

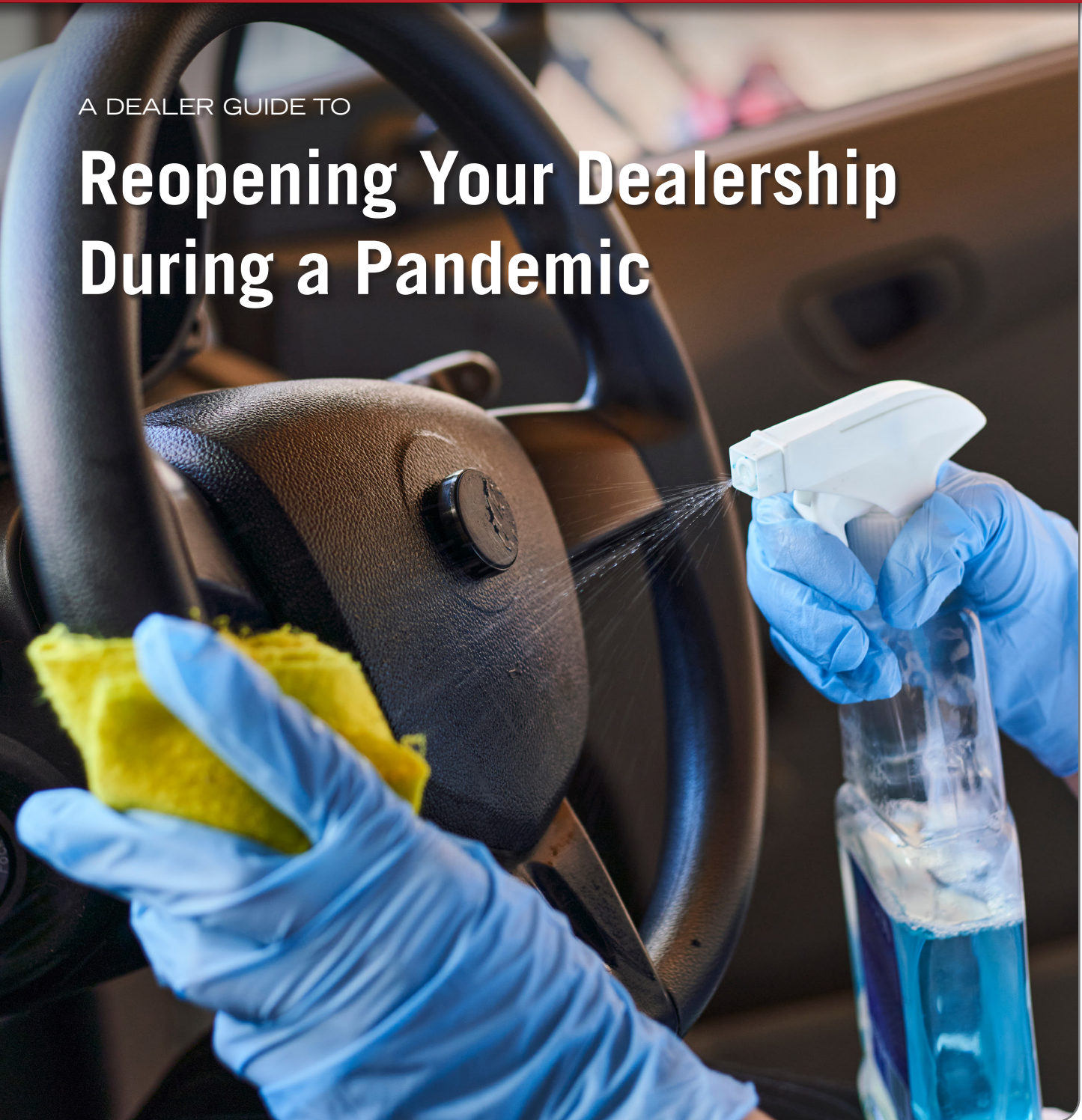
# ***Driven***

NADA MANAGEMENT SERIES

BM46

A DEALER GUIDE TO

## **Reopening Your Dealership During a Pandemic**



NATIONAL  
AUTOMOBILE  
DEALERS  
ASSOCIATION

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This guide, together with information available from NADA's [Coronavirus Hub](#), is intended to assist NADA's members ("Users") with issues posed by COVID-19. All content is for general informational purposes only.

NADA has assembled and summarized various third party and governmental information in this guide for the purpose of describing potential practices for dealers to consider in light of the COVID-19 pandemic event declared by the U.S. Centers for Disease Control and Prevention (CDC) ("the Pandemic") and for no other health concern whatsoever. These practices are not mandated in whole or in part by federal law and do not provide any guarantee against the spread of COVID-19. None of the recommendations in this guide originate from NADA, and NADA has no information about the subject matter of this guide other than what is contained in the third party and governmental sources cited herein.

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A DEALER GUIDE TO

# Reopening Your Dealership During a Pandemic

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# Reopening Your Dealership During a Pandemic

## THE SCALE OF COVID-19'S IMPACT ON THE U.S. ECONOMY

became clear with the release of the May 8, 2020 [Bureau of Labor Statistics \(BLS\)](#) report showing unemployment rose to 14.7% from March to April 2020, an increase of 10.3 percentage points. Total nonfarm payroll employment fell by 20.5 million in April. Of that number, job losses in motor vehicle and parts manufacturing numbered 382,000. Job losses in retail motor vehicles and parts numbered 345,000.

During this unprecedented time, new-vehicle sales fell from 16.7 million units (February) to 11.4 million (March) to 8.6 million (April) as state and local governments mandated “stay at home” orders and many dealerships sold online, if permitted, or “by appointment only” if their facilities were allowed to be open. Service volume declined as well as customers deferred what maintenance they could.

Dealerships that remained open or partially open did so with restrictions outlined by their own localities, as well as guidance from the Centers for Disease Control and Prevention (CDC). Now, with varying degrees of reported virus decline or containment, employment rebounding, and all 50 states in various stages of reopening, dealerships are taking steps to reopen, again to varying degrees, and according to guidance issued by the jurisdictions in which they operate.

In late May 2020, the CDC issued a comprehensive 60-page document, [CDC Activities and Initiatives Supporting the COVID-19 Response and the President's Plan for Opening America Up Again](#), based on a three-phased reopening strategy that begins with a 14-day decline in new COVID-19 cases. The document includes links to extensive materials developed by the CDC, federal agencies and professional associations on social distancing, cleaning and sanitizing, worker safety, testing and contact tracing.

For this guide, we have reviewed and adapted the CDC guidance, as well as guidance from the [Occupational Safety and Health Administration \(OSHA\)](#), the [Environmental Protection Agency \(EPA\)](#), and others, together with published state and local guidance for both dealers and OEMs. See NADA's FAQs, [Dealership Health and Safety Concerns During A Pandemic](#). Dealerships, in turn, should adapt the information below to fit their particular situations and to comply with guidance from their own jurisdictions.

State and metro dealer associations have been proactive in distributing information and providing support to their members. This guide has benefited greatly from their activities. Dealers should pay close attention to further advisories from their ATAEs and state and local government and health departments.

This guide is not meant to be comprehensive nor a blueprint for returning to work, and there is no guarantee that the steps outlined will ensure safety from COVID-19 or any other disease for employees, customers or others. It does not delve into the economic fallout from the pandemic. Instead, it focuses on suggested guidance, provided by governmental agencies and others, that seeks to mitigate the potential for spreading COVID-19.



## COVID-19 Prevention

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The overarching guiding principles to prevent the spread of COVID-19 at the workplace and elsewhere are these:

1. Practice personal hygiene by frequent [handwashing](#) with soap and water for at least 20 seconds. Hand sanitizer that is at least 60% alcohol may be substituted if soap and water are not available.
2. Practice respiratory hygiene by wearing [face coverings](#) over mouth and nose.
3. Maintain [social \(physical\) distance](#) of at least 6 feet from other people.
4. Clean and disinfect all high-touch surfaces frequently. Wear gloves when performing these duties.

Anyone who is sick, has tested positive, lives with someone who has been diagnosed with COVID-19, or exhibits [COVID-19 symptoms](#) should stay home. Symptoms may appear two to 14 days after exposure to the virus. The list of symptoms has expanded with the understanding of the disease. The latest symptoms reported by the CDC are, as of this writing:

- Fever or chills.
- Cough.
- Shortness of breath or difficulty breathing.
- Fatigue.
- Muscle or body aches.
- Headache.
- New loss of taste or smell.
- Sore throat.
- Congestion or runny nose.
- Nausea or vomiting.
- Diarrhea.

The CDC warns that its list does not include all possible symptoms. In addition, older adults and people with underlying medical conditions such as heart or lung disease or diabetes seem to be at higher risk of serious complications if they become ill with COVID-19.

Those principles, plus a protocol for identifying and investigating COVID-19 cases and close contacts (see below), may be important in informing a dealership's reopening plans.

## Reopening: Plans and Processes

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Businesses that were deemed “essential” may have been operating throughout the crisis within the changing trajectory of the virus and government guidance. But now may be a good time to put a formal, written plan in place. If so, such a plan should have explicit processes to consult.

### PANDEMIC TASK FORCE

#### Composition and Duties

The first potential step in formulating such a plan is to put someone in charge of the effort. Small dealerships may assign a single person to manage and enforce all reopening programs, and to be the contact person for employee and customer questions.

Larger dealerships, dealerships selling multiple brands and/or dealership groups may want to assemble a task force or team and delegate the various phases and aspects of reopening, as well as continuing tasks such as disinfecting vehicles and personal work stations. The team would meet as often as needed before and during the reopening stages, and as conditions change. The team may be composed of department managers, representatives from each facility or each brand, or any combination. Whatever the structure of the task force, it should ensure that dealerships:

- Have a return-to-work plan.
- Appoint a person or persons to direct plan implementation, enforce all protocols, and answer pandemic-related questions from employees and customers.

The task force would be responsible for performing a thorough risk assessment of all work areas and developing a written, worksite-specific pandemic prevention plan that includes protocols for health screening and social distancing consistent with federal, state and local guidelines. It would also assign personnel to lead the various additional functions of the plan, such as:

- Managing routine and deep-cleaning and disinfection processes.
- Managing the logistics of the social distancing protocol specified in the plan.
- Managing the inventory of personal hygiene supplies, disinfection products, air filtering and ventilation material, and masks and gloves.
- Training employees about the dealership plan.

Other issues the task force should consider include:

- Developing a process to identify COVID-19 cases among employees.
- Working with legal counsel to determine whether alerting the local health department is permitted or required under state or local law, and if optional, whether it is appropriate, helpful, or sensible.
- Whether testing employees or customers/visitors is legal and appropriate, and if so, how such testing should be done.
- How to identify and isolate close workplace contacts (see “Health Screening Protocols,” below).
- Whether state or local laws require notification to employees, vendors and customers of actual or possible exposure and/or infection.
- Guidelines for employees who are permitted to work from home.

Each of these issues raises complicated legal and business decisions that each dealership must consider carefully, consulting with legal counsel. Dealerships also need to be flexible to meet changing guidance and circumstances, and establish a process to check for compliance and to document and correct deficiencies.

The plan and other written materials would be living documents, to be modified as time, experience and/or new government or association guidance dictates.

One of the most important tasks of the plan and the team is communication. Tell employees what you are doing to attempt to mitigate the spread of COVID-19 in the workplace. Make sure they know about any new health, safety and sick leave policies and practices you have adopted. And make sure customers know about your health and safety measures as well.

These issues are discussed in greater detail below.

## CLEANING AND DISINFECTION PROTOCOLS

### Prior to Opening

Frequently consult information provided by the CDC, EPA, and [OSHA](#), as well as the National Automobile Dealers Association (NADA) [Coronavirus Hub](#), which is updated daily to accommodate evolving guidance and new reports. NADA's *Driven* guide, [A Dealer Guide to Safely Operating Your Dealership During a Pandemic](#), provides detailed information about maintaining personal hygiene and cleaning dealership facilities and customer and dealership vehicles. Ensure that:

- Your plan assigns specific personnel to confirm that your dealership has sufficient supplies of soap, hand sanitizer, paper towels, tissues, touchless trash cans and disinfection wipes for personal use, as well as face masks, face shields, gloves and touchless thermometers if such equipment is recommended or required. Personnel should have the authority to order additional supplies as needed.
- Your plan assigns specific personnel to confirm sufficient inventory of EPA-registered disinfectant products and to order additional as required. The new EPA [List N Tool](#) allows users to quickly identify products that meet EPA's criteria for use against SARS-CoV-2, the virus that causes COVID-19. [The CDC advises](#), “The virus that causes COVID-19 can be killed if you use the right products. EPA has compiled a list of disinfectant products that can be used against COVID-19, including ready-to-use sprays, concentrates, and wipes. Each product has been shown to be effective against viruses that are harder to kill than viruses like the one that causes COVID-19.” The EPA also announced actions to ensure new disinfectant products are safe and effective to use against the disease and can be added to EPA's list as quickly as possible.

It is suggested that facilities maintain a 30-day supply of the above items.

If appropriate, install contactless payment systems, motion sensor lights and door openers.



The [most recent information from the CDC](#) indicates that the main way the virus spreads is from person to person, but that it may be possible to contract the virus from touching surfaces or objects that have the virus on them, and then touching one's mouth, nose or possibly eyes. If possible, therefore, disinfect your facilities prior to employees' return to work, establishing a sanitary baseline. Pay special attention to:

- Tools.
- Work stations.
- Restrooms.
- Lunchrooms and break rooms.
- Lockers.
- Common surface areas.
- Computer screens and keyboards.
- Replace or clean and disinfect all HVAC filters.

According to [CDC/EPA guidance](#), a facility that has been unoccupied for seven days or more will need only normal routine cleaning before reopening. The virus that causes COVID-19 has not been shown to survive on surfaces longer than seven days. If you wish, however, to conduct a more thorough cleaning of any facility or area, such an effort can reassure employees and customers regardless of the latest federal governmental guidance.

### Routine Cleaning and Disinfection Protocol

The following table suggests a continuing schedule of disinfection, using the [appropriate cleaning and disinfection products as described by the CDC](#), EPA and *A Dealer Guide to Safely Operating Your Dealership During a Pandemic*. Dealership staff, in addition to the cleaning crew, should regularly wipe down frequently touched surfaces, including their own work areas.

AREA	SPECIFICS	FREQUENCY
<b>Showrooms, waiting areas (if open), stairways, elevators</b>	Counters, tables, chairs, door handles/knobs, handrails, elevator controls, touchscreens and tablets, vehicles (door handles, seat adjusters, dashboard controls)	At the end of each shift or after each use, whichever is more frequent
<b>Work stations/offices, desks, conference rooms</b>	Desks, tables, chairs, keyboards, mice, telephones, printers, fax machines, copy machines and scanners, credit card machines, door handles/knobs, credit card processing machines	Minimum at the end of each shift or between users, whichever is more frequent
<b>Restrooms</b>	Door handles/push plates, light switches, counters, faucets, flush valves, toilet door locks, partition handles and railings, toilets and urinals, toilet paper and paper towel dispensers	Multiple times per day
<b>Break rooms/kitchenettes</b>	Counters, door handles, furniture, vending machines (pay, selection and vending surfaces), refrigerator handles, microwaves	Minimum at the end of each shift
<b>Service, body, parts</b>	All tools, parts scanners, counters, all common surfaces	Minimum at the end of each shift
<b>Laundry</b>	Uniforms, towels	Minimum daily
<b>Vehicles</b>	Door handles (inside and outside), armrests, steering wheel, seat surfaces, seat belts and buckles, dash and door push buttons, window controls, cruise control and windshield wiper controls, glove box and center console, gear shift, hazard light button, cup holders, keys or key fobs	Test drive, customer and loaner vehicles, trade-ins: before and after each use or service  <i>If a vehicle has been exposed to someone with COVID-19, isolate it for 24 hours. Then clean with an EPA-approved disinfectant while wearing appropriate personal protective equipment (PPE). After cleaning, dispose of gloves and wash hands thoroughly.</i>
<b>Floors and walls</b>		Periodic where frequently touched; mop hard surfaces daily.





### Deep-Cleaning and Disinfection Protocol

The CDC provides guidance for cleaning and disinfecting facilities when a person who is confirmed or presumed to have COVID-19 has been in the facility. [CDC recommendations](#) are:

- Close off areas used by the sick person.
- Open outside doors and windows to increase circulation in the area.
- Wait 24 hours before cleaning and disinfecting. If 24 hours is not feasible, wait as long as possible.
- Clean and disinfect all areas used by the person who is sick, including offices, bathrooms, common areas and shared equipment, including electronic equipment.
- Vacuum the space if needed, using a vacuum equipped with a HEPA filter if available. Do not vacuum until the space is empty. When vacuuming, it might be prudent to temporarily turn off room fans and the central HVAC system that serves the space to prevent circulation of particles that escape from vacuuming.
- Once the area has been appropriately disinfected, it can be opened for use and workers who have not been in close contact with the sick person may return to work.

Dealerships may want to use a specialized cleaning service for deep-cleaning when an employee tests positive or is ill with COVID-19. Firms specializing in biohazard cleanup and disinfection perform comprehensive cleaning using advanced technologies and aggressive cleaning solutions. It is wise to identify a specializing company that serves your area before you

need it. If your dealership is not affiliated with such a contractor, make inquiries now to avoid delays later.

The [Safe Work Playbook](#)\* recommends that the deep-cleaning company meet the following requirements:

- Personnel are trained to execute the process of cleaning, disinfection and disposal of hazardous waste. See OSHA's [hazard communication standard](#) and its guidance on [bloodborne pathogens](#). See also NADA's *Driven* guide on the [HazCom Standard](#).
- Personnel have proper equipment and [PPE](#) to perform the task.
- Personnel are certified in all necessary procedures and have local authorizations or permits to perform disinfection services and manage any wastes generated.
- Approved COVID-19 disinfectant chemicals are used to perform this activity.

The dealership pandemic task force would be the appropriate personnel to coordinate and supervise the cleaning and disinfection process, ensuring that:

- A specific plan and strategy are followed.
- No unauthorized personnel can access the site during the cleaning operation.
- All members of the cleaning team are using required PPE (determined by the contractor depending on the chemicals being used) and that the PPE and cleaning material are disposed of after the operation according to local regulations.
- Employees are made aware that the work areas have been disinfected.

\*The *Safe Work Playbook* is "an interactive guide for COVID-19 pandemic preparedness and response." Developed by Lear Corporation for manufacturers, it contains material that is easily adapted to a dealership setting. It is not a government publication.



## HEALTH SCREENING PROTOCOLS

### Temperature and Symptom Screening

If required by local or state order, dealerships must provide temperature and/or symptom screenings for employees\* prior to their shifts. In its guidance, [Pandemic Preparedness in the Workplace and the Americans with Disabilities Act](#), the Equal Employment Opportunity Commission (EEOC) has found that, “[b]ecause the CDC and state/local health authorities have acknowledged community spread of COVID-19 and issued attendant precautions as of March 2020, employers may measure employees’ body temperature. As with all medical information, the fact that an employee had a fever or other symptoms would be subject to ADA confidentiality requirements.” If not required, such screening is optional, particularly as many people who are infected with COVID-19 are asymptomatic. If you do not conduct screening, you may ask employees to self-screen for symptoms. See NADA’s Lifeline Series webinar, [“So, an Employee Has COVID-19 Symptoms or Has Tested Positive... Now What?”](#)

The CDC offers guidance on how to conduct screening in its FAQ, [“Should we be screening employees for COVID-19 symptoms \(such as temperature checks\)? What is the best way to do that?”](#) The most protective methods of screening incorporate social distancing or physical barriers to eliminate or minimize close contact between screener and employee. If taking temperatures, touchless thermometers should be used. If multiple employees are being screened, use a clean pair of disposable gloves for each employee. If no-touch thermometers are not available, sanitize the thermometer between each use. Screeners should also visually check the employee for signs of illness, which could include flushed cheeks or fatigue.

If you choose to have employees self-screen, they should be able to confirm that they are not showing any of the symptoms noted above, and that they have not had close contact with or cared for anyone diagnosed with COVID-19 within the previous 14 days.

Employers can also ask the reasons for an employee’s absence, and whether he or she has recently traveled from a high-risk area.

**Records of symptom screening information and temperature readings—whether of the exact temperature or an indication such as “temperature satisfactory”—are considered medical information and must be maintained**

**as confidential information. Such record collecting can raise privacy-related concerns and risks.** At least some expert guidance suggests that, to avoid a privacy-related claim, [“use a real-time thermometer and immediately inform employees if their temperature is above 100.4 degrees Fahrenheit in a private setting.”](#)

### Employee with COVID-19 Symptoms

An employee who exhibits symptoms of COVID-19 or has a confirmed case of COVID-19 should be told to self-quarantine at home until released by a medical provider or local health department. Require the infected employee to identify any person who has been in close proximity for more than about 15 minutes within the previous 14 days, and then attempt to contact those persons regarding potential exposure, advising them also to stay home and self-monitor for symptoms for 14 days per CDC’s [public health recommendations](#) and telework if possible. **Do not identify the sick employee by name, consistent with medical information privacy laws and the Americans with Disabilities Act, to anyone outside the confidential HR structure at the dealership.**

Also notify employees who worked in the same location, division or area that a fellow employee is sick and in isolation at home, as are the people who worked closely with that person. Advise them of cleaning and disinfecting efforts (see above), and remind them to seek medical attention if they develop symptoms.

Investigate the new federal [emergency leave mandates](#). Sick employees may qualify for emergency paid sick leave under the [Families First Coronavirus Response Act \(FFCRA\)](#). See also NADA’s Lifeline Series webinar, [So, an Employee Has COVID-19 Symptoms or Has Tested Positive... Now What?](#) The most recent update of NADA’s Health and Safety FAQs is [here](#); check NADA’s Coronavirus Hub frequently for new information.

Employees exposed to COVID-19 at work could raise issues under your state workers’ compensation law. Work with legal counsel to determine whether an investigation is appropriate.

Employees with confirmed or suspected cases of COVID-19 may discontinue isolation and return to work, according to [CDC’s symptom-based strategy](#), under the following conditions:

- At least three days (72 hours) have passed since *recovery* defined as resolution of fever without the use

*\*Similar steps could be taken if a dealership intends to screen customers or visitors. Screening of each group raises different policy and potential legal issues. Dealers should consult legal counsel.*

of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and

- At least 10 days have passed *since symptoms first appeared*.

The CDC also suggests a [test-based strategy](#) for discontinuing home isolation. That strategy is contingent on the availability of testing supplies and laboratory equipment, as well as convenient access.

For persons who have tested positive for COVID-19 but have not had symptoms and have been self-quarantined at home, a test-based strategy for discontinuing isolation may be used. The CDC also recommends a [time-based strategy](#), which requires that at least 10 days have passed since the date of their first positive COVID-19 diagnostic test assuming they have not subsequently developed symptoms

since their positive test.

### **SOCIAL DISTANCING PROTOCOLS**

Social distancing is a simple yet effective method of keeping people far enough away from one another that they are less likely to spread infection. In practice, this means:

- Staying about 6 feet from others, including in restrooms, building and office entrance and exit areas, and during meal breaks.
- Eliminating physical contact such as handshakes and hugs with co-workers, visitors and vendors.
- Avoiding touching surfaces touched by others, to the extent feasible.
- Avoiding anyone who appears to be sick.





Michelle Primm, an NADA board member since 2008, is managing partner of Cascade Auto Group in Cuyahoga Falls, Ohio. She has put social distancing into practice in Cascade's two buildings by adopting a series of policies. Store hours have been temporarily shortened. Occupancy is capped at 50% of the current limit as dictated by the fire marshal and announced with outside signage; people must stand outside and wait to enter if capacity has been reached.

Though Cascade has implemented split shifts, reconfiguring dealership space has been a challenge, particularly in an older building and on the service lane, where business "has exploded." So she uses police tape and floor decals to mark off 6 feet between her four service desks plus the express lube quick station. She uses plexiglass shields at cashier counters and in the F&I office. She has cross-trained parts consultants in two of her franchises. To avoid large gatherings, Cascade has suspended the free Saturday car washes they used to offer, and Primm's also had to suspend Friday breakfasts and Saturday lunches for employees. She feels inhospitable not to offer water and coffee to customers, let alone other refreshments, but accepts it as the price that must be paid. There are signs everywhere, Primm said, reminding employees and customers of the safety steps the dealership is taking to protect them, and their own responsibility—such as frequent handwashing—in that task.

Social distancing also means avoiding crowds. Even if it is not mandated by state or local order, where possible, dealerships may want to limit the number of people in the store, the service lane, or a staff meeting at any one time.

You may have to rearrange furniture, or remove some furniture entirely, to accommodate the need for social distancing. You may want to close customer waiting areas and any other areas where people may congregate or interact. If you don't close these areas, encourage social distancing by removing all non-essential items (newspapers, magazines, brochures, communal pen holders, food, coffee and water dispensers, etc.) from these areas.

If you schedule service by appointment, you might advise the customer to arrange a ride home and back. Alternatively, customers can be asked to wait outside, if you have an outside space where customers can maintain social distance. Some dealerships offer pickup and delivery at the customer's home, though this can be impractical or prohibitively expensive in certain areas or under certain circumstances.

You also may want to experiment with different ways of working that would promote or allow for social distancing, for example:

- Shorten dealership hours
- Stagger the reopening. Have some personnel report on day one, others on day two, etc.

- Flexible hours.
- Split shifts.
- Teams.
- Sales and service by appointment.
- Work from home. Remote work may be applicable to the BDC, marketing and sales, for example.

If you do implement split shifts or other methods of spreading out employees, do remember to make sure no employees share telephones or equipment—or thoroughly disinfect everything between shifts.

Reducing store hours and the number of employees in your facility at any one time allows adequate time for cleaning.

Consider designating separate entrances and exits if possible.



The pandemic task force should take the lead on facility reconfigurations, in concert with the managers involved, to ensure sufficient social distancing. The task force may order any appropriate dividers and/or tape or decals. If 6 feet of space between people is simply not possible, use the dividers, and such protections as face shields and masks.



## DEPARTMENTAL PROTOCOLS

In addition to precautions noted elsewhere in this guide, individual dealership departments may want to develop protocols specific to their operations. The following examples might be included in departmental protocols:

### Service Department

#### *Technicians:*

- Upon arrival, go to locker and change from personal clothing into clean uniforms.
- At shift end, remove work uniforms and place in touch-free bin for laundering.
- Observe handwashing protocols throughout the shift and before leaving the dealership.
- Use disposable containers for lunches and snacks.
- Wearing disposable gloves, disinfect all vehicle surfaces frequently touched by customers.
- Wearing disposable gloves, disinfect any common tools and equipment.



Some dealers are suspending loaners and shuttles for the time being.

#### *Service Advisors:*

- Observe handwashing protocols after each customer.
- Greet customers without physical contact.
- Provide customers with a steering wheel safety cover, if available, and ask them to place it on the steering wheel.
- Disinfect keys before transferring the vehicle and before returning it to the customer.
- If you use loaners, maintain an electronic registry of available vehicles with VINs and mileage tracking to avoid paper sharing. Note the date and time of each vehicle's departure and return.
- Disinfect all loaners and loaner keys before and after use, noting in the registry that disinfection was completed and by whom. Store keys in a disinfected location.
- If you maintain shuttle service, transport only one customer at a time, seating the customer in the rear, and disinfect the passenger cabin after use.
- Disinfect customer vehicles before returning them, paying special attention to high-touch areas and to any other surface touched during service.




A recent [Cox Automotive survey](#) found that customers are looking for less friction in the vehicle service and purchase process—i.e., they're looking for services that make their lives easier. Pickup and delivery for both service and sales, including test drives, was extremely appealing. But home delivery of a vehicle purchase is a complicated issue, even aside from the expense. As detailed in NADA's Lifeline Series webinar [Legal and Regulatory Issues: What Dealers Need to Know about Online Sales and Related Topics](#), offering remote delivery, whether to a customer's home, business or other offsite location, depends on state and local regulations, and raises a number of legal and regulatory issues that dealers must consider. Dealers need to consult with their state and metro associations, attorneys and local law enforcement officials to ensure remote delivery is permitted in their localities.

## Sales Department

The pandemic has accelerated digital retailing, which many observers believe may continue to grow in our industry as in many others. Dealerships that are permitted to conduct online sales must comply with state and local regulations regarding online sales. See NADA's Lifeline Series webinars [Legal and Regulatory Issues: What Dealers Need to Know about Online Sales and Related Topics](#), [Online Selling and Vendor Guidance: What Exactly Are Online Sales and What Should Dealers Consider When Engaging Vendors?](#), [Accelerating Auto Trends that Google is Seeing in the Time of COVID-19](#), [Digital Retailing Disruption: The Dealer Perspective](#) and [How Digital Retailing Impacts Profitability](#). See also *A Dealer Guide to Operating Your Dealership During a Pandemic*.

Dealers conducting in-dealership sales should consider taking steps such as:

- Requiring appointments for showroom visits and limiting the number of customers at each appointment.
- Meeting the customer at the door and directing him or her to the showroom by the shortest route possible.

 Consider ordering a quantity of pens, individually encased in sealed plastic sleeves and custom-printed with dealership name, phone number, logo and website. In any case where an in-person signature is required, give the pen to the customer to keep—and remember you by.

- Having face masks to offer to customers (who are, of course, free to refuse them).
- Disinfecting all vehicle surfaces touched by the customer during the presentation, and digitally (so as to limit sharing of

paper documents) recording the vehicle as disinfected, noting the time.

- Adopting test-drive policies such as:
  - » Disinfecting test-drive vehicle and keys before and after use.
  - » Washing hands prior to departure. Note: Dealers can establish policies that require customers as well as employees to wash hands and wear masks, but need to be prepared to address situations where customers do not wish to take these steps. The task force should decide in advance how to respond.
  - » Equipping the vehicle to be test-driven with disposable floor mats and seat covers.
  - » Limiting the radius of the test drive.
- Adopting policies for trades, such as:
  - » Requiring employees to wear disposable gloves and observe handwashing protocols when evaluating trades, in addition to any further disinfecting protocols applicable to vehicles evaluated for trades.
  - » Allowing traded vehicles to sit locked for 48 hours before disinfecting and detailing.
- Delivering the vehicle outdoors. Vehicle should be thoroughly sanitized, inside and out, and keys should be disinfected prior to presentation to the customer. Employee should maintain 6-foot distance from the customer. Complete demonstration of vehicle features should be provided virtually.

## F&I Department

- Ensure that the F&I office or designated space allows privacy and a distance of 6 feet between customers and employees.
- Install a plexiglass screen if a 6-foot distance cannot be provided. Where appropriate barriers are not feasible, employees and customers should wear face masks.
- Disinfect all surfaces in the designated space, including tables, desks, etc., plus any electronic equipment.
- When possible, delay distribution of paperwork to the office to minimize physical document handling. The office might observe a paperwork quarantine as well.
- Observe proper handwashing protocols.

## Training Employees

---

Host virtual training for your pandemic task force prior to dealership reopening. Before the dealership is opened to employees and as often as needed, gather the task force at the facility for in-person, socially distanced training about your plan and protocols, to resolve any questions, and to locate cleaning and disinfecting supplies. You will have had the facility thoroughly cleaned and disinfected prior to opening or at a time when few if any employees are at the dealership.

If your dealership has been closed or you have been operating with a skeleton crew, schedule virtual training for employees prior to their return to work. Training upon resumption of operations should be conducted as soon as possible, preferably before the dealership is officially open to customers. Employ social distancing during training.

Employee training might include information about:

- The dealership's pandemic task force and the cleaning, screening and social distancing protocols implemented to protect employees and customers—with particular attention to employees' role in maintaining the protections.
- Reasonable accommodations for at-risk employees.
- On-site temperature and symptom screening, if required by state or local order.

- What to do and whom to tell if you are feeling ill.
- When symptomatic employees should stay home and when they should seek [emergency medical attention](#).
- [Self-checking](#) at home for symptoms of COVID-19.
- The importance of frequent handwashing and the [differences between soap and water and hand sanitizer](#).
- The importance of social distancing, both at work and elsewhere.
- How to safely [wear and take off](#) cloth face coverings, including the importance of not touching the face while using them, and stressing that they are not [medical PPE](#) and are intended to protect others rather than the wearer.
- Any changes to the work schedule (store hours, staggered shifts, etc.).
- Any changes to the facility (reconfiguring of showroom, offices, break rooms, etc.).
- Dedicated cleaning resources.

If appropriate, after consultation with legal counsel, you may wish to prepare a simple form such as the one in [Appendix C](#) summarizing your expectations of employees. Have them sign, date, and return it to HR or their manager.

## Signage and Communication

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### SIGNAGE

Install signs inside and outside the dealership to:

- Remind employees and customers to wash their hands, cover their sneezes, and stop touching their faces.
- Reassure employees and customers that restrooms and all public spaces are regularly disinfected.
- Remind employees and customers to practice social distancing.
- Thank employees for working safely.

Please see [Appendix D](#) for signage and posters you can use.

## COMMUNICATION

As noted above, perhaps the single most important task dealers have today, beyond trying to keep everyone safe, is telling them what you are doing to keep them safe. Make sure employees are informed about the COVID-19 policies you adopt. And make sure customers know about your health and safety measures as well.

If your dealership has been closed for a time, let your customers and vendors know you're open. Accurately describe the measures you've put in place to clean your facility and your vehicles and to address pandemic concerns. Feature the information on your website and on your Google My Business account, send relevant information via email, Facebook, YouTube and Twitter accounts. Ensure that such information is accurate and does not make any promises about

health or safety or imply that your dealership is "safe" or that you will or can protect them from COVID-19. Run any such messaging past your attorneys.

One way to persuade people to come back into your dealership is video. Take customers on a virtual tour of the dealership. Let them see how clean and spacious it is, throughout. Let them see your new signage—especially your posted disinfection schedule—and the touchless hand sanitizer stations. Reassure them that interactions can be done in a contactless environment: Show them the plexiglass dividers you've installed. Show them your socially distanced work stations and showroom. Walk them into your sparkling restroom.

Seeing is believing.



### MEMBER TOOLKIT



# Restarting California's New Car Dealerships in the Wake of COVID-19

## OVERVIEW

This CNCDA Member Toolkit is designed to help dealerships implement new protocols and procedures, ensuring the health and safety of consumers and employees, in the wake of the COVID-19 crisis. This document is not intended as legal advice, nor is it intended to be comprehensive regarding all COVID-19 compliance matters. Instead, this toolkit is designed as an informational checklist, which includes key resources for critical areas that dealerships need to be aware of as they reopen to the public and begin to resume day-to-day operations. Dealers should also note that while CNCDA intends to use its best efforts to update this document, COVID-19 compliance issues continue to change quickly. For legal advice, contact competent counsel.



### Key Resources

- State of California – [Industry Guidance and Checklist on Auto Dealership COVID-19 Operations](#)
- Cal/OSHA – [Guidance on Requirements to Protect Workers from Coronavirus](#)
- Centers for Disease Control and Prevention (CDC) – [Interim Guidance for Businesses and Employers to Plan and Respond to COVID-19](#)

## GENERAL REQUIREMENTS

- ✓ Create a COVID-19 compliance team, identify a team leader, and assign responsibilities.
- ✓ Purchase equipment necessary to comply with health requirements (e.g., face masks, touchless body thermometers, hand sanitizers, disinfectant wipes, etc.).



## STATE AND LOCAL HEALTH REQUIREMENTS

- ✓ Observe the [statewide COVID-19 guidance for auto dealerships](#).
  - Adopt a written worksite prevention and response plan.
  - Train all employees on COVID-19 compliance.
  - Conduct daily employee health screenings.
- ✓ Post the [statewide COVID-19 checklist for auto dealerships](#) so it is visible to customers and employees.
- ✓ Observe any applicable local health department requirements, such as:
  - The adoption and posting of a social distancing protocol;
  - Required use of face coverings by employees and customers; and
  - Daily employee health screenings.
- ✓ Frequently check your local jurisdiction's website to ensure you are complying with the most current requirements.

### Additional Resources

- ✦ CNCDA Comply has a [list of local health orders](#), which is updated periodically by Arent Fox LLP.
- ✦ A [sample worksite prevention and response plan and employee training materials](#) are available on CNCDA Comply.

## EMPLOYEE AND CUSTOMER SPACES

- ✓ Rearrange workspaces, common areas, break rooms, and customer waiting areas to allow for 6 feet of separation.
- ✓ Comply with state and local occupancy limits for your facilities. Statewide guidance limits occupancy to no more than 50% of a facility's maximum, but local requirements may be more stringent.
- ✓ Enhance measures to increase sanitation and disinfection, including:
  - Easy access to hand sanitizers (with at least 60% alcohol), tissues, no-touch trash receptacles in prominent places for employees and customers.
  - Install plexiglass or other clear barriers to separate customers from employees where applicable.
- ✓ Post frequency of cleaning schedule (may be required as part of your local social distancing protocol).

### Additional Resources

- ✦ U.S. Environmental Protection Agency's (EPA) – [List of products that meet criteria for use against COVID-19](#)
- ✦ Centers for Disease Control and Prevention (CDC) – [Cleaning and Disinfecting Your Facility](#)

## EMPLOYMENT FORMS AND NOTICES

- ✓ Implement employment procedures to comply with California law, including:
  - ✓ Rehired employees should sign a reinstatement [agreement](#)
  - ✓ Use a [recall letter](#) to notify furloughed employees that they should report to duty
  - ✓ Employees requesting leave should use a [leave request form](#)
  - ✓ [Amend your pay plans](#) if you are changing compensation for PPP loan forgiveness or other purposes

### Additional Resources

- ✦ Fine, Boggs and Perkins LLP – [Information and Answers for Executives and Human Resource Managers](#)
- ✦ U.S. Equal Employment Opportunity Commission – [Coronavirus Guidance and Resources](#)
- ✦ U.S. Department of Labor – [The Worker Adjustment and Retraining Notification \(WARN\) Act](#)

## SIGNAGE

- ✓ Post the [statewide COVID-19 checklist for auto dealerships](#) so it is visible to customers and employees.
- ✓ Post public signage required by your local health department, which may include a social distancing protocol and other items.
- ✓ Post the workplace poster required by the Families First Coronavirus Response Act (FFCRA).
- ✓ Consider posting a California Consumer Privacy Act (CCPA) notice for employees regarding the collection of health information during symptom checks.

### Additional Resources

- ✦ CNCDA Comply has a [list of local health orders](#), which is updated periodically by Arent Fox LLP
- ✦ U.S. Department of Labor – [Downloadable copy of the FFCRA poster](#)

### GOVERNMENT BENEFITS

- ✓ If applicable, review the Small Business Administration's [Paycheck Protection Program](#) (PPP) which offers forgivable loans for small businesses, including many dealerships.
- ✓ Ensure compliance with the [Families First Coronavirus Response Act \(FFCRA\)](#) which imposes new [paid leave requirements](#) on businesses.

#### Additional Resources

- ✦ Fine, Boggs and Perkins LLP – [Information and Answers for Executives and Human Resource Managers](#)
- ✦ U.S. Department of the Treasury – [PPP Resources](#)
- ✦ U.S. Department of Labor – [FFCRA Resources](#)

### VEHICLE SALES

- ✓ Comply with [applicable local restrictions on vehicle sales](#).
- ✓ If you are selling vehicles online and/or engaging in off-site deliveries, [make sure to follow DMV guidance](#).

#### Additional Resources

- ✦ Arent Fox LLP – [Online Vehicle Sales, Remote Selling and Home Deliveries](#)
- ✦ Arent Fox LLP – [Sample Checklist](#) for Online Vehicle Sales and Remote Deliveries

## Appendix B: Example State Association Best Practices Review



### GCADA SAFE Program

#### COVID-19 Best Practices Review: Employee/Customer Meeting Areas

<b>Dealership:</b>				<b>Date:</b>			
<b>Dealership Contact:</b>				<b>GCADA Representative:</b>			
<b>1. Distancing Controls</b>				<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Maximum occupancy determinations for each department (50% of fire code) are posted at each entrance and enforced? (mandatory)				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Signs posted to limit the number of people in the restroom at one time? (recommended)				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Special hours posted for elderly and other at-risk populations? (recommended)				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Six-foot distances designated using signage, tape, physical barriers, or other means to ensure that customers maintain appropriate distance when congregating?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Adequate spacing between fellow employees at service counters?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Adequate spacing between employees and customers at service counters, using plexiglass dividers where necessary?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If service lounge is open, is there adequate spacing between chairs?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is customer access restricted to limited areas?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>2. Hygienic Controls</b>							
Employees witnessed properly wearing face coverings when in close proximity to customers or fellow employees? (mandatory)				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Customers witnessed properly wearing face coverings? (recommended)				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Additional personal cleaning products (such as hand sanitizer and sanitizing wipes) made available for customers and employees?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Doors are propped open, where practical to do so?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Adequate soap in restrooms?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No-touch disposal receptacles available?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Daily health assessments are conducted by employees (self-evaluations) to determine if "fit for duty," including temperature?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>3. Communications to Employees/Customers</b>							
"Stop the Spread" poster at entryways or other visible areas?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Handwashing signs posted in restrooms?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FFCRA Employee Notice Poster posted in employee break room or other common area?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Poster in break room or other common area listing common symptoms of COVID-19 and encouraging employees to stay home if sick?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Comments:</b>							

Checklist above, together with the GCADA COVID-19 Exposure Control Plan, was developed by the GCADA Legal and SAFE teams to guide dealerships through COVID-19 preparedness and provide feedback on current operations. A SAFE representative makes an unscheduled visit to the dealership, checks practices observed and returns annotated list so dealership can make necessary corrections.

Courtesy Greater Cleveland Automobile Dealers' Association Safety Awareness for Employees (SAFE).



## Appendix C: Employee Protocol Training Acknowledgment Form

[Date]

To our Valued Employees:

In compliance with the [your state or locality's guidance], we wanted to share the following processes that we will be utilizing going forward and until further notice. The safety and health of our employees is our No. 1 priority.

**Face Coverings:** Employees are required to wear face coverings at all times while on the job unless:

- You are working alone in an assigned work area.
- Wearing a face covering is not advisable for health reasons.
- Wearing a face covering violates the business's documented safety practices.
- Wearing a face covering goes against documented industry standards.
- Wearing a face covering is not permitted by federal or state laws and regulations.
- There is a practical reason for not wearing a face covering.

Any exceptions to wearing a face mask except for sitting alone in an enclosed workplace must be authorized by a manager. At a minimum, facial coverings should be cloth/fabric and cover an individual's nose, mouth and chin. Cloth/fabric coverings should be washed daily. Disposable coverings should be properly disposed of in a trash can after each use.

While customers are not required to wear face coverings, we will make disposable face coverings available to customers and ask them to consider wearing one when they are in close proximity to an employee.

**Daily Health Assessments:** Employees should conduct daily self-assessments before coming to work to determine if they are "fit for duty." This should include taking your temperature. If your temperature is 100.4 degrees or higher, and/or you have any of the COVID-19 related symptoms (cough, shortness of breath or difficulty breathing, chills, muscle pain, headache, sore throat, loss of taste or smell), please remain home from work and contact your manager as soon as possible.

**Maintain Good Hygiene at All Times:** Wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available. Avoid touching your eyes, nose, and mouth with unwashed hands. Cover your mouth and nose with a tissue when you cough or sneeze or use the inside of your elbow.

**Clean and Sanitize Workplaces:** Throughout the day, at the end of each workday and in between shifts all employees should clean AND disinfect frequently touched objects and surfaces such as work stations, keyboards, telephones, handrails, and doorknobs. Dirty surfaces can be cleaned with soap and water prior to disinfection. Avoid using other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use. Wipes/rags should be properly disposed of in a trash can after each use.

**Limit Capacity and Practice Social Distancing:** Our maximum capacity will now be set at [x%] of fire code. Additionally, we will use appointment setting where possible to limit congestion. All employees must practice social distancing and maintain a 6-foot distance at all times where possible. Employees should avoid congregating in offices or other common spaces.

Failure to follow these procedures could result in discipline up to and including termination.

*Thank you for your anticipated cooperation with these new requirements. Again, the safety and health of our employees is our No. 1 priority. We look forward to getting through this together.*

[Dealer's signature]

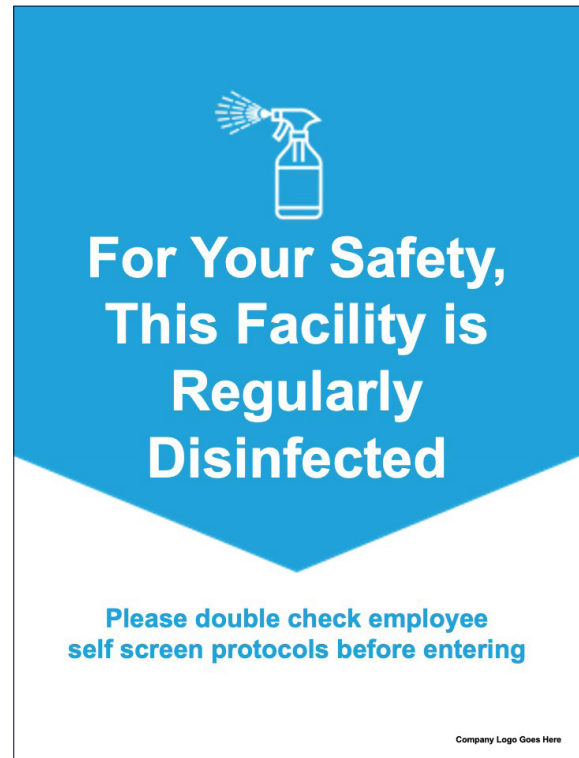
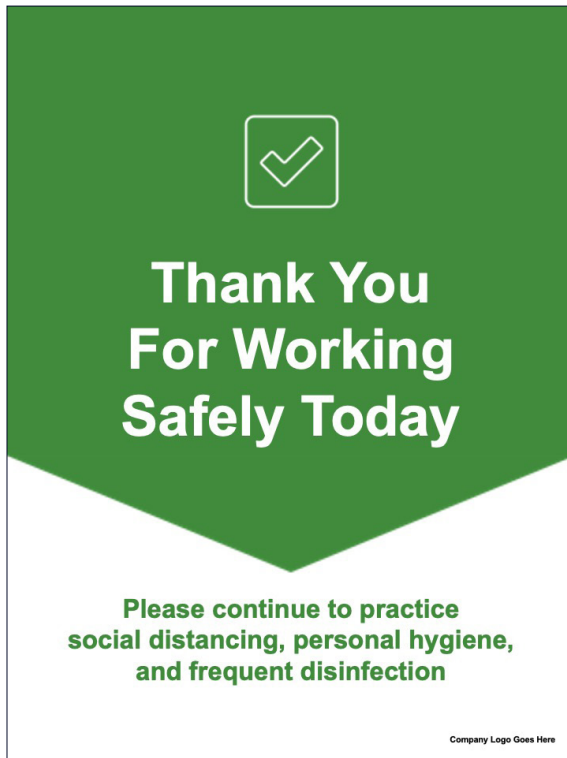
EMPLOYEE'S NAME (PRINT AND SIGN)

DATE

Courtesy Cascade Auto Group.

## Appendix D: Signage and Posters

Editable templates for many signs—examples below—can be downloaded from the [Safe Work Playbook](#) for printing in poster or letter size. Signage on pages 20-23 is available for download from the CDC and the DOL.



## Stop Germs! Wash Your Hands.

### When?

- After using the bathroom
- Before, during, and after preparing food
- Before eating food
- Before and after caring for someone at home who is sick with vomiting or diarrhea
- After changing diapers or cleaning up a child who has used the toilet
- After blowing your nose, coughing, or sneezing
- After touching an animal, animal feed, or animal waste
- After handling pet food or pet treats
- After touching garbage



### How?



**Wet** your hands with clean, running water (warm or cold), turn off the tap, and apply soap.



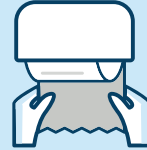
**Lather** your hands by rubbing them together with the soap. Be sure to lather the backs of your hands, between your fingers, and under your nails.



**Scrub** your hands for at least 20 seconds. Need a timer? Hum the “Happy Birthday” song from beginning to end twice.



**Rinse** hands well under clean, running water.



**Dry** hands using a clean towel or air dry them.

**Keeping hands clean is one of the most important things we can do to stop the spread of germs and stay healthy.**

LIFE IS BETTER WITH

**CLEAN HANDS**



[www.cdc.gov/handwashing](http://www.cdc.gov/handwashing)

This material was developed by CDC. The Life is Better with Clean Hands Campaign is made possible by a partnership between the CDC Foundation, GOJO, and Staples. HHS/CDC does not endorse commercial products, services, or companies.



CS310027-A



## Feeling Sick?

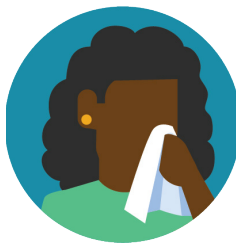
**Stay home when you are sick!**

If you feel unwell or have the following symptoms  
**please leave the building and contact your health care provider.**  
Then follow-up with your supervisor.

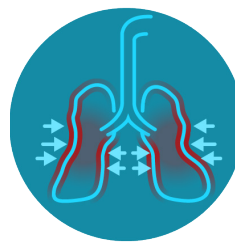
**DO NOT ENTER if you have:**



**FEVER**



**COUGH**



**SHORTNESS OF  
BREATH**



CS 316129-B March 22, 2020 6:53 PM

**[cdc.gov/CORONAVIRUS](https://cdc.gov/CORONAVIRUS)**

# Stop the Spread of Germs

Help prevent the spread of respiratory diseases like COVID-19.



[cdc.gov/coronavirus](https://cdc.gov/coronavirus)

316917-A May 13, 2020 11:00 AM



# 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"><li>1. is subject to a Federal, State, or local quarantine or isolation order related to COVID-19;</li><li>2. has been advised by a health care provider to self-quarantine related to COVID-19;</li><li>3. is experiencing COVID-19 symptoms and is seeking a medical diagnosis;</li><li>4. is caring for an individual subject to an order described in (1) or self-quarantine as described in (2);</li></ol> | <ol style="list-style-type: none"><li>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; or</li><li>6. is experiencing any other substantially-similar condition specified by the U.S. Department of Health and Human Services.</li></ol> |
|---|---|

### ► 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](https://dol.gov/agencies/whd)**



WH1422 REV 03/20

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NADA Dealership Operations



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