

Work Improvement Plan																											
Improvement Area	Owner(s)	CEO & COO	Plan Date	04/23/20	Last Updated Date	05/07/20	Timeline																				
Food Distributor	Key Initiatives		Planned Steps				04/23/20	05/07/20	05/21/20	06/04/20	06/18/20	07/02/20	07/16/20	07/30/20	08/13/20	08/27/20	09/10/20	09/24/20	10/08/20	10/22/20							
<b>Plan Purpose</b>	Get as much done as we can over the next 4 weeks prudently																										
<b>Key Current State Headlines</b>	<p>1 The surrounding state closings of beaches stopped most sales.</p> <p>2 Restaurants began to close quickly after the beaches were and surrounding states issued a stay at home order.</p> <p>3 Sales have dwindled to approximately 15-20% of normal sales for this time of year.</p> <p>4 We were forced to furlough employees during the slowdown.</p> <p>5 We received our PPP loan funding the week of 4/23/20. This plan lays out the next 4 weeks of activities to necessary to ramp up.</p> <p>6 We developed new routes to accommodate current customers while ensuring routes maximize all revenue and minimize costs. The state is planning to reopen using a phased approach - uncertain on the date. Certain beaches are re-opening and we believe restaurants will follow.</p> <p>7</p>																										
<b>Plan Directional Statements</b>	<p>1 We will continue to communicate to our team current state.</p> <p>2 We will monitor daily and make adjustments quickly.</p> <p>3 We will own our parts of this plan.</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p>																										
<b>Plan Outcomes</b>	<p>1 Check Run Calculator Model Developed</p> <p>2 Bad debt estimate understood &amp; booked</p> <p>3 Spreadsheet tracking for PPP loan developed</p> <p>4 Labor utilized as best as possible</p> <p>5 Inventory purchasing guidelines established</p> <p>6 Additional retailers established as customers</p> <p>7 New routes developed and maximized</p> <p>8 Customer minimums increased</p> <p>9 Drivers utilized to generate revenue</p> <p>10</p>																										
<b>Plan Measures</b>	<table border="1"> <tr> <td>Sales</td> <td># New Retailers - Target one weekly</td> </tr> <tr> <td>Employee Satisfaction Survey</td> <td>Employee COVID-19 Cases</td> </tr> <tr> <td>Trailer Utilization - Target 93%</td> <td>Driver Utilization Weekly - Target 80%</td> </tr> <tr> <td>Empty Miles - Target 20% less than prior year</td> <td></td> </tr> </table>																			Sales	# New Retailers - Target one weekly	Employee Satisfaction Survey	Employee COVID-19 Cases	Trailer Utilization - Target 93%	Driver Utilization Weekly - Target 80%	Empty Miles - Target 20% less than prior year	
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1 Chaos / Lack of Routine 2 Emotions with our employees 3 4 5 6			1 Check & Adjust daily 2 Communicate with employees 3 4 5 6			1 Weekly check meeting 2 Informal meetings (one-one or one to a few) 3 Weekly meetings with Cory and James L. 4 5 6																					
<p><b>A Cash Flow</b></p> <p>1 Build a check run model to determine how much to pay suppliers Brian / Mindy</p> <p>2 Develop a list of all potential bad debts and increase reserve accordingly as of 4/30/20 Joan</p> <p>3 Develop a spreadsheet to relieve the total of the PPP Loan Mindy</p> <p>a Retain records in one location</p> <p>4 Continue to collect outstanding receivables Joan / Aaron / Carol</p> <p>a Develop a plan for repayment with all customers</p> <p>b Ship orders based on adherence to the plan</p> <p>5 Establish inventory purchasing guidelines (limit 4 weeks) Alan/ Joan/ Aaron/ Adam</p>																											
<p><b>B Labor Allocation</b></p> <p>1 Develop a balanced approach to bring back employees Adam</p> <p>2 Develop work plans for the employees with not enough to do (daily / weekly) Adam / Cory</p> <p>3 Purchase PPE for employees Adam</p> <p>4 Communicate to employees self-reporting Adam / James</p>																											
<p><b>C Sales</b></p> <p>1 Find four retail partners (on-line / grocery) Adam / Aaron</p> <p>a Retailer 1</p> <p>b Retailer 2</p> <p>c Retailer 3</p> <p>d Retailer 4</p> <p>2 Develop new routes to minimize costs and maximize profits Aaron</p> <p>a Adjust routes as necessary to reduce the overall costs &amp; maximize profits</p> <p>b Find business along the new routes</p> <p>c Maintain local routes as long as possible</p> <p>3 Work with customers to increase minimum purchase amount (50 small - less profitable customers) Aaron / Sales Team</p> <p>4 Find a way to utilize drivers and increase revenue Alan / Adam / Joan</p>																											

**Need more space, try these tips...**

- Horizontally, simply insert columns where needed. This will help keep the formatting good for the rest of the worksheet. Resist increasing the column size.
- Vertically, simply insert rows where needed. Pay attention to where you are inserting rows. If between merged cells, you may mess up some formatting.

Rating	Work Improvement Plan - Left Side
Green	following plan directional statements / plan outcomes are complete / plan measures are at or above target
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# Work Improvement Plan

Name	Owner(s)	Plan Date	Last Updated Date	Timeline														
Restaurant Post Lockdown Ramp Up Plan	J. Baxter	04/25/20	04/29/20	04/27/20	04/29/20	05/01/20	05/03/20	05/05/20	05/07/20									
<b>Plan Purpose</b>	<b>Key Initiatives</b>		<b>Planned Steps</b>															
Ramp up to operating at 50% capacity to make sure every guest and worker maintains a safe, happy dining experience.	A Planning		<ol style="list-style-type: none"> <li>Communicate 5/9 Target Re-Opening Date for Dine-In Option</li> <li>Conduct Inventory Assessment</li> <li>Contact all potential suppliers to understand availability of products</li> <li>Determine Credit Available               <ol style="list-style-type: none"> <li>Secure Additional Credit Sources</li> <li>Work with suppliers to extend terms (as long as possible)</li> <li>Utilize PPP Loan to Minimize Payroll Related Costs &amp; Maximize Forgiveness</li> </ol> </li> <li>Determine PPE Required &amp; Safety Plan - Hire Consultant if Necessary               <ol style="list-style-type: none"> <li>Source PPE</li> </ol> </li> <li>Update Cash Flow Plan with New Projections</li> </ol>															
<b>Current State (The Story)</b>	B Safety / Space		<ol style="list-style-type: none"> <li>Determine which Tables/Seats can be used</li> <li>Determine Ingress/Egress Plan</li> <li>Create &amp; Post Additional Signage</li> <li>Create New PPE Policy</li> <li>Install PPE Dividers &amp; Markers for Staff</li> <li>Install PPE Dividers &amp; Markers for Guests</li> </ol>															
<ol style="list-style-type: none"> <li>Carry-Out/Delivery only, 30% Sales, Reduced staff &amp; hours, Reduced take-home focused menu</li> <li>We lost almost all fresh inventory due to spoilage upon lockdown. Focus on using up excess less perishable inventory.</li> <li>Inventory Payables overdue, Credit limit running near maximum, PPP received previous week.</li> <li>Owner not taking paycheck, risk of Closure/Bankruptcy in 30-60 days at current rate</li> </ol>	C Inventory		<ol style="list-style-type: none"> <li>Place orders for inventory               <ol style="list-style-type: none"> <li>Protein</li> <li>Vegetable/Fresh</li> <li>Consumables</li> <li>PPE</li> </ol> </li> <li>Create New Menu &amp; Recipes</li> </ol>															
<b>Plan Directional Statements</b>	D Marketing		<ol style="list-style-type: none"> <li>Purchase &amp; Install "We're Open" Outdoor Signage</li> <li>Develop and Launch Social Media Posts               <ol style="list-style-type: none"> <li>Dining re-opening date</li> <li>New Menu Sneak Peak</li> <li>Safety Measures in place</li> <li>Highlight Options: Dine-in, Carry-out, Delivery</li> <li>Take Home Specials</li> </ol> </li> <li>Reach out to Local News to demonstrate safety best practices - Get Air Time</li> <li>Create Facebook Ad Campaign &amp; Launch               <ol style="list-style-type: none"> <li>Create</li> <li>Launch</li> </ol> </li> </ol>															
<ol style="list-style-type: none"> <li>Safe dining experience for guests &amp; staff</li> <li>Expert in Safety / Care for People</li> <li>Same quality of food/dining our guests expect</li> <li>Limited operation - Hours, Staff, Menu</li> <li>New options - Carryout, Delivery, and Distanced Dining</li> </ol>	E People		<ol style="list-style-type: none"> <li>Hire Back partial staff               <ol style="list-style-type: none"> <li>Hire new staff if needed</li> <li>Develop and Implement New Staff On-boarding if needed</li> </ol> </li> <li>Develop &amp; Complete Safety Training</li> <li>Develop &amp; Complete Operational Training               <ol style="list-style-type: none"> <li>Server / Cashier Staff</li> <li>Chefs</li> </ol> </li> <li>Update &amp; Complete Daily Deep Cleaning Training (All)</li> </ol>															
<b>Plan Outcomes</b>	<b>Potential Plan Barriers</b>		<b>Contingency Plan for Barriers</b>		<b>PDCA Statements</b>													
<ol style="list-style-type: none"> <li>Increase sales</li> <li>Safe operation creating deep guest &amp; employee trust</li> <li>Profitability re-established</li> </ol>	<ol style="list-style-type: none"> <li>Credit decrease, or not enough credit</li> <li>Unable to secure additional lines of credit</li> <li>Original Workforce unable to return</li> <li>FDA/CDC Inspection Shutdown</li> </ol>		<ol style="list-style-type: none"> <li>Cut back expenses/plans within budget, or seek additional funding sources (Bank, Family, Investors)</li> <li>Seek other funding sources</li> <li>Invest in training new staff, Seek out staff from other restaurateurs.</li> <li>Hire Safety/Health consultant prior to startup to ensure best safety procedures in place</li> </ol>		<ol style="list-style-type: none"> <li>Weekly Leadership Team Meeting/Progress Check</li> <li>Daily Staff Huddle</li> </ol>													
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