Guidelines for employers and individuals during phases of economic opening
Nearly half of the US reopened in some form this week

From New York Times, updated May 5
The White House has issued guidelines for opening up America again

Phase One
For States and Regions that satisfy the gating criteria

Phase Two
For States and Regions with no evidence of a rebound and that satisfy the gating criteria a second time

Phase Three
For States and Regions with no evidence of a rebound and that satisfy the gating criteria a third time

www.whitehouse.gov/openingamerica/#guidelines
Its guidelines are for employers

All phases

- Develop and implement appropriate policies, in accordance with Federal, State, and local regulations and guidance, and informed by industry best practices, regarding social distancing and protective equipment, temperature checks, sanitation, use and disinfection of common and high-traffic areas, business travel.
- Monitor workforce for indicative symptoms. Do not allow symptomatic people to physically return to work until cleared by a medical provider.
- Develop and implement policies and procedures for workforce contact tracing following employee COVID+ test.

Phase 1

- Continue to encourage telework.
- Return to work in phases.
- Close common areas.
- Minimize non-essential travel.
- Strongly consider special accommodations for vulnerable personnel.
- Schools and organized youth activities should remain closed.
- Visits to senior living facilities and hospitals should be prohibited.
- Large venues (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under strict physical distancing protocols.
- Elective surgeries can resume.
- Gyms can open if they adhere to strict physical distancing and sanitation protocols.
- Bars should remain closed.
Its guidelines are for employers

Phase 2

• Continue to encourage telework
• Close common areas
• Strongly consider special accommodations for vulnerable personnel
• **Schools** and organized youth activities can reopen
• Visits to **senior care facilities and hospitals** should be prohibited
• **Large venues** (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under moderate physical distancing protocols
• Elective **surgeries** can resume
• **Gyms** can remain open if they adhere to strict physical distancing and sanitation protocols
• **Bars** may operate with diminished occupancy

Phase 3

• Resume unrestricted staffing of worksites.
• Visits to **senior care facilities and hospitals** can resume
• **Large venues** (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under limited physical distancing protocols
• **Gyms** can remain open if they adhere to standard sanitation protocols
• **Bars** may operate with increased standing room occupancy

Last updated: 4/5/20 5:20 PM
# And for individuals

<table>
<thead>
<tr>
<th>All phases</th>
<th>Phase 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to practice good hygiene</td>
<td>• All vulnerable individuals should continue to shelter in place</td>
</tr>
<tr>
<td>• People who feel sick should stay at home</td>
<td>• All individuals, when in public, should maximize physical distance from others</td>
</tr>
<tr>
<td></td>
<td>• Avoid socializing in groups of more than 10</td>
</tr>
<tr>
<td></td>
<td>• Minimize non-essential travel</td>
</tr>
</tbody>
</table>
And for individuals

Phase 2

• All vulnerable individuals should continue to shelter in place
• All individuals, when in public, should maximize physical distance from others
• Non-essential travel can resume.

Phase 3

• Vulnerable individuals can resume public interactions, but should practice physical distancing
• Low-risk populations should consider minimizing time spent in crowded environments
Guidelines may change during different phases of reopening

**Lockdown**

- Restaurants cannot open their premises
  - E.g. Restaurants can sell prepared food and non-alcoholic beverages by contactless delivery and collection

**Phase 1**

- Restaurants may open their premises with restrictions
  - E.g. Restaurants can open, subject to the public health measures required at phase 2, for example distancing between tables

**Phase 2**

- Restaurants may reopen their premises with fewer restrictions
  - E.g. Restaurants can open, subject to the public health measures required at phase 3, for example cleaning and disinfection

**Phase 3**

- Restaurants may reopen their premises with fewer (or no) restrictions
Therefore, it will be important to issue general public health measures re:

- Social distancing/ high traffic areas
- Cleaning and disinfection
- Ventilation
- PPE
- Hand hygiene
- Temperature checks/employees who have symptoms
- Sick employees/ sick leave
- Vulnerable employees
- Meetings and gatherings
- Business travel
- Etc.

These measures should be sourced from CDC/ public health officials
The guidelines for all businesses cover a range of topics

Technical measures for all businesses

- Overarching business guidance ([USA CDC](#))
- Creating a business safety plan ([NZ](#))
- Creating a safe office/ workplace ([CO, DE, HK, OH, and OK](#))
  - High traffic areas ([DE and IT](#))
  - Bathrooms and canteens ([DE and IT](#))
  - Work equipment and tools ([DE](#))
  - Ventilation ([DE](#))
  - Cleaning protocols ([USA CDC, USA CDC, USA CDC, CZ and IT](#))
  - Work hours and breaks ([DE](#))
  - Storing work clothing and PPE ([DE](#))
  - Access by non company personnel to the workplace ([DE](#))
- Business trips and meetings ([DE and IT](#))
- Home offices ([DE](#))
- Outdoor businesses ([DE and UK](#))
- Provision of services in households ([HK and UK](#))
- Collective accommodation ([USA CDC, DE](#))
- Outdoor seating ([SC](#))
- Instructions for suspected cases ([USA CDC, DE, IT and NZ](#))
- Minimizing mental stress ([DE and NZ](#))
- FAQs ([AT and DK](#))
- Business checklist ([USA, USA (2017), USA (2015) and ME](#))
- Workplace posters ([SG and SG](#))
Acronym Guide

• AU Australia
• AT Austria
• CO Colorado
• CZ Czech
• DE Germany
• DK Denmark
• GA Georgia
• HK Hong Kong
• IA Iowa
• ID Idaho
• IT Italy
• ME Maine
• MT Montana
• ND North Dakota
• NZ New Zealand
• OH Ohio
• OK Oklahoma
• SC South Carolina
• SG Singapore
• TN Tennessee
• UK United Kingdom
• USA United States
• UT Utah
In the event of pandemic influenza, businesses will play a key role in protecting employees’ health and safety as well as limiting the negative impact to the economy and society. Planning for pandemic influenza is critical. To assist you in your efforts, the Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) have developed the following checklist for large businesses. It identifies important specific activities large businesses can do now to prepare, many of which will also help you in other emergencies. Further information can be found at www.pandemicflu.gov and www.cdc.gov/business.

### 1.1 Plan for the impact of a pandemic on your business:

#### Completed | In Progress | Not Started

- Identify a pandemic coordinator and/or team with defined roles and responsibilities. The planning process should include input from labor.
- Identify essential employees and other critical inputs (e.g., raw materials, supply products, and logistics) required to maintain business operations by location and function.
- Train and prepare ancillary workforce (e.g., contractors, employees in other functions) to continue operations during a pandemic (e.g., if other businesses and service providers are closed).
- Determine potential impact of a pandemic on company business financial scenarios that affect different product lines and/or production sites.
- Establish an emergency communications plan and revise periodically. This plan should include contact information for key personnel and be available to employees in case of an emergency. The plan should be reviewed and updated regularly to ensure its effectiveness.

### 1.2 Plan for the impact of a pandemic on your employees and customers:

#### Completed | In Progress | Not Started

- Forecast demand for products during a pandemic due to factors such as social distancing, community containment measures, and quarantines, and temporary closures.
- Implement guidelines to modify the frequency and type of face-to-face meetings, seating in meetings, office layouts, shared workstations, and employee customers (refer to CDC recommendations).
- Encourage and track annual influenza vaccination for employees.
- Evaluate employee access to and availability of healthcare services during and after a pandemic.
- Identify employees and key customers with special needs, and incorporate them into your preparedness plan.

---

**December 6, 2005**

**Version 3.6**
Examples
Most guidelines for all businesses cover the following topics:

- Require/recommend face masks for all employees and visitors/customers
- Develop a protocol to screen employees and customers upon entrance
- Post signage to promote personal hygiene/protocol communications
- Train employees on importance of hygiene and sanitation; provide regular updates about personal COVID-19 mitigation and store safeguards
- Require symptomatic employees to stay home and recommend they be tested
- Encourage teleworking as much as possible. If teleworking is not possible, group employees by rotating shifts to reduce exposure to others and stagger arrival times
- Place workstations six feet apart. If this is not possible, have employees face away from each other or towards a wall
- Clean and disinfect all restroom surfaces frequently including floors, sinks and toilet bowls
- Regularly schedule deep cleanings
You will need guidelines for some industry sectors (*)

- Aircraft, airlines and airports ([USA CDC](https://www.cdc.gov) and [HK](https://www.hk.gov.hk))
- Auto dealerships ([ME](https://www.cdc.gov))
- Barbershops, hairdressers and personal grooming ([GA](https://www.garage.com), [HK](https://www.hk.gov.hk), [ME](https://www.me.gov), [MT](https://www.mt.gov), [ND](https://www.nd.gov), [OK](https://www.ok.gov), [TN](https://www.tn.gov), and [UT](https://www.ut.gov))
- Car washes ([ME](https://www.cdc.gov))
- Cargo shipping ([UK](https://www.uk.gov))
- Churches and places of worship ([USA CDC](https://www.cdc.gov), [OK](https://www.ok.gov) and [TX](https://www.texas.gov))
- Construction sites ([DK](https://www.dk.gov), [OH](https://www.oh.gov), [UK](https://www.uk.gov), and [UT](https://www.ut.gov))
- Daycare ([CO](https://www.co.gov), [OH](https://www.oh.gov), and [UT](https://www.ut.gov))
- Dentists ([DK](https://www.dk.gov))
- Dog groomers ([ME](https://www.me.gov) and [OK](https://www.ok.gov))
- Drive in theaters ([ME](https://www.cdc.gov))
- Farmers' markets ([IA](https://www.ia.gov), [MO](https://www.mo.gov))
- General retailers ([CO](https://www.co.gov), [CZ](https://www.cz.gov), [OH](https://www.oh.gov), [TN](https://www.tn.gov), [UK](https://www.uk.gov), and [UT](https://www.ut.gov))
- Golf courses ([ME](https://www.cdc.gov))
- Gyms ([ND](https://www.nd.gov), [OK](https://www.ok.gov), [TN](https://www.tn.gov), and [UT](https://www.ut.gov))
- Healthcare ([USA CDC](https://www.cdc.gov), [USA CDC](https://www.cdc.gov), and [CO](https://www.co.gov))
- Home repair ([UT](https://www.ut.gov))
- Hotels and hospitality ([HK](https://www.hk.gov.hk), [MO](https://www.mo.gov), and [UT](https://www.ut.gov))
- Laboratories ([USA CDC](https://www.cdc.gov))
- Large event organizers ([USA CDC](https://www.cdc.gov), [HK](https://www.hk.gov.hk), and [UT](https://www.ut.gov))
- Logistics ([UK](https://www.uk.gov))
- Manufacturers ([CO](https://www.co.gov), [USA OSHA](https://www.osha.gov), and [UK](https://www.uk.gov))

(*) Guidelines linked to this deck do not necessarily confirm to the Whitehouse-recommended phased approach.
You will need guidelines for some industry sectors (*)

- Marinas (ME)
- Meat and poultry packing (USA CDC)
- Movie theaters and sporting venues (ND, OK, and TX)
- Museums (OK)
- Nursing/ retirement homes (USA CDC and CO)
- Online food/ retail delivery services (USA CDC, SG and UK)
- Outdoor recreation/ guided fishing and hunting (USA CDC, ME, MT, and OK)
- Parcel delivery (USA CDC)
- Prisons (USA CDC)
- Property managers (HK)
- Public transit/ buses (USA CDC, USA CDC, USA CDC, USA CDC, USA NACTO, OH, HK, UK)
- Restaurants/ bars (USA, ID, IA, ND, NZ, MT, OK and OK, SC, SG, TN, and UT)
- Rideshare/ taxis (USA CDC)
- Schools (USA CDC, CO and MT)
- Shopping malls (HK and SG)
- Spas and tanning shops (OK)
- Supermarkets/ liquor stores (USA CDC, USA FDA, CZ, and SG)
- Tattoo and body piercing shops (OK)
- Tour guides (HK)
- Universities (USA CDC)
- Vets (USA CDC and USA AVMA)
- Waste management companies (UK)

(*) Guidelines linked to this deck do not necessarily confirm to the Whitehouse-recommended phased approach
## General Business Reopening Guidelines

**PHASE ONE: ALL SETTINGS**
- Health assessments must be conducted for all employees at the beginning of each shift.
- In establishments where customers wait in a line, non-household customers should remain physically distanced.
- Waiting areas where adequate physical distancing cannot be maintained must be closed.
- Customers should be encouraged to call for a reservation or an appointment, or establishments should use an online wait listing application.
- Physical distancing of 6 feet must be maintained between non-congregate customers, this may require:
  - A reduction in capacity;
  - A reduction of seating in service and waiting areas;
  - Management of waiting areas and waiting lines; or
  - Systems that reduce the amount of time contact between customers and staff.

## General Business Reopening Guidelines Continued

**PHASE TWO: ALL SETTINGS**
- Non-congregate group size has increased from 10 people to 50 people.
- All other provisions remain the same as Phase One for general business operations.

**PHASE THREE: ALL SETTINGS**
...
The most common industry guidelines are the following: (*)

• **Food services** (restaurants, cafes, cafeterias, grocery stores)
• General retail
• **Personal services** (hair salons, barber shops, nail salons, fitness centers, gyms)
• **Entertainment** (movie theaters, museums, large event venues, sporting events, bowling alleys)
• **Operations** (construction, public/private transportation, manufacturing)
• **In-home services** (caregivers, repairmen)

*See appendix for details*
We have created a **Google sheet** where you will find business opening guidelines resources.
Overseas countries offer a preview of what might soon be common here
What should you do next?

1. **Engage state officials** who are drafting business guidelines
2. **Familiarize yourself** with your business guidelines, as well as emerging and best practices, and communicate them to local, particularly small, businesses
3. Provide **technical advice and supports** for small businesses that may need to adapt their premises and/or business processes
4. Convene public health officials and business groups to **interpret principles/measures** for particular businesses/situations
5. **Be ready** to communicate closure in the event of a rebound
Appendix
Construction/ Manufacturing: Common Guidelines

- If tools or equipment must be shared, provide alcohol based wipes to clean tools before/after.
- Employers must provide face coverings to all employees who are not able to maintain a minimum six-foot social distance at all times.
- Operate only essential lines, while shutting down non-essential lines.
- Ensure that all spaces where employees may gather, including locker rooms and lunchrooms, allow for social distancing.
- Provide an area for staff to change footwear, provide shoe covers, or disinfecting boot mats to sanitize footwear in and out of main buildings or trailers.
- Implement policies to limit group interactions including the staggering of shift changes, breaks, lunches, etc.
- Clean and disinfect portable jobsite toilets regularly.
- Additional guidelines by OSHA.
Fitness Centers: Common Guidelines

- Close locker rooms, shower facilities, and water fountains
- Limit clients to 50% of stated maximum occupancy
- No group classes or limit one participant to every 100 square feet
- Relocate, remove, or deter use of machines to ensure six feet between equipment
- Any equipment used must be fully disinfected prior to the activity, between each participant’s use of the equipment, and after the activity
- Develop a phased opening plan for certain sub-areas of the facility
- Additional guidelines by the International Health, Racquet & Sportsclub Association
Personal Services: Common Guidelines

- Provide PPE for employees (masks, face shields, gloves)
- Require six feet or place partitions between workstations
- Use disposable capes or change capes after each customer
- Require/recommend by appointment services only
- Limit clients to 25%-50% of stated maximum occupancy
- Eliminate waiting areas
- Limit the number of items customers bring into the shop
- Additional guidelines by the Professional Beauty Association
Restaurants: Common Guidelines

- Limit customers to 10%-50% of stated maximum occupancy
- Require/recommend masks for customers except when eating
- Require/recommend reservations; encourage online or telephone ordering for delivery/take out
- Adjust common dining areas to ensure at least six feet of separation or a partition between tables
- Allow a maximum of 4-6 people per table
- Eliminate waiting areas
- No buffets or self service
- No preset tables and provide condiments only by request
- Keep the bar area or other common areas closed
- Eliminate refilling customer beverages from common containers (i.e., pitchers).
- Ensure six feet of distance between workers and customers except at the moment of payment or exchange of goods
- If possible, provide distinct walking lanes to minimize close contact as customers are being seated or exit to conform to social distancing practices.
- Menus must be either cleaned thoroughly or disposed after single use
- Additional guidelines by the National Restaurant Association
Retail: Common Guidelines

- Require/ recommend plexiglass screens at service counters/ registers
- Place registers six feet apart
- Place spacing decals on the floor
- Limit occupancy 25%-50% of stated maximum
- Discontinue the use of reusable bags
- Suspend the use of PIN pads, PIN entry devices, electronic signature capture, and any other credit card receipt signature requirements to the extent permitted by credit card companies/ credit agencies.
- Recommend online ordering or curbside pick-up
- Designate hours for at-risk populations
- Clean high-touch items after each use (e.g. carts, baskets, door handles)
- Consider one-way aisles and traffic patterns
- If possible, clean merchandise before stocking
- Additional guidelines by the National Retail Federation