs Case Study 2 - Bloomfield



Case Study 2

• The Business Recovery Team recognized the importance of supporting the local restaurants throughout the pandemic period and now post-COVID



Diagnostic

- Diagnostic was reviewed in our first Case Study – this will detail the promotional aspects and the plan developed to support the restaurants – during and post-COVID
- At the onset of the pandemic, the uncertainty and unknowns for businesses were devastating – tens of thousands of restaurants closed across the country.
- Development and town officials needed to discover creative ways to generate recognition of the community's restaurants, many of which were small locally-owned, and in some cases failing fast.
- Realization that this could not be a oneoff promo - ongoing and continuing support was critical.



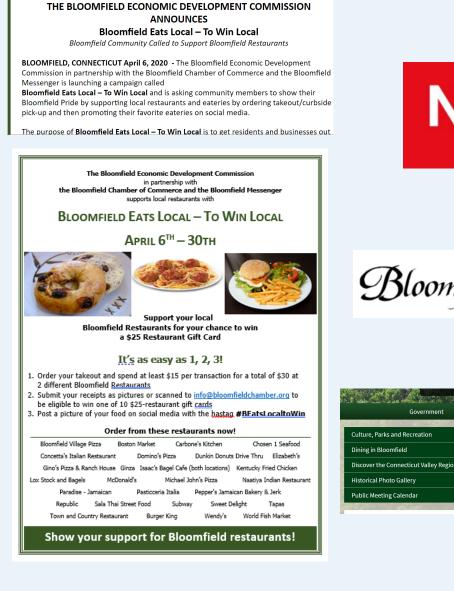




Action Plan

A plan was developed to:

- **Communicate** with the restaurants and the community
- **Create recognition** of the number and variety of restaurants available within the community
- Encourage community support
- Entice the community to "Eat Local"
- **Create excitement** about the restaurants by offering a chance to win
- **Develop a comprehensive contact list of restaurants** for both the Town and the customers to utilize
- Continue **ongoing support the restaurant community** and small business community for the duration of the pandemic and post-pandemic.



PHONE	HOURS	DINE-IN	TAKEOUT/CURBSIDE	DELIVERY	GIFTCARDS	WEBSITE/MENU	ADD
(860) 242-1793	Wed-Thurs: 3-8pm/Fri:3-9:30/Sat&Sun: 12-5	yes	yes		yes	https://www.backeastbrewing.com/home	1296-A Blue
(860) 243-0511	Temporarily Closed					https://www.facebook.com/Bloom-Hill-Farm- 155121787859287/	696 Cottage
(860) 242-3339	Mon-Thurs 10am-10pm/ Fri-Sat 10am-11pm/Sun 11:30am-8pm	yes	yes	yes	yes	http://villagepizzabloom/field.net/Index.jsp	34 Tunx
(860) 243-3400	Sun- Thu 11am-11pm Fri-Sat 11am- Midnight	yes	yes	yes	yes	www.bostonmarket.com	417 Cottage
(860) 422-4157	Sun-Thur 7am-Midnight; Fri Sat 7-1 am	yes	yes	yes	yes	www.bk.com	19 Gran
(860) 904-2111	3pm-9pm Tues Wed; Thurs-Fri-Sat 3pm-10pm; Closed Sun & Mon	yes	yes	yes	yes	www.carbnoneskitchen.com	6 Wintor
(860) 519-5654	Sunday - Sat -11:30am -9:30 pm	No	Takeout/curbside	door dash/uber eats/grub hub	No	www.chosen1cajunseafood.com	772 Par
(860) 969-4777	Daily 10:30am -11:30pm	no	yes	yes	yes	www.dominos.com	699 Park Av
(860) 462-3720	Daily 5am -8 pm		Drive thru only	door dash/uber eats/grub hub		https://www.dunkindonats.com/en/locations?location=0600 2	465 Cottage
(860) 916-9801	Daily Sam-8pm		yes	door dash/uber eats/grub hub	yes	https://www.dunkindonuts.com/en/locations?location=0600 2	760 Par
						https://www.dunkindonuts.com/en/locations?location+0600	

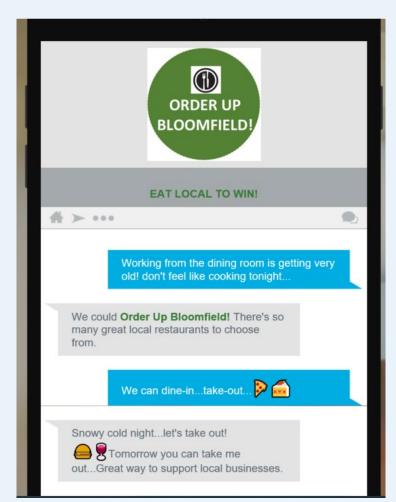


Bloomfield Messenger



Order Up Bloomfield Campaign

- Communicate through a variety of media
- #BEatLocaltoWin





February 1 – March 17 For a chance to win a Order Takeout or Dine-In at one of **Bloomfield Restaurants between** February 1 – March 17, 2021.

scanned by March 18, 2021, to: gift cards.* Show your support by posting a pictur of your food on social media with the





It's as easy as 1 - 2 - 3!

ORDER UP

BLOOMFIELD!

EAT LOCAL | TO WIN

BACK EAST BREWING, LLC

BLOOMFIELD VILLAGE PIZZA

SOSTON MARKET | BURGER KING

CARBONE'S KITCHEN CHOSEN 1 SEAFOOD | DOMINO'S

DUNKIN' DONUTS

LIZABETH'S BAR & RESTAURANT

GINZA JAPANESE CUISINE

S PIZZA & RANCH HOUS

ONAL HOUSE OF PANCAKES ISAAC'S BAGEL CAFÉ BUFFET | KENTUCKY FRIED CHICKE

STOCK & BAGELS | McDONALD'S MICHAEL JOHN'S PIZZA

NAATIYA INDIAN RESTAURANT

HT STAR | PARADISE REST.

PASTICCERIA ITALIA

PEPPERS JAMAICAN BAKERY

HAISTREET FOOD | STARBUCKS CO

BWAY | SWEET DELIGHT JAMAICAN

NE | TAPAS BLOOMFIELD | THAI PALAC

OMAS HOOKER BREWING CO.

IN AND COUNTRY RESTAURA

TAKE OUT | DINE IN

February 1 - March 17

For a chance to win a \$25 Gift Card!

S GARDEN | WENDY

REPUBLIC BLOOMFIELD

TAKE OUT | DINE IN

\$25 Gift Card!

Bloomfield's local restaurants and spend at least \$15 per transaction for a total of \$30 or more at 2 different Submit your receipts as pictures or omfieldct.org to be

eligible to win one of 10 \$25-restaurar

hashtag #BEatsLocaltoWin

*Winners will be picked at random on March 19, 2021 and will be notified by email.



EAT LOCAL | TO WIN

BACK EAST BREWING, LLC BLOOMFIELD VILLAGE PIZZA BOSTON MARKET | BURGER KING CARBONE'S KITCHEN CHOSEN 1 SEAFOOD | DOMINO'S DUNKIN' DONUTS ELIZABETH'S BAR & RESTAURANT GINO'S PIZZA & RANCH HOUSE GINZA JAPANESE CUISINE TIONAL HOUSE OF PANCAKES (IHO ISAAC'S BAGEL CAFÉ UMBO BUFFET | KENTUCKY FRIED CHICKEN LOX STOCK & BAGELS | McDONALD'S MICHAEL JOHN'S PIZZA NAATIYA INDIAN RESTAURANT NEW LIGHT STAR | PARADISE RESTAURAN PASTICCERIA ITALIA PEPPERS JAMAICAN BAKERY REPUBLIC BLOOMFIELD SALA THAI STREET FOOD | STARBUCKS COFFE SUBWAY | SWEET DELIGHT JAMAICAN UISINE | TAPAS BLOOMFIELD | THAI PALAC THOMAS HOOKER BREWING CO. TOWN AND COUNTRY RESTAURANT WAH'S GARDEN | WENDY'S

Presented by The Town of Bloomfield the Bloomfield Chamber of Commerc and the Bloomfield Messenger.

Post-Covid Support

It is important to recognize that restaurants and small businesses will need continuing support post-COVID. As the cities and towns begin to enter this next phase and as people venture out more the challenges to the restaurant community are still being felt.

Here we show that continuation through the campaign for restaurants that was developed to coincide with a Summer celebration - "Celebrate Bloomfield 2021." This campaign gives the restaurants two (2) ways to participate:

- By setting up on the Town Green during the celebration and
- By running restaurant specials during the week leading up to the celebration.

As additional **incentives to the restaurants** – free advertising and waiving of participation fees was offered to them.

The need for **continued support** to the restaurant industry is evident.



Attention Bloomfield Restaurants: You're invited to participate in Celebrate Bloomfield! June 19 - June 27

> LET'S CELEBRATE BLOOMFIELD **RESTAURANTS!**



A virtual information session was held for restaurants and for those that could not attend, the information was sent out to them.

Thank You!

