



REOPENING Resource Guide

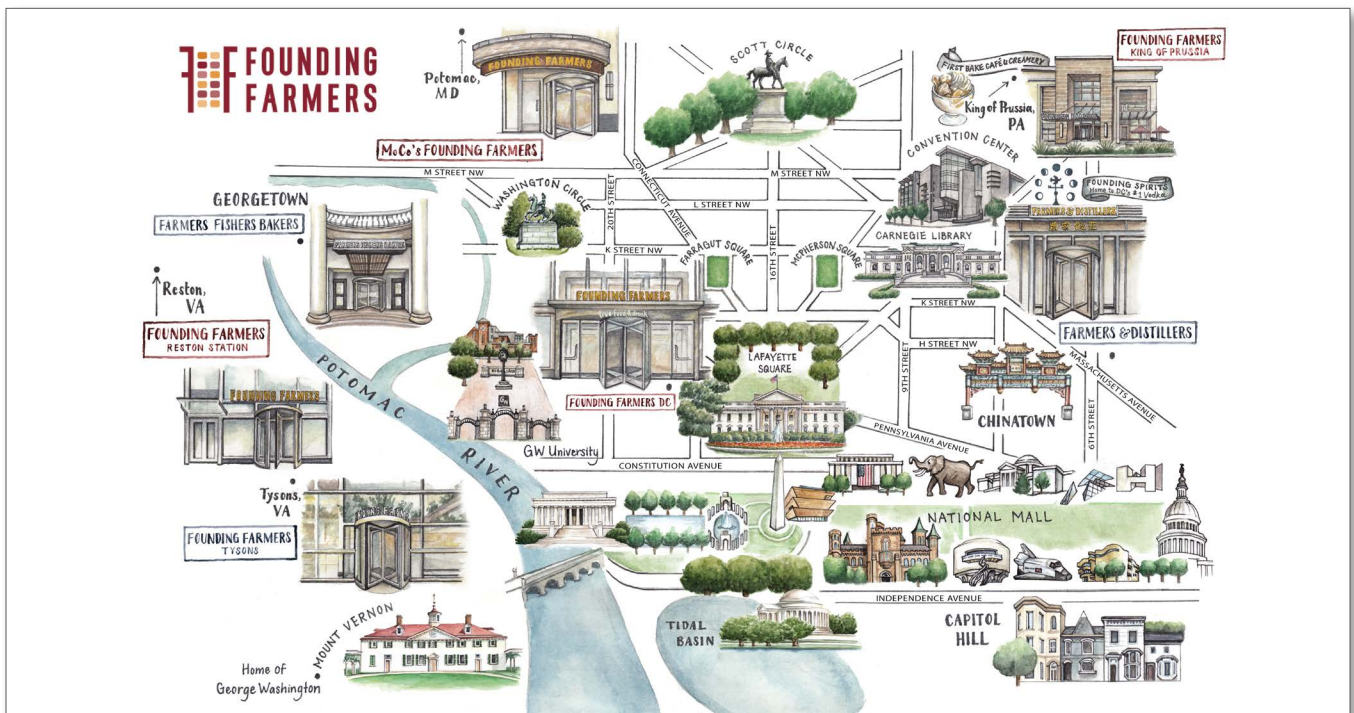
A Reference for Our Staff &
Guests During COVID-19

May 28, 2020

Table of Contents

Click on a title or page number to go to a section.

INTRODUCTION	3	Health Screening Questions	22
CHAPTER I: OUR CONSTITUTION & OUR ADAPTED COVID-19 PROTOCOLS	4	Health Screening Form for Employee Returning to Work	23
ALL-WAY COMMUNICATION	5	When a Team Member is Sick	24
COVID-19 Communications	6	When a Team Member Tests Positive for COVID-19	24
FIVE PROMISES TO OUR TEAM	6	Employee Rights: Families First Coronavirus Response Act	25
OUR FIVE PILLARS OF FOOD SAFETY	7	Mental Health & Wellness	26
HEALTH, SAFETY & SANITATION	8	Nutrition & Well-Being	26
Training in New COVID-19 Operations	8	Financial Coaching	27
Protocols for Our Facilities	9	What is COVID-19?	27
Hourly Cleaning & Sanitizing Checklists	10	How Does COVID-19 Spread?	27
Modified Floor Plans	13	How Do We Prevent the Spread of COVID-19?	28
Deliveries from Our Suppliers & Partners	14	What is Social Distancing?	29
Protocols for Our Team Members	14	What are the Symptoms of COVID-19?	29
Reopening Guest Service Plan for Front of House Team	15	CHAPTER II: SERVING OUR GUESTS & COMMUNITIES DURING COVID-19	30
Proper Handwashing	17	FOUR PROMISES TO OUR GUESTS	31
How to Wear & Remove PPE Effectively	18	GUEST SAFETY & HOSPITALITY DURING COVID-19	32
PPE Requirements	19	SERVING OUR COMMUNITIES	34
COVID-19 Adapted Health & Wellness Protocols	20	CHAPTER III: FORWARD THINKING	35
COVID-19 Health & Wellness Check	20	SAFETY & INNOVATION	36
Proactive Basic Health Screening	20	COVID-19: AN OPPORTUNITY TO REIMAGINE OUR INDUSTRY	37



Introduction to our Reopening Resource Guide

At Farmers Restaurant Group, our enterprise goes beyond the plate and the glass, beyond the dining experience. As a farmer-owned company, we are on a mission to support American family farmers, preserve and protect our planet, and maintain close ties to our neighbors, friends in business, and collaborators. We believe in conscious capitalism and prioritize mission over profit.

When COVID-19 hit our region, we knew that our communities needed food, and grocery stores couldn't do it alone. We also wanted to continue to support our team as best as we could, maintain as many jobs and benefits as possible, and buy food ingredients from our family farmers and suppliers. We have continued to serve our guests with to go & delivery restaurant food, pivoted our business model to also provide our guests with their daily Market & Grocery needs, and worked across our communities to support our frontline workers and our most vulnerable neighbors. We also made a commitment to give free daily family meals to our team still working and those we had to lay off.

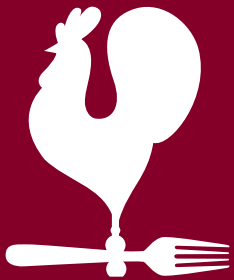
Throughout these times, we have been simultaneously working behind the scenes to prepare for reopening our restaurants.

Following the guidance of our local and national health officials, as well as innovators across the world, our team has been researching and planning the safest ways to reopen our doors to diners. Now that those times are upon us – on varying schedules across our locations – we are sharing this [Reopening Resource Guide](#) and everything we are doing, planning, thinking, and researching as we reopen our doors for our guests.

For those ready to begin to make their way back to dining out, we are here to serve. Of course, our restaurants will be operating differently. As much as we want to return to normal and our brand of hospitality, we need to maintain our vigilance to prevent the spread of COVID-19. We have developed multi-layered protocols and plans to do both: provide our guests with exceptional hospitality and keep all of us as safe as possible.

Our [Reopening Resource Guide](#) gives details for our team about how we are running our operations (as well as some basic information about COVID-19) and what our guests can expect when they return to our restaurants. The last chapter focuses on where we are headed.

We originally created this document for internal use. Realizing that in times like this our guests may want to read it, and other restaurants may benefit from it, we wanted to share it.



CHAPTER 1

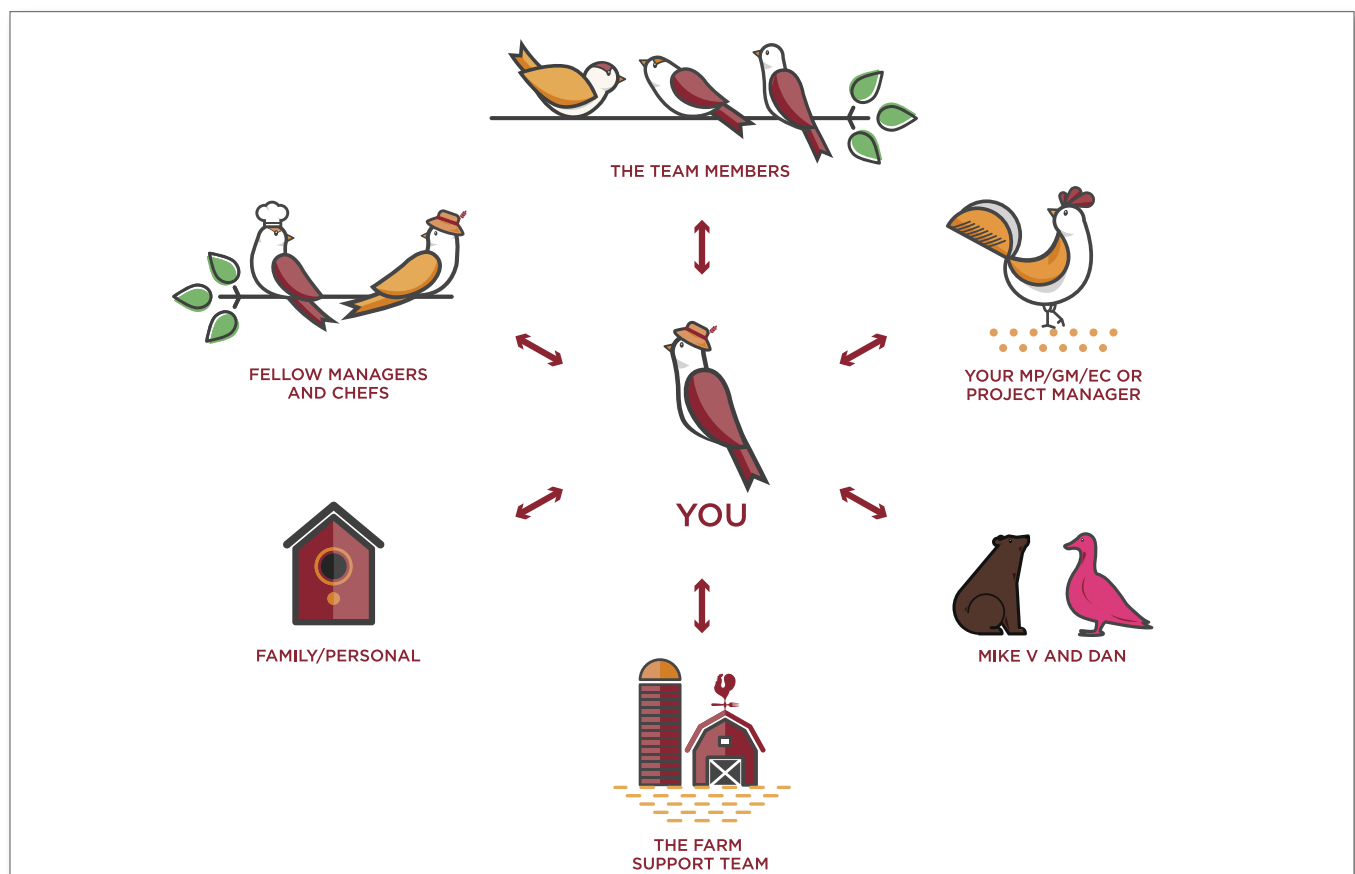
Our Constitution & Our Adapted COVID-19 Protocols

Over a decade ago when we opened our first Founding Farmers, we made sure to document our passions, purposes, and goals. We wrote down our principles and promises and created our own rules of engagement for what we wanted to achieve and how we wanted to achieve it. The 8-page document we created, our Farm Constitution, has proven invaluable and continues to serve as our north star. As we have responded to COVID-19, the Farm Constitution has remained our reliable foundation to build new operations and protocols. In our company culture, we place an incredibly high value on communication and teamwork that has proven essential in our operations during regular times and is proving even more critical during COVID times. We also have robust health, safety & sanitation protocols developed by our full-time health, safety & sanitation professional working closely with team members in English and Spanish across all of our restaurants. Our previously established protocols continue to serve us well during these challenging times, as do our operational and training systems.

All-Way Communication

Alignment is a powerful element contributing to company culture. Alignment is achieved through mature, comprehensive, accurate, consistent communication. Across Farmers Restaurant Group, our term to convey all of these thoughts is All-Way Communication, or just simply All-Way.

All-Way goes beyond just being the source of communication. It is also about receiving information. In our company we go beyond just “listening” to a level of active, engaged listening. We can be a sounding board. We can listen to a venting session that is not intended to be repeated. We can ask probing questions to really understand how and why someone feels and what they expect you to do with the information they have just given you. A powerful response after listening is, “I want to be sure I really understand you, and that you really understand you, so can I tell you what I’m hearing you say?” or sometimes simply “Do you really mean that?” If one of your fellow managers is telling you about frustration with a staff member, part of your response needs to be “OK, I hear you, what are we going to do about it?” or “I agree, how do we ensure the whole team is on the same page with this opinion, and our plan to improve the sitch?”



All-Way can also be viewed through the lens of “mastery with depth of knowledge.” In our Farm Constitution, we say “mastery with DOK” is building and using DOK to deliver hospitality and the culinary arts. Creating an environment of personal achievement and mentoring. Living by the highest levels of integrity and ethics.

Effective All-Way ensures that everyone is “on the same page” with regard to one’s feelings, goals, performance, areas of opportunity, and any event that occurred. This takes understanding, and if you don’t understand, you seek to understand. It also means being open-minded. Accepting another person’s perspective without requiring that it agree with our own. Letting people know, through words and actions, what is important to them has been clearly and completely heard by us. For All-Way to truly work, it also takes courage. In our Constitution, we define “courage” as hearing what is really being said and seeing what is truly in front of us. It also requires a “benefit of the doubt” mentality among team members to really allow it to flow.

COVID-19 COMMUNICATIONS

All-Way has served all of us and our company well in the past, and it continues to serve us during COVID-19 times. Please remember your All-Way every day. Actively listen, give everyone the benefit of the doubt during these challenging times, and when it doubt, communicate.

Trying to do our absolute best to keep everyone aligned during our continuously evolving day-to-day operations, we have also added a convenient way to receive the most up-to-date information as it becomes available to us via text. You should have received a document to post in your restaurant staff areas and workstations with the following information (please note, this number is blocked out because this document is public):

- For all current employees – salary or hourly – please opt into the FarmNews text channel by texting: FARMNEWS to [REDACTED] Information will vary from reopening planning, health, safety & sanitation protocols, updates, positive tests, and more.
- For current and laid off employees, we have another text channel strictly for our daily family meal. If you would like to take part in our family meal for your days off, please text: TheFarm to [REDACTED]

Five Promises To Our Team

Company culture and teamwork are inherent to who we are and how we operate. As we reopen our doors to diners and respond to public need and new government regulations, we will foster and maintain these roots. Our Constitution articulates that our team is the foundation of our beautifully orchestrated food, beverage, and dining experience. As a company, we must continue to deliver these five Farm to Team Promises:

SAFE ENVIRONMENT. A place where learning, growth, and the right to contribute and be successful are there for everyone. Fearless freedom to explore and take action on your thoughts and instincts within the guidelines of our principles. A place where you can ask for and speak the truth. Growing when a mistake is discovered and using it to find learning and growth. *Maintaining a safe environment has never been more important. We are vigilant in our ongoing efforts. Full details of exactly what we are doing to create a safe environment for our team and our guests during COVID-19 is later in this chapter.*

CLEAR DIRECTION. Detailed and ongoing communication of our Constitution and the answer to “why” for whatever you are asked to do. Complete information on the performance of the company and your store. Timely and complete communication of priorities and any changes that affect you. Knowing how your job drives our success and meshes with the roles of other team members in order to stage the perfect Guest experience. Delivering accountability in a fair way that ensures you have a future by holding you responsible. Giving feedback that is timely, specific, constructively presented, and effective. Providing you with the necessary follow-up that allows you to achieve your goals.

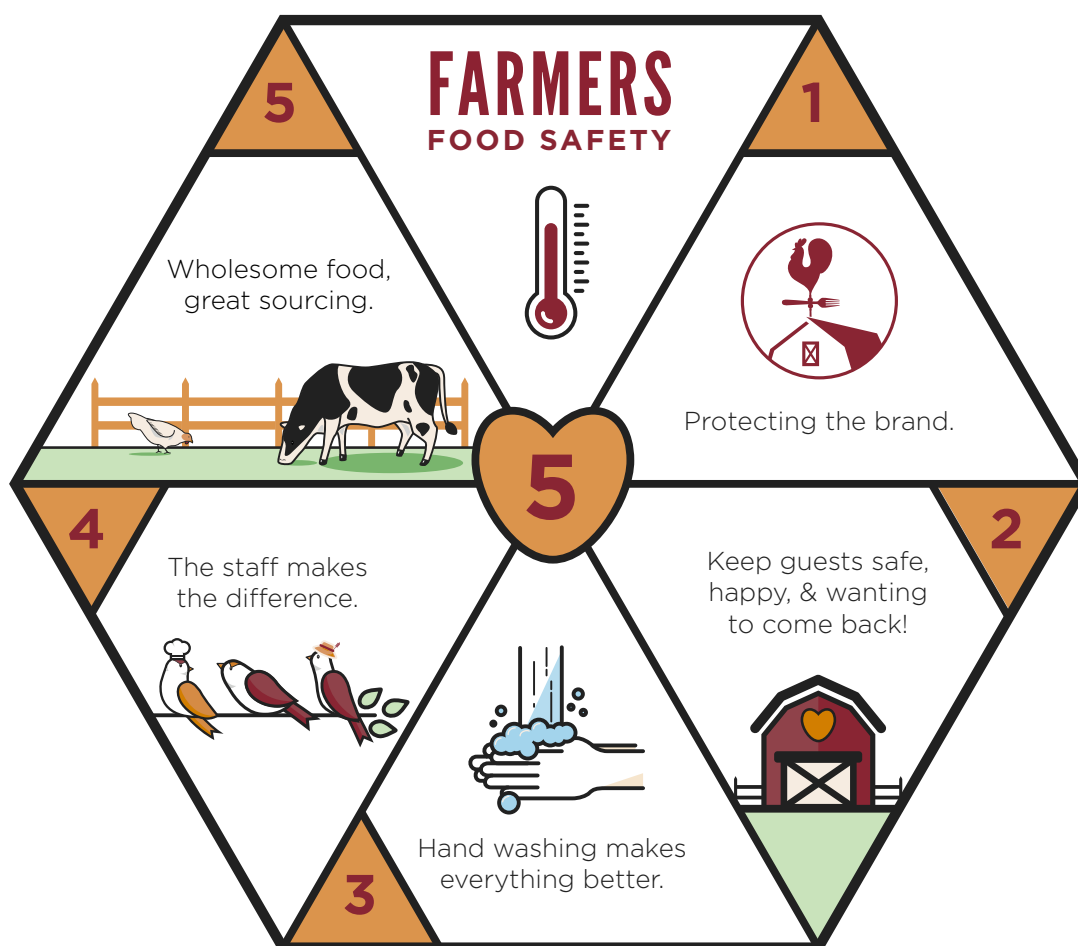
SIDE-BY-SIDE. A way to teach and learn. One-on-one mentoring of the skills and depth of knowledge required of our successful team members. Ongoing training, refreshers, and education that keeps you up to speed and grows you as far as your drive, desire, and performance will take you. Validating your skills before holding you accountable for your performance and results. Always being next to people or next to food, making a direct impact while teaching and showing. *Of course, during COVID-19, our side-by-side teaching is being modified for the safety of our team and our guests, but this doesn’t mean that our mentoring has stopped. We are finding new ways to teach and communicate with all of you, including ZOOM calls. Our PPE is at its most vital when we are training in the restaurants, unable to consistently keep 6 feet apart.*

DEVELOPMENT. State of the art tools and caring people that develop you, allowing you to succeed and grow. A growth plan for improving your performance and results, expanding your opportunities, and a side-by-side implementation of your plan.

BEING VALUED. Getting to know you. Understanding what makes you great, identifying your capacity to excel, and creating opportunities for you to shine and bloom. Showing appreciation and loyalty by recognizing, rewarding, and celebrating your personal and professional achievements. Including you in the celebration of others. Reaching out to you in tangible ways when we know you are in difficult circumstances or in need of help. Creating a sense of belonging and genuine connectedness. *The financial hit of this epidemic has challenged this promise to our team. We care as much as we always have but we simply don't have the means to employ and care for everyone in the way we have had in the past. We had to lay off over 1,100 employees as we shut down our dining rooms. We continue to support them with daily family meals and access to mental health benefits and we have been able to hire back over 300 people so far. Yet we know that many of our employees are still out of work. Those that are continuing to work are worried about their laid-off colleagues and have taken major salary cuts while working much longer hours to keep our company afloat. We know that most of our team is managing varying levels of stress and worry. These are extremely difficult times, where great answers or solutions are often out of our grasp. We value and appreciate all of our employees – those we have had to lay off and those working – and every day we are doing everything we can to build back our operations safely so that we can bring back more and more of our laid off workers and return to the healthy company that makes us all proud.*

Our Five Pillars Of Food Safety

At Farmers Restaurant Group, we have always been committed to food safety in our protocols and best practices in how we source, prepare, and serve our food and drink. Our Five Pillars of Food Safety continue to be the basis of our Health, Safety & Sanitation protocols and operations.





Health, Safety & Sanitation

To ensure our operations are safe for our team and our guests, and we are in compliance with evolving regulations, we are monitoring and following recommendations from the CDC, WHO, and our local health departments and government agencies.

For much of our operations, our previously established Health, Safety & Sanitation protocols will continue to serve us well, with some added practices to ensure the safety of our team and our guests. Below you will find complete details of existing and adapted practices that are currently required. As we continue to respond to the pandemic, we will adjust our protocols as needed. We will work to keep this guide updated, but please rely on your Manager or Chef for the most up-to-date protocols.

Please Note: Our adapted operations are based on the laws and regulations that are of the utmost importance under the current circumstances or that have been implemented in response to the COVID-19 crisis. Unless explicitly indicated otherwise, federal, state, and local laws that have always applied to our business remain in full force and effect – including, by way of example, our local city’s Health Code, Human Rights Law, the Americans with Disabilities Act (ADA) – and we are therefore still required to fully comply with any such requirements. This booklet is a supplement to, not a replacement of, our Employee Handbook and our Training Materials.

TRAINING IN NEW COVID-19 OPERATIONS

Our full-time Health, Safety & Sanitation professional and our Safety Team are working in English and Spanish across all of our restaurants to establish all of the new protocols – for our facilities, our work attire and PPE, our team members, and our health screenings.









- Every employee is being retrained (in English or Spanish) and recertified on hygiene, sanitation, and safety standards, as well as our new wellness policies and required health screenings.
- Every employee is also advised of our expectations and agrees to detailed employee requirements regarding our health & wellness protocols, social distancing away from work, and maintaining our continued commitment to vigilance, as directed by the CDC.
- All rehires and new hires get **health screening and comprehensive bilingual training** on enhanced safety protocols and are tested for their understanding.
- This [Reopening Resource Guide](#) is being shared with all current team members, rehires, and new hires, as part of their onboarding process.

PROTOCOLS FOR OUR FACILITIES

As we reopen our restaurants for on-premise dining, we have adapted our established cleaning and sanitation protocols in compliance with evolving recommendations to prevent the spread of COVID-19.

New company-wide mandatory protocols, which include:

- **Weekly inspections** done by our full-time Health, Safety & Sanitation professional, which include assessing signage on entrances, health screening process, PPE, sanitizer stations, peroxide cleaners, sinks, personal item storage, timer for cleaning high-touch areas, and more.
- An **inspection checklist has been added to our existing smartphone safety App** that allows our Safety Team to perform a COVID-19 compliance audit within each location. Here are some screen shots from the App:

Entrance area		Host Stand		Question		Question	
There is a designated ENTRY WAY DOOR and an EXIT DOOR.		Daily Health Screening is printed		PPE		Spot check TWO FOH Team member and ask if they are experiencing any symptoms	
Signs are on main entrance doors with Health & Wellness Check.				All employees are wearing Masks (that covers their mouth and nose)		Kitchen	
		Appendix 4		Restaurant has a minimum of 100 masks in stock for employees		Peroxide cleaner & Sanitizer buckets at each working station?	
STOP Sign displayed on the entrance doors (Will change once we reopen)		Manager is conducting questions to employees at entrance		All employees wearing gloves when working		Hand sinks stocked with Paper towels / Soap	
		Forehead thermometer is being used working properly				Hand sinks all accessible for use and nothing inside	
Appendix 2				Masks sold for restaurants are properly packed and labeled.		Sanitizer stations provided and clearly marked	
Floor markers with social distancing are placed on the floor.		Appendix 5		Sanitizer bottles are provided for employees to use		Box of gloves provided for each working station	
Touch-less Sanitizer stand is provided and stocked with sanitizer		Manager Wearing gloves during health check		FOH		Employees personal items stored properly	
		Managers are using FutureWork app upload employee temperatures.		Sanitizer stations provided and clearly marked		Employee drinks with lids and straws, and stored properly	
Appendix 3		wiping thermometer with alcohol wipe after each use				There is timer set for employees to disinfect all high-touch areas every hour ? AND to wash hands?	
		Masks are being provided for employees at the entrance		Appendix 8			
				Designated employee area for meals			
		Appendix 6		No employees eating on bar counter			
				There is timer set for employees to disinfect all high-touch areas every hour			
				Peroxide cleaner spray bottles at each working station?			
				Chemicals are ALL properly labeled?			

- Use of a **peroxide-based, EPA-certified disinfectant against corona viruses.**
- All guest tables, table edges, chair backs and seats are wiped down and allowed to air-dry after every guest.
- All high-touch point surfaces, instruments, and common areas in FOH, kitchen, and bathrooms are wiped down and allowed to air-dry every 60 minutes. Follow COVID-19 Hourly Checklists for cleaning and disinfecting below.
- Teams are retrained in current disinfecting practices.



FARMERS
FOOD SAFETY

COVID-19 Hourly Checklist

Areas that must be clean and sanitized every hour.

***Have all team members stop and go wash their hands first, and then proceed to cleaning all high touch point surfaces, and areas mentioned below.**

Kitchen

Done	Description	Done	Description
	Door Handles /Locks		Door Handles / Locks
	All Refrigerator Handles		Faucets
	Kitchen equipments handles		Counter tops
	Counter tops		Toilet Flush Levers
	Food contact surfaces		Soap Dispensers
	Knives		Paper Dispensers
	Expo counter tops		Push Plates
	Operating buttons for all equipments		Light & Air control switches
	Sink faucets		Remove excess trash as needed
	Hand railings		
	Soap Dispensers		
	Paper Dispensers		
	Light & Air control switches		
	Remove excess trash as needed		

Kitchen Bathroom

Steps to clean and sanitize **FOOD CONTACT SURFACES**:

1 - SCRAPE OR REMOVE FOOD FROM THE SURFACE



2 - WASH THE SURFACE



3 - RINSE THE SURFACE



4 - SANITIZE THE SURFACE



5 - ALLOW THE SURFACE TO AIR DRY



Once all areas have been cleaned and sanitized, remember to restart hourly timer.



FARMERS
FOOD SAFETY

COVID-19 Hourly Checklist

Areas that must be clean and sanitized every hour.

***Have all team members stop and go wash their hands first, and then proceed to cleaning all high touch point surfaces, and areas mentioned below.**

Front of House /Market

Bathroom

Done	Description	Done	Description
	Door Handles / Locks		Door Handles / Locks
	Revolving door handles		Faucets
	Touch screens & Registers		Counter tops
	Keypads		Toilet Flush Levers
	Counter Tops		Soap Dispensers
	Bar Tops		Paper Dispensers
	Tables, chairs (including armrests)		Push Plates
	Booths		Light & Air control switches
	Hostess Stand		Remove excess trash as needed
	Telephone		Baby changing stations
	Remotes		
	Hand Railings of stairs		
	High Chairs		
	Plexi Glass		
	Health Screening area		
	Thermometer		
	Tray Stands		
	Elevator controls		

Steps to clean and sanitize **NON-FOOD CONTACT SURFACES**:

- Step 1:** Clear area of any excess debris
- Step 2:** Grab a bottle of multi-surface peroxide cleaning spray, and disposable wipes / paper towel
- Step 3:** Spray the disposable wipe or paper towel generously
- Step 4:** Wipe the surface
- Step 5:** Throw away wipe, and use new one to repeat process with the other surfaces.



Once all areas have been cleaned and sanitized, remember to restart hourly timer.

- All workstations now have sanitizer, and EPA-certified sanitizing spray.
- Hand sanitizer stations are also available in common areas for guest use.
- **Virus-Killing, Food-Safe Fogging Agents** are being used regularly in our facilities as we continue to work with our remediation partners, PMSI and Right Restoration.
- **Installation of Operational Protective Equipment**, i.e.: plexi-glass barriers where possible, 6 ft markers in common areas, and signage directing guests (and delivery drivers) of how and where to enter our restaurants.
- **Designated areas for employee meals with adequate social distancing.** Our team members are not allowed to eat on the line or any food preparation areas. We are providing a designated area for our team to eat in staggered times in order to maintain social distancing.
- Increased frequency in our bathroom cleaning & sanitizing and providing paper towels as an alternative to air dryers. Also posting the following sign in all of our bathrooms.



BATHROOM CLEANLINESS COVID-19

Keeping our guests and staff healthy and safe is our top priority. Please know that we are regularly cleaning and disinfecting all high touch objects and surfaces with disinfectant and peroxide cleaner in accordance with our health, safety, and sanitation protocols.

THE HIGH TOUCH POINTS INCLUDE BUT ARE NOT LIMITED TO:

- ✓ Faucets & Toilet Flush Levers
- ✓ Door Handles & Push Plates
- ✓ Counter Tops & Hand Dryers
- ✓ Soap Dispensers
- ✓ Paper Towel & Toilet Paper Dispensers
- ✓ Light & Air Control Switches... and more



COMING SOON

We have placed orders for our own electrostatic fogging sprayers, so that we can use this effective virus-killing technique even more frequently and affordably.

PLEASE REMEMBER

FREQUENT HANDWASHING

Thoroughly wash hands and exposed portions of arms with soap and warm water... **FOR AT LEAST 20 SECONDS.**



SANITIZE HANDS

Use alcohol-based hand sanitizer without rinse.

COVER YOUR MOUTH & NOSE

Cough or sneeze into a tissue or flexed elbow.

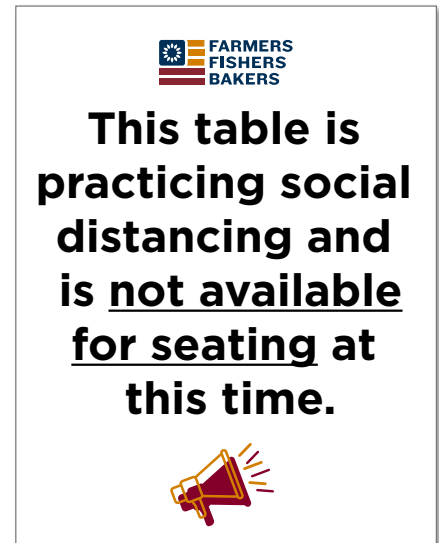
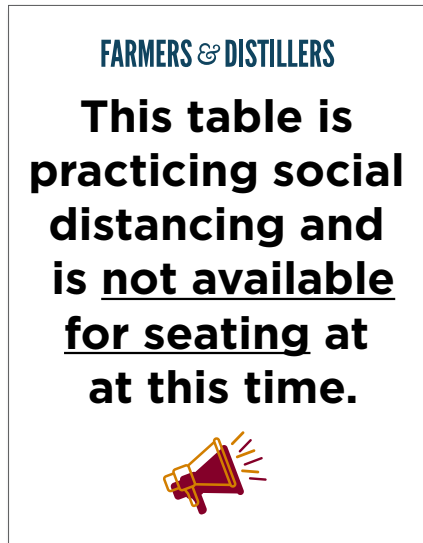


AVOID CLOSE CONTACT

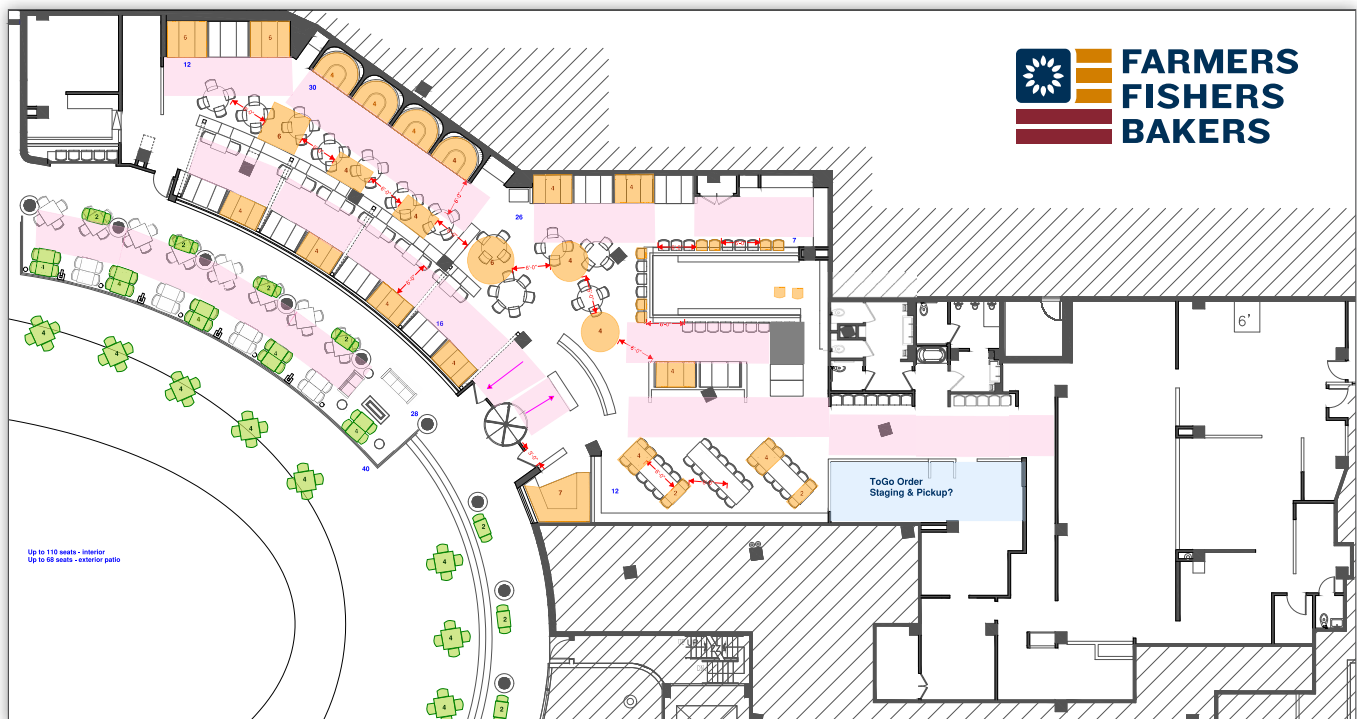
with anyone showing symptoms of respiratory illness.

MODIFIED FLOOR PLANS

Inside our restaurants and on our patios, our tables have been rearranged or our seating plans have been limited to allow for adequate social distancing. Our OpenTable reservations platform will be modified to match these plans, and all diners will be required to make a reservation. We will increase or decrease our seating plans to always meet local government requirements. Signage will be posted in some of our tables indicating they are not available for seating.



In this sample floor plan for Farmers Fishers Bakers, you can see the modified plans – the green and orange tables – atop our floor plan for full restaurant operations. Your manager will have the modified floor plan for your restaurant.



DELIVERIES FROM OUR SUPPLIERS & PARTNERS

Thanks to our established relationships with our farmers & suppliers, we are able to trace our ingredients, maintain clear and constant communication to ensure they are following CDC standards, and learn of any positive or close contact cases they encounter. In receiving deliveries, we also:

- Post a Health & Wellness sign on our external doors with our screening symptom checklist for delivery personnel.
- Perform a quick verbal health screening when suppliers arrive and check their temperatures. If those are all in compliance, we continue with accepting that delivery.
- Items are checked-in immediately, cleaned and sanitized as needed, and properly stored.

PROTOCOLS FOR OUR TEAM MEMBERS

- **Consistent and proper use of Personal Protective Equipment (PPE).**
 - **You must wear a face mask to enter our buildings.** If you do not come to work with one, masks for your use will be stored securely at the entrance where they cannot become contaminated.
 - **Appropriate PPE will be provided to all team members.** If you prefer to use your own PPE, please work with your manager to ensure it meets our PPE requirements. If you are using cloth masks, they must be washed between shifts. (See detailed instructions on how to wear and remove PPE and some examples of the PPE you may wear for your shift.)
- **Proper Handwashing.** (See detailed instructions below).
- **Avoid touching your eyes, nose, or mouth.** We know this is difficult for all people, which is why frequent handwashing is so important.
- There are **hourly checklists for cleaning and sanitizing equipment and high-touch points** for FOH, kitchen, and all bathrooms. (See Protocols for Our Facilities section for those checklists.)
- **Maintain social distance** (6 feet) from others throughout your shift whenever possible and always wear your PPE. We know our kitchens, walkways, and workstations are not designed to always allow 6 feet of space between you and your co-workers or guests, so maintain as much social distance as you can throughout your shift.
- **Practice 'no-contact' transfers** by placing items down on a counter for the next person to pick up, rather than passing back and forth.
- **Work Attire.** Just as before, you must come to work in clean work attire, following our attire guidelines.
- **Traveling to and from work.** Be mindful when taking public transportation or ride sharing and please consistently wear a mask. Once at work, please follow our Proactive Basic Health Screening process (below) and remove outerwear and leave in the personal items area.
- Remember, there should be **no hugging or hand shaking**. Continue to practice social distancing between each other, especially with guests.
- Do not eat in the kitchen. Eat only in designated areas for employee meals with adequate social distancing.
- If you need to use your phone, you must leave the food or drink preparation area and keep calls or messages short. Remember to **wash your hands as soon as you finish using the phone**.
- Continue to **follow guidelines established for social distancing away from work** and maintain continued commitment to vigilance to prevent the spread of COVID-19, as directed by the CDC.
- **Learn about the signs and symptoms of COVID-19** and how it is transmitted. (See detailed information at the end of this chapter.)
- Most importantly, **IF YOU ARE SICK, STAY HOME**. Do not come into work. Let your supervisor know about it immediately, and they will inform HR and our Safety Team who will reach out to you to evaluate your symptoms and determine next steps.

REOPENING GUEST SERVICE PLAN FOR FRONT OF HOUSE TEAM

As we reopen the restaurants, some aspects of service will need to change in order to comply with the local safety recommendations and to keep our staff and our guests safe while dining out.

In addition to wearing the required PPEs, employees should maintain *Hospitality Spacing* as much as possible while working. *Hospitality Spacing* is defined as doing your best to keep your distance while you are working in a service atmosphere. Be respectful and intentional about your travel paths.

We are following current government regulations for each location regarding capacity, size of party, indoor and/or outdoor service. Floor plans have been modified based on current policies. Open Table reservations will match current floor plans. Some tables are being moved or will not be used. We will be placing simple signage on tables that are not to be seated.

Guest PPE

We are following the current, local government requirements for guests regarding PPEs. We will print, highlight, and post these regulations. Our goal is to inform, provide, and remind our guests to wear masks when required but not police or enforce the regulations.

Reservation Only

Outside of the restaurant there will be signage instructing the guest what to do when they arrive. **We are only seating guests who have a reservation.** We will not be permitting walk-in guests, as we want to ensure we avoid any crowding at the entrance and front desk. If a guest arrives without a reservation, we'll ask them to check online for availability (on-site signage will also reflect this).



Prior to Guest Arrival

- All guest tables, table edges, chair backs, and seats will have been fully cleaned & sanitized and allowed to air-dry before each guest. We are continuing to use peroxide-based, EPA-certified disinfectant against corona viruses.
- Preset guest tables for reservation prior to guest arrival.

Guest Arrival

- Guests arrive in the restaurant, and they are checked in at the host stand, making sure there is no back up at the front door.
- Guests are shown to their table, maintaining appropriate social distance, 6 feet whenever possible, or *Hospitality Spacing*.
- **Seater will say:**
 - “ Your table has been thoroughly sanitized and prepared with clean menus and silverware just for you. We also have our very own hand sanitizer available for \$4 a bottle if you would like to purchase one for your table. ”
- Guests will be given a menu that has been sterilized and is only for single-use that day. Guests will also be told the option of looking online at our menu on their smartphone.

Altered Service

Server will say:

“ Welcome to Founding Farmers, I'm _____(name), and I will be taking care of you today. You will notice a few changes to our normal service that we have adopted to comply with the local regulations, as well as to make sure you have a safe dining experience. I will keep contact with your table to a minimum, while still providing great service. If at any time you would like more or less service, please don't hesitate to communicate that to me.

One of the changes that we have made is that water is now upon request, so please let me know if anyone would like water. ”

Server will:

- Offer to take their whole order at once to minimize trips to the table.
- Offer to let the guest unload their own plates from the tray when it arrives.
- Provide wrapped paper straws for all drinks with the wrap still intact.
- Continue the experience with minimal contact at the table.
- Stand back from the table when talking with the guests, but not so far that you have to shout.
Remember it is difficult to hear/understand people through a mask.

- **Use hand sanitizing stations or wash hands between all service interactions.**

- At some point during the dining experience, offer a Market & Grocery to go order.

While Dining

- Check on your guests from a safe distance. Stand back from the table, make good eye contact.
- Do not continue to fill up their water glasses, but do offer additional water if they are out at the table.
- Salt and Pepper upon request. Wipe with sanitizer before use in front of guest, and again after use.
- For beverage service, ask them what sweeteners they would like and bring them on a side plate instead of the whole sugar caddy.
- Do not do anything at the table that would require you to reach across the guests or the table.
- Unless there is a large mess on the table, do not crumb the table during service. If you have to clean the table while they are dining, discard the napkin used to clean that table.
- For to go food, offer guest a box but do not offer to box it for them.

To Clear the Table

Server will ask:

“ I am going to get these dishes out of the way for you. If you wouldn't mind passing the dishes to the end of the table so I can remove them for you. Alternatively, I can place a tray at the end of your table for you if you would rather stack them on there yourself. Whatever you are most comfortable with. ”

Payment

- No check presenters. Tent the check lengthwise and place face down on the table.
- We are accepting cash and credit card payments.
- If paying by card, take the pen out in front of the guest, sanitize the pen, and hand it to the guest. Sanitize credit card in front of the guest before giving it back. Sanitize pen again when you take it back from the table.

Sanitizing the Table Between Guests

- Wash hands thoroughly.
- Clear table completely.
- Get a bottle of disinfectant spray and disposable wipes.
- Do not use the same wipes of the table surfaces and the seating surfaces.
- Spray the paper towel generously.
- Wipe all surfaces of the table, including sides, underneath, and bases.

- Wipe all chairs, including backs, legs, seats, and armrests.
- Allow to air dry.
- Throw away all wipes used to clean the table.
- Wash hands thoroughly.

PROPER HANDWASHING

CLEAN HANDS ARE THE MOST IMPORTANT FOOD SAFETY TOOL. You cannot see germs. Even when your hands look clean, they could be contaminated. Be aware of what your hands are touching at all times in order to recognize when they may have become dirty and use the following guidelines. Washing your hands often is the most important thing you can do to keep yourself healthy and the food you prepare safe.

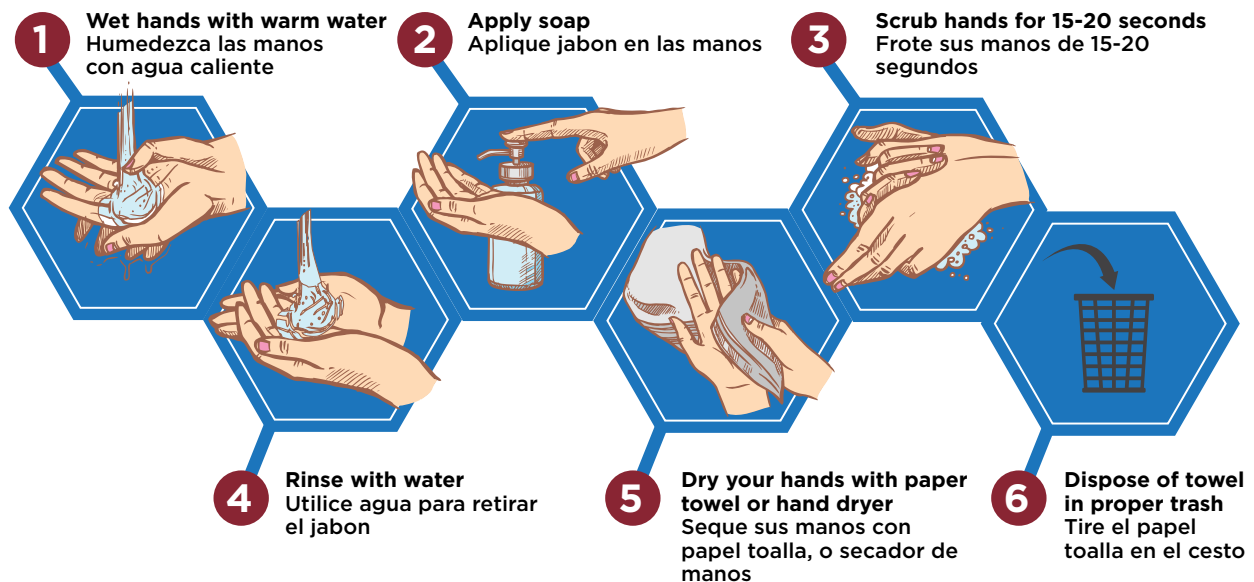
When to Wash

- Before starting to work with food, utensils, or equipment.
- During food preparation, as needed.
- When switching between raw foods and ready-to-eat foods.
- After handling soiled utensils and equipment.
- After coughing, sneezing, using a tissue, or using tobacco products.
- After eating and drinking.
- After touching bare human body parts.
- After using the toilet, wash hands at a hand sink in the bathroom; and again when returning to your work area.

Handwashing Reminders

- Wash hands in a sink designated for handwashing.
- NEVER wash hands in sinks designated for food prep or dishwashing or sinks used for discarding wastewater.
- Avoid contaminating clean hands by using a paper towel to turn off the faucet and to open the door.
- Hand sanitizer must **NEVER** be used in place of handwashing.

6 STEPS TO GREAT HANDWASHING



“Everything matters; everything is personal”

Every team member makes us safer by washing hands often and well

HOW TO WEAR A MEDICAL MASK SAFELY

who.int/epi-win

Do's →



Wash your hands before touching the mask



Inspect the mask for tears or holes



Find the top side, where the metal piece or stiff edge is



Ensure the colored-side faces outwards



Place the metal piece or stiff edge over your nose



Cover your mouth, nose, and chin



Adjust the mask to your face without leaving gaps on the sides



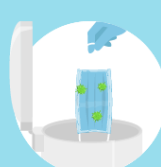
Avoid touching the mask



Remove the mask from behind the ears or head



Keep the mask away from you and surfaces while removing it



Discard the mask immediately after use preferably into a closed bin



Wash your hands after discarding the mask

Don'ts →



Do not Use a ripped or damp mask



Do not wear the mask only over mouth or nose



Do not wear a loose mask



Do not touch the front of the mask



Do not remove the mask to talk to someone or do other things that would require touching the mask



Do not leave your used mask within the reach of others



Do not re-use the mask

Remember that masks alone cannot protect you from COVID-19. Maintain at least 1 metre distance from others and wash your hands frequently and thoroughly, even while wearing a mask.

EPI·win



PPE REQUIREMENTS

All of our employees are required to wear proper Personal Protective Equipment (PPE) while working. Your manager has face masks, face shields, and goggles for your use. If you prefer to use your own PPE, please work with your manager to ensure it meets our PPE requirements. If you are using cloth masks, they must be washed between shifts.

- Required: Face mask (disposable or reusable cloth)
- OPTIONAL: Face Shield or goggles, which can be worn with a face mask but not on their own.



REUSABLE CLOTH MASK



DISPOSABLE MASK



SHIELD & MASK


COVID-19 ADAPTED HEALTH & WELLNESS PROTOCOLS

To ensure the health and safety of our team and our guests, we have developed new protocols to screen, track, and take care of our team members, as well as continuing to support existing programs.

PROACTIVE BASIC HEALTH SCREENING

Prior to your shift, everyone will be screened for any symptoms of illness using our newly developed App, FutureWork by Altumai. The process will include the following steps:

- Delivery and staff entrances have signage asking a series of health questions for team members and others (suppliers, delivery people, etc.) prior to entering the facility. (See COVID-19 Health & Wellness Check that is posted at all restaurant entrances below.)



COVID-19 HEALTH & WELLNESS CHECK

SALUD Y CONTROL DE BIENESTAR DEBIDO AL-COVID-19

To help keep everyone healthy and safe, we need you to review the below before you are permitted on-site.

Para ayudar a mantener a todos sanos y seguros, necesitamos que revise lo siguiente, antes de que se le permita acceso en el Restaurante.

IN THE PAST 24 HOURS, HAVE YOU HAD:

EN LAS ÚLTIMAS 24 HORAS, HA TENIDO:

- Fever | Fiebre
- Cough | Tos
- Difficulty Breathing | Dificultad Para Respirar
- Chills | Escalofrios
- Muscle Pain | Dolor Muscular
- Sore Throat | Dolor de garganta
- New loss of taste or smell | Perdida reciente del olfato o el gusto
- Nausea | Nauseas
- Vomiting | Vómitos
- Diarrhea | Diarrea
- Close Contact with a Diagnosed Person with covid-19 in the past 14 days | Contacto Cercano Con Una Persona Diagnostica Con El Covid-19 en los ultimos 14 dias

IF YOU ANSWERED YES TO ANY OF THESE QUESTIONS:

SI RESPONDIÓ SÍ A ALGUNA DE ESTAS PREGUNTAS:

EMPLOYEES/EMPLEADOS:

Please leave the facility and call your supervisor.

Por favor, abandone las instalaciones y llame a su supervisor.

VISITORS/DELIVERY/ VISITANTES / PERSONAL DE ENTREGAS:

Please leave the facility and alert your employer so alternate arrangements can be made.

Salga de las instalaciones y avise a su empleador para que se puedan hacer arreglos alternativos.

THANK YOU FOR HELPING FRG TO DO OUR PART TO #FLATTENTHECURVE

GRACIAS POR AYUDAR A FRG A HACER NUESTRA PARTE PARA #DISMINUIRLAINFECCIÓN

5.21.20

- As an employee, when you enter the restaurant, you must be wearing a mask. If you don't have a mask, they will be stored securely at the entrance where they cannot be contaminated.
- A designated manager who is responsible for safety check-ins and regular PPE checks will be there to direct traffic at the start of your shift.
- You will move to our screening area and stand 6 feet apart from one another while you wait for your health safety screen to begin.
- The manager will be wearing a mask with clean gloves for each employee screening.
- [To understand COVID-19 and its symptoms, please click here and read about what COVID-19 is.](#)
- The first part of your screening will be a series of health screening questions (see details below) followed by a temperature check that will be recorded on our FutureWork app.
 - If you answer "no" to all of the health screening questions, you will get your temperature checked. If your temperature is normal, you will move on to working your shift after you wash your hands.
 - If you answer "yes" to any of the health screening questions or if your temperature is elevated, you will be sent home. Anyone with a fever or displaying any symptoms of illness will be immediately sent home. Those who meet the guidelines and eligibility requirements for Families First Coronavirus Response Act will receive paid sick leave for up to 14 days returning only when they are either symptom-free for the prescribed period of time and/or are cleared by their doctor. Our HR and Safety Team will be notified immediately, and they will reach out to you directly to see how you are doing and determine if you need to be tested for COVID-19.
 - Please respond honestly to all of our screening questions without fear that you will not be paid. We can work through those concerns and be sure you are paid for your shift.
- We are also encouraging and teaching our employees to ask themselves these questions on their own and self-screen at home. This is not required, but we think it is a smart way to educate everyone about the signs and symptoms of COVID-19 and keep sick employees from showing up at work for their screening. We have developed an optional online wellness reporting survey for employees feeling ill at home:

 If you report illness, we will reach out to you within the day to determine next steps and direct you to any resources needed.
- For laid-off employees who are returning to work, you will be given the screening questionnaire below to assess your COVID-19 exposure.
- Even if you just feel "not quite right," please reach out to your manager or HR to walk through the symptoms together and make the best decision for everyone involved. COVID-19 has many different symptoms (which are at the end of this chapter).
- Everyone on our team is a hard worker, and we may be used to "powering" through what may feel like minor symptoms or allergies, but we encourage you to please abandon that mindset during these times to protect our team and our guests. Please reach out if you have any concerns about your health.



Health Safety Screening Questions:

All employees must be screened, please ensure they have a mask/face covering at arrival until they can be screened. You should wear a mask and gloves while screening at all times.

1. Are you experiencing any of the following symptoms?
 - Cough
 - Fever
 - Congestion
 - Runny nose
 - Shortness of breath
 - Sore throat
 - Headache
 - Nausea
 - Vomiting
 - Diarrhea
 - Body aches
 - Have you had any loss of your sense of smell or taste?
 - Any other symptoms of feeling unwell?
2. Have you, or anyone in your home had any known exposure due to COVID-19?

Preguntas de detección de seguridad de salud:

Todos los empleados deben ser examinados, asegúrese de que tengan una máscara / cubierta facial al llegar hasta que puedan ser examinados. Deben usar una máscara y guantes mientras realiza el examen en todos momentos.

1. Estas teniendo alguno de los siguientes síntomas?
 - Tos
 - Fiebre
 - Congestión
 - Nariz que moquea
 - Falta de aire
 - Dolor de garganta
 - Dolor de cabeza
 - Náusea
 - Vómitos
 - Diarrea
 - Dolor en el cuerpo
 - ¿Ha perdido el sentido del olfato o el gusto?
 - ¿Algún otro síntoma de sentirse mal?
2. ¿Usted o alguien en su hogar ha tenido alguna exposición conocida debido a COVID-19?

If all the answers are **NO**, please take employees temperature, if normal then the employee may work.

If the employee answers yes to any of the questions, please send them home and call:

Keysi Torres for Spanish speakers:

Jillian Heltzel for English speakers:

We will reach out to the employee with next steps and further evaluation.

10605 Concord St. Suite 201
Kensington, MD 20895

FarmersRestaurantGroup.com



Health Screening Form for Employees Returning to Work

To reduce the risk of COVID-19 exposure to all who work at Farmers Restaurant Group any employees returning to work from leave must complete the following screening questions before returning. Please be truthful and accurate in your response.

Employee Name: _____ Date Return to Work: _____
Phone Number: _____ Location: _____

SELF-DECLARATION BY RETURNING EMPLOYEE	YES	NO
Have you traveled more than 50 miles or been in close contact with anyone who has traveled more than 50 miles within the last 14 days?		
Have you had close contact with or cared for someone diagnosed with COVID-19 within the last 14 days?		
Have you experienced any cold or flu-like symptoms in the last 14 days (fever, cough, shortness of breath or other respiratory problem)?		
Have you, or anyone in your home been advised to self-quarantine within the last 14 days?		
Has anyone in your home been exposed to anyone with COVID-19 in the last 14 days?		

Employees answering yes to any of the above questions will not be able to return until the Safety Team further evaluates your individual situation.

Employee Signature: _____

Employee Full Name: _____

Date: _____ Company Signature: _____

WHEN A TEAM MEMBER IS SICK

For any employee who has been ill, we will regularly check in to see how you are doing.

- We provide paid sick leave for all eligible employees in accordance with our handbooks: One year of employment equals seven days. We advance sick leave if they do not have enough accrued.
- We have also developed an emergency grant program to help those with medical expenses. Application is available here: [REDACTED] or you can email [REDACTED]

Our full-time HR professional and Safety Team will continually evaluate your health and monitor the waiting period to determine your readiness to return to the workplace. They will also work with our management teams to ensure a healthy workplace and to assist with remediation.

WHEN A TEAM MEMBER TESTS POSITIVE FOR COVID-19

- If the employee is at work, send them home immediately.
- Notify your HR and Safety Team, who will reach out to the employee to conduct a screening and risk assessment.
- HR and Safety Team will direct the employee towards medical resources and testing, if appropriate.
- Employee will need to be tested if they have COVID-19 symptoms and may not return to work until they have a negative test and are symptom-free for 72 hours.
- If COVID-19 test is positive, employee will remain out of work until cleared by a medical professional, a 14-day quarantine period has occurred, and they have been symptom-free for 7 days.
- Employees who have had *direct exposure* with a positive employee will be identified, notified, and asked to quarantine for 14 days and be tested.
- Employees who have direct exposure with someone who has tested positive outside of work will be quarantined for 14 days and requested to be tested before returning. We will also communicate with them about their symptoms.
 - *Direct exposure* is considered to be when both parties have no PPE for an extended period of time (more than 10 minutes) and are less than 6 feet apart.
- These absences will be covered under the Families First Coronavirus Response Act (FFCRA) and paid as such. (See details on Employee Rights for FFCRA on the next page.)
- Any positive cases – location and dates – will be communicated to the entire team via regular messaging sent out from Human Resources. Of course, we're respecting HIPAA privacy laws by keeping additional specifics of our fellow team members' cases confidential.
- Positive cases will be reported to our local health officials. We have also been in contact with OSHA to seek their continued guidance and ensure we are in compliance with evolving regulations and proactively report illnesses according to local and federal directives.

EMPLOYEE RIGHTS

PAID SICK LEAVE AND EXPANDED FAMILY AND MEDICAL LEAVE UNDER THE FAMILIES FIRST CORONAVIRUS RESPONSE ACT

The **Families First Coronavirus Response Act (FFCRA or Act)** requires certain employers to provide their employees with paid sick leave and expanded family and medical leave for specified reasons related to COVID-19. These provisions will apply from April 1, 2020 through December 31, 2020.

► PAID LEAVE ENTITLEMENTS

Generally, employers covered under the Act must provide employees:

Up to two weeks (80 hours, or a part-time employee's two-week equivalent) of paid sick leave based on the higher of their regular rate of pay, or the applicable state or Federal minimum wage, paid at:

- 100% for qualifying reasons #1-3 below, up to \$511 daily and \$5,110 total;
- $\frac{2}{3}$ for qualifying reasons #4 and 6 below, up to \$200 daily and \$2,000 total; and
- Up to 12 weeks of paid sick leave and expanded family and medical leave paid at $\frac{2}{3}$ for qualifying reason #5 below for up to \$200 daily and \$12,000 total.

A part-time employee is eligible for leave for the number of hours that the employee is normally scheduled to work over that period.

► ELIGIBLE EMPLOYEES

In general, employees of private sector employers with fewer than 500 employees, and certain public sector employers, are eligible for up to two weeks of fully or partially paid sick leave for COVID-19 related reasons (see below). *Employees who have been employed for at least 30 days prior to their leave request may be eligible for up to an additional 10 weeks of partially paid expanded family and medical leave for reason #5 below.*

► QUALIFYING REASONS FOR LEAVE RELATED TO COVID-19

An employee is entitled to take leave related to COVID-19 if the employee is unable to work, including unable to **telework**, because the employee:

- | | |
|---|---|
| <ol style="list-style-type: none">1. is subject to a Federal, State, or local quarantine or isolation order related to COVID-19;2. has been advised by a health care provider to self-quarantine related to COVID-19;3. is experiencing COVID-19 symptoms and is seeking a medical diagnosis;4. is caring for an individual subject to an order described in (1) or self-quarantine as described in (2); | <ol style="list-style-type: none">5. is caring for his or her child whose school or place of care is closed (or child care provider is unavailable) due to COVID-19 related reasons; or6. is experiencing any other substantially-similar condition specified by the U.S. Department of Health and Human Services. |
|---|---|

► ENFORCEMENT

The U.S. Department of Labor's Wage and Hour Division (WHD) has the authority to investigate and enforce compliance with the FFCRA. Employers may not discharge, discipline, or otherwise discriminate against any employee who lawfully takes paid sick leave or expanded family and medical leave under the FFCRA, files a complaint, or institutes a proceeding under or related to this Act. Employers in violation of the provisions of the FFCRA will be subject to penalties and enforcement by WHD.



WAGE AND HOUR DIVISION
UNITED STATES DEPARTMENT OF LABOR

For additional information
or to file a complaint:
1-866-487-9243
TTY: 1-877-889-5627
dol.gov/agencies/whd



WH1422 REV 03/20

MENTAL HEALTH & WELLNESS

We know these are stressful times for most of us, and your mental health & wellness are of the utmost importance. We are working to provide support for your mental wellness and morale. Our HR professional and Guidance Counselor can assist you in finding the support you need. However, there are also other outside resources available to you.

- If you or anyone you know is feeling suicidal, please tell someone and reach out to the National Suicide Prevention Lifeline: Call 1-800-273-8255; or text 273TALK to 839863.
- Our Employee Assistance Program (EAP) is free to all of our employees and their families who reside with them, and we encourage you to utilize it if you are struggling with mental health concerns. The EAP has bilingual representatives, is entirely confidential, and information on who has utilized the service is never shared with us. You may access EAP by calling [REDACTED] or going online: [REDACTED]. You can indicate that you work with Farmers Restaurant Group in order to access the benefit. There will be three free sessions with a counselor via the EAP and then a transition plan for support moving forward.
- [Click here](#) for information from the CDC on stress and coping.
- Mental health app: Virtual Hope Box
- Our Resources for Laid-Off Workers During COVID-19 has additional mental health resources that may also be useful for those currently working: [REDACTED]
- While hugs are currently rare and smiles are hard to see through masks, we can still find ways to show each other we care. We can smile with our eyes, we can show our heart with our ears and begin good listeners, we can take that extra moment with someone to give them the space to talk, or just to feel your positive vibe. So much of wellness is about connectedness, and we have to believe we are still connected even when we're separated. The #FARMILY vibe is here for you to plug into and feel the support and nourishment.

NUTRITION & WELL-BEING

- We will continue to provide **free shift meals for working teams**.
- During COVID-19 times, **we have added our free family meals** for our working and laid off team members. To take part in family meal on your days off, look for the poster in staff areas with texting instructions or ask your manager for the information.
- Our Resources for Laid-Off Workers During COVID-19 has a lot of additional resources that may also be useful for those currently working: <https://www.farmersrestaurantgroup.com/covid-19-resources>
- We know our gym member benefits cannot be utilized at this time. However, Harvard Medical School has suggested yoga, meditation, and breath work to help with the anxiety and uncertainties caused by COVID-19. Below are a few resources, but there are many others available by searching online.
 - Free Yoga/Meditation/Pilates Videos: <https://www.flowyogacenter.com/video>
 - Local studio streaming live and recorded classes on Facebook: [extendYoga](#)
 - Local teacher with live classes available free or with donation, Jessica Sandhu: <https://www.jessicasandhu.com/yoga-online>
 - Melissa West on YouTube, Yoga for Everybody: <https://www.youtube.com/channel/UCNzYcdg3bBmC5eHOSQXzisA>
 - Yoga in Spanish with Xuan Lan: <https://www.youtube.com/user/yogalanbcn/featured>
 - Search YouTube for "Mindfulness Exercises" and yoga in Spanish and English
 - Meditation Apps: Calm, Headspace, Insight Timer, Simple Habit

FINANCIAL COACHING

We recognize that the COVID-19 crisis has presented financial challenges to so many of us. Through our partnership with Conscious Capitalism, we were able to connect with an organization called Operation Hope. They provide **free financial coaching and guidance** for:

- Consumer credit/debt deferment
- Home ownership mortgage deferment/foreclosure prevention
- Student loan deferment
- Financial disaster budget planning
- Money management education
- Credit Counseling
- Gateway to newly announced federal assistance programs; FEMA
- If you are interested in this free benefit, you can fill out the form available at [REDACTED] based on your personal needs and someone from Operation Hope will reach out to connect 1:1 with you to see how they can help. This is completely confidential and will not be shared with anyone in the company.

WHAT IS COVID-19?

COVID-19 is a respiratory illness that can spread from person to person, especially in close proximity.

The virus is commonly spread through droplets released into the air when an infected person coughs or sneezes, through personal contact, or touching your mouth, nose, or eyes before washing your hands.

People can also be infected and transmit COVID-19 without showing any symptoms of illness. Older adults and people with serious underlying health conditions are considered to be at significantly higher risk of contracting the disease, though anyone is susceptible to infection.

HOW DOES COVID-19 SPREAD?

According to the CDC, COVID-19 is thought to spread mainly through close contact from person-to-person. Some people without symptoms may be able to spread the virus. We are still learning about how the virus spreads and the severity of illness it causes.

Person-to-person spread

The virus is thought to spread mainly from person-to-person.

- Between people who are in close contact with one another (within about 6 feet).
- Through respiratory droplets produced when an infected person coughs, sneezes, or talks.
- These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
- COVID-19 may be spread by people who are not showing symptoms.

The virus spreads easily between people

How easily a virus spreads from person-to-person can vary. Some viruses are highly contagious, like measles, while other viruses do not spread as easily. Another factor is whether the spread is sustained, which means it goes from person-to-person without stopping.

The virus that causes COVID-19 is spreading very easily and sustainably between people. Information from the ongoing COVID-19 pandemic suggest that this virus is spreading more efficiently than influenza, but not as efficiently as measles, which is highly contagious.

The virus may be spread in other ways

It may be possible that a person can get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or possibly their eyes. This is not thought to be the main way the virus spreads, but we are still learning more about how this virus spreads.

HOW DO WE PREVENT THE SPREAD OF COVID-19?

The CDC lists the following as the best ways to prevent the spread of COVID-19 :

- **Wash your hands often** with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.
 - If soap and water are not readily available, use a hand sanitizer that contains at least 60% alcohol. Cover all surfaces of your hands and rub them together until they feel dry.
- **Avoid touching your eyes, nose, and mouth** with unwashed hands.
- **Avoid close contact.**
 - Avoid close contact with people who are sick, even inside your home. If possible, maintain 6 feet between the person who is sick and other household members.
 - **Practice social distancing** by staying at least 6 feet (about 2 arms' length) from other people.
 - Do not gather in groups.
 - Stay out of crowded places and avoid mass gatherings.
 - Keeping distance from others is especially important for people who are at higher risk of getting very sick.
 - Remember that some people without symptoms may be able to spread virus. You could spread COVID-19 to others even if you do not feel sick.
- **Cover your mouth and nose with a cloth face cover when around others.** Everyone should wear a cloth face cover or mask when they have to go out in public, for example to the grocery store or to pick up other necessities.
 - Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
 - Continue to keep about 6 feet between yourself and others. The cloth face cover is not a substitute for social distancing.
- Cover coughs and sneezes
 - **If you are in a private setting and do not have on your cloth face covering, remember to always cover your mouth and nose** with a tissue when you cough or sneeze or use the inside of your elbow.
 - **Throw used tissues in the trash.**
 - Immediately **wash your hands** with soap and water for at least 20 seconds. If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.
- Clean and disinfect
 - **Clean AND disinfect frequently touched surfaces daily.** This includes tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, and sinks.
 - **If surfaces are dirty, clean them.** Use detergent or soap and water prior to disinfection.
 - **Then, use a household disinfectant.** Most common EPA-registered household disinfectants will work.
- Monitor Your Health
 - **Be alert for symptoms.** Watch for fever, cough, shortness of breath, or other symptoms of COVID-19.
 - **Take your temperature** if symptoms develop.
 - Follow CDC guidance if symptoms develop.

WHAT IS SOCIAL DISTANCING?

According to the CDC, social distancing, also called “physical distancing,” means maintaining space between you and other people outside of your home. To practice social or physical distancing:

- Stay at least 6 feet (about 2 arms’ length) from other people
- Do not gather in groups
- Stay out of crowded places and avoid mass gatherings

Keeping space between you and others is one of the best tools to avoid being exposed to COVID-19 and slowing its spread across your communities and the world.

WHAT ARE THE SYMPTOMS OF COVID-19?

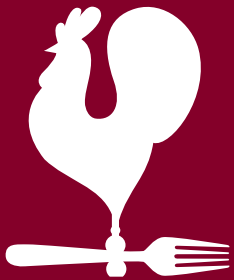
According to the CDC, the symptoms of COVID-19 include: fever, cough, shortness of breath or difficulty breathing, chills, muscle pain, sore throat, new loss of taste or smell, as well as gastrointestinal symptoms like nausea, vomiting, or diarrhea. However, these symptoms can also be seen in cases of the flu and allergies. The table below, adapted from the ThinkFoodGroup, compares symptoms between COVID-19, flu, and allergies.

But remember – for the health and safety of you, our teams, and our guests – if you are feeling any of these symptoms or ill in any way, please let your manager and/or HR know immediately.



Symptoms of COVID-19 vs. Flu & Allergies

COVID-19	FLU	ALLERGIES
Fever (100.4 or higher)	Fever	
Cough	Cough	Cough
Sore throat	Sore throat	
Nasal congestion, stuffy nose	Stuffy nose or runny nose	Stuffy nose or runny nose
Shortness of breath or difficulty breathing		Shortness of breath
Muscle pain or joint pain	Muscle pain and body aches	
Fatigue	Fatigue	
Headache	Headache	
Chills	Chills	
Nausea, vomiting, or diarrhea		Nausea or vomiting
Phlegm production		
New loss of taste or smell		
		Dry, red, or cracked skin
		Red, irritated, watery or swollen eyes
		Wheezing
		Rash or Hives
		Itchy eyes and/or nose
		Sneezing



CHAPTER 2

Serving Our Guests & Communities During COVID-19

We are grateful to our guests and communities for their continued support and business during our COVID-19 times. We have adapted our operations to continue to safely serve our guests. We have learned new ways to provide exceptional hospitality, even behind our masks and at a safe distance. These practices will continue to evolve as we invite diners back into our restaurants.

We have learned there are several practices at the top of most diners' list of what makes them feel safe during this pandemic:

- Use of PPE
- Awareness of social distancing measures
- Transparency of operations
- Communication

Our Guests have always given us a try because we execute the basics of any great restaurant: wonderful food and drink and caring service. They come back for the basics but also to experience our commitment to seeing everything Through the Eyes of the Farmer™. This is more than a tagline. When we make decisions, we see things the way American Family Farmers see things. We actively care about our neighbors, the land, the next generation, the quality of the product, and the overlap between our personal reputation and the meaning of our "brand." This all comes together to make us an everyday neighborhood restaurant.

Our company Constitution makes Four Promises to Our Guests that remain the basis for how we provide our hospitality during COVID-19. We will continue to use those promises as our guide, evolving some of our practices with current recommendations and requirements from health and government officials.

Four Promises To Our Guests

At Farmers Restaurant Group we uphold the craft of scratch-made food & drink. We honor our Guests, welcome them as our neighbors, and cherish them as though visitors in our home. It takes the teamwork of all of Our People to put the Guest first by delivering the perfect experience. We promise our guests:

SERVICE THAT FEELS GREAT: Hospitality, welcoming, loyal, neighborhood, connective, inspires Guests to return, customized for each Guest, Farm Service. Provided in a way that is right for each guest, with continuous table awareness. During our COVID-19 times, service that feels great includes service where guests feel safe, where they see us adapting our operations to prevent the spread of COVID-19. We are continuing to track and follow the guidelines and regulations of our health and local government officials, and will evolve our operations as needed to keep all of us safe.

DELICIOUS SUSTAINABLE FOOD & DRINK: Flavor matters; every bite should inspire a come-back bite, ingredients and sources matter, and how you feel an hour or a day after a meal is just as important as how you feel during it. Our beverages are of equal importance as our food.

DESIRABLE ENVIRONMENT: A variety of dining spaces so different Guests can find the environment they need. We stimulate the five senses. Of course, we must be comfortable and welcoming, but we go beyond that by making our environments something the Guest wants to repeat and recommend. Maintaining a like-new facility that is kept spotlessly clean. We go beyond clean, to Safe & Sanitary, ensuring we protect the health of our guests. A desirable environment currently also means ensuring we protect the health of our guests and our team during COVID-19. We have modified our floor plans to comply with social distancing requirements and are adding signage, plexiglass, 6-foot markers, and more. Guests may notice symptom checklists on our outside doors and postings of government order COVID-19 regulations. To create a desirable and safe environment, we request the help of our guests by asking them to follow our protocols and government regulations.

VALUE: We were born in the recession and value is part of our brand. Just because we can make a price increase does not mean we do. The recipe for Value is part price, part portion, part ingredient quality, part environment, part uniqueness; this overall balance is what makes the Guest want to spend their hard-earned money with us over and over.

Guest Safety & Hospitality During COVID-19

As we reopen for on-premise dining, our service and operations have adapted to protect the health and safety of all of our guests and our team members. Yet our hospitality remains the same. We are committed to providing our guests with a great experience within our new systems. Below is a summary of our current practices through the lens of the guest experience. For our guest service plan and specific protocols on how we are training and managing our teams and our facilities, please go to Chapter I.

- All seating will be done via **reservation only**. We will not be permitting walk-in guests, as we want to ensure we avoid any crowding at the entrance and front desk. If a guest arrives without a reservation, we'll ask them to check online for availability (on-site signage will reflect this).
- All tables and seats will have been **fully cleaned, sanitized, allowed to air dry, and then preset** prior to guest arrival.
- Guests will be shown to their table by a seater who maintains appropriate social distance, or what we are calling *Hospitality Spacing*, defined as doing your best to keep your distance while you are working in a service atmosphere and being respectful and intentional about your travel paths.
- Guests will be given a menu that is single-use for them that day, and then sterilized for service the following day. They also have the option of looking at our menu on their smartphone.
- There will be **hand sanitizing stations** across our restaurants, and we will offer for sale personal Founding Spirits hand sanitizer spray bottles. Our servers will use hand sanitizing stations or wash their hands between all service interactions.
- **Silverware has been cleaned & sterilized** and handled only with fresh gloves when wrapped in a napkin.
- **Everyone working in our restaurant will be wearing a mask**, properly fitting, and possibly a face shield.
- Our servers will also use *Hospitality Spacing*, standing near enough to our guest tables to talk about our offerings and take orders. We will also offer to take their whole order at once to minimize trips to the table.
- Water will be by request only, instead of automatically bringing our free bottled water and glasses.
- We will never lean over the table or our guests to get plates and cups.
- Guests will be given the choice, when possible, of having their food served to the table or taking their food directly off of the tray held by their server.
- When clearing the table, guests will be asked if they would prefer to pass the plates to the end of the table or have a tray placed next to their table so they can clear the table themselves.
- No check presenters will be used, just a printed check. We will take payment and provide a sanitized pen for signing.

OUR TEAM

Creating a safe environment for our teams and our guests includes:

- Continued commitment to **increased food safety systems**.
- **Our full-time Health, Safety & Sanitation professional trains team members** in English and Spanish reinforcing and refining company protocols.
- Proper & frequent **handwashing**.
- Consistent use of Personal Protective Equipment (PPEs): **face masks for everyone; addition of eyewear or face shields for those that request them**.
- **Proactive Basic Health Screening of everyone prior to shift**, which includes symptoms, temperature, recording data in our custom tracking app with in-person team follow up. Anyone with any symptoms will be immediately sent home until they are either symptom-free or cleared by their doctor.



COMING SOON

Contact-free payment
on smartphones.

- Continued commitment to **paid sick leave**.
- **Detailed employee agreements** that include social distancing requirements when away from work.
- All rehires and new hires get health **re-screening and comprehensive bilingual training** on enhanced safety protocols and are tested for their understanding.

OUR FACILITIES

- **Floor plans have been modified to observe social distance**, strategically seating guests in tables that are at least 6 feet apart. (See sample floor plan in Chapter II)
- Company-wide mandatory **hourly checklist for disinfecting and sanitizing of all public areas, high-touch point surfaces, and instruments**, using an EPA-certified disinfectant against corona viruses.
- **Fogging our restaurants with a corona virus-killing agent** that is safe for people and food environments.



- **Installation of Operational Protective Equipment**, i.e.: plexi-glass barriers, 6 ft markers, and signage directing guests and delivery drivers of our safety protocols.
- Signs to encourage social distancing while entering, transitioning through the restaurant, and exiting.

OUR SOURCES

- Continuing to receive products from our farmers and suppliers that we know & trust.
- Working hand-in-hand with our suppliers and their delivery drivers to ensure strict adherence to recommended COVID-19 prevention practices.
- All ingredients are fully traceable.

HOW OUR GUESTS CAN HELP US

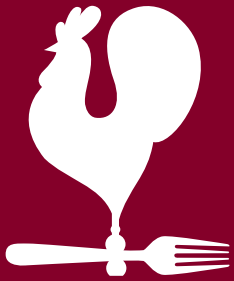
Our guests have been amazing, and we appreciate the continued support. The best way our guests can help us is to please follow the health & safety protocols we have developed. Be nice to our people, because niceness is always nice.



Serving Our Communities

Since mid-March, we have been doing our very best to support our communities and frontline workers during these challenging times. We have adapted our operations and offerings, connected with new and existing partners, and continued to look for new ways to serve and uplift our friends and neighbors including:

- Delivering over 3,800 meals to local area hospitals and first responders through partnerships with [Feed the Fight](#), as well as individual donations. This includes Sibley, Children's National, MedStar Washington Hospital Center, George Washington University Hospital, Inova, Georgetown University Medical Center, National Institutes of Health, Washington DC, VA Medical Center, DC Fire & EMS, and the U.S. Capitol Police.
- [Delivering over 300 meals to housebound elders](#) and those in need across DC and Northern Virginia through our partnership with [Last Call for Food](#).
- [Providing almost 2,000 individually packaged and freshly prepared meals per week](#) to DC's most vulnerable residents through our partnership with [World Central Kitchen](#).
- Using flour donated through our North Dakota farmers and former Senator Heidi Heitkamp to make and donate 200 loaves of bread to [DC Central Kitchen](#). We are continuing to [provide ongoing supplies from our farmers across the Midwest](#) when our North Dakota Farmers Union truck comes to town.
- Supplying over 1,200 gallons of our [Founding Spirits](#) Hand Sanitizer to hospitals, first responders, healthcare workers, and others across our communities. Founding Spirits pivoted operations to begin making Hand Sanitizer following a WHO recipe in response to urgent community needs.
- Supporting Best Buddies with a percentage of our sales for a family meal specifically created for their [Best Buddies PROM: The Virtual Celebration](#), a program developed to honor and recognize program participants, buddy pairs, and dedicated volunteers during COVID-19.
- Offering 50% off our restaurant To Go menus for first responders.
- Opening a Market & Grocery in 6 of our 7 restaurants with contact-free curbside pick up and delivery.



CHAPTER 3

Forward Thinking



As we move forward to reopening, we have carefully considered how best to operate our company and welcome our guests back to our tables. As this [Reopening Resource Guide](#) shows, we have adapted existing protocols and built new systems to ensure the safety of our guests and our team. Every day, we are continuing this work: to find new and better ways to operate, both during our COVID world and beyond. We are also looking more broadly at ways we can improve and reimagine our industry in the future.

Safety & Innovation

Safety and Innovation now go hand-in-hand. Our team is working incredibly fast to go from a bright idea to investigation to validation and then implementation. We continue to read about and investigate new products that can make our restaurants safer for our guests and our team. We also know that there are people and companies out there just trying to make a quick buck. Anyone can whip up a website or a PDF 1-pager touting virus-killing miracles in return for a handsome payment. While we need to move fast, we also need to be prudent. Safety is factual, not theoretical.

Some of the innovative technologies we are researching and considering include:

DISPENSING FOUNDING SPIRITS HAND SANITIZER

We are developing additional dispensing systems for our Founding Spirits Hand Sanitizer so that we guarantee permanent supply in our restaurants for our guests and our team. We are also increasing our distillery production, so we have our hand sanitizer available for guests to purchase.

UV-C LIGHTS FOR INSTALLATION IN OUR HVAC SYSTEMS

While there is science that substantiates that UV-C light destroys the virus, the key element is situation. Meaning, how long does the virus need to be exposed to UV-C and what's the effect of air speed and movement in order for the light to be effective. If this works in a stationary setting, with no movement, for 30 minutes of consistent UV-C light exposure, does it also work in an air duct with the virus moving in an air stream at a certain rate of speed flowing through the light? While we have more studying to do before making this investment and trusting it is effective, we are moving forward with switching all our MERV-8 air filters to a higher rated filter of MERV-13 or MERV-17. MERV-13 filters are used in hospitals and remove bacteria. MERV-17 are used in clean rooms and

surgical environments and are rated to remove virus particles but also heavily restrict air flows. We are still assessing how these higher rated filters might perform and impact our HVAC systems. Improved air filtration is an important step up from the filters we used pre-COVID-19. We are also looking into increasing the amount of outside air we bring into the system to lower the amount of recirculated air in the space. We are following the guidance from experts at ASHRAE and REHVA, as well as consulting with our mechanical engineers for the optimum combination of action steps.

SURFACES, SURFACES, SURFACES

We have all the science we need in order to sanitize our surfaces when we wipe them down. We use EcoLab Peroxide Multi-Surface Cleaner and EcoLab Multi-Quat Sanitizer, and we have consistent hourly scheduled cleanings and checklists. We are studying the use of materials and coverings for surfaces, such as products from NanoSeptic, but we need reliable third party verification on the efficacy. Once we have that, we will use these coverings on our high-touch surfaces, such as the screens where our servers ring in orders or on our revolving door handles.

ANTIVIRAL FOGGING

We go beyond just spraying and wiping, by deploying certified coronavirus-killing fogging techniques with electrostatic sprayers. We have been using professional companies (PMSI and Right Restoration) to provide this service, ensuring that the products used are safe for people, food environments, and furniture, while still being EPA-N List rated to destroy the virus. Currently, we have placed orders for our own electrostatic sprayers so that we can use this technique even more frequently and affordably. As soon as the sprayers arrive, we will get them in use. Until then, we will use our outside vendors.

ATP CLEANING VERIFICATION SYSTEMS

Audits using proven science will be part of our protocols. We are exploring the addition of [ATP Luminometers](#), an advanced cleaning verification and monitoring system that collects, analyzes, and reports data so you can prove the effectiveness of your facility cleaning and infection prevention. These would be added to our existing safety and sanitation inspection protocols.

WHOLE-ROOM UV DISINFECTION SYSTEMS

Used in hospitals since 2007, [whole-room UV disinfection systems](#) can sanitize practically all of the surfaces in a room at once, with minimal labor and without hazardous chemicals. We are researching these “robots” that use UV-C light to destroy viruses.

COVID-19: An Opportunity To Reimagine Our Industry

The COVID-19 pandemic has solidified that restaurants are essential and create a vast ecosystem of producers, suppliers, and vendors that significantly impact our economy. As we reopen our doors to diners, we know that we need more than carefully constructed guidelines for our teams like this [Reopening Resource Guide](#). We need a plan and timeline from our government and bipartisan, multi-faceted collaboration to build a reimagined industry. Below is an editorial addressing a reimagined restaurant industry from one of our Co-Owners, Dan Simons.

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Viewpoint: Restaurants' survival will take blend of fixes

May 22, 2020, 11:49am EDT

As a restaurateur, I know recipes are about balance. Touting only one ingredient is like using a soundbite to convey the whole picture. Executing an amazing dish requires the right mix of ingredients, plus mise en place, procedure, technique and presentation. Our challenge ahead is similarly complex, requiring hundreds of ingredients and excellent execution. We don't know exactly what it will entail, but we can identify the major elements and commit to not having singular or siloed conversations.

Workplace safety

Local governments must provide crystal clear guidance coordinated with health departments on exactly how to handle an employee's positive Covid-19 test. Free testing with rapid results is critical, as are virus-killing fogging protocols. Cash is required to purchase PPE, and government purchasing power could dramatically reduce costs. We need regulations that allow for employee safety, customer safety and economic survival.

Cash on hand

Grant and loan programs must be fixed and expanded. The government needs tax and employment revenue from restaurants, so any support funding will offer a return on investment. Without cash, there is nothing.

Profit architecture must be rebalanced, including sales per square foot, profit and loss expenses, occupancy costs, taxes and fees. This will require collaboration between landlords, lenders, tenants and the government. Burdening restaurants with ballpark fees — when they are nowhere near the ballpark — and pushing real estate taxes from landlords onto tenants need to be rebalanced.

Regulation

Laws regarding tipping, taxes, alcohol sale and delivery, patios and permits need to be revised to align with what customers want and what restaurants can realistically do or pay.

Employees

All workers need human dignity, to be valued, to be able to provide for oneself or family, fair benefits, and the opportunity to climb and bloom. Wage structures and benefits can be substantially improved. What kind of country doesn't ensure paid parental leave or paid sick leave? Why is health insurance a business cost, not a societal cost? These improvements must be addressed in the full context.

Supply chain

To support independent farmers, we need advocates for antitrust enforcement with food processors/distributors. Regional processors, like Seven Hills in Virginia, and family-owned regional distributors, like Keany Produce, need immediate, ongoing financial and regulatory support. Money and favorable regulation flow to larger conglomerates, the very same companies now being shut down and unable to keep flour on grocery shelves with silos full of wheat in the Midwest.

Our corrupt food supply chain is being revealed during Covid-19 to anyone paying attention. Using the Defense Production Act to compel workers back into harm's way while fueling these monopolistic, highly concentrated corporate agriculture companies is bad for workers, bad for consumers and bad for our national security.

Community

Food is life and restaurants are amazing providers. Ideally, paying customers direct their spending to the mindful operators, so we can donate food to those who aren't able to pay. As a community, if we spend intentionally, it drives our ability to support where we can.

This is a time to reimagine, to rapid prototype, to propel conscious capitalism to the forefront. Business can be a wildly powerful force, a gravity that pulls everything toward a better, more considered center. Collaboration with entrepreneurs, advocates and government can create an improved world.

We, the citizens, need to consider more than single ingredients, and not be yanked to extremes by singular, ideological voices on the right and left that dominate daily news. Let's take all of our single issues and put them into a pot, like stone soup, and cook up something nourishing and fulfilling for the long haul. Let's reimagine our industry the way we want and not settle for more of the same. I'm in. Who's with me?

Dan Simons is co-owner of Farmers Restaurant Group.

FRG COVID-19 REOPENING RESOURCE GUIDE

38

Everything Matters
EVERYTHING IS
PERSONAL

