



FRANCHISE REOPENING BLUEPRINT

Prepared by the International Franchise Association with input from franchise professionals.

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President & CEO
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ROBERT CRESANTI, CFE
President & CEO
International Franchise Association

Dear IFA member,

At the IFA, we live out our mission statement daily: to protect, promote, and enhance franchising. During the COVID-19 pandemic, our mission has never been clearer.

The pandemic and ensuing business closures have harmed franchises across the board. In a recent IFA survey, three out of every four franchise businesses were fully closed due to either the economic downturn or “stay-at-home” directives. With more than 733,000 franchise businesses supporting nearly 8 million workers prior to COVID-19, it is clear the impact of the pandemic on our sector is and will be tremendous.

While franchises have been uniquely harmed, franchises — through a focus on maintaining and executing replicable and scalable operating systems, safety standards, and employee training — are also uniquely suited to help lead the country’s economic revival.

We have organized task forces across business lines consisting of executives and franchise owners from the most known and trusted brands in that industry. Their insights, along with those of government officials and other experts, were crucial in crafting recommendations on how best to reopen businesses while ensuring high standards of safety for employees and customers.

As per the President’s request to me as a member of his Great American Economic Revival task force, these considerations and recommendations have been delivered to the White House, as well as members of Congress and our nation’s governors and mayors. It is IFA’s hope that our recommendations can inform reopening guidelines and serve as a baseline for franchisors and franchisees as they work to reopen their franchise systems.

However, our work does not end here. As our country works to safely reopen businesses following this crisis, IFA will be here to help your business grow and thrive, just as we have for the past 60 years. As seen through these recommendations, our members working together benefits franchise brands and local owners of all shapes and sizes alike.

I hope that we will soon be safely reopening businesses and returning to normal. Until that day comes, and from then on, IFA will be there for you.

Sincerely,

A handwritten signature in black ink that reads "Robert C. Cresanti". The signature is written in a cursive, slightly slanted style.

Robert Cresanti, CFE
President & CEO
International Franchise Association



INTRODUCTION

These guidelines aim to provide contextual practices for how franchise businesses can mitigate risk through education and practices necessary to protect the health of their employees, customers and communities. To ensure we have the most relevant information to offer, IFA has conducted interviews across our **Automotive, Commercial Services, Education, Fitness, Hotel, Residential Services, Restaurant, Salon/Personal Care Services** and **Senior Care Services** sectors with franchisors, franchisees and professional advisors most knowledgeable in their fields. The IFA membership operates in over 300

separate industries and we can provide a unique cross-section view of business, the American consumer and how we believe the U.S. consumer economy can recover quickly. This report sets out our best recommendations for opening and maintaining businesses after COVID-19.

These are our early recommendations that draw from the White House guidelines and the differing rules in the state houses. It is our goal to provide regulatory bodies with practical guidance when making the critical determinations about which businesses remain open, how best to restore those that will reopen, and the practices they should follow to protect their customers. Our work in this area is to support the efforts to instill confidence in businesses and rapidly restore our nation's economy.

Franchising Snapshot

(Prior to COVID-19)



733,000

FRANCHISE ESTABLISHMENTS



7.6 MILLION

FRANCHISE EMPLOYEES



75%

OF FRANCHISE OWNERS HAVE FEWER THAN 20 EMPLOYEES



30%

OF FRANCHISES ARE MINORITY-OWNED

BACKGROUND

Founded in 1960, the International Franchise Association (IFA) is the world's oldest and largest organization dedicated to promoting, protecting, and enhancing the franchise business model. IFA advocates for America's 733,000 franchise businesses across 300 business lines who together employ 7.6 million American workers. Franchising is an arrangement where a name brand company grants a local entrepreneur the right to use its business name, trademarks, and processes to produce and market a good or service. The business owner usually pays a one-time fee and a percentage of sales revenue as royalty. Typically, the brand provides national advertising and support, while the independent owner is responsible for day-to-day operations of the business, including hiring and scheduling employees.

It's no exaggeration to say that American franchises are the backbone of the small business entrepreneur in our country. In past recessions, the business model has proven to be resilient and a leading expansion method coming out of economic downturns that should be encouraged. Prior to COVID-19, America had 733,000 franchise establishments that employed more than 7.6 million Americans. The vast majority of these franchise owners are small business owners in every sense.

According to industry research firm FRANdata, 75% of all franchise owners have fewer than 20 employees. Franchising is also more diverse than non-franchise businesses: according to U.S. Census data, nearly 30% of franchises are minority-owned, compared to 18% of non-franchised businesses.

Franchises are found in nearly every sector of the economy. In fact, less than half of all franchises are in the food and beverage industry. Other major sectors include automotive, commercial services, education, gyms, hotels, residential services, restaurants, salons, senior health services, etc. According to an IFA survey, 74% of franchise businesses in the country are closed due to COVID-19.

CROSS-INDUSTRY CONSIDERATIONS

These considerations shall be read in conformity with federal, state, and local laws as well as any applicable federal, state, and local reopening guidelines.

Franchising's Work Force

The work force in franchising includes essential and non-essential workers and for both groups, all franchisees and franchisors have focused overwhelmingly on planning for how to best protect them. Franchisors have been routinely distributing to their franchisees, at-cost, Personal Protective Equipment (PPE) that their staff will require. Franchisors, in conjunction with the IFA has also been researching and creating safe environments for our staff and customers.

Recommendations for Returning to Work

In the home: In addition to sending reminders to reinforce Centers for Disease Control & Prevention (CDC) guidelines we recommend employees monitor their health and report symptoms to their employers, and anyone that may be sick at home. In the absence of wide-spread testing, self-reporting of the employees and family's health is a way to help reduce symptomatic and non-symptomatic (employee feels fine, however has sick family member) people in public and commercial spaces.

Employers should disseminate through their communication channels CDC guidelines for employees to familiarize themselves on what to do if you or someone in your household becomes ill.

Recommendations for Getting to Work

Transportation plans: It is common for co-workers to share a ride to work. It is our recommendation going forward that when possible workers use their



own vehicle. Where public transportation is used, the CDC's guidance on face masks and social distances should be emphasized. There should be strict adherence to social distancing, use of face masks, and hand washing upon entering a job site. For some of our companies, including those in residential services, many are recommending the installation of hand washing into their service vehicles and requiring hand sanitizing and other protective gear when that is not possible.

Arriving to Work/Job Sites – Safe Routines

IFA members work sites by the nature of our businesses are varied. We have therefore made recommendations that franchisors and franchisees will need to modify in the context of their unique businesses. Each of the individual vertical recommendations will be found in the corresponding section below and will include:

- Personal Protective Equipment
- COVID-19 screening
- Potential changes to work and consumer spaces
- Recommendations where queues occur
- Contactless payment should be an accepted form of payment
- Mobile ordering and drop-off/pick-up relocated to front of store (where feasible)
- Safety
- Customer and staff communication



Recommendations for the protection of workers include:

- Staggered worker arrival for meetings, training or to receive their work/job schedules
- If in-person employee meetings are needed, it should be structured to allow employees to attend in a manner that permits appropriate social distancing
- Telework and video training, where feasible and applicable
- Social distancing in breakrooms and internal eating areas should be limited. If social distancing is not feasible, break rooms should be closed.
- Workspaces should meet socially distancing guidelines and where not feasible, plexiglass or other barriers
- Staggered shifts to isolate critical staff to ensure business continuity
- In office locations, well-marked one-way paths between offices and other spaces
- Touchless entry and elevators and where that is not feasible, hand sanitizers made readily available
- Floor graphics and signage to highlight socially distanced spaces
- Sneeze guards and plexiglass barriers to mitigate COVID-19 spread
- Disinfection of all tools and other materials that come into contact with workers or consumers
- Communication to all staff on mitigation rules and education on why policies have been instituted.

CONSUMER-FACING RECOMMENDATIONS

Business Communication

Franchise systems recognize that consumers will have understandable concern as the economy begins to be opened. Thanking consumers for trusting in our efforts to keep them safe should be continually communicated and highlighting that the brand and franchisee have taken every effort to mitigate risk and create a safe environment for them to enter. Communications should be sent to customers about what to expect upon coming back to their place of business.

Upon approaching a place of business there should be clear visual communication of new social distancing expected of consumers. This can include but not be limited to floor and window decals communicating in-store requirements, traffic patterns and protective barriers. If a location is using a sanitary service, it would be appropriate for a decal certifying the daily treatment in a visible location.

Occupancy

To satisfy CDC's social distancing recommendations, states have adopted approaches for their markets, some of which have created a patchwork approach in defining the number of people allowed in any location. Many state governors are adopting a recommendation for an occupancy rate of 25% which creates a range of between 5 to 20 people per 1,000 square feet on average. While we see the benefit of localization, we believe this will create confusion for both businesses and consumers.

The IFA is recommending there be more standardization based on a percentage of local fire marshal occupancy levels in non-hotel establishments.

Location layouts, ingress and egress, internal structures and availability of outside spaces should



be created to minimize physical and particle contact. Compliance technologies, monitoring occupancy, cleaning and sanitation requirements that are Personally Identifiable Information (PII) compliant (i.e. LIDAR) should also be considered.

Where business owners feel appropriate, staff can be assigned to limit access by customers to the business establishment. It is also expected that business owners will educate their consumers on how they should conduct their activities from entering and exiting the location, queuing, ordering, seating, pickup, delivery, wearing face masks and payment.

Employers should focus on communications, signage, and advance communication to consumers to help educate them on any occupancy changes.

LEGISLATIVE RECOMMENDATIONS

Prior to the impact of COVID-19, the franchise economy experienced nine consecutive years of growth, with a significant increase in the last several years across all sectors. Now, as the economy begins to reopen across America following the greatest economic downturn in a generation in just two months, IFA is proposing a series of pro-growth policies aimed at ensuring America's franchise businesses can return to their pre-pandemic levels as quickly as possible, and as many jobs as possible can be saved.

The steps the administration and Congress have taken as part of the CARES Act, specifically the Paycheck Protection Program (PPP), have been a successful first step to provide short-term financial assistance to keep employees connected to employers and provide support for other debt obligations our members are facing.

Nevertheless, it is clear that additional support and assistance from the federal government will be necessary as the economy begins to reopen and both essential and non-essential businesses make plans to open. We propose a multi-pronged approach to ensure business continuity, consumer and employee safety, employee retention and liability protections that will help franchise businesses get to the other side of the pandemic with the least amount of harm possible.

Develop an American Recovery Fund

Current steps that have been taken by Congress to date are not enough to help businesses recover. The programs enacted thus far provided much-needed help in the short term, and we need to build upon the current options to address the overwhelming need for additional capital support to businesses. A broad-based, efficient recovery fund that does not pick winners and losers is the best path forward. The fund will be a grant-based federal assistance program to power the resilience of American



enterprise. It creates liquidity that workplaces can access, through a simple application, to retain and rehire staff, pay rent, meet certain debt obligations, and pay state and local taxes.

Extend, Expand and Improve the Paycheck Protection Program

Maximize eligibility and create more flexibility for businesses to support their employees and keep their businesses afloat.



Maximize Franchise Eligibility in the Paycheck Protection Program – Congress intended to maximize franchise eligibility in the PPP by providing a waiver of the SBA affiliation rules. However, SBA guidance issued on April 13, 2020, led to numerous denials of eligibility to nearly 100 franchise brands, comprising 35,500 franchised small businesses and 160,000 employees who are not on the SBA Franchise Directory. Maximizing eligibility will ensure the workforce can stay connected to their employers. Franchisors with corporate locations or franchisees



that meet the definition of a business format franchise under part 436 of title 16, Code of Federal Regulations should be eligible for a PPP loan, so long as any single location has less than 500 employees per location.



Alter the 75/25 PPP ratio that limits non-payroll costs to 25% of the loan – A 50/50 ratio to account for debt service, such as utilities and rent, would provide greater relief during the pandemic and better protect small businesses from failure. Many of these small businesses – gyms, daycare centers, salons, and the like – are fully closed and in desperate need of maximum relief to cover payroll and non-payroll expenses. Because of the agencies’ decision to adopt a 25% non-payroll restriction, the businesses which have been hit the hardest will receive less aid.



Amend the requirement that PPP payroll proceeds be used in the immediate eight consecutive weeks from loan origination – This will provide fully closed small businesses the flexibility to rehire workers once the stay-at-home orders are lifted and non-essential businesses are allowed to reopen.

Amend the PPP loan term from 2 to 10 years, as originally intended by the CARES Act.



Increase the maximum PPP loan to 8 months of covered costs – PPP loans should cover both payroll and operational expenses to ensure employees have a business to return to post health crisis.



Extend the covered period for loan forgiveness under PPP to December 31, 2020 and consider automatic refunding triggers based on economic indicators – The current date of June 30 is not realistic based on shelter in place orders anticipated return of demand and business operations.



Separate PPP from 7(a) loan program – The PPP has been overwhelmingly popular and necessary in recent weeks and needs to be prioritized and operate independently from the traditional 7(a) loan program.

Liability Protection

Franchise businesses are currently preparing their employees, management teams, facilities, equipment, products, and services as the nation's economy gets set to reopen and this has been a momentous task considering the rules and requirements related to COVID-19 are changing frequently. Business owners are doing their best to follow the federal and state guidelines, which sometimes change every week, if not every day. Due to this uncertainty, we are becoming increasingly concerned about efforts by the plaintiff's bar to take advantage of small business owners who are trying to follow the law and applicable state and federal guidelines related to the virus. Uncertainty in the law creates an opportunity for some to take advantage of our nation's legal system and rules, which has a disproportionate effect on small businesses, who generally lack internal counsel and human resources staff. For this reason, we strongly believe Congress and the Administration should provide Good Samaritan protection to business owners who follow the protocols from frivolous lawsuits pertaining specifically to COVID-19 claims arising from both employees and customers.



Joint employer liability protection – Franchisors and franchisees will be working to implement new policies and procedures to protect workers and employees from COVID-19. The creation and implementation of brand standards ensuring consumer safety is a hallmark of the franchise model. Congress should make clear that franchisors and franchisees are not jointly responsible for the terms and conditions of employment over the same group of employees.



Business interruption insurance – Congress should ensure existing business interruption coverage covers losses related to COVID-19. Requiring coverage will provide comprehensive relief and assistance to residents and local business owners being denied coverage.



Unemployment insurance (UI) benefits – IFA supports providing furloughed or unemployed workers with additional unemployment insurance benefits during the pandemic. However, we urge Congress, the administration and state policymakers to ensure UI enhancements are capped at levels commensurate with employees wage rates before the pandemic. Doing so will ensure demand exists for jobs to return to when offered by employers after stay-at-home orders are lifted and a business can reopen. Furthermore, enhanced UI benefits that exceed an employees' previous pay rate create perverse incentives for employers seeking to bring employees back and receive loan forgiveness as part of the PPP.



Franchise fairness – Congress and state policy makers must recognize small business franchise owners as being similarly situated to non-franchise small business owners. Labor policies, access to loans/grants and all other legislative and regulatory efforts should ensure equal treatment of franchisees as non-franchise businesses.

FRANCHISE SECTOR SUMMARIES



AUTOMOTIVE

BACKGROUND

Many automotive service outlets have remained open, having been deemed as essential businesses. Many best practice standards have been in place and are being refined for a full return to commerce.

General Recommended Guidelines

- Encourage services by appointment where feasible.
- Limit the number of walk-in customers permitted in the facility based on size and/or local regulations.
- All customers and employees should wear a facemask.
- Post signage at the door stating that any customer who has experienced COVID-19 symptoms should alert the repair shop so that employees are aware.
- All cars should be disinfected inside and out both before the service begins and after the work is completed.
- Offer contactless drop-off and pick up for service.
- Offer contactless service recommendation review as well as payment.

FRANCHISE SECTOR SUMMARIES



COMMERCIAL CLEANING SERVICES

BACKGROUND

Commercial services franchise leaders will be working toward enhancing current best practice standards for their businesses and franchisees based on updates set forth by the CDC related to COVID-19.

General Recommended Guidelines

- Consider daily temperature checks prior to starting workday. CDC guidance states the minimum temperature that indicates a fever is 100.4°F.
- Practice social distancing.
- PPE should be worn at all times.
- Communication should be provided to customers as to what measures are being taken to keep everyone safe during service.
- Employees should be encouraged not to carpool to service locations when feasible.
- Ask customers to wear PPE.
- Provide additional training and certifications where possible.
- Providing a safe in-office working environment:
 - » Employees should wear PPE.
 - » Practice social distancing.
 - » Consider rearrangement or removal of breakroom and common areas where congregation of employees could occur.
 - » Continue allowing and encourage working remotely. Increase technology offerings to help make this easier for all staff.
 - » Consider staggering workforce so buildings have 40% or less employees at one time.
 - » Continue and increase cleaning and sanitizing of office buildings.

FRANCHISE SECTOR SUMMARIES



EDUCATION

BACKGROUND

Many educational and childcare institutions have remained at least partially open during the pandemic, the majority of them, in order to service childcare needs for essential workers only. These locations have taken strong and proactive measures to keep those remaining employees and families safe and learned valuable safety lessons which will be applicable going forward. These efforts will be amplified as they prepare to bring back staff and allow all families to return to the schools.

General Recommended Guidelines

- All employees and children should be visually examined for symptoms have temperatures taken daily before being admitted to work or attend school. CDC guidance states the minimum temperature that indicates a fever is 100.4°F.
- Only children and staff should be permitted in the facility.
- Parents should drop children off in front of the school where they are escorted inside by an employee.
- Occupancy levels should be addressed (Max number of students per facility vs. number of people per square foot). This should be done in conjunction with any state or local mandates.
- Meet requirements for sanitizing all toys and equipment in facilities.
- Contactless payments should be offered.
- Family groups should be kept together in classrooms.
- Encourage attendance initiatives such as staggering class days or A/B Team scheduling.
- Offer education at home programs where possible.
- Consider tuition relief/credits for essential workers.
- Only one teacher per classroom where feasible.
 - » No ancillary staff or assistant teachers should be allowed in classes.
- Practice social distancing.
- Practice student social distancing when possible, e.g. circle and mat times.
- Students should be kept home if they are sick or showing signs of illness.
- Parents should be directed to wear PPE if there is any interaction required with staff outside school at drop off or pickup.

FRANCHISE SECTOR SUMMARIES



FITNESS

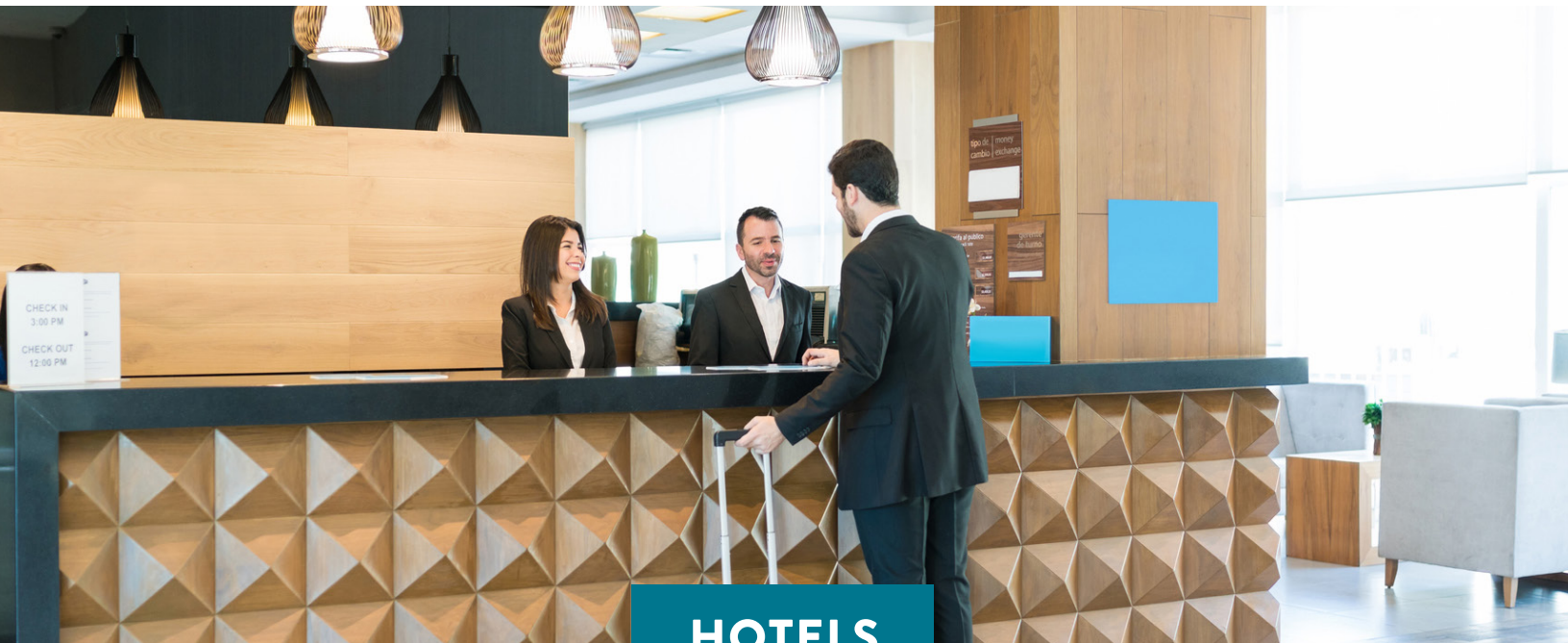
BACKGROUND

Gyms and fitness franchises across the country have been forced to close during the pandemic. With appropriate measures taken to ensure employee and consumer safety, these businesses can reopen and provide much needed health and well-being outlets for consumers.

General Recommended Guidelines

- Practice social distancing throughout the facility.
- Where practical, equipment should be spaced 6 feet apart or every other piece of equipment to be used, allowing for physical separation. The non-used equipment should be powered down, roped off and signage placed on it.
- All employees should wear a facemask.
- Post signage at the door stating that any customer who is currently experiencing COVID-19 symptoms is not permitted to enter.
- Hand sanitizer should be prominently available throughout the facility.
- All equipment should be cleaned frequently and/or in between each guest/user.
- Customers should be directed to wait in their car or outside until space is available based on occupancy limits.
- Ask customers to use app-based technology to schedule appointments, handle payment transactions, and keep up with all communications.
- Consider reducing the size of classes or eliminating in-person training.
- All customers should be directed to wash hands upon entering the facility.
- If customers are waiting for their appointment outside, visual cues should be used to designate safe social distancing.
 - » There should only be enough equipment in the facility to accommodate the number of guests, plus floor space for guests to do exercising while maintaining social distancing protocols.
- One-way direction set up, no customer passing each other or looping back to a piece of equipment. Signage on the floor, walls and self-standing to be added to aid in new layout.
- Customer should be directed to provide his/her own hydration/water bottles. No re-filling stations should be available. Sealed, single use items may be provided.
- Bathrooms should be routinely cleaned using CDC approved cleaning products.
- Consider elimination or closure of non-bathroom facilities in locker room areas such as saunas, tanning facilities, etc.

FRANCHISE SECTOR SUMMARIES



HOTELS

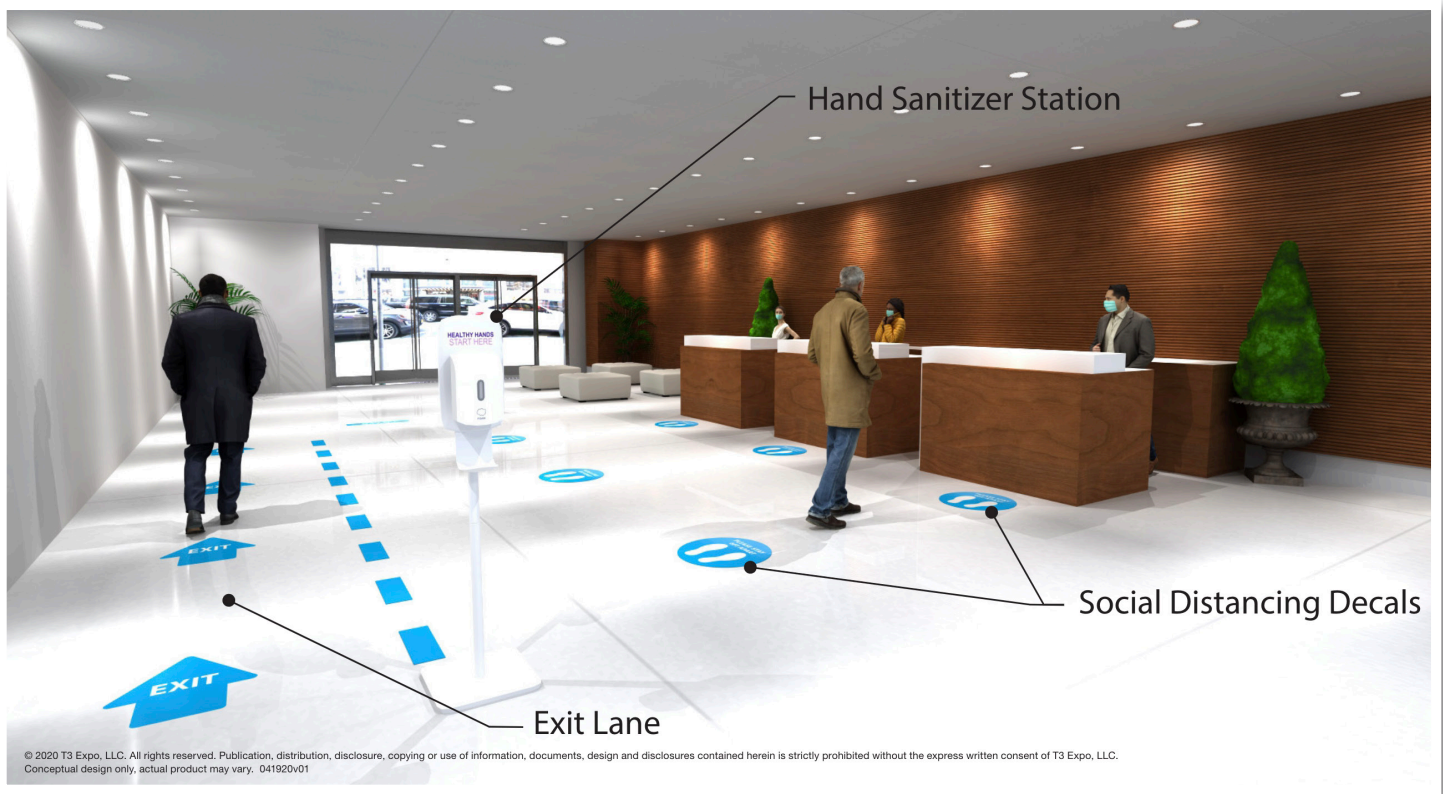
BACKGROUND

As a backbone of Americans' ability to travel for work and pleasure, hotels are a vital part of the economy. Supporting thousand of direct jobs and thousands more indirectly, it is important to develop safe and effective ways for these establishments to begin welcoming guests back.

General Recommended Guidelines

- Practice social distancing throughout facilities, especially in common space, lobbies, etc.
- All employees should wear a facemask.
- Consider signage discouraging entrance to anyone experiencing COVID-19 symptoms.
- Hand sanitizer should be prominently provided in common space, lobbies, at elevator and escalator banks.
- Follow all cleaning guidelines put forth from the CDC.
- Ask guests to download and use the brand app prior to arrival for check-in/check-out, hotel communications, services, maps, etc.
- Entering:
 - » When feasible, only guests with reservations should enter the property.
- Queuing:
 - » Guests should be directed to follow social distancing guidelines, aided by signage placed on stands, doors, and floors.
 - » All guests should be directed to use hand sanitizer that is readily available in common spaces.
 - » If guests are waiting, visual cues should be used to designate safe social distancing.
 - » Consider removing excess furniture from the lobby and common space areas to encourage social distancing.
 - » Directional signage and floor stickers should be used in all high traffic locations, including lobby spaces, common areas, elevator and escalator banks.
- Rooms:
 - » Hotel rooms should be cleaned upon check-out and not daily or in accordance with brand standards.
 - » All coffee pots, in-room food service items, paper amenities and toiletries should be removed.
 - » Hand sanitizer and cleaning wipes should be made available for purchase or gratis in-room or onsite.
 - » Single serving, prewrapped food or beverage items should be available.
- Bathrooms:
 - » Public restrooms are cleaned throughout the day. Guest bathrooms cleaned upon checkout.
 - » Signage to include recommended hand washing procedures and overall bathroom cleaning procedures should be placed prominently.

HOTEL RECOMMENDATIONS



FRANCHISE SECTOR SUMMARIES



RESIDENTIAL SERVICES

BACKGROUND

Providing quality services inside and outside consumers' homes and covering a wide variety of services, there are broad recommendations that will be helpful to the reopening or continued safe operation of residential service brands.

General Recommended Guidelines

- Services should be by appointment only.
 - » All appointments should be confirmed with a pre-screening call. Screeners should ask about the health of the home/site, anyone showing signs of COVID-19, the use of facemasks for anyone who will be at the home/site.
 - » Communications should be sent prior to the appointment outlining safety protocols.
- Practice social distancing.
- PPE should be worn by employees and customers.
- Hand sanitizer should be provided for all employees to take to job sites.
- Ask customers to limit their contact with employees while work is being completed.
- Ahead of a visit, customer should be contacted to discuss any new procedure(s), additional precautions and encourage the use of PPE by the customers.
- Employee should discuss all extended safety and cleaning measures with the customer prior to starting any work to ensure a safe environment.
- Employees should clean the work area entirely prior to leaving the site, following cleaning procedures outlined in communications to the customer.
- Where possible, install hand washing/sanitizing stations on employee vehicles.
- Payments should be processed via touchless systems or online.

FRANCHISE SECTOR SUMMARIES



RESTAURANTS

BACKGROUND

As one of the largest sectors of the American economy, it is vital to get the restaurant sector safely back up and running. With franchise restaurant brands spanning quick service to dine in, there are still broad recommendations allowing for continued safe operation or safe reopening.

General Recommended Guidelines

- Practice social distancing throughout the establishment.
- Post signage at the door stating that any customer who has experienced COVID-19 symptoms is not permitted to enter.
- As available, hand sanitizer should be prominently provided throughout the restaurant.
- Utilize wayfinding visuals and architectural cues to direct customers through the food service experience.
- Continue to offer curbside pickup and/or contactless delivery.

Safe Routines Upon Arriving at Work

- Employees should be trained on the importance of frequent hand washing, the use of hand sanitizers with at least 60% alcohol content, and be given clear instruction to avoid touching hands to face.

Safe Working Environment

- Per CDC recommendations, face coverings have been shown to be effective tools to mitigate risk from individuals who show symptoms as well as those who don't, especially in close environments where it's hard for people to maintain a three- to six-foot distance. In some states and local jurisdictions, face coverings are required by government officials; some employers require them, too. In all cases, those coverings worn by employees should be kept clean in accordance with CDC guidance.
- Workstations/food prep areas should be placed 6 feet apart when feasible. When that is not an option, dividers may be used to mitigate contact.

FRANCHISE SECTOR SUMMARIES

RESTAURANTS *(continued)*

- Strong procedures for sanitizing surfaces should be implemented.
- Per existing FDA Food Code requirements, employees who are sick should remain at home.
- Taking employees' temperatures is at the operators' discretion. The CDC has not mandated taking an employee's temperature and any operator who chooses to do so should engage health officials first and adopt policies aligned with proper procedures. CDC guidance states the minimum temperature that indicates a fever is 100.4°F.
- High customer contact areas should be sanitized with Environmental Protection Agency (EPA) approved cleaners frequently.
- Employees should be provided access to any new guidelines before returning to work.
- Employers should certify employees in on-going ServSafe or similar approved food safety training guidelines for proper safe food handling.
- Operators should establish guidelines for the receiving of products from vendors and post prominently.
- Employers should designate one employee per shift responsible for monitoring all guidelines being adhered to by employees, customers, and vendors.
- Where feasible, avoid in-person pre-shift meetings. Instead utilize communication boards to prevent the congregation of employees.
- Gloves should be worn at all times during food preparation.
- Number of employees allowed simultaneously in break rooms should be limited.

Customer Guidelines

- Prominently post guidelines at the entrance to the establishment. Include information on how to stop the spread of COVID-19.
- When possible create one-way traffic through the establishment. Utilizing a separate entrance and exit each marked prominently with distinctive signage.
- Make hand sanitizer readily available in the establishment. Consider touchless solutions.
- Whenever possible encourage reservations.
- Provide visual guidelines to maintain social distancing if queuing in line to place orders.
- Do not allow customers to congregate in waiting areas. Encourage waiting outside with visual social distancing queues. Remove furniture as needed to prevent congregating.
- Consider limits on party size.
- Remove self-service areas whenever possible.
- Consider updating floor plans for common dining areas, redesigning seating arrangements to ensure at least six feet of separation between table setups. Where practical, especially in booth seating, physical barriers can be used.
- Consider one-time use menus and discard after each use. If reusable menus are utilized, sanitize after each customer.
- Where feasible, disable or block self-service drink, condiment, utensil, and tableware stations and have workers provide items to customers directly.
- Continue to offer and expand upon curbside pickup and delivery service options.
- Restrooms:
 - » Ensure a proper supply of soap and hand towels is available at all times and restrooms are cleaned/sanitized frequently.
- Payment:
 - » Payments should be processed via touchless systems where feasible.
 - » Cash payments should be facilitated via a tray versus direct contact.

RESTAURANT RECOMMENDATIONS



FRANCHISE SECTOR SUMMARIES



SALONS/PERSONAL CARE SERVICES

BACKGROUND

With virtually all salons and personal service establishments across the country having been forced to shutter, it is important to ensure ways to safely reopen them, allowing stylists and other personal service professionals to get back to work and consumers to enjoy (within appropriate limitations) the services provided. Hair professionals have been extensively trained and have deep experience in delivering safety and sanitation as an important aspect of their jobs for decades. Massage therapists and estheticians are state licensed, which licensing requires instruction and testing in safety and sanitation. It is not new in a COVID-19 world for these professionals to have an intense focus and understanding of their personal health and safety, and that of their customers.

- Follow all existing health and public safety (infection control) rules that salons must abide by that are enforced by each state's regulatory board.
- Employees should consider wearing masks as a safety measure when providing a service. Salons may want to consider providing masks to clients.
- Salons should consider scheduling services through an appointment or an appointment like app. Salons and customers need to recognize and accept that an appointment is essentially any action or series of actions aimed at ensuring customers enter a salon only when it is their time for a service. An appointment does not have to be a specific time made a day or days in advance. It can be an app-based system for queuing and stacking and prioritizing customer visits.
- The number of people in the waiting area should be limited.

General Recommended Guidelines: Salons

- Practice social distancing throughout the salon.
- Hand sanitizer should be prominently provided throughout the salon.

FRANCHISE SECTOR SUMMARIES

SALONS/PERSONAL CARE SERVICES *(continued)*

General Recommended Guidelines: Personal Services

- Only private treatment rooms should be permitted.
- Establish safety and sanitation protocols meeting or exceeding CDC guidelines.
 - » Extensive cleaning of treatment rooms & all common areas.
 - » Cleaning of all surfaces in each treatment room after each service.
 - » Service providers should wash their hands before and after each service.
- All studio employees should wear PPE.
- Customers should wear PPE.
- Following social distancing guidelines.
- At the employers' discretion, it is recommended that employers conduct a daily temperature check of employees prior to work beginning. Per CDC guidelines, minimum temperature indicating possible fever is 100.4°F

Employee Recommended Guidelines: Salons

- Any employee who is exhibiting COVID-19 symptoms should not report to work.
- At the employer's discretion, it is recommended that employers conduct a daily temperature check of employees prior to work beginning. Per CDC guidelines, minimum temperature indicating possible fever is 100.4°F.
- Employees or stylists should be provided a written copy of guidelines before returning to work.
- Stylists will wash hands before and after every customer. CDC approved hand sanitizer is acceptable if soap and water are not readily available.
- Cleaning between clients:
 - » Clean and disinfect chairs and headrests.
 - » Clean and disinfect all shampoo bowls, handles, hoses, spray nozzles, and shampoo chairs.
 - » Clean and disinfect any surfaces or areas around the styling chair that the client or client's items may have contacted during the visit.

Safe Working Environment

- Workstations should be placed 6 feet apart. When that is not an option, dividers may be used to mitigate contact.
- High customer contact areas should be sanitized with EPA approved cleaners every frequently.
- Excess furniture and non-essential items (magazines, toys) should be removed from waiting areas or denoted in such a way as to render it unusable.
- Where appropriate, UV lighting should be used to sanitize all surfaces and tools
- Where appropriate, barbicide or other sanitizing solutions should be applied to tools and other equipment

Customer Recommended Guidelines

- If customers are waiting, encourage them to wait outside the establishment for safe social distancing.
- Contact the customer to come into the business for services once their place in line is up next.
- Appointment times should be staggered to limit in-store waiting.
- No testing products should be present in customer areas.
- Clean capes should be used by stylists for each customer.
- Floor stickers and signage could be used to provide guidance for social distance.
- Product displayed should be limited and clear signage regarding handling of product should be displayed. Utilize employee assistance to purchase.
- Food or beverage offerings should be eliminated.
- Restrooms should be cleaned/sanitized frequently.
- Payment:
 - » Encourage credit card usage. When the exchange of cash is necessary, wash and sanitize hands after each transaction.
 - » Encourage use of touchless payment where feasible.

FRANCHISE SECTOR SUMMARIES



SENIOR CARE

BACKGROUND

In-home senior health providers have been working diligently to provide necessary treatment services for many elderly citizens, who are especially vulnerable to COVID-19. It is important to recognize that “Home Care is Health Care.” While some clients are able to receive virtual home health, not all have that technology availability. Lack of treatments, ability to pay for treatment, customer confidence and increased education around COVID-19 care is of utmost concern.

General Recommended Guidelines

- All caregivers should be required to wear PPE.
- Provide virtual or telehealth where possible.
- Provide COVID-19 care training and increased education to caregivers as it becomes available from the CDC.
- At employer’s discretion, employee temperatures and verbal health screenings can be implemented prior to work. Minimum temperature indicating possible fever per CDC guidelines is 100.4°F, however for caregivers working with seniors, a lower number (100°F) should be considered.
- Ask clients to wear PPE if possible.
- Clients should be asked let providers know prior to scheduled visit if they are sick or exhibiting signs of illness.
- Prior to entering a home, verbal health screenings and temperature check should be conducted.
- Caregivers and clients should be encouraged to wash hands pre and post treatment.
- Payments should be processed via touchless systems in so far as possible.



ADDITIONAL RESOURCES

- ▶ [National Restaurant Association Reopening Guidance](#)
- ▶ [American Hotel & Lodging Association “Safe Stay”](#)
- ▶ [US Chamber of Commerce](#)
- ▶ [National Retail Federation Operation Open Doors](#)
- ▶ [US Travel Association](#)
- ▶ [Centers for Disease Control and Prevention](#)
- ▶ [Asian American Hotel Owners Association](#)

THANK YOU TO OUR PARTICIPANTS

