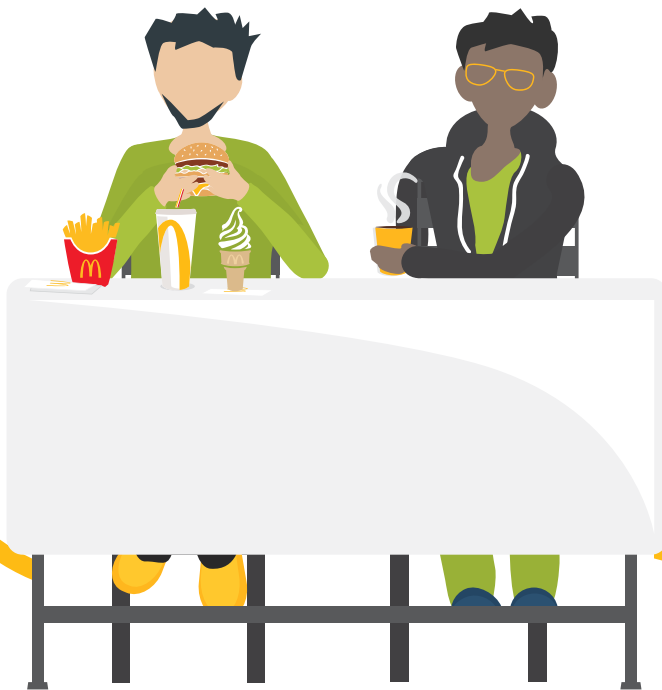




Dine In Re-opening Playbook

5_12_2020





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McOpCo restaurants should consider the information in this section as company policy. As we progress in our recovery, McDonald's USA, LLC reserves the right, at its sole discretion, to update this Playbook, without prior notice. These procedures and guidelines do not constitute promises or establish contractual rights between McDonald's and any of its employees.

Franchisees are exclusively responsible for complying with all statutes, laws, and regulations applicable to their restaurants. Franchisees should consult their own legal counsel as it relates to application or implementation of any information contained in this section and all other legal issues affecting their individual business. In addition, Franchisees are independent employers who make their own decisions and policies regarding employment-related matters pertaining to their employees.



McDonald's USA,

For 65 years, cleanliness has been a key part of who we are as a brand. As we begin to enter the Recovery phase and reopen our dining rooms, it's more important than ever that we uphold this standard.

It's critical that we take a thoughtful and methodical approach to reopening. This is not a race and we only have one chance to get reopening right.

In the pages ahead, you will see the steps we have taken to ensure we have visible and consistent signs of safety in all of our restaurants. These standards were developed in partnership with owner/operator leadership with the goal of building trust with restaurant employees and our customers, and ensuring that McDonald's continues to be a safe and clean place to enjoy a meal.

After a restaurant has met the minimum standards to reopen, it will ultimately be the owner/operators' decision to determine the right time to begin dine-in service.

Please know that our Field Office staff is here to support you every step of the way and you have my commitment that we will continue to partner with you on solutions to support your restaurants.

Charlie

A handwritten signature in black ink that reads "Charles C Strong".

Charlie Strong
Chief Field Officer
McDonald's USA



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Re-opening a Dining Room

Considerations

Restaurant Crew and Our Customers

As industry leaders, **our aspiration is to make our customers and crew feel safe, welcome, and cared for** every time they are in our restaurants. This Playbook details the guidelines and procedures we have created to ensure a safe environment inside the restaurants for customers and crew with **enhanced focus on hygiene, cleanliness and social distancing.**

We ask that you remember: **we only get one chance to do this the right way.**

Who Makes the Decision?

The recovery phase will be a bottoms-up approach in which many more decisions are made at the local level.

Once your local government says a geographic region can re-open, the Zone President will review decision criteria and determine Go/No Go to re-open that geographic area.

At that point, re-opening a dining room of an individual restaurant is the **decision of the Owner/Operator in partnership with the Ops Officer.**

Owner/Operators should consult with their **FBP as an advisor** regarding the methodology and timeline that makes the most sense for your business.

How the Decision is Made

Consideration criteria/metrics include (but are not limited to):

- State, local government restrictions on restaurant operations are eased or better defined (e.g. limited occupancy regulations by municipalities)
- Building/location where restaurant operates re-opens
- Sufficient level of staffing for food, employee, and customer safety
- Assured supply of PPE (required and highly recommended items implemented – see re-opening minimums in the following section); adequate DC inventory
- Ability to replenish cleanliness/sanitation supplies for the dining room; adequate DC inventory
- Impact to sales and business performance if we delay re-opening the dining rooms (e.g. large percentage of competitors have re-opened already)
- Continuing to run Drive-Thru/Delivery only operations would have a negative impact to the McDonald's brand
- Business performance thresholds determine market phase; supported by US Revival/Recovery plan



Re-opening a Dining Room

We Made the Decision. What Are the Next Steps?

There are currently two stages for re-opening a dining room:

Stage

1

If your lobby is closed and the restaurant is operating with a drive-thru and delivery only model, then **begin with incorporating takeout.**



Stage

2

If you are already on a takeout model, you will **need to ensure you have the minimum requirements in place to re-open your dining room.**



Please note this playbook will be updated with additional stages as we progress in our recovery.



Re-opening a Dining Room

Re-opening Minimums

Crew & Customer Care Minimum for All Operating Models

The safety and health of restaurant crew and customers is our top priority. Regardless of what your current operations model is, your restaurant should be abiding by the Crew & Customer Care minimum guidelines detailed below*.

Procedure	Who This Applies To	Timeline
Restaurant Employee Social Distancing Positioning Procedures	Required All restaurants	May 15th
PPE - Gloves	Required Gloves required for all food handlers and service employees	Immediately
Hourly Handwashing	Required All restaurant employees	Immediately
Enhanced hygiene and cleaning procedures	Required All restaurants	Immediately
PPE - Face Masks / Face Coverings	Required All restaurants that aren't already required by law or hot spot locations	Immediately
Wellness Checks and Temperature Checks (for employees)	Required All restaurants that aren't already required by law or hot spot locations	Immediately

* In implementing the below procedures and associated policies for your restaurants, we highly recommend consultation with your own legal counsel as many of these will have legal implications for your individual businesses including, but not limited to, wage and hour and privacy laws, as well as local COVID-19 related ordinances and regulations.



Re-opening a Dining Room

Re-opening Minimums

Restaurant Operating Minimums

Stage

1

Re-opening with **Takeout Only**

The operating minimums for **re-opening with Takeout** are listed below. The detailed procedures corresponding to each element are outlined in the playbook.

Procedure	Who This Applies To	Timeline
<p><u>Protective Panels</u> At front counter order taking, pick-up and both drive-thru windows</p>	<p>Required All restaurants, either by DIY or supplier order</p>	<p>April 30th</p>
<p>POS: Limit to one POS at counter open to meet <u>social distancing guidelines</u>. If two or more POS are open must meet social distancing guidelines.</p>	<p>Required All restaurants</p>	<p>In place when restaurant re-opens</p>
<p><u>Floor Decals</u> designating where to order, wait and pickup</p>	<p>Required All restaurants</p>	<p>Immediately As available through your DC</p>
<p><u>Hand Sanitizer or Wipes</u> Available in vestibule and service area located by kiosks</p>	<p>Required All restaurants</p>	<p>Immediately As available through your DC</p>
<p><u>Hand Sanitizer</u> Behind front counter by POS</p>	<p>Highly Recommended All restaurants</p>	<p>In place when restaurant re-opens As available through your DC</p>
<p><u>Handless Option to open doors</u> Foot pull pedal, arm pull or paper towels</p>	<p>Highly Recommended All restaurants</p>	<p>In place when restaurant re-opens</p>
<p><u>Contactless hardware</u> Faucets, soap dispensers</p>	<p>Optional All restaurants</p>	



Re-opening a Dining Room

Re-opening Minimums

Restaurant Operating Minimums

Stage

2

Re-open with **Dine-In & Takeout**

Below are the operating minimums for those who already meet Stage 1 requirements and are now **re-opening Dine-in**. The detailed procedures corresponding to each element are outlined in the playbook.

Procedure	Who This Applies To	Timeline
Dine-in area <u>deep clean</u> prior to restaurant re-opening	Required All restaurants	In place before restaurant re-opens
Dine-in seating: <u>tables cleaned/sanitized after each use</u>	Required All restaurants	In place when restaurant re-opens
High-touch areas and restrooms: <u>clean/sanitized every 30 minutes</u>	Required All restaurants	In place when restaurant re-opens
Dining Room Social Distancing: Mark tables and seating with closed <u>decal signs</u> to meet social distancing guidelines (applies to exterior patios)	Required All restaurants; move freestanding seating if possible	In place when restaurant re-opens. Kit shipping May 15 – June 1
<u>Modified Table Service:</u> Present order in double-folded bag on tray, ensure order is right, then take away tray. Leave tent at table, come back to retrieve it after customer has finished, then clean and sanitize table and tent.	Required All restaurants	In place when restaurant re-opens
<u>Table Service Check-Back:</u> Check back in with customers to see if they have everything they need with a thumbs up	Highly Recommended All restaurants	In place when restaurant re-opens



Re-opening a Dining Room

Re-opening Minimums

Restaurant Operating Minimums

Stage
2

Re-open with **Dine-In & Takeout**

Procedure	Who This Applies To	Time line
Kiosk Requirements: Credit payment only, screens, table tents and key pads cleaned after each use, limit number of kiosks open to promote social distancing	Required All restaurants; Owner/Operators have the option to re-open their dining room with or without kiosk ordering	In place when restaurant re-opens
Kiosk Messaging: Attract screens display sanitation and social distancing procedures	Required All restaurants	As graphics become available
Playplace: Toy, interactive games, and interactive tables closed with signage	Required All restaurants; seating area may be used if practicing social distancing guidelines and cleaning tables after each use	In place when restaurant re-opens
Customer Care: <u>Masks Available</u> for Customers (only if customer requests)	Required All restaurants where municipalities require customers to wear masks in public	In place when restaurant re-opens
Restroom Social Distancing: <u>Signage</u> displayed to promote social distancing and single occupancy	Required All restaurants	In place when restaurant re-opens
Restrooms: cleanliness tracking sheet documenting when restroom was last cleaned	Highly Recommended All restaurants	In place when restaurant re-opens



Re-opening a Dining Room

Re-opening Minimums

Restaurant Operating Minimums

Stage
2

Re-open with **Dine-In & Takeout**

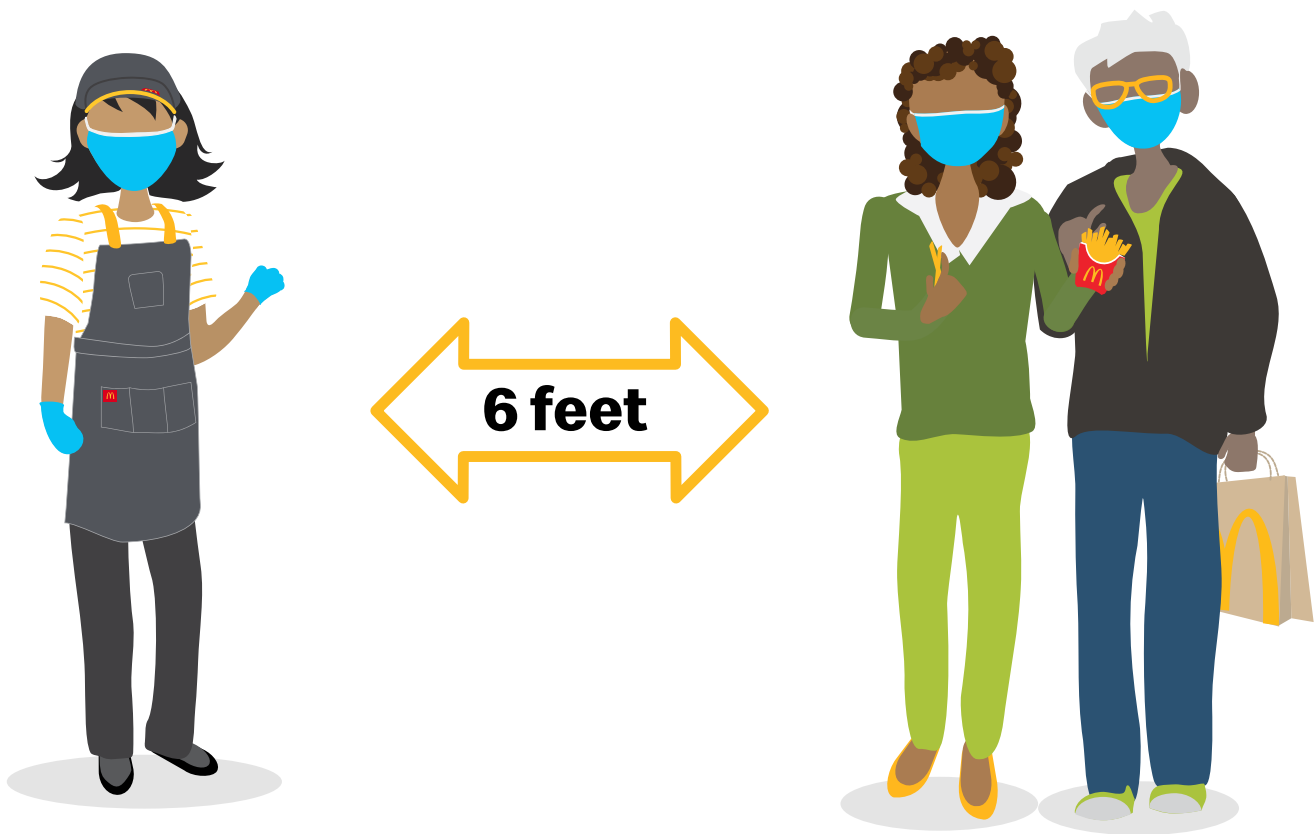
Procedure	Who This Applies To	Time line
<u>Self-Service Beverage Bar Closed to Customers</u>	Required Owner/Operator has 2 options: 1. Highly recommend - crew pour through drive-thru ABS 2. SSBB open, sectioned off from public with protective panels, and staffed. Should not be operated as a refill station Crew pour only for refills: new cup and lid required	In place when restaurant re-opens
<u>Social Distancing Limited Occupancy:</u> mark waiting spaces in vestibule and outside of restaurant to reduce congestion using <u>social distancing exterior floor signage</u>	Highly Recommended All restaurants	In place when restaurant re-opens
<u>One-way customer travel path:</u> to manage customer flow in and out of restaurant, use floor signage – directional arrows	Highly Recommended All restaurants	In place when restaurant re-opens
<u>Customer Care Messaging: Place a “cleaned/sanitized” card on the table</u> after cleaning and sanitizing it to indicate to customers safety is our main priority	Highly Recommended All restaurants	In place when restaurant re-opens
<u>Guest Experience Safety & Sanitation Lead:</u> Hospitality, safety and sanitation lead available to assist customers and coordinate cleaning and sanitation activities, promote social distancing and reduce customer congestion	Highly Recommended All restaurants	In place when restaurant re-opens



Social Distancing Guidelines

Social Distancing is the new normal and will be part of consumer expectations for quite some time. Please carefully review all the procedures and equipment detailed in this section.

For quick reference, we have created a Social Distancing Execution Guide that contains all the required elements for social distancing and where to get them. Parts of this guide are detailed throughout this section. Note there may be instances in which suppliers do not have items in stock. **You will still be required to have the elements in place prior to re-opening, even if it is a temporary Do-It-Yourself (DIY) solution until your more permanent replacement arrives.**





Social Distancing Guidelines

Required: 6 ft social distancing

Restaurants should reduce occupancy to accommodate social distancing guidelines keeping guests 6 feet apart while in line, waiting for food, dining-in, and using the restrooms.

It is **required** that you follow your local health and government authority guidelines, requirements, and social distancing restrictions regarding the number of people allowed in indoor spaces. All social distancing and limited occupancy guidelines apply to outdoor patio seating as well. In addition, some local municipalities are currently restricting outdoor patio dining. Please be sure you are in compliance with your local laws.

Each restaurant should determine the maximum number of guests permitted in the dining room at any one time. **You can calculate your capacity based on local requirement by using the occupancy estimator tool located [here](#).** There should also be a clear procedure to monitor and regulate the number of guests coming in and out of the restaurant where required by local authorities.

Estimated Seating with Social Distancing										
Building Type	EST. SERVICE OCCUPANCY		ESTIMATED SEATING OCCUPANCY							
	Area Occupancy	Distance Service Occupancy	Seating Occupancy	Distance Seating Occupancy	25% Allowable Seating	30% Allowable Seating	35% Allowable Seating	40% Allowable Seating	50% Allowable Seating	75% Allowable Seating
4597	35	12	67	32	17	20	23	27	34	50
45114	38	13	107	45	27	32	37	43	54	80
38111	29	10	74	40	19	22	26	30	37	56
1511PP	26	9	104	30	26	31	36	42	52	78
3897	26	9	62	30	16	19	22	25	31	47
3989	38	13	71	31	18	21	25	28	36	53
80's	26	9	44	24	11	13	15	18	22	33
2000's	26	9	72	39	18	22	25	29	36	54
Walmart	21	7	64	36	16	19	22	26	32	48
Calculate Seating										
QTY. EXISTING SEATS			0							
% ALLOWABLE SEATS			0							
TOTAL SEATS			0							

- **Required:** Meet all local/state occupancy, egress and accessibility requirements.
- **Required:** Close some table/seating locations so that designated seating can maintain a 6-foot separation. (Consider selecting every other table starting at the perimeter seating most frequently used.) Please note this applies to outdoor seating as well.
- **Required:** Use table closed decals to indicate table is unavailable for use. If you are ready to open and have not yet received the social distancing kit, you will need to use DIY versions until the kit arrives. It is recommended to keep groups to 6 or less. Note: some municipalities may require smaller groups. Check local guidelines.
- **Required:** 5% of the seating provided must be ADA accessible
- **Recommended:** Remove all free standing tables/chairs that are not being used where possible.
- **Recommended:** Restaurants with a high percentage of takeout orders can alleviate the congestion in that area by designating 1-2 tables for carry-out guests to wait for their orders.
- **Required:** Place floor stickers 6 feet apart in clearly recognizable paths that will direct customers to order points and pickup points. Floor stickers must maintain 6-foot separation from designated seating or other functions where one person or more will stay for more than 10 minutes.



Social Distancing Guidelines

- **Required:** Limit to one POS at counter open to meet social distancing guidelines. If two or more POS are open must meet social distancing guidelines.
- **Highly Recommended:** Mark waiting area spaces outside & in the vestibules.
- **Required: Restroom signage** to promote social distancing and single use
- **Required: Self-Serve Beverage Bar service will remain closed to customers.** See the [SSBB section](#) of this playbook for crew pour operations.
- **Required: PlayPlace closed with signage to alert customers**
Seating area inside the PlayPlace may be used when needed if tables are cleaned & sanitized after every use, and the access to the toy is sectioned off with a physical barrier (e.g. stanchions). **Alternate solutions for blocking off PlayPlace available here.**
- **Required: Interactive games disabled.**



Social Distancing Guidelines

Required: Protective Panels

Protective Panels are required for Drive-Thru, POS and Dual Point in all McDonald's US restaurants. Please note that the panels are also now considered high-touchpoint surfaces and should be cleaned **at minimum every 30 minutes**.

If you choose to use the DIY option, there are some minimum guidelines you must follow.

Minimum installation guidelines

- The top of the protective panel shall be a minimum of 5' 9" high once mounted on the front counter or POS shroud.
- The panel shall be minimum of ¼" thick.
- The panel base or legs must be attached to the counter with Velcro or dual-sided tape. This will stabilize the device and allow for ease of cleaning.
- Protective panels may be suspended from the ceiling, but should be anchored at the bottom to prevent movement or swaying.
- Prior to dining room re-opening, a panel should be installed at any POS where the customer places an order, at the Dual Point area and between the registers when multiple registers are open and not spaced 6 feet apart. You should also consider social distancing guidelines when positioning crew at the front counter.
- In the Dual Point area:
 - the barrier should have a 13" clearance space from the counter surface to bottom of protective barrier.
 - the barrier should be minimum of 26.5" wide and will vary based on length of the Dual Point counter.

Protective Panel solutions can be made as a DIY or ordered through the supplier solutions. You can find additional details on the US Coronavirus Resource Center on @mcd and the links are below.

Operating Procedures






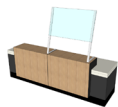
- [DIY Front Counter Protective Panel Materials List and Instructions](#)
- [DIY Front Counter Protective Panel Assembly Video](#)
- [DIY Drive-Thru Protective Panel Materials List and Instructions](#)
- Protective Panel Order Forms for Drive-Thru: [HK](#) | [Ready Access](#) | [MAXXIT](#) | [Kemp](#)
- Protective Panel Order Form for Front Counter: [HK](#), [MAXXIT](#), [BlueDot](#) | [Kemp](#)
- [Protective Panel Cleaning Procedure](#)



Social Distancing Guidelines

Specific dimensions are listed below based on the most common type of front counters in the restaurant. If your counter is different, these principles still apply.

Protective Panel Guidelines

	Front Counter	Width	Height	Landing Space (Legs)	Comments
	SEEQ Counter	26 1/2" – 31"	35" – 38"	12" - 20"	
		36"		12" - 20"	
	MFC 1.0	26 1/2"	35" – 38"	11"	Barrier will rest on top POS pod
		36"		12"	
	MFC 1.5	26 1/2" – 29"	30 1/2" – 33 1/2"	12" - 18"	Barrier will rest on POS shroud Interior leg clearance shall be 1'-11 1/2" MIN.
		36"		12"	



Social Distancing Guidelines

Required: Contactless Operations

We want to ensure that we maintain an environment where both employees and customers continue to feel safe by minimizing/reducing person-to-person contact during the food ordering and collection process. **Non-contact order and non-contact food pick-up procedures should continue in all restaurants.**

Front Counter Take Out and Front Counter Dining Assembly Procedures

- All **Front Counter orders will be assembled using the Dual Point service model and placed in a bag** to be delivered to guests. **Take Out orders will be placed at the pick-up area** and **dine-in orders will be delivered with the bag placed on a clean sanitized tray** placed on the table for customer.
- **Condiments should be placed in the bag** as usual. However, once the crew person has placed the bag on the counter, if a guest asks for additional condiments, it is recommended that those be placed on the counter for to-go orders, or on a clean sanitized tray that is placed on the dining room table for dine-in guests.
- **Employees will place all completed orders into paper bags, double fold, and affix the order receipt on the front of the bag with a sticker.** (Any type of sticker is acceptable. Do not forget napkins and straws!
- For **take-out orders, place the order on the pick-up counter with the receipt facing the guest.** Sequence the orders from left to right with the receipt facing the guest at the pick-up point.
- For **dine-in orders, the bag will be placed on a clean sanitized tray and delivered to the customer** while maintaining social distancing requirements. The runner or presenter is NOT required to wait, as guests will self-collect their meals based on their order numbers displayed on the Order Ready Board (ORB).
- **Every 30 minutes** (or more often if needed), **use KAY Peroxide Multi-Surface Cleaner and Disinfectant RTU with a sanitizer-soaked towel to wipe the pick-up area and SSBB area** (if crew are using as detailed in [SSBB guidelines](#)).

You can find additional resources on the Coronavirus microsite on @mcd via the link below.

Operating Procedures

[Contactless operations and social distancing procedures](#)



Social Distancing Guidelines

Social Distancing + Limited Occupancy Signage

As we look to reopen dining areas we want to make it easy for our customers to navigate, while respecting social distancing requirements, to build customer confidence. This will be part of our new normal and it's going to be an expectation our customers have of us as we reopen our doors.

Customer Travel Path and Seating Examples

Determine your restaurant needs and use the below customer traffic/seating examples to guide decisions on your final arrangement. It's important to be mindful of restaurant conditions (i.e. % of take out vs Dine In) to determine which layout may be most beneficial for you. Remember that 5% of the seating provided must be ADA accessible. Consult with your own legal counsel to ensure compliance with all ADA and similar local regulations.

Dine In Area

To make it easy for customers to navigate the Dining area, we have developed decals to mark tables and chairs which need to be closed to meet social distancing and limited occupancy requirements; and we are also making available directional arrows which can be used to create a one way customer flow.

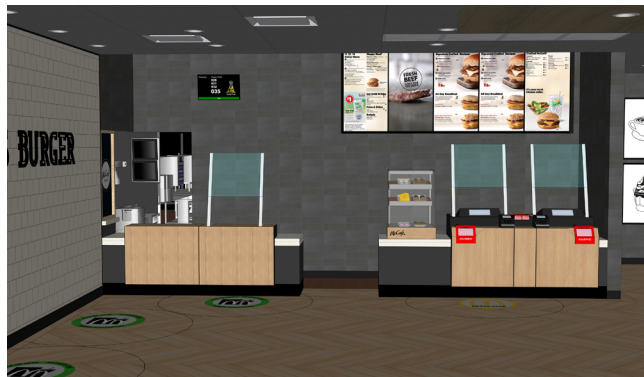




Social Distancing Guidelines

Service Area

To make it easy for customers to navigate the service area we will use floor decals for order, wait and pickup areas.





Social Distancing Guidelines

Social Distancing + Limited Occupancy Signage

To eliminate confusion on social distancing and limited occupancy, it is important we communicate and help customers navigate required travel paths with ease. This will require additional signage and equipment solutions.

Pictured below are solutions we have developed for this and a corresponding legend that details the item function, placement and the recommended quantity. Please order the appropriate quantity based on individual restaurant seating occupancy and customer travel paths.

Every restaurant will receive a social distancing kit that contains the required and recommended elements detailed below.

Dine In Social Distancing Kit

Required Floor/ table/chair decals

Decal/Sign	Material	Size	Qty/kit
Existing Order Here Floor Decal	Same as existing	Same as existing (10"x10")	4
Existing Stand Here Floor Decal (gold border)	Same as existing	Same as existing (10"x10")	6
Pick Up Here Floor Decal	Same as existing	10"x10"	6
Table Closed and Empty Seat Decal <i>Bilingual</i>	Safe for food contact material	10"x10"	24



Dine In Social Distancing Kit

Recommended floor decals/ table card

Decal/Sign	Material	Size	Qty/kit
Customer flow Order path decal Round	Same as existing	Circle: 11"x11" Oval: 11"x7.74"	5
Customer flow Exit Decal Round	Same as existing	Circle: 11"x11" Oval: 11"x7.74"	5
Exterior Queuing Decal	Material for exterior use	10"x10"	5
Table cleaned/sanitized card	Safe for food contact	5"x7"	15



1

Highly recommended: One way customer travel path for social distancing

It is **highly recommended** that restaurants adopt a "one-way directional flow" in the dining room to assist with social distancing. **One-way directional floor signage** should be placed on the floors to direct guests where to walk. This signage should be placed in a way that prevents guests from passing each other and decreases the chances of contact.



Hygiene & Cleanliness Guidelines

Deep Cleaning Prior to Re-open

Every restaurant is **required** to conduct a deep cleaning on the entire dining room area prior to opening for dine-in guests. You can find additional details on the US Coronavirus Resource Center on @mcd and the links are below.

- [Ecolab: Procedure for deep cleaning your restaurant \(+ Spanish\)](#)
- [ServiceMaster Restore: Coronavirus Response Protocol](#)
- [Additional Restaurant Cleaning Services available to Operators](#)

Enhanced Hygiene & Cleanliness Procedures

To help prevent the spread of COVID-19 to our employees and guests and gain customers confidence on dining-in at McDonald's, **we have added additional minimums to our already high standards for cleaning and sanitizing.**

If there are local regulatory practices in place that are more strict than these any of the guidelines listed in this playbook, **the local regulatory practices override these additional minimum standards and you must strictly adhere to them.**

High-Touchpoint Surfaces

- **Required:** Leverage **Guest Experience Safety & Sanitation Lead**/service crew to increase the frequency of cleaning and sanitizing high-touchpoint surfaces. Refer to [Kay card](#) for surface cleaning and disinfection procedures.
- **Required:** Use KAY® Peroxide Multi-Surface Cleaner and Disinfectant (3:1 cleaner/disinfectant) along with a sanitized towel a **minimum of every 30 minutes for the following areas.** Ensure you utilize a timer, such as one used for handwashing, to remind the restaurant team. Focus on the following surfaces:
 - Door handles and push plates
 - Handrails
 - Front counter
 - Waste bin flaps
 - [Credit card machines](#)
 - [Protective panels](#)
 - Any surfaces frequently touched with hands



Hygiene & Cleanliness Guidelines

Dining

- **Required:** Clean and sanitize tables **after each use**.
- **Required:** Table tents must be wiped with sanitized towel **after each use**.
- **Required when supply is available:** Provide hand sanitizer or disposable hand sanitizing wipes in the service area and/or vestibule.

Kiosks

- **Required:** Kiosk screens and credit card readers must be wiped down with sanitized towel **after each use**.
- **Highly Recommended:** Place or move existing hand sanitizer dispensers to the most accessible places for service employees and customers.

Front Counter

- **Required:** Increase the frequency of cleaning and sanitizing the credit card readers to **every 30 minutes**. Spray a well wrung out sanitized towel with 3:1 Peroxide Multi-Surface Cleaner and Disinfectant and then wipe down the surface of the screen and the credit card reader.



Hygiene & Cleanliness Guidelines

Restrooms

- **Required:** Increase cleaning and sanitizing frequency of restroom components and high-touchpoint surfaces in the restrooms to **every 30 minutes** or more often as needed. Refer to [Key Card for Restroom Cleaning](#) for procedures and areas to be cleaned and sanitized.
- **Highly Recommended:** Provide a visual cue to customers with a [tracking sheet](#) to document when restroom was last cleaned posted on the back of the restroom door.
- **Highly Recommended:** Provide a [touchless option](#) for opening doors (hardware such as arm handle or foot pull) and touchless water for hand washing sinks. *Note: some local laws are requiring this.*

There are additional details regarding procedures below and links to signage that can be used in the restaurants.

Operations Procedures

- [Personal hygiene and cleaning and sanitizing minimum standards](#)
- [Protective panel cleaning procedures](#)
- [Procedures for cleaning electronic devices](#)

Signage

[Hand washing poster](#)



Crew & Customer Care Guidelines

Gaining the confidence and trust of crew and consumers is crucial to our success in this environment and is our primary goal. Below are the required and recommended procedures we have outlined for crew care.

Required: Gloves

Gloves are required for all service employees including order takers, cashiers, assemblers and presenters. Maintenance staff are required to wear gloves when performing duties in the service area (ex: cleaning bathrooms, changing trash in lobby). Managers are required to wear gloves unless they are performing non-service tasks such as counting a register.



Operating Procedures

Disposable Glove Procedures for Service Employees

Note: Glove procedures for production employees have not changed. Continue to follow standard procedures for glove usage for production employees as detailed in the O&T Manual.

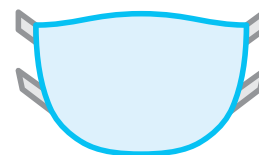




Crew & Customer Care Guidelines

Required: Masks

In light of recent current CDC guidance, we are **requiring** that all restaurant employees wear masks when working in the service area.



Mask Procedures (employer-provided disposable and re-usable)

For any employee wearing a disposable surgical type mask or a reusable cloth mask provided by the restaurant, they should follow the below.

- Wash hands before putting on your mask.
- Remove the mask from the bag or box after washing hands. Check that the mask is free from damage or defects. Otherwise, ask manager for another new mask.
- Put the mask on as described by mask directions (if provided with the mask), making sure that the mask fits snugly over your face. Avoid touching your face while putting on the mask, but if you do touch your face, you should wash your hands.
- Avoid touching the mask while wearing the mask.
- If you are wearing a mask while preparing food in the kitchen and you touch the mask while you are wearing it, remove your gloves, wash your hands and put on a new pair of gloves.
- During a break and if you are not in close contact with others, you can remove the mask and place it in a dry, clean place or wear it around your neck. Wash hands after removing the mask and after putting the mask back on.
- Crew should wear the same mask for their entire shift unless the mask becomes damaged or soiled.
- When you have completed your shift, you can remove the mask if not around others or you can wear it home. Wash hands after removing the mask.
- Do not share the mask with anyone else.

It is **required** that you have **masks available for customers in all restaurants where municipalities require customers to wear masks in public. These should only be provided on request.**

There are additional details regarding mask procedures and corresponding signage on the US Coronavirus Resource Center on @mcd. The links are below.

Operating Procedures

- [Mask procedures – both disposable and re-usable \(+ Spanish\)](#)
- [Guidelines for self-provided masks \(+ Spanish\)](#)
- [How to make your own face mask](#)
- [CDC guidance on cloth face coverings and how to make them](#)
- [Managing mask inventory within your restaurant \(+ Spanish\)](#)

Signage

Masks required: These specific signs are to be used when required by government.



Crew & Customer Care Guidelines

Required: Wellness and Temperature Checks

Employee wellness and temperature checks will be required in all restaurants. Again, we strongly recommend that owner/operators consult with their labor and employment attorney and privacy attorney as there are certain legal implications (wage and hour, privacy, etc.) that might be present depending on your state and/or city.

Wellness Check Procedures

Step 1: Employee approaches time clock and reads the following message: “By clocking in, I agree to and certify that I will read and truthfully answer the COVID-19 questions that are posted next to the time clock.”

Step 2: Employee clocks in and reads questions next to time clock.

COVID-19 Questions next to the time clock:

1. Do you currently have fever, cough, sore throat, shortness of breath, new loss of taste or smell or any other COVID-19 **OR** flu like symptoms (nausea, vomiting, diarrhea, etc.)?
2. Have you been diagnosed with COVID-19 by a medical provider?
3. In the past 14 days, have you had close contact (within 6 feet for equal to or greater than 10 minute period of time or living in your household) with a person who has been diagnosed with COVID-19 by a medical provider?
4. Have you been told by a health care provider or public health official that you should self-quarantine due to potential COVID-19 exposure(s) or that you are suspected of having COVID-19?

If you have answered “yes” to any of these questions:

1. Please immediately go to a part of the restaurant where there are no employees or customers where you can wait to speak with a manager. When you speak with your manager, you **MUST** maintain 6ft of separation.
OR
2. You can also leave the restaurant immediately, do not clock out, and call the manager. Your manager will clock you out so that you do not have to touch the time clock.

Step 3:

- A. Employee answers “no” to all 4 COVID-19 questions and proceeds to work.
- B. Employee answers “yes” to COVID-19 Question 2, 3 or 4 and finds/calls a manager as stated above
 - a. Manager confirms that employee should not be at the restaurant and clocks out for the employee.
 - b. employee will qualify for benefits under McOpCo’s COVID-19 Policy and should contact the Service Center (and select the Payroll option) at 877-623-1955 to request COVID-19 Paid Time Away.
- C. Employee answers “yes” to COVID-19 Question 1, manager clocks out employee and employee is sent home. Employee will qualify for benefits under McOpCo’s sick leave policy, allowing the employee up to the greater of 3 days (or 18 hours) of sick pay or the legally mandated sick pay based on the respective jurisdiction. Employee will be eligible for COVID-19 Policy if symptoms end up being COVID-19 related.

Step 4: Employee follows Steps 1-3 once he/she feels ready to return to work. To return to work, employee will need to have completed any period of required quarantine/self-monitoring, and, if suspected or diagnosed with COVID-19, (1) be cleared by their medical provider with written documentation or (2) only return after at least 72 hours have passed since recovery defined as resolution of fever without use of fever-reducing medications **and** improvement in respiratory syndromes (e.g., cough, shortness of breath) for 72 hours **and** at least 7 days have passed since symptoms first appeared.



Crew & Customer Care Guidelines

Temperature Check Procedures

Step 1: Employee has clocked in and answered No to all Wellness Check questions.

Step 2: Employee finds shift manager and requests a temperature screening.

Step 3: The shift manager performs the screen with a no contact infrared thermometer. The test should take place in the crew room or a space in the dining room that provides privacy but also allows for social distancing from other customers and employees.

Note: Shift managers should have another manager perform their screen.

Step 4: Review the results.

If employee's temperature is below 99.5 °F, employee may proceed to work their shift. If employee's temperature is at or above 99.5 °F:

- (a) The manager will send employee home and clock employee out.
OR
- (b) The employee may request a second test but must wait fifteen minutes from the time of the first test. Employee should maintain six feet of separation from all employees and customers during this waiting period.
 - a. If employee's second test result is below 99.5 °F, employee may work their shift.
 - b. If employee's second test result is again at or above 99.5 °F, the manager will send employee home and clock the employee out.

Step 5 (Return to Work):

Employee follows Steps 1-4 once he/she feels ready to return to work. To return to work, the employee will need to have completed any period of required quarantine/self-monitoring, and, if suspected or diagnosed with COVID-19, (1) be cleared by their medical provider with written documentation or (2) only return after at least 72 hours have passed since recovery defined as resolution of fever without use of fever-reducing medications **and** improvement in respiratory syndromes (e.g., cough, shortness of breath) for 72 hours **and** at least 7 days have passed since symptoms first appeared.

Please Note: (Thermometer Storage) It is recommended to secure the thermometer in the safe or a locked closet between use.

There are additional details regarding procedures and signage on the US Coronavirus Resource Center on @mcd and the links are below.

Operations Procedures

- [McOpCo Employee Wellness Check \(+ Spanish\)](#)
- [Example Wellness Check for Owner/Operator Consideration \(+ Spanish\)](#)
- [Owner/Operator SmartClock messaging instructions for Wellness Checks](#)
- [Owner/Operator Temperature Check Materials \(+ Spanish\)](#)
- [McOpCo Temperature Check Materials \(+ Spanish\)](#)



Crew & Customer Care Guidelines

Highly Recommended: Guest Experience Safety & Sanitation Lead

During the initial recovery phase, it is **highly recommended** that the restaurants have a service crew available to serve as a **Guest Experience Safety & Sanitation Lead**. These crew are responsible for all activities involved in maintaining the cleanliness of the Dine-In area and ensuring that all guests encounter an enjoyable experience. This person is also comfortable answering guests' questions related to what McDonald's is doing to keep our customers and crew safe.

It is our recommendation to have someone assigned to this role as sales volumes and dining traffic patterns dictate.

The **Guest Experience Safety & Sanitation Lead** will:

- Greet guests and direct customer flow while adhering to all social distancing procedures
- Make sure that highchairs and change-tables are available, cleaned and sanitized
- Lead dining area sanitation, safety, and cleanliness behaviors ensuring kiosk screens are cleaned/sanitized after each use, dining tables/table tents are cleaned/sanitized after each use, restrooms are cleaned every 30 minutes, and all high-touchpoint surfaces are cleaned every 30 minutes.
- Takes corrective actions related to guest safety and comfort (clean up spills, spot clean SSBB when in use, spot clean tables, perform regular bathroom checks to ensure cleanliness and availability of hand soap & hand dry method)
- Coach Hospitality behaviors (seek guest feedback, help with large orders & recover unhappy guests)
- Help guide customers through the new lobby and dining room order options.
- Encourage guests who plan to dine-in to benefit from Table Service instead of waiting at the collection point. This encouragement will help clear up the front counter for takeout orders and allow for more space.
- Do not push customers to use the kiosks; encourage them to order using whichever order point they prefer.
- Promote McDonald's Mobile App and McDelivery as additional options for future visits.
- Answer customer questions about what McDonald's is doing to keep customers and crew safe. For example, contactless operations, hourly handwashing for crew, installing protective panels, increased cleaning & sanitation frequency, and social distancing for crew and customers.

Below are links to additional resources:

- [Guest Experience Safety & Sanitation Lead At-A-Glance](#)
- [Pocket Card Duties Checklist](#)



Kiosk Ordering Guidelines

Owner/Operators have the option to open without kiosks, however will need to operate with a minimum of 1 POS to enable social distancing or 2 or more spaced 6 feet apart or separated by protective panels between registers. For spacing recommendations, click [here](#).

If restaurants choose to offer kiosk ordering, please follow the procedures below.

Do not push customers to use the kiosks; encourage them to order using whichever order point they prefer.

- **Highly Recommended:** Make Guest Experience Safety & Sanitation Lead available to help maintain cleanliness, ensure social distancing and assist customers with ordering questions.
- **Required:** Ensure there is 6 feet between each open kiosk screen and make sure Order Here decals are placed in front the kiosk according to instructions in kit. For double-sided kiosks, one side should be closed to ensure customers can practice social distancing.
- **Required:** Kiosk screen must be wiped down with sanitized towel after each use.
- **Required when available:** Once readily available, install hand sanitizer dispensers on every kiosk. Be sure to install the dispenser on the side opposite the hinges as pictured below to ensure the kiosk face is able to open as needed.



Hand Sanitizer

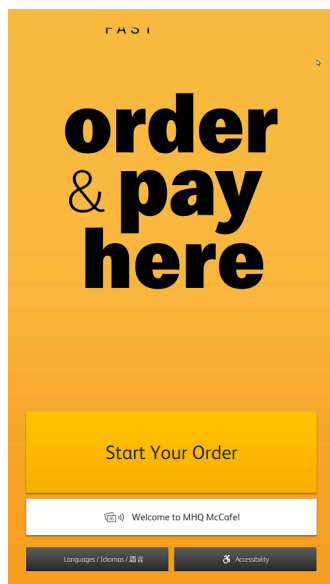


Kiosk Ordering Guidelines

- **Required:** Kiosk orders will only accept credit payments. Customer will be notified of this after the welcome screen. This is pictured below.

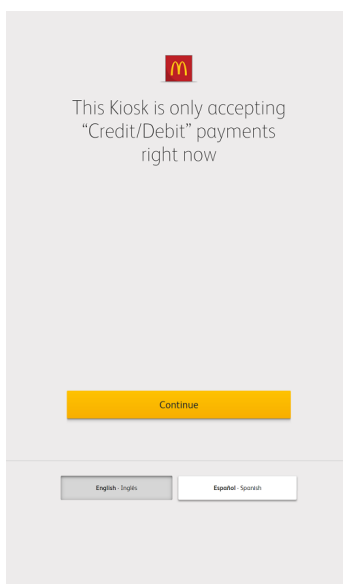
Screen 1

Welcome Message



Screen 2

Credit/Debit Only



Screen 3

Here/To Go

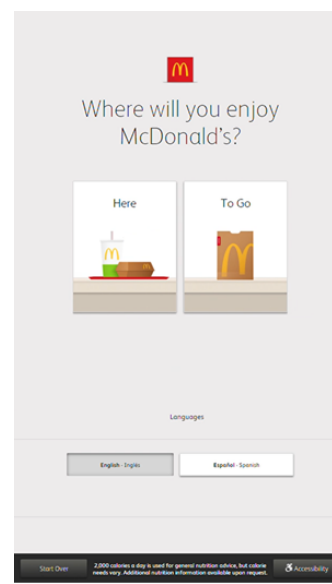


Image will be released soon

This will be updated automatically by May 11th. Once updated, Kiosks will alert customers that the Kiosk is only accepting credit and debit cards when they start their order. There is no action required by the restaurant.

Technology note: Kiosks and Digital Menu Board Media Players should be running and online. If any of these devices are off, they will need to be turned back on, and there may be a delay in getting these devices up and running if they are behind on any updates. Keeping the content on both devices is critical with the changing menu options at this time.



Contactless Table Service Guidelines

Encourage guests who plan to dine-in to benefit from Table Service instead of waiting at the collection point. This encouragement will clear congestion and enable social distancing.

Required: Modified Table Service with Bagged Food

For dine-in orders, the **bag will be placed on a clean sanitized tray and delivered to the customer** while maintaining social distance requirements– do not forget napkins and straws! The crew person delivering the order to the customer should follow a designated travel path through the restaurant to manage the amount of people they are coming into contact with.

- **Required: Place signage on every other table** (sticker provided in signage kit).
- **Highly Recommended when available: Encourage customers to use MO&P Table Service** (signage on doors, FC, and lobby tables)
- **Required:** Present the order in a personable, friendly manner, and **ensure the guests have everything they need** (order is accurate, napkins, condiments).
 - **Present the order in a bag on a tray** (customer takes the bag and employee brings the tray back). Leave the table tent on the table.
 - **Required: Clean and sanitize Table Tents (or laminated sheet) immediately after each use.**
 - **Table server should wear an apron with additional condiments.** When customer requests, the crew person should **place the extra condiments on the tray rather than handing them to the customer.**
 - **If customer requests a refill, a new cup should be filled from the ABS and given to the customer.**
- **Highly recommended: Table touches can be completed while maintaining social distancing, however, they should be in the form of ‘thumbs up’ check backs.** Some examples of this are:
 - Hand signals verifying that the customer does not need anything
 - Smiling and waving at the customer
 - Saying “Thank You” as the customer is exiting the dining room
 - Maintaining 6 feet of distance while having a short conversation with the customer
- **Required: Clean and Sanitize Tables/Seating immediately after every use** with the following procedures:
 - Spray tabletops with 3:1 Peroxide Multi- Surface Cleaner and Disinfectant Solution.
 - Wipe with a wrung out clean sanitizer-soaked towel. Discard the towel in the soiled towel bucket after use.
 - Use the same process for the contact areas of chairs/booths.
- **Required: Lobby trays should be cleaned after every use.** Remember to take the tray back immediately after the customer takes the bag off the tray. Spray trays with 3:1 Peroxide Multi- Surface Cleaner and Disinfectant Solution and wipe with a wrung out clean sanitizer-soaked towel. Discard the towel in the soiled towel bucket after use.
- **Highly recommended: Place a “clean/sanitized” laminated card or Table Tent face up letting customers know the table is ready for use.** These cards should be cleaned each time the table is cleaned. Spray a wrung out clean, sanitizer-soaked towel with a 3:1 Peroxide Multi-Surface Cleaner and Disinfectant solution then wipe the wireless table locator. Discard the towel in the soiled towel bucket after use.



Self-Serve Beverage Bar (SSBB)

It is currently **required** that the SSBB remain closed from access to customers, however the **Owner/Operator has 2 options:**

1. Highly recommend - crew pour through drive-thru ABS
2. SSBB open, sectioned off from public with protective panels, and staffed. Should not be operated as a refill station

There has been great discussion regarding fully reopening our Self Serve beverage bars as we look to re-open our dine-in operations.

In our consultation with an epidemiologist, we were advised against resuming normal operations at the beverage bars due to a combination of factors which include:

- Enhanced risks associated with customers touching surfaces, buttons and levers after touching faces, unclean hands
- Possibility of cross contamination from hands due to incorrect removal of face covers and transferring of bodily fluids on hands after eating and drinking and reusing cups
- Concerns on managing social distancing in the area around SSBB, customers not following guidelines
- **And Brand perception** is another concern and how this would / could play out in the minds of the customers given heightened perceptions around hygiene and safety as they see other customers not take precautions

The epidemiologist recommended we keep it closed or if we did consider opening take the following precautions:

Staff it and operate it as crew pour, have in place protective barriers to protect customers and employees and guidelines to manage social distancing. ***This is consistent with the modified 'staff and operate as crew pour' with contactless service approach we have outlined as the second option.***

SSBB Barriers to Consider

Before deciding whether or not to staff and open your SSBB, please consider the following additional details/needs:

- Differentiating between procedures for peak and off-peak, and how to communicate procedures to customers
- Garbage can near SSBB when customer discards first drink and requests a refill
- Reading the customer's receipt to identify drink orders - added time and trust factor
- Additional cost and labor
- FC ABS integration feature

If you must open your SSBB due to high volume in drive-thru and capacity constraints, the SSBB must be sectioned off from public and staffed. It should not be operated as a refill station. (Crew pour only for refills – new cup and lid required.)

Should the Owner/Operator choose to open the SSBB, the **minimum procedures are detailed below.**

- **Cleaning SSBB prior to re-open: The lines need to be purged by activating the soda valves for 2 minutes each. Follow the Fountain System Restart Procedures below.**



Self-Serve Beverage Bar (SSBB)

Follow these procedures for all fountain dispensers that have been shut down

Procedures

1. Turn on the ice maker (if present), following the manufacturer's procedures
 - The first 3 batches of ice must be disposed
 - Make sure both the ice maker and dispenser are unplugged/ off if emptying ice from the top of the bin
2. Clean and sanitize the ice bin
 - Make sure the dispenser is unplugged/ off during this step
3. Check the Enjoy By Date of the BIBs connected to the unit/ system & replace if required
4. Clean & sanitize all BIB connectors
5. Plug in/ turn on the dispenser
6. Activate each valve individually to dispense product for two minutes – do this twice for each valve
 - Do not have the valves on/ dispensing product for longer than 2 minutes as damage to the valve may occur
 - Activate no more than 2 valves at a time
7. Clean out and wash the drip tray
8. Pour 2-3 gallons of warm sanitizer water in all drains
9. Clean and sanitize the nozzles and diffusers
 - Let them dry on a clean, dry towel. Install on the valves once dry
10. Clean the underside of the valves & all surface areas
11. Check the taste and odor of each beverage before serving to customers



Self-Serve Beverage Bar (SSBB)

Procedures for crew pour at the SSBB:

When SSBB are not in use the FC Drinks can be sent to the DT Present Monitor Drink Panel and drawn on the ABS.

- In order to do this, you must:
 - Be on software release SP9.6. Restaurants not on SP9.6 or above are not eligible.
 - This feature was remote enabled in all SP9.6 restaurants in March.
 - When a Front Counter order is placed with a drink, the drink will be sent to the Drive Thru drink panel “on the fly”. (When the drink button is selected at the time of the order).
 - Restaurants who choose to NOT have this feature enabled have two options:
 - Have the organizations OTP3 use the Most Tool to disable it and enable the Beverage Flavor Suppression.
 - Call the ATOS help desk and they will disable the feature for them and enable the Beverage Flavor Suppression.
1. Staff SSBB with one dedicated crew person during each of the peak hours the SSBB is open (e.g. 11-2pm or tied to FC GC's). Use manual function in DT ABS when the SSBB is closed.
 2. Move a cup caddy, drink lids and straws to the SSBB for crew access only.
 3. Position a BLZ with drink label mats.
 4. Install a protective panel that can be mounted to the BLZ cart. Instructions for a DIY SSBB panel are available [here](#).



5. Customer shows crew receipt to communicate drink orders. Please ensure there is a process in place and communicated to crew about what to do if a customer does not receive a receipt or loses a receipt (honor system, etc.)
6. Crew person pours and caps drink.
7. Crew places the drink on the BLZ.
8. Customer picks up drink from the BLZ.



Self-Serve Beverage Bar (SSBB)

For customer refill requests:

1. The customer presents their drink cup to the crew person at the SSBB, requesting a refill.
2. The crew person asks the customer to please throw away their original empty cup in the trash (the crew cannot touch the customer's original cup).
3. The crew person at the SSBB fills the drink in a new cup and with a new lid.
4. The new drink is placed on the BLZ cart for the customer to pick up.

When the SSBB is not in use:

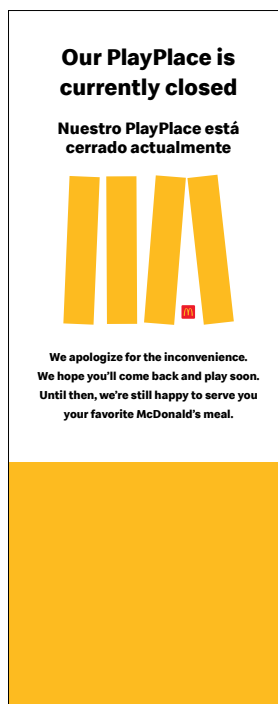
- Turn off SSBB and remove cups, straws and lids when not in use.



PlayPlace & Interactive Games Guidelines

It is **required** that the PlayPlace remain closed and that interactive games remain off during recovery phase.

- Limited occupancy and social distancing guidelines will decrease the number of tables available for use in the dining room. If the PlayPlace seating area needs to be used for overflow dining, please make sure the toy is blocked off. (Please also note that Limited Occupancy regulations apply to PlayPlace tables/seating as well.) One recommended solution is pictured below. You can also [contact your PlayPlace vendor](#) for additional equipment solutions for closing off a PlayPlace.
- Restaurants may elect to continue use of interactive tables if they are located in the dining room. If you choose to continue use, it is **required** that they are cleaned and sanitized after each use.
- If you are using PlayPlace dining tables for overflow seating, you may choose to use the interactive tables. Please note that they must be cleaned and sanitized after each use.





Security Guidelines

As we move to a re-open dining rooms in some of our restaurants, we need to keep safety and security in mind. Our best defense against aggressive or hostile behavior is to defuse a situation before it escalates. When dealing with an aggressive or hostile situation, the first initial contact is critical. Approaching the situation calmly, listening attentively, and treating every person with respect is the best way to keep yourself along with everyone else safe.

If at any time an individual is refusing to cooperate and/or the conversation begins to escalate, the manager should step back and retreat to a safe area of the restaurant. If the situation escalates, immediately contact the local law enforcement agency. Always remember your safety and the safety of others comes first.

We have created these guidelines and resources for McOpCo restaurants and are providing them as a resource to franchisees. Franchisees may choose to use all, some, or none, of this information in their restaurants. Franchisees are independent business owners, and each franchisee restaurant is unique. Franchisees are solely responsible for all security matters in their restaurant(s). McDonald's USA has no control over security matters at restaurants owned and operated by franchisees.

General Q&A

Below is the FAQ we created based on some of the situations that your staff may encounter during the re-opening phase.

Q. What should I do if we are mandated by the city or state to wear a mask and a guest is not wearing a mask and trying to order food at the front counter?

A. Always approach a situation calmly and treat everyone with respect. Inform the guest that we are mandated by the state or city that all citizens must wear a mask, and unfortunately, we are unable to serve guests who are not wearing a mask inside the dining room. However, we have other options to serve our guests. One option for guests not wearing a mask is to go through the drive-thru to place an order. Another option is to order food through the mobile app, and food will be delivered to a guest's vehicle. Another option is McDelivery.

Q. What should I do if guests are arguing because one of them is not wearing a mask in a city or state that mandates for all citizens to wear a mask?

A. Always approach a situation calmly and treat everyone with respect. Politely inform the guest not wearing a mask that we are mandated by the city and/or state to inform all guests to wear a mask while entering the dining room. We are obligated to follow all city and state mandates. Unfortunately, we are unable to serve guests without a mask in the dining room; however, we can serve guests not wearing a mask through the drive-thru, mobile app, or through our McDelivery as an alternative convenience.

Q. What should I do when guests are arguing because one of them is not wearing a mask in a city or state that does not mandate, and it is only recommended for citizens to wear a mask?

A. Always approach a situation calmly and treat everyone with respect. Politely, inform the guest that is wearing a mask that the city or state does not mandate citizens to wear a mask, and it's only a recommendation to wear a mask. We follow all city and state guidelines. However, we can serve guests through the drive-thru, mobile app, or through our McDelivery service as an alternative convenience.



Security Guidelines

Q. What should I do if a guest approaches a crew member or manager to inform them of a guest who is eating in the dining room without a mask?

A. Always approach a situation calmly and treat everyone with respect. Inform the guest who is objecting that we follow all state and city mandates; however, the guest did come in wearing a mask, and he/she removed it to eat. Find the guest who is objecting a seat away from the other guest if the guest objecting insists on eating in the dining area. If they are not comfortable eating inside the dining room, we can bring food to the car. We are also able to serve guests through the drive-thru, mobile app, and/or our McDelivery service as an alternative convenience.

Q. What if we experience a guest who is not respecting social distancing?

A. Always approach a situation calmly and treat everyone with respect. Inform the guest: I apologize for any inconvenience, but to help keep everyone safe, we would like all our guests to maintain a safe distance of 6 feet from each other and our staff. This reduces the chance of contact with those knowingly or unknowingly carrying the infection.

Q. What if a guest sits down in an area that has been temporarily closed to ensure social distancing of 6 ft. in the dining room?

A. Always approach a situation calmly and treat everyone with respect. Apologize to the guest and inform him/her that, unfortunately, this table/sitting area is temporarily closed to comply with the city or state social distancing guidelines; however, assist the guest by finding an open sitting area for our guest to sit.

Q. What if a fight between guests takes place, what should I do?

A. Immediately call 911. Do not approach the guests engaged in the fight. Keep everyone away from the fight to prevent anyone from being injured. At a safe distance, inform the guests involved in the fight that police are on their way.

Q. Is my restaurant required to post signage requiring guests to wear a mask when entering my restaurant?

A. You are required to post signage if it is mandated by the city or state to wear a mask.



Security Guidelines

Transients/Homeless Guests

We have developed additional talking points to be used specifically in special situations that may arise in restaurants that experience frequent visits from transients or homeless guests.

Avoid confrontation by keeping a safe distance, especially if you feel threatened in any way. Be particularly cautious of people who appear to be under the influence of alcohol or drugs. Be empathetic and understanding of the situation. Remember, approaching the situation calmly, listening attentively, and treating every guest with respect is the best way to keep yourself along with everyone else safe.



Restroom Talking Points

- **I understand your need to use the restroom, but during this pandemic, everyone's safety, including your own, is our priority. Please be respectful to other guests.**
- **Our top priority is safety and, due to our cleaning guidelines, we ask that you refrain from bathing in our restroom.**

Sleeping/Loitering on the Sidewalk Talking Points

- **Is there anything I can help with? For the safety of our guests and crew, we ask you to please not loiter in front of the restaurant.**
- **Hello, authorities have mandated social distancing guidelines, so I am asking you to please vacate the sidewalk so we can be in compliance. Thank you for understanding.**

Panhandling Talking Points

- **Hello, authorities have mandated social distancing guidelines, so I am asking you to please not to approach our guests.**

For additional information, refer to the resources linked below and visit the [US Coronavirus Resource Center](#).

Available Resources are linked below:

[US Security Page](#)

[Signage Social Distancing](#)

[Signage - Government-Imposed Social Distancing Operations](#)

[Stop and Think De-Escalating Aggressive Behavior](#)

[US Security Q2 2019 Webcast / De-escalating Aggressive Behavior](#)

[Q2_2020_COVID_19_Final_Recorded_slide_by_slide.pptx](#)

[Q2_2020_COVID_19_Final_Recorded.mp4](#)

Please contact your Field Security Manager with additional questions or concerns.



Communications Guidelines

Ongoing and consistent communication with crew and customers is essential for success. We have included below additional details and links to assist you in this effort.

Training Materials and Other Resources

We have put together various training materials that we recommend you go over with your crew. They are linked below and are available on the US Coronavirus Resource Center microsite on @mcd. These include:

- [At-A-Glance for Managers](#)
- [At-A-Glance for Guest Experience Safety & Sanitation Leads](#)
- [At-A-Glance for Crew – Stage 1](#)
- [At-A-Glance for Crew – Stage 2](#)

Please check FRED for instructional videos too.



Manager + Crew Talking Points

These talking points are to help managers and crew address questions in the restaurant about why McDonald's is reopening dining rooms to customers during this pandemic.

- As we face this COVID-19 crisis and recovery together, we know you may be asking whether we are doing the right thing by re-opening our dining rooms right now.
- First, I want you to know that we are all in this together and this team has come together in so many amazing ways over the last few months to help each other and our customers.
- While we are closely watching the impact COVID-19 is having on our communities, we also recognize that people in this community rely on us to provide food and beverages to them and to their families.
- McDonald's takes its responsibility to our communities very seriously. People in our communities need food and we will be there for them whenever we can.
- On [\[May DATE, LOCAL/STATE/FEDERAL\]](#) government announced the re-opening of dining rooms at restaurants.
- As always, and during this critical time, food safety and the health and safety of our crew and customers is our top priority. That's why we've adapted procedures to provide drive-thru, take-away, delivery and now, we'll do the same with dine-in services.
- As we re-open our dining room, we will continue social distancing, using gloves, masks and protective panels to go along with our already strong hygiene and sanitation procedures.
- Each of us will play a role in helping make our dining rooms safe as we re-open and navigate this new normal way of doing business together.
- We are sharing with you today, some questions customers may ask as we make this change and, some answers you (or your manager, if you prefer) can feel confident in sharing with them. Much like the changes we have made in our restaurant operations already, each of us will work together to maintain the health and safety of each other and our customers.



Communications Guidelines

- Let's review these questions and answers together now and then discuss any questions you may have.
- Thank you for all you have done and all you continue to do.



Customer Questions & Answers

Q: Why are you re-opening your dining rooms now?

A: [LOCAL/STATE/FEDERAL] government has lifted restrictions as of [DATE] and permitted restaurants to re-open dining rooms. With our enhanced safety and sanitation procedures in place, we will be keeping the health and safety of employees and customers top of mind while giving our customers some semblance of normalcy.

Q: Are all McDonald's restaurants re-opening dining rooms?

A: Once permitted by law to reopen, McDonald's is carefully evaluating whether to reopen restaurants in a particular area.

Q: Will employees wear masks and gloves?

A: Restaurant employees are required to wear masks, gloves; we have installed protective panels at our front counter and in the drive-thru and have implemented social distancing guidance both behind and in front of the counter.

Q: How will you keep customers safe as they dine in the dining room?

A: Healthy and safety has always been a core value at McDonald's. McDonald's has developed many new and enhanced procedures and guidelines intended to put the safety of customers and employees first in this new environment. These include wellness checks, temperature checks, use of gloves and masks, protective panels, social distancing both behind the counter and in the lobby area, and – as always – frequent handwashing.

Q: How will dining rooms be cleaned?

A: All high-touch surfaces like the front counter and doors will be sanitized every thirty minutes. Dining room tables, chairs will be cleaned after each use. Additionally, to further protect customers, the self-service beverage station will be staffed and sectioned off with protective panels or, may be closed.

Q: Are you conducting wellness checks on employees?

A: Yes, we are conducting wellness and temperature checks of all employees before they begin their shift.



Communications Guidelines

Q: What if customers refuse to wear a mask or practice social distancing in the lobby or dining room?

A: We will respectfully and calmly, inform the guest that we are mandated by the state/city (if true in your market) that all citizens must wear a mask, and unfortunately, we are unable to serve guests who are not wearing a mask inside the dining room. Unless, the customer states that a medical condition prevents them from wearing a mask – note do not ask for proof of medical condition. Where masks are mandated, we will offer a mask to customers who ask for one. Or, offer other options we have to serve guests. Guests not wearing a mask may choose other options like: go through the drive-thru to place an order, order food through the mobile app where food will be delivered to a guest's vehicle, or they may choose McDelivery.

In areas where it is not mandated by the city or state to wear masks but customers want everyone to wear masks:

Politely, inform the guest that is wearing a mask that the city/state does not mandate citizens to wear a mask, and it's only a recommendation to wear a mask. We follow all city and state guidelines.

However, we can serve guests through the drive-thru, mobile app, or through our McDelivery service as an alternative convenience. Customers requiring special accommodations may speak to a manager.

For a guest who refuses to practice social distancing:

I apologize for any inconvenience, but to help keep everyone safe, we'd like all our guests to maintain a safe distance of 6 feet from each other and our staff. This reduces the chance of contact with those knowingly or unknowingly carrying the infection. Or, we can serve guests through the drive-thru, mobile app, or through our McDelivery service as an alternative convenience.

For a guest who refuses to practice social distancing in the dining room:

I apologize for any inconvenience but, unfortunately, this table/sitting area is temporarily closed to comply with the city/state social distancing guidelines; however, you may sit at these designated areas instead. Or, we can serve guests through the drive-thru, mobile app, or through our McDelivery service as an alternative convenience.

Customer Signage

Detailed throughout this playbook we have mentioned signs for:

- Social Distancing
- Directional Flow
- Limited Seating
- Closed PlayPlace and
- Closed SSBB

This signage is required. Signage should be placed neatly in a clear and visible location for guests to see. Click on the links to access the signage. You also may find printable versions of many of these resources in the appendix of this document.



FAQs

Social Distancing

Q: Who will pay for the required items such as signage, decals and shields?

A: McDonald's has stated that it will invest in the Thank You Box instead of paying for restaurant operating supplies.

Q: Where do I get information on ordering signage, decals and shields?

A: All information will be available on the [Coronavirus Resource Center](#).

Q: What if I already have floor decals installed in my restaurant?

A: Continue to use the order side decals and replace the pick-up side decals with the new ones.

Q: What do I do when a large group arrives?

A: The Guest Experience Safety & Sanitation Lead should indicate that the restaurant is set up to meet the required, social distance standards and they should respectfully ask the guests to maintain these standards as best as possible.

Q: What do we do if all the seats get filled up?

A: The Guest Experience Safety & Sanitation Lead should indicate that the dining room is at full capacity within social distance requirements, and that they can wait in an open wait position if available, or they can carry out their order.

Q: Do my employees have to wear gloves and masks?

A: Yes – this is a minimum requirement and the masks and gloves are available through your Distribution Center. We want to ensure our staff are safe and feel safe. PPE use also demonstrates to our guests our commitment to crew and customer safety.

Q: How can I ensure my staff is social distancing?

A: Crew social distancing kits will be auto-shipped by the DCs to all of the restaurants in mid-to-late May. The kit will include: 1-pager to review with each crew person on social distancing and operational changes, position markers to post at each primary area the crew work, occupancy decals for the crew room and office, and decals to post around the restaurant to remind the crew to Be Safe, Allow Space.

Q: How can I ensure customers maintain social distancing when I re-open my Dining Room?

A: The Playbook includes specific details on maintain social distance, but there are many tools available to help you. There are floor decals to help position customers throughout the Dining Room. You can choose to have 1 entrance and 1 exit and use floor signage/decals to help with the flow of customers. You will receive information on how to limit occupancy and minimize the number of available tables. If you open kiosks, you should not open them all. The Guest Experience Safety & Sanitation Lead is a key piece to social distancing as they can help direct customers appropriately.



Enhanced Hygiene & Cleanliness

Q: Do I need to open up the Self-Serve Beverage Bar?

A: No, our recommendation is to keep the SSBB closed.

Q: If I decide to open the SSBB, do I need to staff it or can customers use this area alone?

A: Our recommendation is to keep the SSBB closed. If you chose to open the SSBB, you will need to follow the SSBB guidelines, which includes a dedicated crew person for every hour the SSBB is open.

Q: Do I need to keep my restrooms open?

A: Yes, this is a health department/public requirement. Ensure that you have all of the needed supplies to keep them clean and stocked. They should be cleaned at a minimum of every 30 minutes.

Q: When will hand sanitizer be readily available to the restaurants for both staff and customers?

A: Our first option for sanitizer inventory is to meet the legal mandated requirements for sanitizer usage to continue operating the restaurants. Overall, Sanitizer continues to be in tight supply across the system and around the globe. U.S. Supply chain continues to work to source additional supply, and will introduce short-term solutions until the products are available again in adequate quantities. A limited supply of both a gallon liquid sanitizer will be distributed in May, as well as some additional 8 oz. pump style bottles of sanitizer.

Q: Will select items (i.e. PPE) continue to be on Controlled Allocation?

A: Items are put on Controlled Allocation to help ensure we can meet the System needs when available supply becomes constrained. The allocations are removed as soon as we have rebuilt the inventory to be able to meet demand and maintain assure safety stock across the supply chain.

- Masks are expected to be taken off of controlled allocation in the next few weeks and allow restaurants to order a case of mask.
- Glove allocations are being reviewed and will be revised based on inventory position.

Q: Why is handless/touchless option being recommended for restroom doors?

A: We have received feedback from our customers that they do not want to have to touch the restroom door handle with their washed hands when exiting the restrooms. They are concerned about contaminating their washed hands when they have to touch the restroom door handle in order to open the door.



FAQs

Customer and Crew Care

Q: Do I need to open with table service?

A: Yes, all EOTF restaurants will be required to open with table service using the modified table service procedures

Q: How do we communicate that kiosks are credit card only?

A: As customers arrive, the Guest Experience Safety & Sanitation Lead should welcome guests while asking their ordering preference. If kiosks are chosen, then the Guest Experience Safety & Sanitation Lead should indicate that the kiosk is taking credit orders only. Additionally, the kiosk welcome screen will display a credit/debit only message to inform customers.

Q: Do I need to conduct table touches?

A: No, the table service check-back is highly recommended to improve customer satisfaction, but it is not required

Q: Do I need to use the laminated card to indicate that the lobby table was cleaned?

A: No, the laminated cards are highly recommended as a visual to customers that the table has been cleaned, but they are not required

Security

Q: What should I do if we are mandated by the city or state to wear a mask, and a customer is not wearing a mask and trying to order food at the front counter?

A. Always approach a situation calmly and treat everyone with respect. Inform the customer that we are mandated by the state or city that all citizens must wear a mask, and unfortunately, we are unable to serve customers who are not wearing a mask inside the dining room. However, we have other options to serve our customers. One option for customers not wearing a mask is to go through the Drive-Thru to place an order. Another option is to order food through the mobile app, and food will be delivered to a customer's vehicle. Another option is McDelivery.

Q: What should I do when customers are arguing because one of them is not wearing a mask in a city or state that mandates for all citizens to wear a mask?

A: Always approach a situation calmly and treat everyone with respect. Politely inform the customer not wearing a mask that we are mandated by the city and/or state to inform all customers to wear a mask while entering the dining room. We are obligated to follow all city and state mandates. Unfortunately, we are unable to serve customers without a mask in the dining room; however, we can serve customers not wearing a mask through the Drive-Thru, mobile app, or through our McDelivery as an alternative convenience.



FAQs

Q: What should I do when customers are arguing because one of them is not wearing a mask in a city or state that does not mandate, and it is only recommended for citizens to wear a mask?

A: Always approach a situation calmly and treat everyone with respect. Politely inform the customer that is wearing a mask that the city or state does not mandate citizens to wear a mask, and it's only a recommendation to wear a mask. We follow all city and state guidelines. However, we can serve customers through the Drive-Thru, mobile app, or through our McDelivery service as an alternative convenience.

Q: What should I do if a customer approaches a crew member or manager to inform them of a customer who is eating in the dining room without a mask?

A: Always approach a situation calmly and treat everyone with respect. Inform the customer who is objecting that we follow all state and city mandates; however, the customer did come in wearing a mask, and he/she removed it to eat. Find the customer who is objecting a seat away from the other customer if the customer objecting insists on eating in the dining area. If they are not comfortable eating inside the dining room, we can bring food to the car. We are also able to serve customers through the Drive-Thru, mobile app, and/or our McDelivery service as an alternative convenience.

Q: What if we experience a customer who is not respecting social distancing?

A: Always approach a situation calmly and treat everyone with respect. Inform the customer: "I apologize for any inconvenience, but to help keep everyone safe, we'd like all our customers to maintain a safe distance of 6 feet from each other and our staff."

This reduces the chance of contact with those knowingly or unknowingly carrying the infection.

Q: What if a customer sits down in an area that's been temporarily closed to ensure social distancing of 6 ft. in the dining room?

A: Always approach a situation calmly and treat everyone with respect. Apologize to the customer and inform him/her that, unfortunately, this table/sitting area is temporarily closed to comply with the city or state social distancing guidelines; however, assist the customer by finding an open sitting area for our customer to sit.

Q: If a fight between customers takes place, what should I do?

A: Immediately call 911. Do not approach the customers engaged in the fight. Keep everyone away from the fight to prevent anyone from being injured. At a safe distance, inform the customers involved in the fight that police are on their way.

Q: Is my restaurant required to post signage requiring customers to wear a mask when entering my restaurant?

A: You are required to post signage if it's mandated by the city or state to wear a mask.



FAQs

Technology

Q: What if I'm still using the self- service beverage bar and won't be using Drink panel for To-go orders?

A: Someone will just need to remove them using the bump bar so screen doesn't fill up.

Q: What happens if I don't have the Drink panel enabled?

A: Nothing happens. If you want to see the drinks in Drive-thru your OTP will need to enable the drink panel in Restaurant Builder.

Miscellaneous

Q: Can we limit the hours of operation for dining room or only open for breakfast?

A: You should check with your field office leadership for direction on hours of operation.

Q: How should a McDelivery courier pick up food when reopening?

A: Each restaurant has the ability to change courier instructions for Uber Eats and DoorDash. Grubhub & Postmates needs to be sent to the support email. Nationally, we adjusted all directions to have couriers check lobby first to see if it is open, then go to DT if it is not. For those restaurants with special directions, please update via tablet or portal.

- Couriers should utilize social distancing positioning – approach dual point pick-up area – show order number to the restaurant employee for order verification.
- Crew validates order number and places order on counter to ensure contactless delivery.
- If order is not ready when courier arrives, direct the courier to the floor sticker for McDelivery/GMA.

Q: How should a restaurant adjust store hours for McDelivery?

A: Store hours should be adjusted on RFM under Menu Type Assignment. Also, ensure that under Alternate Ordering Tab for Delivery is deleted as there should not be anything in the dropdown for delivery.




DIY Customer Facing Signage

Our self-serve beverage bar is currently closed

Nuestro bar de bebidas de autoservicio está actualmente cerrado

Please visit the front counter for a refill.

We appreciate your support in keeping our crew and guests safe.



Our PlayPlace is currently closed

Nuestro PlayPlace está cerrado actualmente

We apologize for the inconvenience. We hope you'll come back and play soon.

Until then, we're still happy to serve you up a delicious McDonald's meal.



Please observe social distancing of at least 6 feet while in the restaurant

Por Favor observe el distanciamiento social de al menos 6 pies mientras esté en el restaurante

We appreciate your support in keeping our crew and guests safe.



Please help us by observing social distancing in the restroom

Por favor ayúdenos observando el distanciamiento social en el baño

We appreciate your support in keeping our crew and guests safe.



This table currently unavailable

Esta mesa no está disponible actualmente

We apologize for the inconvenience.

We hope you'll come back and play soon.

This game currently unavailable

Este juego no está disponible actualmente

We apologize for the inconvenience.

We hope you'll come back and play soon.

Only one person allowed in restroom at a time

Solo se permite una persona en el baño a la vez

Please help us by observing social distancing.

We appreciate your support in keeping our crew and guests safe.

Enhanced Safety Measures

-  **Wellness & Temperature Checks for Employees**
-  **Gloves & Face Coverings**
-  **Enhanced Cleaning of High Contact Areas**
-  **Social Distancing Procedures**
-  **Frequent Handwashing**

Restroom Sanitation Verification

Date: _____

Time	Initials	Time	Initials
6:00 AM		2:00 PM	
6:30 AM		2:30 PM	
7:00 AM		3:00 PM	
7:30 AM		3:30 PM	
8:00 AM		4:00 PM	
8:30 AM		4:30 PM	
9:00 AM		5:00 PM	
9:30 AM		5:30 PM	
10:00 AM		6:00 PM	
10:30 AM		6:30 PM	
11:00 AM		7:00 PM	
11:30 AM		7:30 PM	
12:00 PM		8:00 PM	
12:30 PM		8:30 PM	
1:00 PM		9:00 PM	
1:30 PM			



Our self-serve beverage bar is currently closed

**Nuestro bar de bebidas
de autoservicio está
actualmente cerrado**

Please visit the front
counter for a refill.

We appreciate your
support in keeping our
crew and guests safe.





Our PlayPlace is currently closed

Nuestro PlayPlace está cerrado actualmente

We apologize for the inconvenience. We hope you'll come back and play soon.

Until then, we're still happy to serve you up a delicious McDonald's meal.





**Please observe
social distancing of
at least 6 feet while
in the restaurant**

**Por Favor observe el
distanciamiento social
de al menos 6 pies mientras
esté en el restaurante**

We appreciate your
support in keeping
our crew and
guests safe.





Please help us by observing social distancing in the restroom

**Por favor ayúdenos observando el
distanciamiento social en el baño**

We appreciate your support
in keeping our crew and
guests safe.





**This table
currently
unavailable**

**Esta mesa no está
disponible actualmente**

We apologize for the
inconvenience.

We hope you'll come
back and play soon.



This game currently unavailable

**Este juego no está
disponible actualmente**

We apologize for the
inconvenience.

We hope you'll come
back and play soon.



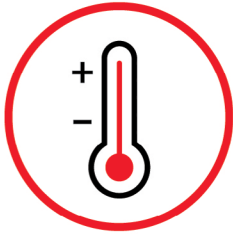
Only one person allowed in restroom at a time

**Solo se permite una
persona en el baño a la vez**

Please help us by observing
social distancing.

We appreciate your support
in keeping our crew and
guests safe.

Enhanced Safety Measures



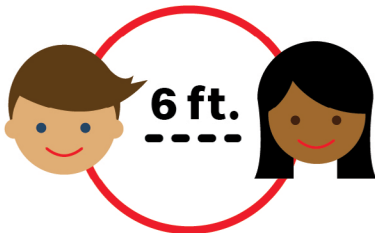
Wellness & Temperature Checks for Employees



Gloves & Face Coverings



Enhanced Cleaning of High Contact Areas



Social Distancing Procedures



Frequent Handwashing

Restroom Sanitation Verification



Date _____

Time	Initials
6:00 AM	
6:30 AM	
7:00 AM	
7:30 AM	
8:00 AM	
8:30 AM	
9:00 AM	
9:30 AM	
10:00 AM	
10:30 AM	
11:00 AM	
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Time	Initials
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5:30 PM	
6:00 PM	
6:30 PM	
7:00 PM	
7:30 PM	
8:00 PM	
8:30 PM	
9:00 PM	

Contactless Restaurant Solutions

Hughes Supply
 Fax
 Email

Lee Flasher (407) 509-7626
 (407) 580-8584

Lee.flashier@hughessupply.com

ITEM	COMPANY	COST	NOTES
 Flush Valve ZTR6200EV-LL	Zurn	\$ 295.00	IN STOCK
 Flush Valve Water Closet TET1LA32#CP	Toto	\$ 333.22	7-10 DAY DELIVERY
 Flush Valve Urinal ZTR6203-ULF-LL	Zurn	\$ 295.00	IN STOCK
 Flush Valve Urinal TEU1LA12#CP	Toto	\$ 338.90	7-10 DAY DELIVERY
 Faucet Valve Z6950-XL-S-10S-LL	Zurn	\$ 234.65	IN STOCK
 Faucet TEL101-D10E#CP	Toto	\$ 295.00	IN STOCK
 World Dryer L-973 SlimDri	Hand Dryer	\$ 238.20	IN STOCK
 Dyson Airblade Model V	Dyson	\$ 399.00	IN STOCK
 Paper Towel Dispenser B-72974 (Plastic)	Bobrick	\$ 107.70	7-10 DAY DELIVERY
 Paper Towel Dispenser B-2974 (S/S)	Bobrick	\$ 310.25	7-10 DAY DELIVERY
 Hand Soap B-2112	Bobrick	\$ 23.25	IN STOCK

	ITEM	COMPANY	COST	NOTES
	Door Foot Opener - Step-N-Pull (Silver)	Step-N-Pull	\$ 25.30	10-DAY DELIVERY
	Door Arm Opener - 1835-2-630 (Stainless Steel)	Trimco	\$ 178.50	3-4 WEEK DELIVERY
	Glove Box - 10-0501-1 (Stainless Steel)	ASI	\$ 39.60	IN STOCK
	Hand Sink Faucet - 6922XL-MV (Used with 7-PS-71-2X Hand Sink)	Zurn	\$ 265.00	IN STOCK
	Stainless Steel Hand Sink 7-PS-71-2X	Advance Tabco	\$ 190.00	IN STOCK
	Hand Sink Faucet - 6920XL-MV (Used with 7-PS-26-MD Hand Sink)	Zurn	\$ 265.00	IN STOCK
	Stainless Steel Hand Sink 7-PS-26-MD ADA	Advance Tabco	\$ 718.00	IN STOCK