



MORGAN HILL READY!

INDUSTRY SPECIFIC GUIDE TO RECOVERY
July 15, 2020

City of Morgan Hill
Economic Development



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Message from the City

The State of California is slowly beginning the process of reopening after months of shutdowns and shelter-in-place orders due to COVID-19. In order to ensure that we don't risk increasing the spread of the virus once the health orders are lifted, the State has implemented a phased, 4-Stage plan for reopening businesses based on the health data and infection rates within the various counties of our State.

The City of Morgan Hill has developed a general guidebook for our core industries to consider during the reopening process. In this guidebook, there are lists your industry should consider as it prepares for reopening. While your exact reopening strategy will depend on your individual business, you can use our guidelines as a starting point to help you plan and prepare for the "new normal."

Please remember that information from the State and County changes quickly. Always refer to the Santa Clara County Health Department [COVID-19 website](#) and the State of California's [COVID-19 website](#) for the latest updates.

Our office will continue to provide guidance and support to the City of Morgan Hill's business community during this unprecedented time. We understand that every business industry will face enormous challenges as it begins the path to recovery. As your respective industry plans for reopening, we hope that new growth opportunities arise and that your respective business thrives in this post-pandemic world.

Sincerely,

Edith Ramirez

Economic Development Director

Legal Disclaimer

The purpose of this document is to provide ideas for you to consider as your business/industry prepares for reopening after the COVID-19 shelter-in-place orders. There is no one size fits all solution, therefore information and links provided should be reviewed and assessed independently, with assistance from your legal counsel as appropriate, before implementing. Further, because the COVID-19 situation is fluid in nature, the information and links presented in this document may be updated at any time.

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General Tips

The following tips will help you prepare and ensure your business stays resilient to COVID-19, as you plan to re-open your businesses.

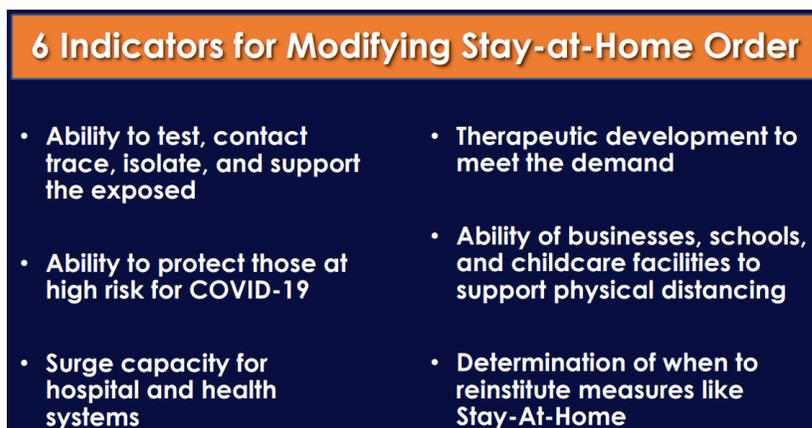
1. STAY INFORMED

There is a LOT of information constantly flowing through various channels. It is important to stay informed on latest State, County and Local Orders, and guidance from health organizations such as the CDC and OSHA.

If your business is large enough, it may be valuable to identify one person who will become the in-house-expert or point-of-contact.

State

The State of California is following a 4-stage resilience roadmap which are guided by 6 indicators for modifying the Governor's Stay-at-Home order. For more information on the stages, please visit the State of California's resilience roadmap [website](#).



The State has transitioned to Stage 2 and has approved the gradual opening of lower risk workplaces with adaptations at a pace designed to protect public health and safety.

Some counties can move quickly through stage 2 if they attest that they meet the state’s readiness criteria and must submit a plan.

Please see the Industry Specific Guidelines section for the state issued guidelines.

County

Under the authority of California Health and Safety code, the Health Officer of the County of Santa Clara is responsible for overseeing, enforcing health and safety order. Morgan Hill falls within the County of Santa Clara jurisdiction therefore is subject to and must comply by the public health order in place by the County Health Officer. In some cases, the County’s Order is more restrictive than the State of California, therefore it is just as important to monitor any revision to the [County Orders](#), so when the County’s Order does change, you can quickly adapt. Below is an illustration of sector and business types which are allowed within the County.

What’s Open?



Subject to social distancing protocols and COVID-19 related safety requirements to protect workers, customers and the community.

Business and Government Agencies	
Already Open	Open June 5, 2020
<ul style="list-style-type: none"> All healthcare services All essential governmental activities All essential infrastructure, including internet/communications Grocery stores, pharmacies, and similar essential businesses Agencies providing food/shelter/social services Newspapers, television, and radio Gas stations, auto-supply, and auto-repair Bicycle repair and supply shops Banks and related financial institutions Hardware stores Plumbers, electricians, exterminators, and other home repair services Mailing and shipping services 	<ul style="list-style-type: none"> Minimum Basic Operations for all businesses, including offices Landscaping and gardening services Most manufacturing Medically necessary pet grooming All retail stores, but for curbside pickup only Real estate agents, escrow agents, notaries, and title companies Plant nurseries and garden centers Laundromats, dry cleaners, and laundry services Restaurants, but only for delivery or carry out Airlines, taxis, rental cars, and rideshare services Home-based care for seniors/children/pets Residential facilities and homeless shelters All businesses that deliver goods to homes
<ul style="list-style-type: none"> Outdoor dining at restaurants In-store shopping at retail and shopping centers All manufacturing, warehousing, and logistics House cleaning and other no-contact in-home services Low contact/no contact service businesses including shoe repair, watch repair, and other similar services Pet grooming and dog walking 	
Education, Childcare, and Children’s Activities	
Already Open	Open June 5, 2020
<ul style="list-style-type: none"> Educational institutions including public and private K-12 schools, colleges, and universities, but only for facilitating distance learning or performing essential functions Childcare establishments for children of workers of allowable businesses in stable groups of 12 Summer camps and other educational or recreational programs for children of workers of allowable businesses in stable groups of 12 Change of groups allowed every <u>four</u> weeks 	<ul style="list-style-type: none"> All childcare, summer camps, summer school, and all other educational or recreational programs for all children in stable groups up to 12 children Change of group allowed every <u>three</u> weeks
Outdoor Ceremonies, Outdoor Religious Gatherings, and Outdoor Recreation	
Already Open	Open June 5, 2020
<ul style="list-style-type: none"> Outdoor recreational activities with members of one’s own household Parks and outdoor recreation areas Outdoor museums, outdoor historical sites, and publicly accessible gardens Car parades 	<ul style="list-style-type: none"> Small outdoor ceremonies and outdoor religious gatherings in groups no larger than 25 All outdoor recreational activities that do not involve physical contact, with social distancing and with up to one other household, including hiking, tennis, Frisbee and golf Outdoor swimming pools Camping Drive-in theaters and other automobile-based gatherings

In addition to the businesses industries noted in the chart above, the County of Santa Clara issued an New Order July 2, 2020 which went into effect on July 13th. The new order sets out new business directives and requirements.

The Order requires that all businesses that are open for their workers or for customers follow a set of rules to reduce the risk of spreading COVID-19, including:

1. **Telework:** All businesses must continue to require workers to do their jobs from home whenever possible. Workers can go into work only to complete the job duties they can't complete from home.
2. **New Social Distancing Protocol requirements:** All businesses must complete and submit an updated Social Distancing Protocol for each of their facilities on the County's website at [COVID19Prepared.org](https://www.sccgov.org/sites/cphd/COVID19Prepared.org). The Social Distancing Protocol must be signed under penalty of perjury and will be posted on the County's website. Businesses that operate from a facility must post an updated COVID-19 Prepared sign and Visitor Information summary sheet. Businesses that provide services at several facilities that they do not own (like cleaning services) must distribute the Protocol to the owners or operators of each location they serve. All businesses must distribute the Protocol to their workers.
3. **Capacity limitations:** All businesses must comply with the same density limitations. There may be no more than one worker per 250 gross square feet of the facility, and no more than one customer or member of the public per 150 square feet of space open to the public. Exceptions apply for healthcare, education and childcare facilities. And capacity limits do not apply to children under age 12 when accompanying a parent into a business facility.
4. **Positive case reporting:** All businesses (and governmental entities) are legally required to report to the Public Health Department within 4 hours if they learn that any of their workers are confirmed to be positive for COVID-19. They must also ensure workers alert them if they test positive.

Mandatory Health Officer Directives: Health Officer issued mandatory Directives for specific business sectors and activities, including:

- Personal Care Services - (including hair and nail salons, tattoo and piercing shops, massage therapy, and other services providing body care services)
- Tenant and Lessee
- Outdoor Dining
- Construction
- Food Facilities
- Gatherings (including social, religious, political, ceremonial, athletic, and other types of gatherings)

- Public Transit
- Lodging Facilities
- Agriculture
- Outdoor Pools
- Recreation and Athletics
- Childcare, summer camps, and children’s activities
- Gyms and Fitness Centers
- Movie Theaters
- Offices for Non-Essential Sectors
- Cardrooms
- Malls
- Zoos and Museums

The statewide closures are effective immediately as of Monday, July 13th. The State informed the County on July 13th that businesses and individuals in Santa Clara County will be required to comply with the list of County closures starting at 12:01 a.m. on Wednesday, July 15th. Please see below for a list of affected industries and activities:

Industry Closed for Indoor Operations	Date of Closure
Restaurants	Closed statewide effective July 13 th
Wineries and tasting rooms	Closed statewide effective July 13 th
Movie theaters	Closed statewide effective July 13 th
Cardrooms	Closed statewide effective July 13 th
Family entertainment centers	Closed statewide effective July 13 th
Zoos and museums	Closed statewide effective July 13 th
Bars, breweries, and pubs (indoor <u>and</u> outdoor)	Closed statewide effective July 13 th
Worship services	Closed in Santa Clara County effective July 15 th
Protests	Closed in Santa Clara County effective July 15 th
Gyms and fitness centers	Closed in Santa Clara County effective July 15 th
Offices in nonessential sectors	Closed in Santa Clara County effective July 15 th
Personal care services, <i>e.g.</i> , nail salons, body waxing, tattoo parlors	Closed in Santa Clara County effective July 15 th
Hair salons and barbershops	Closed in Santa Clara County effective July 15 th
Shopping malls	Closed in Santa Clara County effective July 15 th

Local

The City of Morgan Hill has established a webpage with information specific for businesses to include many resources that may be of interest to you.

Website: <https://www.morgan-hill.ca.gov/1991/Information-for-Businesses>

In addition, the City has recently taken actions to help speed the economic recovery at the local level. These include:

- “**Morgan Hill Dine al Fresco**” guide for restaurants with information about how to obtain a temporary encroachment permit for City-owned/regulated sidewalks and streets from the City and amend necessary permits from the County Health Department and Alcoholic Beverage Control (ABC). This will allow restaurants to meet physical distancing requirements by expanding their footprint outdoors onto private outdoor spaces or City’s public right-of-way, like sidewalks or on street parking spaces. This authority does not override private property CCR’s where applicable.
- The City will implement a “**Morgan Hill Open for Business**” comprehensive preliminary review with representatives from Fire, Police, Planning, Building, Engineering, Housing, Economic Development, and Public Services the first Monday of the month, starting in July. This once-a-month meeting will provide businesses an opportunity to ask questions and get immediate feedback on conceptual plans to identify potential issues or concerns and receive direction at the early stages of project design.
- Modifying the City’s **Parklet Pilot Program** to ease requirements and expectations of parklets, allowing businesses to utilize their adjacent parking space for business expansion. The businesses will be required to use an approved traffic safety device to create a barrier to protect space users from vehicles and comply with ADA requirements without having to build a deck.
- The City will work with partners to develop and implement a Buy Local Campaign creating awareness of local retailers and goods to encourage local spending.
- The City will cease temporary permit requirements of City-owned parks use by fitness and recreation businesses, allowing businesses that hold a current business license and currently own or lease commercial space to use park facilities as long as their fitness/recreation classes do not conflict with State or County SIP Orders.

Other

Center for Disease Control and Prevention (CDC)

CDC is one of the major operating components of the United States Department of Health and Human Services. It works to protect Americans from health, safety, and security threats, both foreign and in the U.S. CDC's website contains wealth of resources and information pertaining to best practices for cleaning and disinfecting public spaces, workplaces, businesses, schools, and homes.

Website: <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>

Guidance for cleaning and disinfecting: https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/Reopening_America_Guidance.pdf

Occupational Safety and Health Act (OSHA)

The Occupational Safety and Health Act requires employers to comply with safety and health standards and regulations promulgated by OSHA or by a state with an OSHA-approved state plan. In addition, the Act requires employers to provide their employees with a workplace free from recognized hazards likely to cause death or serious physical harm

OSHA has also prepared a guidance on preparing workplaces for COVID-19. Please see below links.

Guidelines: <https://www.osha.gov/Publications/OSHA3990.pdf>

Spanish: <https://www.osha.gov/Publications/OSHA3992.pdf>

2. ESTABLISH/UPDATE POLICIES AND PROCEDURES

Establish and or update business policies and procedures which address the physical distancing and sanitizing of the workplaces. Please see the Industry Specific Guidelines sections for more information.

Consider:

- Reducing activities that require staff to be in close contact over a long period of time
- Work from home option as appropriate or rearrange workplace to provide greater distances between staff
- Implementing flexible meeting options (using teleconferences, Zoom or other tools)
- Encouraging contactless delivery and electronic payment options

- Ask staff to notify you if they are exposed or have traveled to affected areas and they should monitor their symptoms. If sick, staff should not report to work
- Implementing frequent cleaning and disinfecting procedures for your facilities, especially common areas and high touch surfaces

3. COMMUNICATE

It is very important to communicate with all stakeholders of your business to include employees, customers, and vendors. They may be able to provide feedback which can help you design your business operations to be more resilient.

Customers: Communicate with your customers letting them know your business is open, or when it plans to re-open, and any changes in hours of operations. Notify them of the core products and services you continue to offer.

Employees: Keep your employees informed on the changes you are making to the business. Consider involving them in your decision-making process.

Vendors/Supply Chain: Talking to your critical suppliers to discuss any risks to the supply chain, and if they are also prepared to respond. Let them know about any changes to your shipping/receiving/deliveries protocols. Equally important is to identify any alternate supply chains for your critical goods and services. Also, understand where your business fits in the overall supply chain before the final product gets to the customer.

Overview

The recommendations in this handbook outline measures for each industry to facilitate a safe re-opening of their businesses. These recommendations will help support the overarching goal of opening businesses in a way that protects employees and customers from exposure to COVID-19 and prevents the spreading of the virus.

Before reopening, all facilities **must**:

- Perform a detailed risk assessment and implement a site-specific protection plan
- Train employees on how to limit the spread of COVID-19, including how to screen themselves for symptoms and stay home if they have them
- Implement individual control measures and screenings
- Implement disinfecting protocols
- Implement physical distancing guidelines
- All businesses must complete and submit an updated Social Distancing Protocol for each of their facilities on the County's website at [COVID19Prepared.org](https://www.co.santaclarita.ca.gov/COVID19Prepared.org)

The State of California has provided industry specific guidance and checklist for businesses to follow, only if they are permitted to open per respective County health orders. These guidelines and checklist documents are included in each of the industry specific sections. Employers can post their industry relevant checklist at their workplaces but are not required to. However, the County does require all businesses to post the County social distancing protocol checklist (discussed below) and the related signage at their businesses.

SOCIAL DISTANCING PROTOCOL

The County's July 2nd Order updates the Social Distancing Protocol Form to incorporate new State of California requirements for training personnel and other measures.

To operate, all businesses must comply with new requirements for posting and social distancing as outlined in the July 2nd Order..

To show that they are implementing the Social Distancing Protocol to keep their staff and customers safe from COVID-19, all businesses must print and post in a prominent place near the entrance to the businesses (1) a COVID-19 PREPARED Sign and (2) a Social Distancing Protocol Visitor Information Sheet. Both the Sign and Visitor Information Sheet can be found in EXHIBIT 1 to this handbook.

All businesses must post signage required in the Social Distancing Protocol (EXHIBIT 2) to educate customers about health and safety requirements. Sign templates in many different languages are available on the County's website.

FACE COVERINGS

The State and County Orders requires you to wear a face covering whenever you are at a business (even if it's outdoors) including as an employee or a customer. Businesses must post signs directing you to wear a face covering when you are at their facilities. You are also required to wear face coverings while riding on public transit and while carrying out deliveries as part of your job. At all other times when you are out in public, you are strongly encouraged to wear a face covering in accordance with the Health Officer's Critical Guidance on Face Coverings. The only exceptions are for people for whom a face covering may not be safe (for example, children 6 and under, or anyone who has trouble breathing or is unable to remove a face covering without assistance). You do not need to wear a face covering when you are exercising outdoors, but you are encouraged to have one with you. Please remember that cloth face coverings must be combined with maintaining all other social distancing measures. Wearing a face covering does not mean that people can come in closer contact with each other; while face coverings can help reduce the spread of the virus, they do not completely stop it.

Industry Specific Guidance: Retail

Status: Allowed with modifications

STATE

Under State guidelines, retailers, shopping malls, and libraries can re-open, along with the manufacturing and logistics sections that support retail. Interior stores in shopping malls can do curbside pickup with modifications. Drive-in and movie theaters can re-open with additional considerations. Retail does not include personal services such as beauty salons, but does include the sale of goods such as:

- Bookstores
- Jewelry stores
- Toy stores
- Clothing and shoe stores
- Home and furnishing stores
- Sporting goods stores
- Florists

State Guidance Documents

[Retail Guidance](#)

[Shopping Center Guidance](#)

[Retail Checklist](#)

[Shopping Center Checklist](#)

COUNTY

The County's Order as of June 5, 2020 allows retail stores to be open for in-store shopping as long as they limit the number of people inside to only 1 worker for every 300 gross square feet of facility space, and only 1 customer for every 200 square feet of store space open to the public. Please read the County's Order [Appendix C-1](#) for more details.

BEST PRACTICES: RETAIL (SEE [EXHIBIT 3](#))

[Cushman and Wakefield Recovery Readiness - Reopening your Workplace](#)

[Cushman and Wakefield Recovery Readiness Retail Checklist](#)

Industry Specific Guidance: Restaurants

Status: Allowed with modifications

STATE

At this time, Restaurants (does not include bars) can open under the State Order with modifications. State is allowing County public health officers to submit a readiness plan and attest to allow more relaxation in rules for restaurants which allow dining options.

State Guidance Documents

[Restaurants Guidance](#)

COUNTY

As of June 5, 2020, the County's Order allows restaurants to be open, but is more restrictive to only allow delivery, carry-out, and outdoor dining subject to the following limitations:

- i. limit capacity to 6 customers per table, all from the same household
- ii. separate all tables by at least 6 feet
- iii. close their bars and any event/stage areas
- iv. serve alcohol only to customers who are also ordering food
- v. offer curbside pickup, takeaway, and/or delivery for customers who do not want to dine in. Customers eating at restaurants or food facilities can go indoors only to wash their hands or use the restroom. Customers must wear face coverings when waiting in line, being seated by waitstaff, ordering their food, walking to and from the restroom, leaving, and at other times required by the facility to keep customers and workers safe (except for customers 6 years old and younger or those for whom face coverings are medically inadvisable).

BEST PRACTICES: RESTAURANTS (SEE [EXHIBIT 4](#))

[National Restaurant Association COVID-19 Reopening Guidance](#)

[U.S Food and Drug Administration: Best Practices for Food Stores, Restaurants, and Food Pick-Up/Delivery Services](#)

Industry Specific Guidance: Hotels and Lodging

Status: Allowed

STATE

Hotels and lodging can continue operations for essential travel/accommodation but certain offerings within the establishment such as dine-in restaurants, fitness center, bars, spas, meeting venues are not allowed. Guest room services should use contactless pick-up and delivery protocols and should limit the menu offering.

State Guidance Documents

[Hotels and Lodging Guidance](#)

[Hotels and Lodging Checklist](#)

COUNTY

Similar to State, the County's Order allows hotels and lodging to continue operations for essential travel/accommodation but offerings within the establishment such as dine-in restaurants, fitness center, bars, spas, meeting venues are not allowed at this time.

BEST PRACTICES: HOTELS AND LODGING (SEE [EXHIBIT 5](#))

[California Hotel and Lodging Association Clean and Safe Guidance](#)

[California Hotel and Lodging Association Clean and Safe Checklist](#)

Industry Specific Guidance: Wineries

Status: Not Allowed

STATE

At this time, the State Order do not allow wineries and/or tasting rooms to be open. Restaurants (does not include bars) can open under the State Order with modifications. State is allowing County public health officer to submit a readiness plan and attest to allow more relaxation in rules for restaurants which allow dining options. Thus far about all but 7 Counties (primarily in Bay Area) in the State have attested and been approved. Santa Clara County has not, therefore restriction for delivery and carry-out remains.

State Guidance Documents

[Wineries Guidance](#)

COUNTY

The County's Order does not allow wineries or bar establishments to be open. County does allow restaurants to be open for sales, but is more restrictive to delivery, carry-out, or outdoor dining only. If your winery has a restaurant component you may be able to operate outdoor dining/service only.

BEST PRACTICES: WINERIES (SEE EXHIBIT 6)

[Wine Institute Protocols](#)

Industry Specific Guidance: Manufacturing and Industrial

Status: Allowed

STATE

The current stage 2 allows for manufacturing to continue with modifications. Please see State guidance and checklist.

State Guidance Documents

[Manufacturing Guidance](#)

[Manufacturing Checklist](#)

COUNTY

Effective June 5, 2020 the County allows for all manufacturing or assembly businesses to operate subject to the following limitations in addition to those required elsewhere in the Order:

- i. Unless operating as an Essential Business or to carry out an Essential Governmental Function, the total number of persons (including Personnel, customers, delivery persons, or other persons) present at a facility that qualifies under this category must at any one time be no more than one person per 300 gross square feet of the facility.

BEST PRACTICES: MANUFACTURING & INDUSTRIAL (SEE [EXHIBIT 7](#))

[ManufacturingGuidance.pdf](#)

Industry Specific Guidance: Personal Care Services

Status: Allowed with modifications

STATE

Generally, personal care businesses, including esthetician, skin care, and cosmetology services; electrology; nail salons; body art professionals, tattoo parlors, and piercing shops; and massage therapy (in non-healthcare settings) are allowed to operate beginning June 19, 2020.

As of July 15TH personal services can not conduct business indoors

State Guidance Documents

[Expanded Personal Care Services](#)

COUNTY

The County's Order of July 2nd does allow personal care businesses to operate at this time.

As of July 15TH personal services can not conduct business indoors

County's [Mandatory Directive](#) to Open on July 13, 2020

BEST PRACTICES: PERSONAL CARE SERVICES (SEE [EXHIBIT 8](#))

[Spa & Salon Guidelines](#)

[Spa Guidelines](#)

Industry Specific Guidance: Hair Salons and Barbershops

Status: Allowed with modification

STATE

State is allowing County public health officers to submit a readiness plan and attest to allow more relaxation in rules for hair salons and barbershops beginning June 12, 2020 as long as the worker and customer can wear face coverings for the entirety of the service.

As of July 15TH Hair Salons and Barbershops are cannot conduct business indoors or outdoors

State Guidance Documents

[Hair Salon and Barbershop Guidance](#)

COUNTY

The County's Order does allow hair salons and barbershops to operate at this time.

County's [Mandatory Directive](#) to Open on July 13, 2020

As of July 15TH Hair Salons and Barbershops are cannot conduct business indoors or outdoors

BEST PRACTICES: HAIR SALONS & BARBERSHOPS (SEE EXHIBIT 9)

[Salon and Barber Shop Re-Opening Checklist](#)

[Barbers Shop Guidelines](#)

Exhibit 1: County Protocol Form and Signs

Requirements for all businesses

<https://www.sccgov.org/sites/covid19/Documents/COVID-19-Requirements-for-All-Businesses.pdf>

What Should Customers See in your business

<https://www.sccgov.org/sites/covid19/Documents/COVID-19-What-Should-Customers-See.pdf>

Social Distancing Protocol
COVID-19 Site-Specific Protection Plan



Business Name:

Facility Address: Click or tap here to enter text.

This Protocol was most recently updated on: Click or tap here to enter text.

Maximum number of people allowed in facility at any time:

Total Facility Square Footage:

Total Facility Square Footage Open to Public:

The Person Responsible for Implementing this Protocol

Name: Click or tap here to enter text. **Title** Click or tap here to enter text.

Phone number: Click or tap here to enter text. **Email Address:** Click or tap here to enter text.

Businesses **must** implement all applicable measures listed below and be prepared to explain why any measure that is not implemented is inapplicable to the business.

Signage and Distribution:

- Post signage at each public entrance of the facility to inform personnel and customers of the following:
 - Do not enter the facility if you have COVID-19 symptoms;
 - Maintain a minimum six-foot distance from others, including when in line;
 - Sneeze and cough into a cloth or tissue or, if not available, into your elbow;
 - Face coverings required to enter (except if 6 years of age or under or medically inadvisable);
 - Do not shake hands or engage in any unnecessary physical contact.
- Post signage at appropriate locations throughout the facility reminding customers to maintain social distance.
- Post a copy of your COVID-19 PREPARED Sign and Social Distancing Protocol Visitor Information Sheet at each public entrance to the facility where staff and customers can easily view them.

Personnel Training:

- Copies of this Protocol will be distributed to all personnel.
- Personnel are trained on [COVID-19 information from the CDC](#), how to prevent COVID-19 from spreading, who is especially vulnerable to the disease, and when to seek medical attention.
- Personnel are trained on screening themselves for COVID-19 symptoms, including temperature and/or symptom checks using [CDC guidelines](#).
- Personnel are trained on the need to stay home and get tested if they have a frequent cough, fever, difficulty breathing, chills, muscle pain, headache, sore throat, recent loss of taste or smell, or if they or someone they live with have been diagnosed with COVID-19.

Social Distancing Protocol
COVID-19 Site-Specific Protection Plan



Personnel Training (continued)

- Personnel are trained on [County guidelines](#) for when it is safe to return to work if they are symptomatic or have tested positive for COVID-19.
- Personnel are trained on the need for frequent handwashing with soap and water, proper use of face coverings, the importance of social distancing, and other measures in this Protocol.
- Personnel are encouraged to get tested for COVID-19 in accordance with County guidance and given information on test locations: <https://www.sccgov.org/sites/covid19/Pages/covid19-testing.aspx>.
- Personnel have been informed that they can contact the County Office of Labor Standards Enforcement to report any deficiencies in compliance with Social Distancing Protocol requirements by this business:

Office of Labor Standards Enforcement Advice Line: 866-870-7725

- Personnel are trained on new or modified measures immediately upon updating this Protocol.
- Optional—Describe other measures:

Individual Control Measures and Screenings:

- All personnel who can carry out their work duties from home have been directed to do so and are doing so.
- All workers have been directed not to come to work if sick or exhibiting symptoms of COVID-19.
- All employees are given temperature and other COVID-19 symptom screenings at the beginning of their shift, and all other vendors, contractors, and other workers are screened before entering the facility.
- Require all persons to properly wear face coverings at all times in the facility (except if 6 years of age or under, medically inadvisable, or the face covering would create a safety hazard for workers under established health and safety guidelines).
- Optional—Describe other measures:

Handwashing and Hand-Sanitizing Protocols:

- Encourage frequent handwashing and use of hand sanitizer and provide frequent breaks for handwashing.
- Soap and water are available to all personnel at the following location(s): *Click or tap here to enter text.*
- Hand sanitizer effective against COVID-19 is available to all frontline staff as well as to other personnel at the following location(s): *Click or tap here to enter text.*
- Hand sanitizer and/or soap and water are available to the public at or near the facility entrance, at checkout counters, and at various locations throughout the facility to enable the public and staff to frequently clean their hands.

Social Distancing Protocol
COVID-19 Site-Specific Protection Plan



Handwashing and Hand-Sanitizing Protocols (continued)

- Ensure that handwashing and other sanitary facilities are operational and stocked at all times.
- Optional—Describe other measures:

Cleaning and Disinfecting Protocols

- Thoroughly and regularly clean high traffic areas and frequently disinfect high-contact surfaces (including doorknobs, handrails, counters, tables, checkout areas, cash registers, telephones, etc.).
- Break rooms, bathrooms, and other common areas are disinfected frequently, on the following schedule:
 - Break rooms:
 - Bathrooms:
 - Other (Click or tap here to enter text.): Click or tap here to enter text.
- Disinfectant and related supplies are available to all employees at the following location(s):
Click or tap here to enter text.
- Disinfecting wipes that are effective against COVID-19 are available for use by customers and personnel near shopping carts and baskets.
- Staff are assigned to disinfect carts and baskets regularly.
- Shared equipment and touchable surfaces like payment portals and pens are disinfected after each use.
- Adjust stores hours to provide adequate time for cleaning and stocking with social distancing, and provide time for workers to clean between shifts.
- Optional—Describe other measures:
Click or tap here to enter text.

Measures to Maintain Social Distancing:

- To allow adequate social distancing (6 feet minimum) at all times and comply with any occupancy limitations in the Order, limit the number of people in the facility at any one time to _____ (see applicable County guidance or directive for your facility type).
 1. Total square footage of the facility:
 2. Total square footage open to the public:
- Post an employee near the door to ensure that the maximum number of customers is not exceeded, that all customers are wearing face coverings to enter (except children 6 years of age or under or persons for whom face coverings are medically inadvisable), and that customers comply with other provisions of this Protocol. Ensure that this employee is more than 6 feet away from customers to maintain adequate social distance.

Social Distancing Protocol
COVID-19 Site-Specific Protection Plan



Measures to Maintain Social Distancing (continued)

- Place additional limitations on the number of workers in enclosed areas of the facilities (such as the break rooms) to ensure at least six feet of separation.
- Place per-person limits on goods that are selling out quickly to reduce crowds and lines.
Explain: [Click or tap here to enter text.](#)
- Place tape or other markings at least six feet apart in customer line areas inside the store and on sidewalks at public entrances with signs directing customers to use the markings to maintain distance.
- Separate order areas from delivery areas to prevent customers from gathering.
- Minimize exposure between cashiers and customers through social distancing or use of barriers where social distancing cannot be maintained. Describe:

- Increase remote (online and telephone) purchasing, delivery, and curbside pickup service options.
- Instruct staff to maintain at least six feet of distance from customers and from each other, except staff may momentarily come closer when necessary to accept payment, deliver goods or services, or perform a job duty.
- Stagger personnel breaks, in compliance with wage and hour regulations, to maintain adequate social distancing.
- Minimize any in-person meetings and adjust those that are necessary to ensure adequate social distancing.
- All desks or individual workstations are separated by at least six feet.
- Reconfigure, restrict, or close break rooms and other common areas to maintain social distancing.
- Optional—Describe other measures:

Measures to Prevent Unnecessary Contact:

- Close all public seating areas.
- Prevent people from self-serving any food-related items, including from food bars, bulk-item bins, and shared containers in breakrooms. Discontinue product sampling.
- Do not allow customers to use their own cups or other reusable food containers from home for takeaway.
- Require customers using reusable bags from home to bag their own groceries or prevent use of reusable bags from home. Describe:

Social Distancing Protocol

Visitor Information



Last updated:

Business Name: _____

Facility Address: _____

The maximum number of people allowed in this facility to ensure that people are easily able to maintain six-foot social distancing, or as required by the Order, is _____.

The total square footage of this facility is _____.

The square footage of this facility open to the public is _____.

Summary of Customer-Facing Requirements

- Handwashing facilities or sanitizer is available near the facility entrance.
- An employee is posted at or near the facility entrance to ensure the maximum number of customers is not exceeded and all persons are wearing face coverings.
- Tape or markings have been placed at least six feet apart where people form lines.

Learn More or Report a Complaint

To report a complaint about this or another business not following a Social Distancing Protocol, visit **www.santaclara-da.org** or email **pubhealthreferral@dao.sccgov.org**.

To view the County Health Officer's Order and other information related to COVID-19, visit **sccgov.org/coronavirus**.

The person responsible for implementing this business's protocol is:

Name

Title

Email

Phone Number

COVID-19 Prepared



This business has completed a **Social Distancing Protocol** to prevent the spread of **COVID-19**.

For more information or to learn how to file a complaint, see this business's Social Distancing Protocol Visitor Information Sheet (required to be posted with this sign) or visit sccgov.org/coronavirus.

Santa Clara County
**PUBLIC
HEALTH**



Exhibit 2: Examples of Business Signage for Physical Distancing



SOCIAL DISTANCING

Applications in retail environment



Store front

Counter

Floor



Applications in quick service restaurants (QSR)



Store front

Counter

Floor

We are OPEN!

We maintain the highest standards of hygiene and care for the protection of our staff and customers.

Frequent hand wash | Use of face mask | Sanitized premise

We're open for takeaway orders only

#socialdistancing

Avoid touching your eyes, nose and face | Do not spit in public

Sneeze and cough only on your elbow or napkin | Do not hug or shake hands

Please wear a face mask | Sanitize your hands before using payment machine.

Avoid touching your eyes, nose and face | Do not spit in public

Sneeze and cough only on your elbow or napkin | Do not hug or shake hands

Please maintain distance

6 Ft

#socialdistancing

Do not enter

DIGITAL/CARD PAYMENTS ONLY

Contactless pick-up

Please pick your order from the basket kept outside

#socialdistancing

DIGITAL/CARD PAYMENTS ONLY

Contactless pick-up

#socialdistancing

Pick your order here

#socialdistancing

DIGITAL/CARD PAYMENTS ONLY

Contactless transaction

#socialdistancing

We maintain the highest standards of hygiene and care for the protection of our staff and customers.

Frequent hand wash | Use of face mask | Sanitized premise

QUEUE STARTS HERE

#socialdistancing

1 person only

#socialdistancing

Seating

DO NOT SIT IN A GROUP

#socialdistancing

DO NOT SIT IN A GROUP

#socialdistancing

Applications in restaurant drive-through/take away window



Drive-through



Store window/front



Closed premises



Applications in **commercial buildings**



Premises



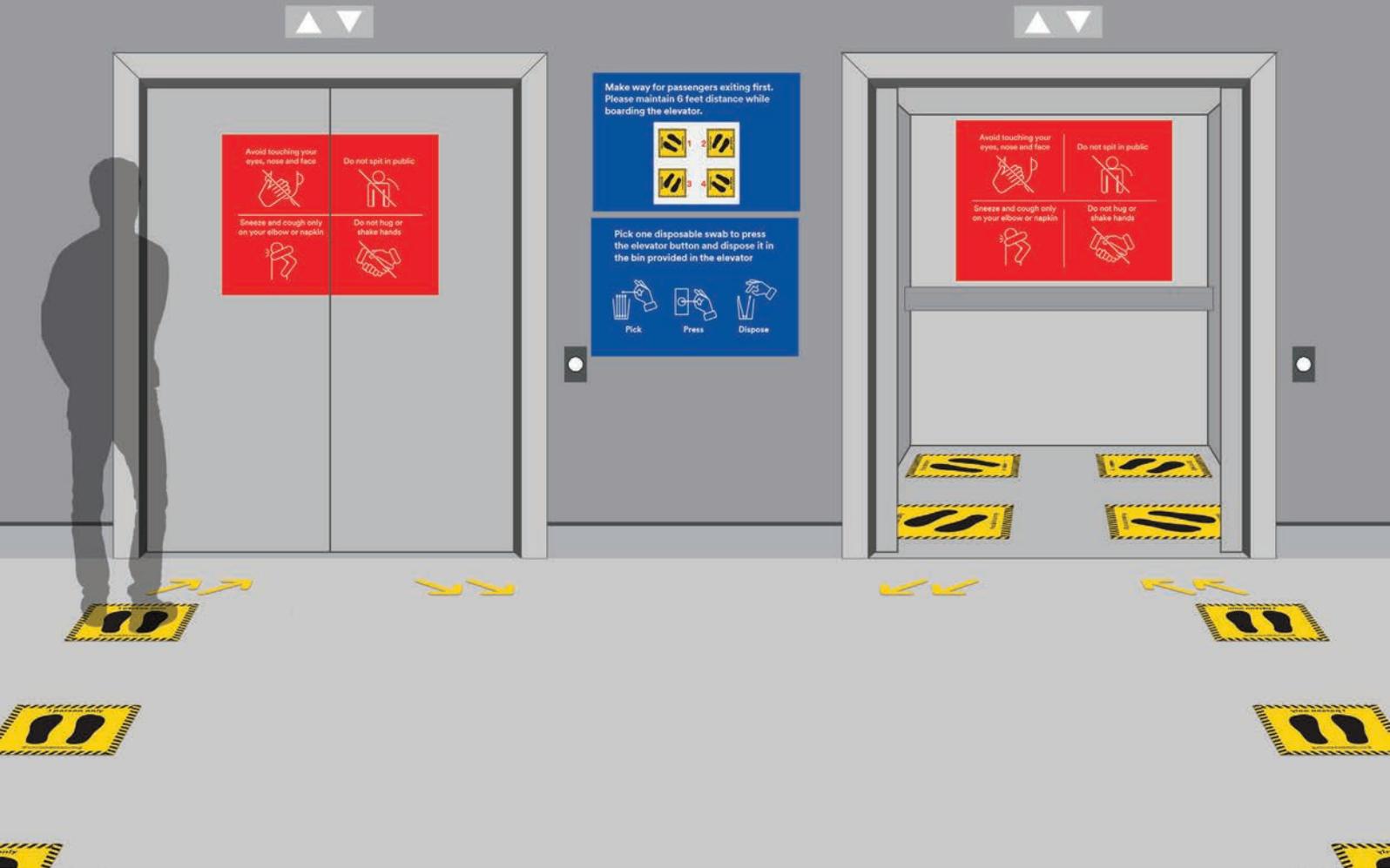
Floor



Elevator



Applications in elevator



Lift - Outside

Lift - Inside

Wall

Avoid touching your eyes, nose and face	Do not spit in public
Sneeze and cough only on your elbow or napkin	Do not hug or shake hands

Please wear a face mask	Sanitize your hands before using payment machine.
-------------------------	---

Avoid touching your eyes, nose and face	Do not spit in public
Sneeze and cough only on your elbow or napkin	Do not hug or shake hands

Make way for passengers exiting first. Please maintain 6 feet distance while boarding the elevator.

1	2
3	4

Pick one disposable swab to press the elevator button and dispose it in the bin provided in the elevator

Pick	Press	Dispose
------	-------	---------

Floor

1 person only

#socialdistancing

Wall

Avoid touching your eyes, nose and face	Do not spit in public
Sneeze and cough only on your elbow or napkin	Do not hug or shake hands

Please wear a face mask	Sanitize your hands before using payment machine.
-------------------------	---

Avoid touching your eyes, nose and face	Do not spit in public
Sneeze and cough only on your elbow or napkin	Do not hug or shake hands

Floor

Applications in oil and gas station



Fuel station



Floor and drive-way



Retail outlet



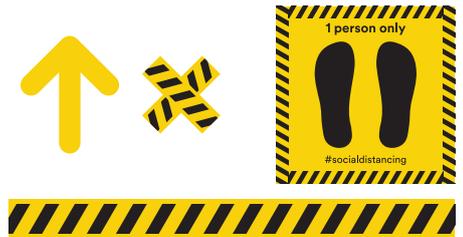
Applications in **restroom**



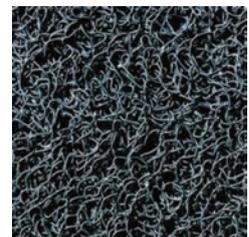
Wall/mirror



Floor



3M™ Nomad™ Heavy Traffic Scraper Matting



Applications in products requiring high traction



Wall

Floor



Product Specification

3M™ Graphic Solutions for Floors, Walls and Windows

3M offers a range of graphic films used to manufacture decals that enable and promote social distancing guidelines. These decals can resist scuffing and have the durability to withstand thousands of footsteps. They can be easily applied to and used on multiple surfaces such as floors, walls, countertops or mirrors. These decals can also be removed cleanly from most surfaces without causing any damage to the surface while leaving minimal to no adhesive residue. These decals can easily be customized in any space and shape to meet your requirements. With so many people now staring down at their phones, floors have become a prominent focal point to move people in the right direction. These graphic solutions can be used as a floor guide for visitors, employees and customers to help remind them to maintain a safe distance.

Application	Graphic Film	Overlamine	Product Advantages
Interior Floors and Carpet	3M™ Controltac™ Print Film 40C-10R	3M™ Scotchcal™ Luster Overlamine 8509 3M™ Scotchcal™ Luster Overlamine 3645	<ul style="list-style-type: none"> • Excellent printability with slideability and air release feature for easy, defect-free application • Durable, removable, and cleanable • UL 410 approved for indoor slip resistance • 8509 is a 3 mil film with a smooth finish • 3645 is a 8 mil film with a textured finish and a higher level of scuff resistance for higher traffic areas
Exterior Sidewalks	3M™ Scotchcal™ Graphic Film 3662	3M™ Scotchcal™ Matte Overlamine 3647	<ul style="list-style-type: none"> • High tack adhesive, durable, and removable • UL 410 approved for outdoor slip resistance • 3647 is a 19 mil film with a coarse sandpaper-like texture and a high level of scuff resistance
Windows & Glass	3M™ Controltac™ Print Film 40C-10R 3M™ Controltac™ Print Film 40C-114R	3M™ Scotchcal™ Gloss Overlamine 8508	<ul style="list-style-type: none"> • Excellent printability with slidability and air release feature for easy, defect-free application • Durable, removable, and cleanable • Available in white opaque (10R) or clear (114R)
Walls	3M™ Controltac™ Print Film 40C-10R	3M™ Scotchcal™ Matte Overlamine 8510M	<ul style="list-style-type: none"> • Excellent printability with slidability and air release feature for easy, defect-free application • Durable, removable, and cleanable • Matte overlamine 8510M reduces glare
General Signage	3M™ Scotchcal™ Graphic Film with Comply™ Adhesive IJ35C	3M™ Scotchcal™ Gloss Overlamine 8508	<ul style="list-style-type: none"> • Permanent, pressure-sensitive adhesive with air release • Affordably priced for promotional graphics, signs, and POP

3M™ Safety-Walk™ Slip-Resistant Tapes

3M offers various options of slip-resistant tapes and printable material that can be applied on the floor to demarcate an area to promote social distancing. These tapes are designed to be applied on the floor and be durable while being walked on. The yellow and yellow-black tapes are conspicuous on the floor and can help people easily identify them. Additionally, these tapes and printable materials are certified by the National Floor Safety Institute (NFSI), which means that they help reduce slips and falls while helping you to promote social distancing in your facility.

PRODUCT	DESCRIPTION	SIZE	PRODUCT ADVANTAGES	PRODUCT APPEARANCE
630	3M™ Safety-Walk™ Slip-Resistant tape 630 safety yellow for light to heavy shoe traffic areas	1 in, 2 in and 4 in x 60 ft	<ul style="list-style-type: none"> • Yellow color for easy visibility • The color is easily identified by people and associated with caution as it is commonly used for demarcating other areas • Durable and can be easily applied to most floors 	
613	3M™ Safety-Walk™ Slip-Resistant tape 613 safety yellow black for light to heavy shoe traffic areas	1 in, 2 in, 3 in, 4 in, 6 in, 12 in, 24in and 48 in x 60 ft.	<ul style="list-style-type: none"> • Yellow-black color for higher conspicuity • The alternating color pattern is easily identified by people and associated with caution as it is commonly used for demarcating other areas • The pattern is easily identified by people • Durable and can be easily applied on most floors 	
688	3M™ Safety-Walk™ Slip-Resistance General Purpose 688 White Printable Material	48 in x 150 ft	<ul style="list-style-type: none"> • NFSI certified as a High Traction surface • Direct print (UV cured inkjet), no need for lamination • Highly durable, suitable for interior and exterior applications • Helps reduce the risk of slips, trips and falls on stair steps, ramps, etc. 	

3M™ Nomad™ Heavy Traffic Scraper Matting

- Durable vinyl-loops scrape, trap and hide dirt and moisture, minimizing re-tracking into the building
- Provide resistance to grease and oil
- Backed mat can be used for indoor applications and protects floor surfaces
- Easy to clean: shake or wash off with a hose
- Open web construction removes, traps and hides dirt
- Flexible coils brush shoe soles
- Cushioned vinyl backing protects floors in inside areas
- NFSI High Traction Certification



nomad™
Matting



Applications in **essential service - temporary fleet**



Fleet graphic



Product Specification

3M™ Vehicle Graphics

3M can support you in differentiating your vehicle and communicating the right message along while you deliver much-needed products and services in these critical times. 3M products can be removed from select surfaces to help restore the look of your vehicle when the communication is not required anymore. There is also an option of using a removable reflective graphic film that can enhance the safety of the vehicle while making the message conspicuous and visible at night. Different films are available to ensure a wide range of applications on surfaces that are flat, rivets and corrugated.

Application	Graphic Film	Overlamine	Product Advantages
Vehicle Graphics	3M™ Controltac™ Graphic Film with Comply™ v3 Adhesive IJ180Cv3	8518, 8519, 8520, 8915, 8528, 8548G, 8549L, 8550M, 8418G	<ul style="list-style-type: none">• Cast vinyl film for long-term durability and removability• Pressure-activated adhesive for easy sliding, tacking, snap-up and repositioning• Features Comply™ Cv3 air release system, ideal for fleet graphics and car wraps
	3M™ Controltac™ Print Film 40C-10R	8508, 8509, 8510M, 8048G, 8050M	<ul style="list-style-type: none">• Excellent printability with slideability and air release feature for easy, defect-free application• Durable, removable, and cleanable• Recommended for short to medium term use• Calendered film for flat or simple curves
	3M™ Scotchlite™ Removable Reflective Graphic Film with Comply™ Adhesive IJ680CR	8518, 8519, 8528, 8548G, 8549L, 8418G	<ul style="list-style-type: none">• Reflective film with slideability, air release and removability for easier, faster, bubble-free installations and removal• Similar daytime and nighttime appearance that retains most of its reflectivity when wet

*Please Note: As social distancing guidelines may evolve, be sure to refer to latest government recommendations.

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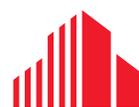
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Exhibit 3: Industry Best Practices – Retail

RECOVERY READINESS

A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE

Version 1.0



**CUSHMAN &
WAKEFIELD**

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RETURNING TO THE PHYSICAL WORKPLACE

Over the next several weeks and months, as areas stabilize from the COVID-19 pandemic and stay-at-home restrictions are lifted, organizations will begin to bring workers back into the physical workplace. It's already begun in some parts of the world. In fact, as of April 2020, we have helped move our own employees, and those of our clients, back into more than 800 million square feet of properties globally.

The migration of a furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. The mix of returning employees will vary, and in some cases, a segment of the workforce may continue to work remotely. One thing is clear, however—the management of the process is without precedent.

Many of our clients have sought out our guidance and expertise as they navigate this process. Over the following pages, we prepared a How-to Guide for reopening the workplace that addresses many of their most pressing questions. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers ensure they are prepared to receive their workforce—and that their employees are prepared for the return—so that the transition is safe, efficient, effective, and aligned to the needs of the organization and the needs of its people?

The Guide outlines some of the best thinking and practices that our more than 53,000 professionals have compiled across the globe and also includes insights from key partners. The recommended practices and protocols already have been implemented at locations across the globe with tremendous success.

Six Readiness Essentials

In this next phase of recovery, a handful of primary focus areas will be applicable to nearly every real estate owner and occupier across the globe. From big organizations to small ones, from those with one location to those with hundreds—each in their own way will be focused on the following Workplace Readiness Essentials:

- 1. Prepare the Building:** cleaning plans, pre-return inspections, HVAC & Mechanicals checks
- 2. Prepare the Workforce:** mitigating anxiety, policies for deciding who returns, employee communications
- 3. Control Access:** protocols for safety and health checks, building reception, shipping and receiving, elevators, visitor policies
- 4. Create a Social Distancing Plan:** decreasing density, schedule management, office traffic patterns
- 5. Reduce Touch Points and Increase Cleaning:** open doors, clean desk policy, food plan, cleaning common areas
- 6. Communicate for Confidence:** recognize the fear in returning, communicate transparently, listen and survey regularly

Faced with common challenges, owners and occupiers have a unique opportunity to come together in the true spirit of collaboration. We are already seeing it play out, and we believe there is no better path to successfully manage the complexity of the road that lies ahead.

Three Final Things to Note

First, the World Health Organization (WHO), as well as the respective health organizations and government bodies within each country, are the primary sources for guidance on COVID-19 and other health-related issues.

Second, while the practices and recommendations in this guide at times reference office environments, they are largely applicable to other types of workforce environments and properties.

Finally, the intention of this resource is to establish the foundation of ideas and recommendations upon which we can build—in collaboration with clients and partners—an increasingly useful guide. We're certain the coming weeks and months will teach us new things, and we look forward to sharing more ideas and updates to help you move forward through unfamiliar territory.

In the meantime, we look forward to connecting with you to learn more about how we can help.



PREPARING FOR DAY ONE

I. Working Together to Reopen the Workplace

Relationships between building owners and tenants have never been more important. Everyone is facing uncertainty, and the cooperation between building owners and occupiers today will benefit both parties in the short and long term.

Cushman & Wakefield professionals work with investor and occupier clients around the world. In places like China, where the return to the physical workplace has already happened in various instances, we have observed earnest efforts by all parties to successfully partner together as they work through the unique challenges the pandemic has created.

Below we provide guidance for both landlords and occupiers on how they can work together to achieve best results during this phase of the recovery.

Financial Stress

Business viability of tenants is key to stable occupancy of properties and long-term rental income. As a result, we have seen many owners work with tenants to help provide some relief, where possible.

- Keep lines of dialogue open, and approach discussions with the intent of working on solutions that can benefit both parties in the long term
- Consult legal and risk advisors
- Partner to ensure compliance with owner requirements and policies
- Think creatively. Landlords in China are offering tenants additional help such as business registration services, tax advice, assistance in applications for business subsidies, and service support for bank loans. While these ideas may not be feasible everywhere, they demonstrate the kind of creative thinking of the real estate industry to strengthen the relationship and partnership between real estate owners and occupiers

Safety and Wellbeing

The health and safety of the people who use the building should be treated as a shared responsibility.

- All parties—owners, building managers, occupiers—should ascertain individual responsibilities and capabilities, and then work toward collectively improving the physical environment for the benefit of all building users
- Include plans and policies that address issuance of Personal Protective Equipment (PPE), implementation of new social distancing measures, and other actions taken to provide for the health and safety of building employees and visitors —e.g., signage to maintain safe distances, capacity monitoring of elevators, sneeze guards at reception areas, etc., if any

Shared Communications

Creating a sense of safety and security for employees is a key component of a successful return to work. This goal should be jointly owned by landlords, building managers and the occupants, and all should share some responsibility with communications. We are seeing owners and occupiers working together to understand any new policies that will impact the way people arrive at, move through, work in, and utilize the spaces and amenities in and around the building. Consider the following:

- Discuss the level of workforce communication that will be needed before employees return to work on Day One and beyond
- Agree and outline the responsibilities each party will take in communicating safety measures and protocols that have been implemented to date—and that will continue to govern the day-to-day use of the building—to create a sense of security and safety for all building users
- Discuss communication protocols and plans should risk increase suddenly

II. Preparing the Building

Before occupants return to a building that has been vacated for a significant period of time, building owners, managers and operators should complete a variety of pre-return checks, tasks, and assessments to ensure a healthy and safe environment. We recommend referencing any existing building risk assessments or registers which can provide a better understanding of what building systems are critical to assess prior to reoccupation.

Not all of the items below will be applicable for every building. Rather, owners, operators and building managers must use their specific knowledge of their buildings to prepare for the workforce to return.

WORKER SAFETY

- Anyone preparing a building after a period of reduced inactivity due to COVID-19 should be provided with:
 - Appropriate PPE (such as masks, gloves, eye protection and coveralls)
 - Training in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal
 - Requirements for hand washing and social distancing
- PPE can also protect workers against exposure to dust, allergens and other contaminants that may have been introduced during the inactive period
- After use, workers should dispose of PPE designed for single use
 - After removing PPE, staff should wash their hands immediately, adhering to WHO recommendations
 - Some face masks may be designed for single use only and should be disposed of safely after use
- Follow all applicable safety practices, referring to existing regulatory requirements, policies, procedures and risk assessments
- Consider any changes that may be necessary as a result of COVID-19 mitigation within the building

CLEANING, DISINFECTING AND SUPPLIES

- Review site inventory of cleaning chemicals, materials, and consumables to ensure inventory levels are aligned with forecasted building occupancy
- Ensure a safety data sheet is available for all chemicals and requirements for safe use are followed
- Ensure cleaning equipment and tools are in working condition
- Cleaning staff should review and complete refresher training on general cleaning and site-specific protocols
- Cleaners must be trained on proper disinfecting guidelines
- Determine areas that require thorough cleaning due to heavy usage such as event centers, gyms/locker rooms, conference rooms and restrooms
- Prior to initiating cleaning tasks, ensure all staff practice hand hygiene, washing hands thoroughly prior to putting PPE on, and follow Health, Safety, Security & Environment (HSSE) requirements with PPE
- Treat all surfaces using disinfectants from government approved or authorized lists ensuring all chemical dwell times are adhered to
- After use, workers should properly dispose of or sanitize PPE in accordance with WHO or local regulatory requirements.

BUILDING CORE INFRASTRUCTURE INSPECTION

Since buildings may have been shut down with little warning and preparation, a best practice is to thoroughly inspect for any damage or issues caused by the vacancy. The physical condition and operation of equipment and services supporting the building also should be assessed.

- Mechanical Systems
- Water Systems
 - Chilled/condenser water: open/closed loops
 - Water features
- Conveyances
- Potable water: flush faucets
- Fire Life Safety Systems
- Ensure open site drains are inspected and traps are primed

Equipment Startup

AIR COOLED SYSTEMS	BUILT UP FAN SYSTEMS	COOLING TOWERS	AIR COOLED CHILLERS	WATER COOLED CHILLERS
<ul style="list-style-type: none"> • Clean all outdoor condenser coils • Clean all indoor evaporator coils with a cleaner and disinfectant • Check the refrigerant level • Inspect the drain pans and condensate drains for obstructions • Check outdoor fan motors and indoor blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses. • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Clean outside air dampers and check for proper operation • Clean evaporator coils with a cleaner and disinfectant • Inspect the drain pans and condensate drains for obstructions • Check fan motors and blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Inspect fan blades for cracks and clean • Remove and clean strainer in sump • Check gear reducer lubricant and refill with factory-recommended oil • Clean gear reducer sight glass and check shaft thrust and play • Power wash tower hot deck and cold deck • Power wash tower fill and use scale remover as needed • Check bottom of hot and cold decks for corrosion and rust • Check the condition of the fan motor through temperature or vibration analysis and compare to baseline values • Perform meg-ohm test motor windings • Change oil in gear box if needed • Inspect vibrations safety switch 	<ul style="list-style-type: none"> • Clean condenser coils and check for leaks and corrosion • Check controls and safety circuits for proper operation • Condenser fans should be cleaned, bearings need to be checked for wear and lubricated, belts and couplings need to be checked and tightness checked and adjusted • The electrical disconnect and contactor needs to be inspected for tightness and no pitting • Compressor oil should be tested for acid • Check oil filter and change if needed • Check piping and compressor for any signs of leaks and test refrigerant pressures • Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Check quality of condenser and chilled water chemical levels • Check condition of condenser water tubes and clean if needed • Check refrigerant levels • Check refrigerant purge unit • Check oil heater • Check oil levels • Inspect motors and starters • Run a general system test to check for unusual noises, odors and measure supply/return temperatures on both condenser and chilled water and system pressures as needed

- Building systems should be started methodically to prevent load shed from a simultaneous start
- Depending on length of time equipment has been inactive, systems should be allowed to run for a period of time with careful observation to ensure valves, switches, etc. are operating correctly
- Specific system actions may be required to restart systems after prolonged shutdown. Sites may determine necessity for each of these items based on length of shutdown and condition as inspected. Consider testing CO levels around systems that may circulate air throughout buildings

BUILDING SYSTEMS: HVAC AND MECHANICAL

Building employees responsible for assessing the physical structure and building systems should refer to all Authority Having Jurisdiction.

- Air filters should be replaced after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection. Use the highest efficiency rated filter recommended/allowed by the manufacturer (MERV rating) and reference any WHO guidelines
- When replacing air filters (including HEPA filters):
 - Use proper safety procedures and PPE
 - Avoid hitting, dropping, or shaking the filter
 - Do not use compressed air to clean a filter, which could allow materials in the filter to become airborne
 - Properly dispose of used filters and PPE/gloves in a sealed plastic bag
 - Clean hands when the task is finished
 - Minimize exposure to building interior areas when removing old filters from the site.
 - » Recommended approach: transport to a waste collection area without entering the building
 - » Alternative approach: if it's impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space
- Review building water management plans for domestic and process water systems
- Work with water treatment service provider to insure chemical levels are within defined ranges for cooling towers, closed water systems, water features, etc.
- Building engineers should verify the operation of mechanical systems and restore all sequences, set-points and schedules modified during the rollback of operations
- Flush Building:
 - Flush building with fresh air based on the design of the makeup/outside air system and if possible to leading sustainability standards such as LEED, BREEAM, and WELL for a minimum of 24 hours and ideally for 48 to 72 hours
 - For specific Air Change plan, the rate can be calculated: $n = 60 q / V$ where
 - » n = air changes per hour (1/h)
 - » q = fresh air (make up air) flow through the room (CFM)
 - » V = volume of the room (Cubic Feet)

After the building is flushed, building engineers should

- Change the air filters (if available) as an added precaution. Follow manufacturer recommendations for filter reconditions
- Increase fresh air intake

III. Preparing the Workforce & the Organization

As organizations scramble to plan for the best way to bring large numbers of employees back to the workplace, everyone is looking for answers to make the transition as smooth and successful as possible.

MITIGATING WORKFORCE ANXIETY

While workplace design, policies and safety protocols are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically.

Developing a plan to mitigate employee fears and concerns should be a top priority. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries.

To help employees through what will be a turbulent, stressful and unpredictable return to work, organizations should focus on the personal experiences of their employees from a work and life perspective. It's critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It's also important to understand if employees feel their organizations are caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.

Cushman & Wakefield has taken this approach with our own workforce, getting direct feedback through our workplace diagnostic tool, Experience per SF™. And we are taking direct and practical action to ensure that leading up to, during, and after the return to work we are successful in helping our people not just move forward but thrive.

CHANGE MANAGEMENT

Ensuring employees understand what the workplace will be like upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.

Recommended practices for consideration include:

- **Re-engagement of employees:** Responses to working remotely during turbulent times are varied and unique. Understanding employees' attitudes and perspectives inform the creation of strategies that enable their success. Use XSF@home to diagnose the employee's work from home experience (see next page).
- **Early communication:** As plans are forming, keep the workforce informed as soon as appropriate. We have provided more detailed suggestions on communications on the following page.
- **Virtual work support:** Team norms must evolve to be inclusive of those in and outside of the office as a new normal. All employees now need to be adept at utilizing virtual collaboration tools. Likewise, managers must perfect the art of leading distributed teams.
- **Proactive virtual training:** Whether spaces are modified, or new protocols established, employees will need to learn new patterns of behavior. Developing an understanding of the new normal for the workplace may be addressed through virtual training. Organizations should not underestimate the value of creating training content for topics that typically are communicated through email or static messaging alone.
- **Reinforced training post Day One:** Provide ongoing methods of additional training to



XSF@home

A diagnostic tool to assess the employee's work from home experience delivers:

INDIVIDUAL BENEFITS

- **DASHBOARDS** that allow you to view your survey data results
- **COMPARISONS** across your different regions
- **EVIDENCE** about what is working well and not so well for employees
- **BENCHMARKS** insight into other survey participants

AGGREGATE BENEFITS

- **STATISTICAL FINDINGS** revealing the key drivers of employee experience
- **GUIDANCE** on how to prepare for the return to the office and how to support employees logistically and psychologically
- **PERSPECTIVE** on the future of safe office design and the creation of workplaces that are meaningful destinations that generate engaging experiences for employees
- **INVITATIONS** to webinars sharing best practice ideas from our network of the world's leading companies

reinforce messaging and changes in the work environment. Repetition will help employees acknowledge and retain important messages and information. Consider signage that communicates key messages in high traffic areas such as main entrances, restroom facilities and so forth.

- **Connection to a vision:** As changes in protocol and policies are unveiled, find ways to connect those messages back to the corporate vision. Understanding the “why” is a great way to reinforce the “what.”

COMMUNICATIONS

A well thought-out and orchestrated change management communications strategy for the organization will help underpin a successful return. It should address the details of the transition and anticipate employee questions, anxieties and concerns.

Recommended Communication Practices

- Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy
- Provide details of the changes
- Encourage employees to participate and comply with new work practices
- Conduct demonstrations and training to introduce new skills to staff
- Reward successful performance in relation to these practices
- Identify target audiences by segment and key messages
- Consider using a wide range of communication channels and materials—email, employee portals, text messages, video, virtual live events, posters/digital displays (after workplace return) and others

Consider communications focused on:

- Why groups and/or individual employees were chosen to return to work
- How the organization and/or the building owner is following government guidelines and reiterate those guidelines for reopening workspaces
- The measures undertaken in both the building and workspace to ensure health

and safety of returning employees (cleaning, changes to spaces, amenities, provisions etc.). This should be a shared responsibility and commitment between owners, building managers and tenants

- Instructions on how to prepare for arrival
- Suggestions for commute alternatives
- Overview of what to expect when returning employees arrive
 - New entrance protocols for employees and visitors
 - What will be available or supplied, especially food and beverages
 - What will not be provided, e.g., utensils, glassware, cups, etc.
 - Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements
 - Changes to the work environment including room availability, relocation of desks, etc.
 - Modifications to internal and external meeting protocols, hosting of client events, and visitor access
- New policies. A range of policy considerations are provided below

NEW POLICIES AND PRACTICES

Policies will be important in setting the expectation for employees. Many organizations have allowed flexibility into some of their policies, especially those related to time off, remote working and flexible work schedules. Upon setting the new organizational framework coming back into the workplace, organizations should consider what policies need to change or be reinstated.

From the employee's perspective, if policies have been adjusted for an extended period of time—for example, work from home—this may be viewed as the new norm. Organizations should revisit relevant policies and determine the right approach during the transition back to the physical workplace. Communicating the importance of company policies, including any recent updates, and how they map back to the organization's vision will be critical in establishing a climate of employee awareness and compliance.

Policies for consideration might include the following:

- Return to work policies
 - For non-essential roles, determine what WFH policy should be followed
 - Protocols around a phased re-introduction of workers based on essential roles to re-open facility
 - Determine if and how to screen employees before they return
- Guest and visitor policies.
 - Limiting access to certain categories of site visitors such as vendors, contractors, and brokerage tour groups
 - Restricting the general public's access to the worksite
 - Restricting access to only certain workplace areas
- Policies around temporary help in the event a subset of the full-time workforce becomes unavailable, including policies and practices around accepting and training temporary workers
- Employee travel policies
- When employees should return to work
 - Considerations around at-risk groups
 - Exceptions and processes for parents/caregivers when schools are closed or other caregivers are unavailable
- Policies related to WFH environments
 - May include ergonomic instructions, stipends, purchase program for WFH tools and equipment

- Employee work safety policy and guidelines for the prevention of virus transfer. Categories for consideration include
 - Health screening and reporting
 - Clearly defined actions, roles and responsibilities for communications in response to a potential COVID-19 case, designated confinement areas, FAQs
 - Communication and escalation protocols outlining the management and decision-making processes of all stakeholders involved in response to a potential COVID-19 emergency, including:
 - » Protocols with health and other emergency services
 - » Protocols with local, regional, and national institutions

Many organizations have practices for employees to report an illness to Human Resources departments confidentially and in accordance with applicable laws. The COVID-19 pandemic has tested the effectiveness of those practices in many cases. Re-evaluating the requirements and methods for reporting in these situations may need to be addressed. Additionally, if an organization instituted temporary protocols for reporting, they may need to communicate the reinstatement of earlier practices or protocols upon return to work.

WHO RETURNS TO WORK?

- Where applicable, organizations should comply with relevant regulations defining who should and should not return to the physical workplace.



WHY RETURN TO WORK?

To be productive:

- Because of fewer distractions which enables focus and creativity
- To innovate, develop new ideas, and benefit from rapid decision-making when together with others
- To streamline communication channels by replacing emails, calls, virtual meetings with in-person interactions

For the physical work and required tools:

- Because of required access to equipment, testing, data infrastructure
- For the compute power, monitors, printers or copiers, and files in a secure environment
- To physically work (e.g., in labs, command centers, manufacturing)

For the people and place:

- To access people needed for work-related tasks: leaders, teams, peers, clients, trainers
- As a social outlet: seeing people, being a part of a community with a shared purpose, diversity of thought, camaraderie
- More amenities and food choices than what is accessible from home



WHY STAY HOME?

To be productive:

- Because the team can't be all together
- It's easier to work remotely with synchronous communication flow between the entire team using the current technology tools
- Focus is easier when working from home
- To reduce the time lost due to commutes

Individual health and personal situations:

- Personal health risks exacerbated by commutes, anxiety from being at the office, or mentally not ready
- Lack of childcare or eldercare options
- Desire to reduce environmental footprint
- Need to minimize commutation costs

NEW ROLES AND RESPONSIBILITIES

To fulfill new obligations and tasks, organizations may need to redefine the roles and responsibilities of existing staff or hire for new and different skillsets. These may include:

- **COVID-19 Block Captains:** organized by company or floor for multi-tenant buildings so that each tenant is assured that all organizations in the building are respecting precautions and protocols. Block Captains would also facilitate and maintain open communication with building ownership and management
- **PPE and Training Experts:** maintain knowledge of PPE use, quantities, stock, location
- **Quarantine Marshals:** coordinate the response to a colleague exhibiting symptoms; quarantine room; notifications; call for medical support, organize transportation
- **Deliveries Clerks:** administer receipt of and sanitize all items arriving in the workplace such as packages, couriers, food, etc. (this role may be fulfilled by mailroom staff in large organizations)
- **Supplies Managers:** responsible for securing and distributing office supplies to staff on request

BUSINESS OPERATIONS

Business operations considerations might include:

- **Risk:** engage with risk management team to ensure readiness to return
- **Insurance:** coordinate with insurers to identify potential risks for returning to work
- **Services:** determine which services required to support pandemic-related activities—self-performed or outsourced—existing or new—are going to be performed and estimate their duration
- **Vendors:** notify vendors of reopening and alert to any changes that may impact them; disable/enable access if needed
- **Mail:** notify postal service and couriers to restart mail service
- **Contacts and escalations:** establish a single phone number/email address to field inquiries (manage and track questions, escalations, concerns, etc.)

DATA PRIVACY AND INFORMATION SECURITY

An increasing number of cyber criminals are exploiting the COVID-19 pandemic for their own objectives. These criminals are targeting individuals and businesses through COVID-19-related messaging to deliver malware and ransomware, to steal user credentials, and to exploit remote access and conferencing systems. Organizations should be particularly aware of the following risks:

Social Engineering and Phishing Risks

- Cyber criminals are using COVID-19-themed email phishing, SMS messages, malicious web sites and applications that often masquerade as trusted parties and may compromise the organization. To create the sense of trust, criminals may impersonate a sender's information in an email to make it appear to come from a trustworthy source like the WHO
- In the United Kingdom (UK), the National Cyber Security Centre has identified a significant increase in UK government branded scams relating to COVID-19.

Working at Home Risks

The shift to home working has exposed the use of potentially vulnerable services, increasing the risks to individuals and organizations. Exploitations in remote working solutions, virtual private networks solutions, and video conferencing solutions have yielded a significant increase in the targeting of these systems recently.

Mitigating these Risks

How organizations can mitigate these risks and increases in exploitations:

- **Social Engineering & Phishing:** continue to educate and communicate to employees about these new risks. Make sure employees are aware of new scams and how to report issues they identify to security teams with the use of things like the "Report Phish" button in their email.
- **Working at Home Risks:** validate that protection software is deployed to devices, up-to-date and reporting issues to the security teams. Continue to be vigilant about good corporate hygiene by deploying patches and update applications.

PANDEMIC RECOVERY PLAN

Each organization should develop a recovery plan to address responses to pandemics.

Consider:

- Creating an operational emergency team consisting of essential functions staff
- Establishing procedures for alert and outbreak verification to receive early warnings should virus resurge
- Establishing information flows (drafting of situation reports, briefings, back-up of information, etc.)
- Communications and dissemination of information for internal and external stakeholders

To model the business implications:

- Create contingency plans to address the impact of potential resurgence of disease in the workplace after re-opening sites
- Develop a response plan based on contingency scenarios, including a mechanism for identifying triggers that will change the level of response
- Assess the economic impact of different scenarios and funding needed to address each scenario
- Assess supply needs and explore options for purchasing additional supplies required for business operations
- Create contingency plan to address disruption in vendor-performed critical services after re-opening of sites; develop list of qualified service providers for any such critical services
- Investigate financial recovery assistance available through government programs

Further, in relation to COVID-19:

- Develop surveillance strategies aimed at collecting timely data relative to staff and operations (e.g., workforce absenteeism or recovered cases with greater immunity), especially for any identified high-risk staff coming back to work
- Identify and connect with local COVID-19 information sources such as occupational health physicians, community practitioners, and local and state institutions to stay current on local COVID-19 status and to stay abreast of early warning signs



IV. Preparing the Workplace

In preparation for the return of the workforce to the physical workplace, employers should consider a variety of pre-workforce return checks, tasks and assignments. As part of that pre-return activity, we recommend developing or updating a COVID-19-specific workplace plan that outlines strategies and tactics to combat and/or minimize the likelihood of spread of virus in workplace.

PRE-CHECKS, CLEANING, DISINFECTING AND SUPPLIES

Below we have outlined some areas to consider. The level of detail may or may not be relevant to specific workplaces.

<p>FIRE LIFE SAFETY</p> 	<ul style="list-style-type: none"> • Verify operation and check for any trouble indicators; system most likely was continuously operational— arrange for a FLS systems contractor to check system • Perform fire extinguisher checks required by respective laws or local codes
<p>KITCHEN</p> 	<ul style="list-style-type: none"> • Clean and sanitize all surfaces within the area including high touch areas (fixtures, light switches, appliance handles and buttons) • Turn on appliances • Verify all pilot lights are lit and operational • Verify the operation of makeup and exhaust • Remove and dispose of any spoiled products • Clean and sanitize all appliances • Reset pest control normal operational frequency
<p>RESTROOMS</p> 	<ul style="list-style-type: none"> • Flush toilets to fill P-Trap • Pour water in floor drains • Flow sink to fill P-Trap with water
<p>BREAKROOMS</p> 	<ul style="list-style-type: none"> • Plug in and turn on appliances • Turn on supply water to appliances (coffee makers, ice makers, etc.) • Check operation of each appliance • Coordinate check of food, beverage, and other items with vending machine vendor • Provide adequate stock of hand sanitizer, disinfectant wipes, and other such products
<p>CLEANING</p> 	<ul style="list-style-type: none"> • Introduce and maintain advanced cleaning and disinfection standards, such as routine cleaning and disinfecting of high-touch spaces and surfaces per health authority guidelines • Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services in response to COVID-19 protection • Perform advanced cleaning and disinfection of workspace • Sanitize all workspace areas, including offices, conference rooms, breakrooms, cafeterias, restrooms, and other areas • Review client shifts to optimize janitorial service performed to meet the needs of the client and facility • Review self-cleaning technology for high touch surfaces and applications for tablets and screens • Place signage in workspace and common areas promoting worker safety through emphasizing basic infection prevention measures, including posting hand-washing signs in restrooms
<p>SUPPLIES</p> 	<ul style="list-style-type: none"> • Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.) • Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces • Provide additional hand sanitizer, surface disinfectant wipes and tissue available in workspace, cafeterias, break rooms, elevator lobbies and high traffic areas and other common areas • Review self-cleaning technology for high touch surfaces and applications for tablets and screens
<p>PERSONAL PROTECTIVE EQUIPMENT (PPE)</p> 	<ul style="list-style-type: none"> • Obtain and store enough supply of all required PPE at the time of reopen • Mask disposal: regular waste unless directed differently by respective local health or government authorities

Buildings and occupant spaces should only be declared ready for occupancy after building owners, management teams, and tenants have coordinated and communicated on preparations. Transparency, ongoing communication and awareness will be vital to a successful transition back into the physical environment.

A state of readiness should include confirmation that

- All building inspections are complete
- Any required remediation is complete
- Any required repairs to equipment, building areas and systems have been completed
- An occupant communication plan is developed—ideally a collaboration of owners, building managers and occupants—and ready for launch, describing the measures taken to ensure the immediate and ongoing health and safety of the workforce

SOCIAL DISTANCING

Space planning solutions can be used to reduce transmission of contagious diseases among colleagues at work through social distancing. Solutions may differ depending on how many people are expected to return to work versus continuing to work from home. Understanding that dynamic will allow calculation of the total workforce expected to be accommodated in the office and assessment of the demand for workspaces.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to achieve social distancing.

Consider the following range of precautions and social distancing measures:

6 Feet Office Protocols (see next page)

Space use / density monitoring

- Determine a method for conducting regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present, if possible

Circulation spaces

- Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries
- Consider one-way circulation routes through the workplace
- Mark increments of locally acceptable social distance on floors where queues could form

Individual seats

- Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether
- Add desks to spaces previously used for group activities (convert training/meeting rooms, café area and the like into desk areas)
- Increase space between desks
- Add panels between desks including height adjustable panels for sit/stand desks
- Specify seat assignments for employees to ensure minimum work distances
- Review sharing ratios if new sanitization protocols are introduced

Meeting and shared spaces

- Decommission and re-purpose large gathering spaces
- Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms
- Prohibit shared use of small rooms by groups and convert to single occupant use only
- Close/forbid use of some rooms
- Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 6' social distance: a 200 SF room divided by 36 SF would have a recalculated maximum capacity of 5 people). Communicate this capacity via signage and room reservation tools.

6 Feet Office

As we plan for work after COVID-19, organizations will think about the new normal and how we will adjust. Social distancing—keeping a healthy distance from others—is now part of our daily language and behavior. And while the recommended distance may vary by country, the idea remains the same.

Cushman & Wakefield's 6 Feet Office aims to make the workplace safer so people can get back to work sooner. The concept consists of these elements.

6 FEET QUICK SCAN

A concise but thorough analysis of the current working environment in the field of virus safety and any other opportunities for improvement.

6 FEET RULES

A set of simple and clear workable agreements and rules of conduct that put safety first.

6 FEET ROUTING

A visually displayed and unique routing for each office, making traffic flows completely safe.

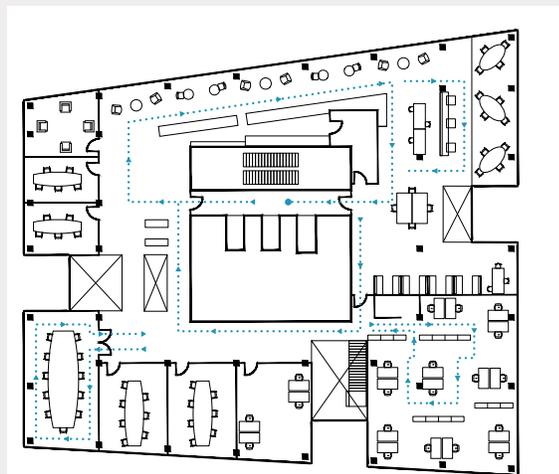
6 FEET WORKSTATION

An adapted and fully equipped workplace designed for worker safety.

6 FEET FACILITY

A trained employee who advises on and operationally ensures an optimally functioning and safe facility environment.

Learn more at sixfeetoffice.com



FREQUENTLY TOUCHED SURFACES

Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with items in the workplace that are also touched by others, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following range of precautions to reduce touchpoints:

Light/power switches

- Affix signage to remind occupants to keep switches 'on' all day
- Install movement detectors to activate light switches – consider voice-activated controls
- Provide wall-mounted disinfectant dispensers

Doors and drawers

- Remove non-essential doors
- Remove door handles if viable
- Affix doors in an open position

Collaboration tools (conference phones, room reservation panels)

- Disable/decommission room reservation panels outside meeting rooms
- Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences.
- Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- Remove remote control handsets and provide instructions for manual equipment use instead

Chairs

- Remove unnecessary fabric upholstered chairs
- Consider plastic wrapping fabric upholstery for ease of cleaning
- Affix notices to each chair reminding occupants to avoid or disinfect touchpoints

Shared equipment (printers, copiers)

- Reduce the quantity of printers and copiers to dissuade printing

Supplies storage

- Secure supplies storage and designate specific personnel to manage stock and distribute items

CONTAMINANT CONTROL

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised in an effort to control contaminants in the workplace.

To manage contaminants that may enter the workplace, consider the following precautions:

Storage

- Add places for individuals to store and secure their own items separately from others (i.e., individual coat hooks rather than coat closets used by the group)
- Provide impervious clothing covers (e.g., dry-cleaning bags) for individuals to cover/contain their own coats or PPE

Waste receptacles

- Provide separate waste bins for PPE

Quarantine/Isolation room

- Designate a specific enclosed room to isolate any person who experiences symptoms of an illness while at work

Deliveries

- Designate one location for any deliveries to the building/space and disinfect items centrally
- Assign delivery management and sterilization as a task to specific employees only
- For longer-term planning, consider shortwave ultraviolet light sterilizing rooms/booths



A wide-angle photograph of a modern office interior. The room features a high ceiling with recessed lighting, large windows on the left side offering a view of a city, and a wooden floor. In the foreground, there are two brown leather sofas with metal frames. In the background, there is a glass partition wall and a desk area with a vase of flowers. The overall atmosphere is bright and professional.

DAY ONE & BEYOND



I. Building Perimeter

While outlined in other parts of this guide, it bears repeating that a well thought out pre-Day One communications program aimed at building occupants should prepare them for what to expect when they arrive and help to alleviate anxiety. Will building access be different? Will there be increased security? Should they expect delays at the entrance? Should they expect queues? Will they see directional signage or other posted information to guide them?

Every circumstance will be unique and organizations should consider the critical information their particular audience needs to prepare for arrival.

COMMUTING, TRANSPORTATION AND VEHICLES

Promote safe and healthy ways to commute to and from the workplace.

- Suggestions for public transport might include:
 - Avoiding overcrowded public transportation
 - Wearing face masks and other PPE
 - Maintaining safe distance from other passengers
 - Using hand sanitizer when entering and exiting
 - Wiping surfaces with disinfecting wipes prior to touching them
- Other transit methods might include:
 - Ride-sharing: wear PPE
 - Solo transit modes such as bikes, scooters, cars: sanitize touchpoints especially if shared modes like public bicycles
- For employees with long commutes, consider advocating that they temporarily continue working from home
- Consider new protocols for vehicles arriving on site – both personal and commercial parking garages.
- Consider protocols for emergency vehicles and teams arriving to transport infected passengers



II. Inside the Building

BUILDING ENTRY / RECEPTION

Consider guidelines and recommendations to control building ingress and egress, and that promote ongoing safety and precautionary measures at those points. These might include:

Entrances:

- Reduce the number of entrances (but maintaining code compliance) to direct occupants to use monitored and protected routes
- Hand sanitizer at doorways both inside and outside
- Temperature screening
- Floor markings for safe distancing for any queues or waiting areas
- Sanitized floor mats

Reception:

- Training reception personnel on safe interactions with guests
- Test front-line reception personnel
- Reconfiguration of visitor registration systems to avoid guests leaning over receptionists
- Glass screens between guests and reception personnel
- Virtual concierges
- Disable/decommission/remove registration kiosks/touchscreens
- Touchless registration via personal mobile phone
- Disposable sticker security tags rather than recycled clips or lanyards
- Remove reception furniture to reduce public touchpoints
- Provide PPE to building guests

Signage:

- Install signage at multiple, relevant locations in the entry sequence
- Explain building access rules and other protocols that impact how occupants use and move throughout the building

PPE and Cleaning:

- Provide receptacles for used/discarded PPE
- Monitor and review of existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas
- Develop new protocols for collecting and disposing of large quantities of potentially contaminated waste (especially if single-use PPE becomes common in the workplace)

SHIPPING AND RECEIVING AREAS

Before reopening, operators and building managers should review current processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers and so forth) and develop a revised plan to align to COVID-19 safety precautions. These might include:

- Routing instructions and plans to avoid deliveries through employee or main entrance and instead route through areas that will minimize contact with the larger building population
- Separating shipping and receiving areas from the general population
- Require personnel handling mail and parcels to wear PPE to receive parcels, mail and other deliveries, and train them in the proper use and disposal of PPE
- Sanitizing the exterior of packing
- If appropriate, removing items from boxes and appropriately discarding

LOBBIES / COMMON AREAS / AMENITIES

Consider guidelines and recommendations that promote safety and guide building occupants through common and amenities areas beyond the entry. These might include:

- **Hand sanitizer in stairs, elevator lobbies and all other building common areas**
- **Signage:**
 - Wayfinding signage or floor markings to direct foot traffic and ensure safe social distancing
 - Explain new rules or protocols for common areas
- **Casual gathering spaces:**
 - Re-arrange furniture to promote social distancing
- **Food service amenities:**
 - Consider acrylic dividers between service provider and users
 - Offer pre-packaged foods only
 - Reduce self-service access to foods
 - Clearly signpost queuing areas
 - Remove or rearrange furniture to promote social distancing
- **Fitness facilities and bicycle storage units:**
 - Clearly signpost queuing areas
 - Temporarily close fitness facilities
 - Rearrange equipment to achieve social distancing
 - Reduce classroom capacities to allow for social distancing
 - Require use of face masks in fitness facilities
- **Cleaning:**
 - Monitor and review existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas

ELEVATORS AND ESCALATORS

Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators might include the following:

- Social distancing queue management for waiting passengers
- Instructional signage displaying healthy elevator use protocols including passenger limits and safe distances in the carriage
- Elevator attendants to manage flow and discourage over-crowding of elevator carriages
- Signage inside elevator cars displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones and describe where and how to stand
- Review of elevator cleaning processes, and updates to ensure on-going cleaning of high touch surfaces like elevator panels / buttons

Escalators pose fewer challenges which may be managed with signage directing passengers where to stand and not to pass.

III. Inside the Workplace

ARRIVAL EXPERIENCE

Utilize the workplace arrival area to reinforce messages, new policies and protocols, which may include:

Digital signage or posters

- Remind staff how to stay safe and keep others safe in the workplace by maintaining social distancing, following new meeting guidelines, hand washing reminders, the use of virtual collaboration tools rather than meeting rooms and so forth

Cultural reminders, such as:

- The vision and priorities of the organization at this time of change and stress
- Taking care of the employee is a high priority
- Shared responsibility for the health of all employees

Hand sanitizer to encourage hand hygiene

EMERGENCY RESPONSE

Provide reminders of how to manage an emergency in the workplace with relevant details defining who to notify, where to go, how to get help, and how to respond afterwards.

WORKPLACE HYGIENE

Encourage good **personal hygiene** and infection control practices when employees are in the workplace, including:

Respiratory etiquette:

- Encourage covering coughs and sneezes
- Turn away from others when coughing or sneezing

Hand hygiene:

- Promote frequent and thorough hand washing
- Make hand sanitizers available in multiple locations adjacent to common touchpoints

Avoid touchpoints:

- Provide disposable wipes so that common touchpoints (e.g., doorknobs, light switches, desks, desktop peripherals, remote controls, and more) can be disinfected by employees before each use
- Discourage the use or borrowing of other people's phones, desks, offices or equipment

Maintaining a **clean workplace** will assist in minimizing risk to employees. This involves:

Regular housekeeping:

- In open work environments, increase the frequency of cleaning and disinfecting frequently-touched surfaces, equipment, and other surfaces in the workplace:
 - » Kitchen Areas
 - » Vending Machines
 - » Bathrooms
 - » Meeting Rooms
 - » Phone Rooms
- When choosing cleaning chemicals, organizations should consult products from approved lists from governing authorities, and reference disinfectant labels, data and specifications with claims against emerging viral pathogens.

For **shared/agile/flexible workplaces**, consider:

- Creating and posting guidelines for desk and equipment sharing, disinfecting and use
- Removing shared keyboards and mice and distribute personal peripherals to mobile workers
- Providing storage units (lockers) for storing personal items in the workplace

Develop new practices on **kitchen and meal preparation areas**, which may include some temporary measures such as:

- Encourage occupants to bring food and beverage items from home and manage them individually
- Minimize touchpoints by removing coffee pots and the like
- Eliminate open food items
- Provide prepackaged items in containers
- Increase frequency of cleaning appliances such as refrigerators and microwaves
- Consider installing physical barriers, such as clear plastic sneeze guards
- NOTE: these approaches will impact sustainability initiatives as additional waste is produced from individually packaged food and beverages

NEW WORKPLACE OPERATIONS

To maintain social distancing, minimize touchpoints and manage potential contamination of the workplace, consider the following practices:

Space use / density monitoring

- Conduct regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present
- Implement a reservation system for desks so that employees can check attendance before arriving in the workplace
- Work from Home for non-essential employees to reduce the density of personnel

Individual desks

- Implement a strict clean-desk policy so that non-essential items are not stored on the desk, but rather enclosed in cabinets or drawers
- Supply disposable daily paper placemats for use at each desk
- If desks or work areas are shared, advise individuals to sanitize all surfaces upon arrival at that seat. Supply disinfectants in the immediate proximity (or on each desk)
- Unless stringent cleaning protocols are enforced, and if possible, avoid sharing of desks

In-person meetings

- Coach employees to critically evaluate the requirement for in-person meetings
- Limit the number of attendees at in-person meetings and limit to spaces that accommodate safe distances
- Host large team/staff meetings via video conference rather than in-person
- Eliminate in-person meetings with external guests

ONGOING SUPPORT

In addition to the recommendations outlined in “Preparing the Workforce & Organization” prior to Day One (see page 9), employees will need ongoing communication and training, especially during onboarding of new staff or orientation for visitors to the space. Consider:

- A regular cadence of employee training on emergency procedures, good workplace hygiene, effective work practices for distributed teams.
- Training materials on company intranet
- Posters, signage and displays related to employee learnings about new practices.

APPROACHES TO DRIVE EMPLOYEE EFFECTIVENESS

Engagement and enablement are important components for the success of employees, and COVID-19 is bringing new challenges to organizations to support the workforce. Maintaining high engagement from an organization's workforce during this phase of the recovery will have a direct impact on productivity. Engagement is driven by several internal and external factors including work environment, feeling of belonging and safety.

- **Consider what is on an employee's mind.** In times of change and uncertainty, employees will have different personal needs. Organizations should recognize that factors such as health concerns, dependent care or job security are real. Providing resources and support for employees to manage through these challenges is as important as changes in the workplace.
- **Give employees a voice.** Tools such as centralized Q&A, pulse surveys and focus groups are all ways to understand what is on employees' minds in real time. Action oriented platforms for "voice of the employee" builds trust while addressing employees' concerns directly.
- **Communicate.** As organizations prepare their workforce to return to the workplace, a thoughtful communication plan, customized for different audiences, will net positive results. Consider ongoing and frequent updates to keep employees informed. In the absence of information and clarity, people may create their own versions of the "truth."

OTHER TALENT MANAGEMENT PRACTICES

- **Performance Management:** Upon returning to a new economic environment, some organizations will find their priorities have shifted. Clear communication of company strategies and objectives is critical to re-align and re-engage leaders and employees throughout the business. All managers and employees should be encouraged to revisit their 2020 goals to ensure alignment with the organization's direction. A midyear connection point between managers and each of their direct reports will help ensure each employee is focusing on the right objectives, and will help employees feel more engaged and committed to their work and the organization.
- **Rewards and Recognition:** To incentivize employees to perform, different forms of recognition or rewards can be deployed. In the organization's new environment, are there any practices that are no longer aligned with the changes?
- **Talent and Development:** A time of uncertainty and crisis can test a leader's resiliency and ability to drive change in an organization. It also tests their appetite to be a leader during such times. In returning to the new normal, reviewing an organization's leadership capability can really provide insights into appropriate actions. Take the time to review the strength of your leadership and assess what opportunities are there for development. Identify those strong in leading through ambiguity and give them opportunities to lead your return to work communications and initiatives.
- **Learning Platforms:** As an organization updates its approach to learning and delivery methods (for example, moving to more virtual learning), it should also assess how their learning program's design and content should be adjusted to address new ways of working and demands on leadership.





WHAT'S NEXT

Technology will continue to be a major force in shaping how organizations operate and how people live and work. The COVID-19 pandemic has only further underscored that reality. For further reading, we offer some insights on the kinds of changes technology may bring the workplace, many of which are already beginning to take hold.

GET READY FOR PERMANENT HYBRID WAYS OF WORKING

If ever there was a watershed moment that has shined a spotlight on the importance of investing in technology, the quick spread of COVID-19 is it. In every aspect of the response to the crisis, technology has played a critical role—from enabling remote working (with very limited notice in many cases), to tracking cases and patient health, to pinpointing contact patterns and isolating the spread. All of it has required robust analysis, millions of data elements, and significant leverage of collaboration, analytics, and sensor technology and more.

Below we have highlighted a few of the most critical elements for consideration as organizations return to the workplace in the new normal.

Business leaders across industries are asking for help measuring and managing the impact of COVID-19 on business continuity and their employees' wellbeing. Companies are struggling with how to respond to what is happening now, in the near term, and what needs to be considered longer term when the health crisis eventually subsides. Based on a conversation with Manish Wardekar, Workplace Intelligence Specialist at Microsoft, combined with our industry observations, we believe there are important near-term and long-term implications for organizations.

Near Term

Leaders must be able to understand what is happening inside their organizations on four different levels:

- **Keep employees engaged and protect their wellbeing:** Distractions, changing habits, inadequate equipment and poor connectivity can take a toll on individual wellbeing and effectiveness. Questions to consider include:
 - Are employees working as usual? Look out for sudden drops in levels of activity and those areas within the company undergoing the greatest change
 - How are employees adapting to the disruption? Increases in IM, calls and meetings are expected as employees find alternatives to face-to-face interactions. They may also indicate where collaboration is becoming less effective.
 - Is remote work affecting work-life balance? Look out for groups with unusually high levels of after-hours work and length of work week. These groups within the company may be at risk of burn-out
- **Maintain healthy interactions within teams:** Employees are at risk of isolation, in turn creating fragmentation within teams. This increases the risk of falling productivity. Questions to consider include:
 - Are managers providing the right support? Look out for teams with low average weekly 1:1 time with their manager. Employees within these teams are at risk of becoming isolated.
 - Are team members staying connected? Look for drops in collaboration levels and interactions with colleagues as this can indicate a disruption in normal working patterns. These teams may be undergoing the greatest challenges.
 - Have business as usual activities been disrupted? Look for teams with sudden drops in recurring meetings as these groups may be experiencing a significant disruption in business as usual activities.
- **Enable collaboration between teams and organizations:** Collaboration between teams may break if employees can only maintain a subset of their usual interactions. This increases the risk of fragmentation and creating silos. Questions to consider include:
 - How are internal networks evolving? Look out for drops in average network size and breadth. This can indicate areas at risk of isolation
 - Has cross-functional teaming been disrupted? Look out for drops in collaboration levels between teams as this can indicate a disruption in normal working patterns
- **Stay aligned with customers and suppliers:** External connectivity may suffer as other companies experience similar disruption. External interactions at risk of being cancelled or postponed. Questions to consider include:
 - How are external networks evolving? Look out for drops in average network size and breadth. This can indicate external-facing areas of the company that are being disrupted
 - Have external engagements been disrupted? Look out for changes in key metrics as these can indicate a disruption in normal working patterns.

Longer Term

So the question is what is going to be the new normal? Though organizations are going through a short-term disruption, by harnessing the power of collaboration data to understand how work is getting done, many leaders will be able to make adjustments to minimize the impact.

We are already hearing from companies that had little to no remote work up to now, realizing that business can actually be done with some percentage of their workforce working remotely—and specifically in Microsoft's case, a significant percentage of employees working entirely remotely. Many companies are coming to the realization that some percentage of their workforce will never come back to an office environment—they will be

permanent remote workers. This shift is going to have significant impact on how companies think about office space, the real-estate footprint, infrastructure, and the technology that is going to have to be in place long term to support the new work paradigm.

Beyond near-term potential savings on space, the shift could have additional positive impacts. If done correctly, some of the challenges of remote work—feelings of isolation, increased after-hours work and so forth—may be offset by increased employee engagement and satisfaction through more flexible hours, more time with friends and family, savings on transportation costs and avoiding long commutes. There is a lot to figure out as we continue to manage the current situation. But the good news is that with tools, technology and insights to be able to make better decisions, we can look at ways to minimize disadvantages and embrace the positives.

Discover additional details about what Microsoft has learned from its experiences at: <https://aka.ms/home-work-blog>

HOW SMART IS YOUR BUILDING?

While the concept of “smart” or “digital” buildings is not new to the real estate industry, the COVID-19 crisis has underscored the need to develop more comprehensive and connected strategies that target how buildings are built, occupied and operated. Investors, landlords, occupants and building operators will need to shift focus on how to mitigate the risks associated with future pandemics, natural disasters, or human-made events, including cybersecurity incidents, utility outages and the like. Developing a clear strategy that outlines the policies, processes, and technologies required to enable the ‘new normal’ will be of vital importance.

As we move toward the resolution of the current pandemic crisis, the role of the physical building will become more significant. The technical ability to integrate, visualize, and control building and workplace systems through remote connectivity and automation have been in place for quite some time. But the real estate industry has been relatively slow to adopt these capabilities for various reasons. In preparation for the new normal, industry participants will need to position themselves to effectively manage their properties, be it one building or large portfolio, in a more secure, connected, and automated fashion.



Some Recommendations

Commit the time and resources to identify strategies to recognize and mitigate potential risks arising from future disruptions. These strategies will, in many cases, overlap and support opportunities to drive operational efficiency and enhance occupant experiences in normal operating modes.

- Focus on enabling future decision-making based on available data from various sources, including building systems and integrated third-party sources
- Create a unified operational view of critical data to enable a rapid, effective response to an adverse situation
- Align opportunities to augment existing data sets using technologies that help inform decision-makers. Examples may include occupancy sensors or air quality monitoring capabilities
- Focus on automation. Develop automated sequences that can quickly be enacted during an event to manage or change building operations while minimizing the need for human intervention
- Invest in operational building technologies that enhance the integration, visibility, and control of building and workplace systems

Responding to the 'new normal' is a journey and will take an investment from all corners of the real estate industry. We have a unique challenge today, and the future no doubt will bring new challenges and opportunities. Cushman & Wakefield's Digital Building Practice continuously evaluates those challenges and opportunities on behalf of our clients while acting as a trusted adviser in moving toward meeting the 'new normal.' Expect COVID-19 to be a catalyst for the adoption of smart building technology.

FINAL THOUGHTS

While we have provided a host of considerations to help plan for and manage a successful reopening of the workplace, each organization has unique needs that require a unique roadmap. Focusing on these six essential areas is a good place to start.

1. Prepare the Building
2. Prepare the Workforce
3. Control Access
4. Create a Social Distancing Plan
5. Reduce Touch Points and Increase Cleaning
6. Communicate for Confidence

We'll continue to provide more guidance and recommendations as new ideas and practices emerge—that's part of our ongoing commitment to helping our clients prepare for what's next.

In the meantime, contact us to learn more about how we can help you during this crucial phase of the recovery.

**CUSHMAN & WAKEFIELD'S
RECOVERY READINESS TASK FORCE**

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RECOVERY READINESS

RESTORING RETAIL CONFIDENCE

The Path to Re-engaging the Consumer

RESTORING RETAIL CONFIDENCE

THE PATH TO RE-ENGAGING THE CONSUMER

As retailers and landlords prepare to re-engage the customer, **communicating safety, building confidence, and enticing the consumer are paramount steps**. Retailers will need to control every aspect of the store environment and plan, in detail, the consumer experience and journey in the store. Brands and landlords will need to evaluate air quality, health and safety standards, touchless technology, and new inventory and logistics models. These new strategies will vary by location, generation, and over time as the environment changes.

Preparing to reopen, provides the retail industry with **an opportunity to be transformational**. This is a time to test or expand new paths of purchase including BOPIS, curbside pickup, and home delivery. It is an opportunity to test new technology both to gather customer data and improve the in-store experience. Retailers will need to balance investments against other financial constraints and should look to drive efficiencies to invest in new strategies. One thing is certain, retail will be changed forever, and Cushman & Wakefield is ready to support these new opportunities.

Together, Cushman & Wakefield is ready to re-ignite retail.



RESPOND

1. Develop a lease strategy by landlord
2. Prepare to address consumer concerns through surveys
3. Address inventory issues, including processes for inventory that customers/employees touch/try-on/return
4. Communicate plans to employees, customers, landlords, and lenders
5. Engage a facilities management team to create a safety plan
6. Plan your space for social distancing
7. Remerchandise to create simplicity
8. Train your employees for consumer interaction



REOPEN

1. Address health and safety issues
2. Collaborate with your landlord to control the environment
3. Manage the line
4. Clearly market product, price, and promotion. Self-service tools and in-store signage/collateral are critical
5. Communicate strategies to employees, customers, landlords, and lenders
6. Develop return strategies that can be done outside the store
7. Be consumer-centric to build trust and loyalty. Use employees to constantly provide feedback from customers and listen to their ideas



REIMAGINE

1. Launch an app to support product, payment, and delivery even for use while in-store
2. Think curbside – partner with landlord on a 3PL strategy
3. Bring the brand to the door – consider product delivery
4. Evaluate the client experience – create personalized moments
5. Engage consumer-facing technology – VR and AI can drive business
6. Be channel agnostic – balance business between eCommerce and brick and mortar
7. Engage social media
8. Demonstrate your philanthropy – be authentic and transparent
9. Ramp up loyalty programs and develop meaningful rewards
10. Test and learn – now is the time to try, try, and try again

THE SAFE EIGHT: RETAIL READINESS ESSENTIALS

Moving forward and opening store locations will require even more planning and greater detail. Cushman & Wakefield has developed the Safe Eight—eight categories of consideration to prepare for a new consumer experience.



CONTROL THE ENVIRONMENT

Ensure that the customer's visit feels safe

- Establish clear entrances, exits, and flow of traffic
- Evaluate temperature, humidity, and ventilation
- Develop a customer journey that is safe and experiential
- Prepare for social distancing; schedule customers if necessary - understand occupancy limits
- Install safeguards - plexiglass, directional arrows, clearly communicated standards
- Develop a sanitization/disinfectant strategy by engaging a facilities management team
- Remove interactive screens or technology that do not support safety or conversion
- Create a contactless environment
- Remove furniture to reduce congregation; remove or lock phone charging stations
- Operate doors automatically and/or implement a doorman/greeter
- Implement new cleaning standards and add hand sanitizer stations
- Review product handling - delivery, unpacking, placement, and returns
- Consider technology that tracks customer traffic, wait in line, and customer engagement
- Finalize hours of operation including hours for special groups; develop schedules to support



CREATE THE EXPERIENCE

Ensure that the customer's journey is fulfilling

- Build a customer experience that focuses on safety, ease of shopping, and touchless checkout
- Position product for ease of shopping - consider how much product should be on the floor and how product should be stored in back of house
- Space fixtures to support social distancing
- Think through audio, lighting, and scents to reduce customer anxiety
- Map out paths to purchase and returns - consider providing free returns by mail or to an alternate location
- Install new technology leveraging virtual reality and artificial intelligence to convert
- Test robotics to interact with and protect customers (social distancing and PPE)
- Launch or re-launch retail app for conversion, touchless checkout, and new delivery options
- Understand heat maps to adjust consumer journey
- Clearly share product, price, and promotion
- Consider introducing masks in product assortment
- Develop personalization and customized offerings to entice customers
- Survey loyal customers to understand what is important to them - focus on benefits, not just discounts
- Develop fitting room guidelines and product interaction guidelines (i.e. demo/display product)



SUPPORT AND TRAIN THE TEAM

Ensure the employee feels safe

- Mitigate anxiety by thoughtfully preparing employees to return to work
- Provide employees with protective wear
- Think about health certification, customer service certification, and cleanliness certification
- Adapt breakrooms, gathering areas, and storage to support social distancing
- Create staff communication streams to disseminate urgent information
- Understand the commuting challenges for your staff
- Formulate new schedules and staff roles to reflect changing traffic patterns and customer interactions
- Create customer service, marketing, and policy materials to address new challenges
- Develop brand ambassadors; clearly communicate new responsibilities and expectations
- Train employees on new customer service standards (consider mobile learning and gamification)
- Train employees on new cleaning standards
- Ensure clear understanding of in-store technology and apps
- Consider additional security
- Articulate paths to purchase, back of house, and return policies
- Provide contactless ease of checkout and full inventory visibility



MANAGE THE INVENTORY

Ensure customer conversion with each visit

- Utilize stores to optimize inventory - explore opportunities by geography as stores will open at different times
- Strategically address seasonal inventory liabilities - strategize future inventory matrix to maximize margins
- Think agnostically about inventory - understand options to leverage BOPIS, curbside pickup, and home delivery; position inventory to optimize productivity both in-store and online
- Utilize slow stores as micro-DCs to fulfill orders - be sure to understand implications to staffing
- Ensure seamless inventory visibility - leverage in-store technology to convert customers at the color/size level
- Consider keeping more product in back of house and wrapped
- Re-evaluate packing, flow, and delivery to back of house
- Remember size matters; communicate size availability without having all inventory on the sales floor
- Create simple return and re-stocking strategies - consider returning product in alternate locations
- Develop standards for product handling, including how it will be turned over to customers upon purchase





#5



DEVELOP A TECH STRATEGY

Ensure technology delivers unique experiences

- Leverage retail apps, QR codes, and touchless technology to transact
- Install touchless technology at entrances, exits, and checkout
- Utilize virtual reality in fitting room areas and for key product categories (i.e. cosmetics)
- Leverage security cameras and heat maps to understand customer journey
- Test robotics to interact with and protect customers (social distancing and PPE)
- Consider interactive technology including Outernets and touchless screens
- Develop channel-agnostic inventory visibility to convert customers and optimize productivity
- Re-evaluate paths to purchase and returns; think BOPIS and logistics of returns

#6



COMMUNICATE FOR CONFIDENCE

Ensure communication is transparent and authentic

- Reduce fear and anxiety with clear policies – share brand values on social media and within the store
- Articulate hours, entrances, and special accommodations
- Market new services including delivery, curbside pickup, and clienteling
- Build loyalty with services, product, price, and promotion
- Engage celebrity to communicate brand strategies
- Be transparent – optics matter
- Admit challenges and share resolutions – don't hide facts
- Develop a testing culture for all aspects of customer engagement
- Segment customer offers to optimize margins
- Leverage social media to engage customers and share brand values



BE FINANCIALLY FOCUSED

Ensure strategies deliver to the bottom line

- Evaluate re-openings in conjunction with long-term store portfolio and omnichannel vision
- Prioritize in-store investment based on store performance and long-term strategy
- Understand profit impact from change in channel penetration
- Review logistics costs based on new paths to purchase
- Engage experts to improve operational efficiencies and identify automation opportunities
- Work with real estate partners to determine lease strategy by location
- Reward brand ambassadors to drive revenue and communicate customer service recommendations
- Re-evaluate store management roles, responsibilities, and payroll implications
- Engage your audit team - Consider COVID-19 issues, sick time, and new sales processes



CONTINUE TO COLLABORATE

Ensure insights are applied effectively

- Collaborate with vendors of key materials like hand sanitizer
- Share information with landlords, lenders, and partners - be transparent; help neighboring stores developing a broader and better experience
- Look to other countries or states for lessons
- Engage local, county and state officials for insights and support
- Interact with the neighborhood to understand concerns
- Understand the pandemic cycle and be nimble

SHARING BEST PRACTICES FOR THE FUTURE

The successful re-launch of the retail industry is directly tied to the strong re-activation of the economy. Cushman & Wakefield is aligning with brands to put the consumer at the center of every retail decision, ensuring that each opening is successful and delivers value. As brands navigate these challenging times, we are strategically collaborating to bring to life new and fulfilling consumer journeys. From environmental considerations to operational efficiencies to the adoption and integration of technology, we are driving a new strategic approach to retail that balances safety and health concerns with consumer experience and engagement. Through programs like the Safe Eight, Cushman & Wakefield will collaborate with brands to implement strategies and tactics that deliver results to the bottom line. Join us as we re-ignite the retail landscape, moving this vital industry successfully forward.

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Exhibit 4: Industry Best Practices – Restaurants

COVID-19

REOPENING GUIDANCE

A GUIDE FOR THE
RESTAURANT INDUSTRY

PUBLISHED April 22, 2020

For other resources:
[RESTAURANT.ORG/COVID19](https://www.restaurant.org/covid19)



TO RESTAURANT OPERATORS GETTING READY TO REOPEN...

The purpose of guidance is just that, to offer you direction and provide a framework for best practices as you reopen.

But as the saying goes, the devil is in the details, and not every restaurant is the same and not every opening scenario will align. We recognize that not everyone has access to guidance, and that is where the National Restaurant Association can provide help.

- Make sure your person-in-charge has an up-to-date ServSafe Food Manager certification. The Food and Drug Administration requires every facility to have a person in charge on site during open hours and also directs that the person in charge should have a food manager certification.
- Provide ServSafe food handler training for your workers. They're your front line; educating them protects them, you and your guests.
- Make technology your friend. Contactless payment systems, automated ordering systems, mobile ordering apps, website updates and simple texts can help you to communicate and conduct business with reduced need for close contact. As you begin to reopen, keep communicating with customers (your hours, menu items, reservations, etc.), and help promote your social distancing and safety efforts.
- And some of the best advice comes from the Food and Drug Administration, which develops the Food Code we all rely on. Its newest guide, *Best Practices for Retail Food Stores, Restaurants, and Food Pick-Up/Delivery Services During the COVID-19 Pandemic*, was just released. You can link to it [here](#).

As we continue to learn more about operating businesses during the COVID-19 pandemic, it's important to share with you the most current direction and advice from the experts at FDA, the Centers for Disease Control and Prevention, the Environmental Protection Agency, and other agencies. These documents will continue to reflect those best practices and will continue to be updated.



The National Restaurant Association partnered with representatives of the Food and Drug Administration, academia, the Conference for Food Protection, Ecolab, public health officials and industry representatives to develop a set of opening and operating guidelines to help restaurants return to full operation safely when the time comes.

This guidance is designed to provide you with a basic summary of recommended practices that can be used to help mitigate exposure to the COVID-19 virus, including:

- ✓ Food safety
- ✓ Cleaning and sanitizing
- ✓ Employee health monitoring and personal hygiene
- ✓ Social distancing

Combine this guidance with your existing policies as well as this new resource from the FDA, *Best Practices for Retail Food Stores, Restaurants, and Food Pick-Up/Delivery Services During the COVID-19 Pandemic*.

Armed with information, ServSafe training and the recommendations of your local health departments, you can help secure a safe opening.

For the most comprehensive and up-to-date COVID-19 resources and information for the restaurant industry, visit restaurant.org/COVID19.

RETURNING RESTAURANTS TO SERVICE **SAFELY**



COVID-19

RESTAURANT RESPONSE

Food safety has always been a priority for the restaurant industry, for both guests and employees.

The basis of an effective food safety culture is the Food and Drug Administration Food Code, which for decades has served as the foundation for restaurant operating procedures as they relate to safe food handling. The guidance outlined in the Food Code is science-based and is designed to reduce and prevent the incidence of foodborne illness. Food Code requirements related to sanitation and personal hygiene in particular are the most reliable protocols available to combat risks related to the spread of COVID-19.

Local, state and federal regulators use the FDA Food Code as a model to develop or update their own food safety rules and to be consistent with national food regulatory policy.

AMONG THE REQUIREMENTS OF THE FOOD CODE THAT APPLY TO CORONAVIRUS MITIGATION ARE

- ✓ Prohibiting sick employees in the workplace
- ✓ Strict handwashing practices that include how and when to wash hands
- ✓ Strong procedures and practices to clean and sanitize surfaces
- ✓ Ensuring the person in charge of a foodservice facility is a certified food safety manager
- ✓ Ensuring the person in charge is on site at all times during operating hours



FOR MORE THAN 30 YEARS, THE NATIONAL RESTAURANT ASSOCIATION'S SERVSAFE PROGRAM HAS PROVIDED FOOD SAFETY TRAINING FOR BOTH MANAGERS AND FOOD HANDLERS.

ServSafe certifies food safety managers through an independently developed certification exam, which follows standards adopted by the Conference for Food Protection.

The Conference for Food Protection also collaborates with the FDA to develop the Food Code.

THE PURPOSE OF THIS GUIDANCE IS TO BUILD ON THE ALREADY ESTABLISHED BEST PRACTICES AND REQUIREMENTS AVAILABLE

that address specific health and safety concerns related to the spread of COVID-19, and to put those protocols into practice as state and local officials begin to open communities and businesses.

Operators should make use of these guidelines as they relate to their existing policies and procedures and in conjunction with instructions they receive from authorities during their reopening phase-in.



REOPENING GUIDANCE FOR EMPLOYERS

State and local officials may tailor the application of opening criteria to local circumstances (e.g., metropolitan areas that have suffered severe COVID outbreaks vs. rural and suburban areas where outbreaks have not occurred or have been mild).

To prepare to comply with opening procedures, operators should update their existing policies and operating procedures in accordance with the latest FDA, Centers for Disease Control and Prevention, and Environmental Protection Agency guidance and in accordance with local and state officials regarding:

- ✓ Social distancing and protective equipment
- ✓ Employee health
- ✓ Cleaning/sanitizing/disinfecting

ON FOOD SAFETY

- ✓ Discard all food items that are out of date.
- ✓ Where salad bars and buffets are permitted by local/state officials, they must have sneeze guards in place. Change, wash and sanitize utensils frequently and place appropriate barriers in open areas. Alternatively, cafeteria style (worker served) is permissible with appropriate barriers in place.
- ✓ If providing a “grab and go” service, stock coolers to no more than minimum levels.
- ✓ Ensure the person in charge is ServSafe certified and that their certification is up to date, and provide food handler training to refresh employees.

REOPENING GUIDANCE FOR CLEANING AND SANITIZING

✔ Thoroughly detail-clean and sanitize entire facility, especially if it has been closed. Focus on high-contact areas that would be touched by both employees and guests. Do not overlook seldom-touched surfaces. Follow sanitizing material guidance to ensure it's at effective sanitizing strength and to protect surfaces.

✔ Avoid all food contact surfaces when using disinfectants.

✔ Between seatings, clean and sanitize table condiments, digital ordering devices, check presenters, self-service areas, tabletops, and common touch areas. Single-use items should be discarded. Consider using rolled silverware and eliminating table presets.

✔ Remove lemons and unwrapped straws from self-service drink stations.

✔ Clean and sanitize reusable menus. If you use paper menus, discard them after each customer use. Implement procedures to increase how often you clean and sanitize surfaces in the back-of-house. Avoid all food contact surfaces when using disinfectants.

✔ Check restrooms regularly and clean and sanitize them based on frequency of use.

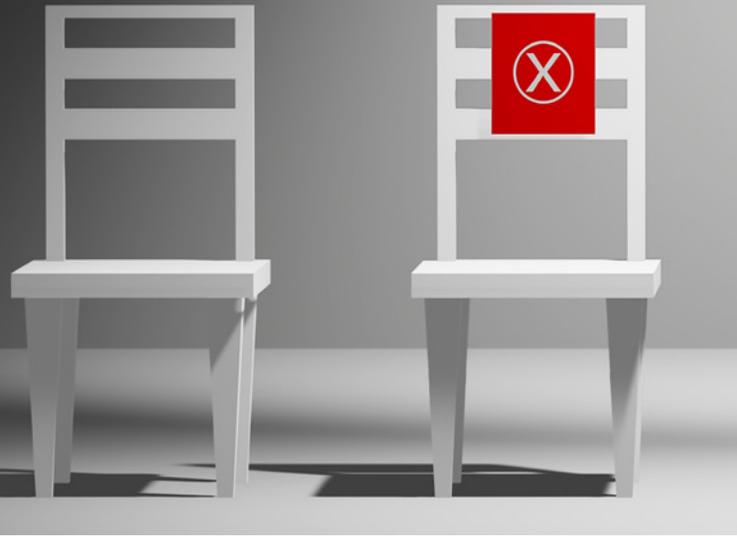
✔ Make hand sanitizer readily available to guests. Consider touchless hand sanitizing solutions.





REOPENING GUIDANCE ON MONITORING EMPLOYEE HEALTH & PERSONAL HYGIENE

- ✓ Per existing FDA Food Code requirements, employees who are sick should remain at home.
- ✓ If an employee becomes ill or presents signs of illness, the operator should identify the signs during a pre-work screening and follow the business's established policies on when the ill employee is allowed to return to work. At a minimum, however, follow CDC guidelines – tell the employee to self-isolate for seven days from the onset of symptoms and be symptom-free for three days without medication.
- ✓ Taking employees' temperatures is at the operators' discretion. The CDC has not mandated taking an employee's temperature and any operator who chooses to do so should engage health officials first and adopt policies aligned with proper procedures. CDC guidance states the minimum temperature that indicates a fever is 100.4°F.
- ✓ Per CDC recommendations, face coverings have been shown to be effective tools to mitigate risk from individuals who show symptoms as well as those who don't, especially in close environments where it's hard for people to maintain a three- to six-foot distance. In some states and local jurisdictions, face coverings are required by government officials; some employers require them, too. In all cases, those coverings worn by employees should be kept clean in accordance with CDC guidance. CDC provides overall cleaning guidance [here](#).
- ✓ Train all employees on the importance of frequent hand washing, the use of hand sanitizers with at least 60% alcohol content, and give them clear instruction to avoid touching hands to face.



REOPENING GUIDANCE **ON SOCIAL DISTANCING**

- ✔ Update floor plans for common dining areas, redesigning seating arrangements to ensure at least six feet of separation between table setups. Limit party size at tables to no more than the established “maximums approved” as recommended by CDC or approved by local and state government. Where practical, especially in booth seating, physical barriers are acceptable. Consider a reservations-only business model or call-ahead seating to better space diners.
- ✔ Any social distancing measures based on square footage should take into account service areas as well as guest areas.
- ✔ Remind third-party delivery drivers and any suppliers that you have internal distancing requirements.
- ✔ Post signage at the entrance that states that no one with a fever or symptoms of COVID-19 is to be permitted in the restaurant.
- ✔ Limit contact between waitstaff and guests. Where face coverings are not mandated, consider requiring waitstaff to wear face coverings (as recommended by the CDC) if they have direct contact with guests.
- ✔ If practical, physical barriers such as partitions or Plexiglas barriers at registers are acceptable.
- ✔ Use technology solutions where possible to reduce person-to-person interaction: mobile ordering and menu tablets; text on arrival for seating; contactless payment options.
- ✔ Provide hand sanitizer for guests to use, including contactless hand sanitizing stations, and post signs reminding guests about social distancing. Thank them for their patience as you work to ensure their safety.
- ✔ Try not to allow guests to congregate in waiting areas or bar areas. Design a process to ensure guests stay separate while waiting to be seated. The process can include floor markings, outdoor distancing, waiting in cars, etc. Consider an exit from the facility separate from the entrance. Determine ingress/egress to and from restrooms to establish paths that mitigate proximity for guests and staff.
- ✔ Where possible, workstations should be staggered so employees avoid standing directly opposite one another or next to each other. Where six feet of separation is not possible, consider other options (e.g., face coverings) and increase the frequency of surface cleaning and sanitizing.
Note: Face coverings may be required by government officials and/or restaurant operators to mitigate the distancing gap. If not mandated, face coverings are recommended by CDC and, when worn, they should be cleaned daily according to CDC guidance.
- ✔ Limit the number of employees allowed simultaneously in break rooms.
- ✔ With larger staffs, use communication boards to or digital messaging to convey pre-shift meeting information.

BEST PRACTICES

FOR RETAIL FOOD STORES, RESTAURANTS & FOOD/PICK-UP DELIVERY SERVICES DURING THE COVID-19 PANDEMIC

FDA is sharing information about best practices to operate restaurants, retail food stores and associated pick-up and delivery services during the COVID-19 pandemic to safeguard workers and consumers.

This addresses key considerations for how foods offered can be safely handled and delivered to the public. This is not a comprehensive list. FDA encourages consulting the references and links provided below (by CDC, FDA, EPA, and OSHA) for more detailed information. This will be updated as FDA receives further information and inquiries.

- [Managing Employee Health \(Including Contracted Workers\)](#)
- [Personal Hygiene for Employees](#)
- [Managing Operations in a Foodservice Establishment or Retail Food Store](#)
- [Managing Food Pick-Up and Delivery](#)

BE HEALTHY, BE CLEAN

 <ul style="list-style-type: none"> • Employees - Stay home or leave work if sick; consult doctor if sick, and contact supervisor • Employers - Instruct sick employees to stay home and send home immediately if sick • Employers - Pre-screen employees exposed to COVID-19 for temperature and other symptoms 	 <ul style="list-style-type: none"> • Wash your hands often with soap and water for at least 20 seconds • If soap and water are not available, use a 60% alcohol-based hand sanitizer per CDC • Avoid touching your eyes, nose, and mouth with unwashed hands • Wear mask/face covering per CDC & FDA 	 <ul style="list-style-type: none"> • Never touch Ready-to-Eat foods with bare hands • Use single service gloves, deli tissue, or suitable utensils • Wrap food containers to prevent cross contamination • Follow 4 steps to food safety Clean, Separate, Cook, and Chill
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CLEAN & DISINFECT

 <ul style="list-style-type: none"> • Train employees on cleaning and disinfecting procedures, and protective measures, per CDC and FDA • Have and use cleaning products and supplies • Follow protective measures 	 <ul style="list-style-type: none"> • Disinfect high-touch surfaces frequently • Use EPA-registered disinfectant • Ensure food containers and utensils are cleaned and sanitized 	 <ul style="list-style-type: none"> • Prepare and use sanitizers according to label instructions • Offer sanitizers and wipes to customers to clean grocery cart/basket handles, or utilize store personnel to conduct cleaning/sanitizing
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SOCIAL DISTANCE

 <ul style="list-style-type: none"> • Help educate employees and customers on importance of social distancing: <ul style="list-style-type: none"> - Signs - Audio messages - Consider using every other check-out lane to aid in distancing 	 <ul style="list-style-type: none"> • Avoid displays that may result in customer gatherings; discontinue self-serve buffets and salad bars; discourage employee gatherings • Place floor markings and signs to encourage social distancing 	 <ul style="list-style-type: none"> • Shorten customer time in store by encouraging them to: <ul style="list-style-type: none"> - Use shopping lists - Order ahead of time, if offered • Set up designated pick-up areas inside or outside retail establishments
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PICK-UP & DELIVERY

 <ul style="list-style-type: none"> • If offering delivery options: <ul style="list-style-type: none"> - Ensure coolers and transport containers are cleaned and sanitized - Maintain time and temperature controls - Avoid cross contamination; for example, wrap food during transport 	 <ul style="list-style-type: none"> • Encourage customers to use "no touch" deliveries • Notify customers as the delivery is arriving by text message or phone call 	 <ul style="list-style-type: none"> • Establish designated pick-up zones for customers • Offer curb-side pick-up • Practice social distancing by offering to place orders in vehicle trunks
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COVID-19

REOPENING GUIDANCE

A GUIDE FOR THE
RESTAURANT INDUSTRY

For other resources:

[RESTAURANT.ORG/COVID19](https://www.restaurant.org/COVID19)



FDA is sharing information about best practices to operate retail food stores, restaurants, and associated pick-up and delivery services during the COVID-19 pandemic to safeguard workers and consumers.

This addresses key considerations for how foods offered at retail can be safely handled and delivered to the public, as well as key best practices for employee health, cleaning and sanitizing, and personal protective equipment (PPE). This is not a comprehensive list. We encourage consulting the references and links provided below by CDC, FDA, EPA, and OSHA for more detailed information. This will be updated as FDA receives further information and inquiries.



Managing Employee Health (Including Contracted Workers)

- Instruct employees with symptoms associated with COVID-19 to report them to their supervisors. Instruct sick employees to stay home and to follow the CDC's [What to do if you are sick with coronavirus disease 2019 \(COVID-19\)](#). Consult with the local health department for additional guidance.
- If employees are sick at work, send them home immediately. [Clean and disinfect](#) surfaces in their workspace. Others at the facility with close contact (i.e., within 6 feet) of the employee during this time should be considered exposed.
- Instruct employees who are well, but know they have been exposed to COVID-19, to notify their supervisor and follow CDC-recommended precautions (see below).
- Inform fellow employees of their possible exposure to COVID-19 in the workplace, if an employee is confirmed to have COVID-19, while maintaining confidentiality.
- Implement workplace controls to reduce transmission among employees, such as those described below that are included in [CDC's Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19](#).
 - Employers - Pre-screen (e.g., take temperature and assess symptoms prior to starting work).
 - Employers - Disinfect and clean work spaces and equipment, and consider more frequent cleaning of high touch surfaces.
 - Employees - Regularly self-monitor (e.g., take temperature and assess [symptoms of coronavirus](#)).
 - Employees - Wear a mask or face covering.
 - Employees - Practice social distancing and stay at least 6 feet from other people whenever possible.
- For additional information when employees may have been exposed to COVID-19, refer to [CDC's Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19](#).
- For additional information on employee health and hygiene and recommendations to help prevent worker transmission of foodborne illness, refer to [FDA's Employee Health and Personal Hygiene Handbook](#).
 - If FDA recommendations differ from CDC's regarding employee health and COVID-19, follow CDC.
- For returning previously sick employees to work, refer to [CDC's Guidance for Discontinuation of Home Isolation for Persons with COVID-19](#).
- Follow [CDC](#) and [FDA](#) information on PPE (i.e., gloves, face masks/coverings, and protective gear).
- Frequently review CDC's [Interim Guidance for Business and Employers to Plan and Respond to Coronavirus Disease 2019](#).
- Understand risk at the workplace — use [OSHA's Guidance on Preparing Workplaces for COVID-19](#).



Personal Hygiene for Employees

- Emphasize effective hand hygiene including washing hands for at least 20 seconds, especially after going to the bathroom, before eating, and after blowing your nose, coughing, or sneezing.
- Always wash hands with soap and water. If soap and water are not readily available, then use an alcohol-based hand sanitizer with at least 60% alcohol and avoid working with unwrapped or exposed foods.
- Avoid touching your eyes, nose, and mouth.
- Use gloves to avoid direct bare hand contact with ready-to-eat foods.
- Before preparing or eating food, always wash your hands with soap and water for 20 seconds for general food safety.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash hands after.



Managing Operations in a Foodservice Establishment or Retail Food Store

Continue to follow established food safety protocols and best practices for retail food establishments and important COVID-19 recommendations, including the following:

- Follow the 4 key steps to food safety: Always — [Clean, Separate, Cook, and Chill](#).
- Wash, rinse, and sanitize food contact surfaces dishware, utensils, food preparation surfaces, and beverage equipment after use.
- Frequently disinfect surfaces repeatedly touched by employees or customers such as door knobs, equipment handles, check-out counters, and grocery cart handles, etc.
- Frequently clean and disinfect floors, counters, and other facility access areas using [EPA-registered disinfectants](#).
- Prepare and use sanitizers according to label instructions.
- When changing your normal food preparation procedures, service, delivery functions, or making staffing changes, apply procedures that ensure:
 - Cooked foods reach the proper internal temperatures prior to service or cooling.
 - Hot foods are cooled rapidly for later use – check temperatures of foods being cooled in refrigerators or by rapid cooling techniques such as ice baths and cooling wands.
 - The time foods being stored, displayed, or delivered are held in the danger zone (between 41°F and 135°F) is minimized.
 - Proper training for food employees with new or altered duties and that they apply the training according to established procedures.
- Help customers maintain good infection control and social distancing by:
 - Discontinuing operations, such as salad bars, buffets, and beverage service stations that require customers to use common utensils or dispensers.
 - Finding ways to encourage spacing between customers while in line for service or check out in accordance with the applicable State or local requirements.
 - Discouraging customers from bringing pets — *except* service animals — into stores or waiting areas.
- Continue to use sanitizers and disinfectants for their designed purposes.
- Verify that your ware-washing machines are operating at the required wash and rinse temperatures and with the appropriate detergents and sanitizers.
- Remember that hot water can be used in place of chemicals to sanitize equipment and utensils in manual ware-washing machines.
- If you donate food to food recovery or charitable organizations, check for State and local guidelines. You can also find further information at [Conference for Food Protection](#).



Managing Food Pick-Up and Delivery

- Observe established food safety practices for time/temp control, preventing cross contamination, cleaning hands, no sick workers, and storage of food, etc.
- Have employees wash hands often with soap and water for at least 20 seconds, especially after going to the bathroom, before eating, after blowing their nose, coughing or sneezing, or after touching high touch surfaces, e.g., doorknobs, and doorbells.
 - If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol. Always wash hands with soap and water if hands are visibly dirty. See, CDC's [How to Protect Yourself & Others](#).
- Increase the frequency of cleaning and disinfecting of high-touch surfaces such as counter tops and touch pads and within the vehicle, by wiping down surfaces using a regular household cleaning spray or wipe.
 - Make sure to read the label and follow manufacturer's instructions on use.
- Establish designated pick-up zones for customers to help maintain social distancing.
- Practice social distancing when delivering food, e.g., offering "no touch" deliveries and sending text alerts or calling when deliveries have arrived.
- Conduct an evaluation of your facility to identify and apply operational changes in order to maintain social distancing if offering take-out/carry-out option by maintaining a 6-foot distance from others, when possible.
- Keep hot foods hot and cold foods cold by storing in appropriate transport vessels.
 - Keep cold foods cold by keeping enough coolant materials, e.g., gel packs.
 - Keep hot foods hot by ensuring insulated cases are properly functioning.
- Keep foods separated to avoid cross contamination, e.g., keeping raw foods separated from cooked and ready-to-eat foods.
- Ensure that any wrapping and packaging used for food transport is done so that contamination of the food is prevented.
- Routinely clean and sanitize coolers and insulated bags used to deliver foods.

Exhibit 5: Industry Best Practices – Hotels and Lodging



COVID-19

CLEAN + SAFE GUIDANCE

For the Hotel Industry

PUBLISHED
April 30, 2020



RE-OPENING GUIDANCE FOR HOTELIERS



Let's start off with the obvious.

It's going to be different for everyone.

People's expectations of normal have changed and getting "back" will require planning, enhanced communications, and above all else, adaptability. Just like the myriad of options the hotel and lodging industry offers its guests; re-opening won't be a one-size fits all. That said, the industry can play an integral part in re-opening the economy - in whatever form that takes - by practicing cleanliness and safety.

We're here to help.

PLAN FOR RE-OPENING

- ☑ Make sure your employee expectations of a clean and safe work environment are met, if not exceeded. You'll need to prepare for different scenarios for a return to work that include those caring for others, children at home, and perhaps even an apprehension to return to the workplace.
- ☑ For guests, this is going to be a brave new world. Expect business to start off slow and for guests to not exactly know what being clean and safe means to them.

ENHANCED COMMUNICATIONS

- ☑ Talk to your employees. Outline the steps you're taking to protect them. Whether your property has been closed and you'll need your employees to get back in the groove or if you've remained open with a limited team, more communication is going to be needed.
- ☑ People aren't going to travel unless they feel safe. So, the hotel and lodging industry is going to need to make our guests and visitors feel safe. This is step #1 as far as our guests are concerned.

ADAPTABILITY

- ☑ Change is hard. Changing behavior is even harder. If there is one thing that is certain in these unique times, it's uncertainty. Be prepared to change and adapt. What works on the first day of a re-opening may be fine, or it may not work at all. The standards that are put in place may be too much, too little, or just right...and that may change over time as well.

This guide will provide some ideas and concepts for guest and employee considerations, workplace cleaning and safety suggestions, discussion of the possible guest experience, and finally, cleaning guidance.

As everyone continues to learn more about operating a lodging facility during the COVID-19 pandemic and beyond, it's important to stay updated on the latest information from the Center for Disease Control, the California Department of Public Health and your own local county health department, and, of course, CHLA's web site at www.calodging.com. In this ever-changing environment, it's important to remain current on the latest information.

Visit www.calodging.com
for the latest information.

GUEST CONSIDERATIONS



Ironically, technology rather than the human touch, is likely to play a huge part in the new meaning of hospitality. Specifically, less touching - of everything - is going to be a better perceived guest experience, at least in the short term.

GUEST ARRIVAL

- ☑ Have prominent signage for guests, such as this [sample](#) social distancing signage.
- ☑ Depending on service levels, consider having each visitor greeted prior to entry.
- ☑ Request guests and visitors to use hand sanitizer, reinforced with signage.
 - Place dispensers, touchless whenever possible, at key guest entrances and contact areas such as entry drives, reception areas, hotel lobbies, restaurant entrances, meeting and convention spaces, elevator landings, pools, salons and exercise areas.



- ☑ If at all possible, have guests enter through doors that are open, are automated or manually operated by an employee.
- ☑ Employees are not to open the doors of vehicles.
- ☑ Guests requesting bell service are assisted by an employee with gloves and other appropriate PPE and the bell cart is sanitized after each guest is assisted.
- ☑ No valet services, unless requested or special circumstances.
- ☑ If masks are required, be sure the hotel can provide the masks. Display appropriate signage prominently, outlining proper mask usage and current physical distancing practices in use throughout the facility.

GUEST ELEVATORS

- ☑ Sanitize the button panels at regular intervals, at least once per hour and/or have hand sanitizer available at or in elevators.
- ☑ Limit the number of guests permitted per elevator.
- ☑ Post signage to explain the current procedures.
- ☑ Consider floor markings in the elevator area to designate proper social distancing.

GUEST SANITATION AMENITIES

- ☑ Consider an amenity bag during check-in containing COVID-19 awareness information, hand sanitizer, and perhaps masks/gloves.
- ☑ Provide a spray bottle of sanitizer or wipes in each room for guest use (if available and stored out of reach of small children).

GUEST ROOMS

- ☑ Re-think the significant touch points in rooms:
 - Remote Control(s) – can guests use their cell phone/mobile device instead?
 - Limit amenities that aren't single use
 - Coffee/Tea Service
 - Reading Material
 - Property Information/Room Service Menus (digital/wrapped)
 - Consider removing unnecessary items
 - Decorative Pillows/Throw Blankets
 - Mini-Bars/Refrigerators
- ☑ Plan for no housekeeping during stay
 - Amenity 'drops' for longer stays
 - Only by special request
- ☑ Room service is likely to be very popular
 - Delivery/Pick-Up Protocols
 - Sanitization of Cutlery
 - Single Use Condiments
- ☑ Outside food delivery restricted to lobby hand-off (inform guests at check-in)

PHYSICAL DISTANCING

- ☑ Utilize floor markings and signage for standing at least six feet away from people not traveling with them while standing in lines, using elevators or moving around the property.
- ☑ Where not possible to physically distance, consider 'sneeze guards' for the front desk and other areas, require mask usage, set use limits for specific areas.

- ☑ Meet or exceed compliance with local or state mandated occupancy limits.
- ☑ Arrange seating and physical layouts to ensure appropriate distancing.
 - Lobby Seating
 - Outdoor Areas
 - Dining Outlets
 - Meeting/Conference Rooms

WEBSITES/RESERVATIONS

- ☑ Communicate cleanliness and safety features
 - Property Level
 - Rooms
 - Employee Cleanliness + Safety
- ☑ Reservations
 - Set Expectations for Arrival
 - No-Touch Check-In Possibilities
 - Key/Information Prepared in Advance
 - Consider Sealed Packet
- ☑ Ramp Up Electronic Payment Options

DINING CONSIDERATIONS

- ☑ Inclusive Breakfast Service
 - Single Self-Service Buffet Items Only
 - Implement Cafeteria Style Service – Employee Served
 - Implement Grab-and-Go Service
- ☑ Consider reservations only for seated service
- ☑ Implement To-Go Service



EMPLOYEE CONSIDERATIONS

HAND WASHING

- ☑ Instruct all employees to wash their hands, or use sanitizer when a sink is not available, every 60 minutes (for 20-seconds) and after any of the following activities: using the restroom, sneezing, touching the face, blowing the nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break and before or after starting a shift.

COVID-19 TRAINING

- ☑ Educate your employees about COVID-19. Refer to the Center of Disease Control for information and [guidance](#).
- ☑ Ensure all appropriate employees are certified food handlers, per state regulations.
- ☑ Consider online training programs for employees from industry sources and educational institutions, such as community colleges.
- ☑ Be sure employees know and are aware of guest protocols and procedures.



PERSONAL PROTECTIVE EQUIPMENT (PPE)

- ☑ Have all employees wear appropriate PPE based on their role and responsibilities and in adherence to state or local regulations and guidance.
- ☑ Provide mandatory training on how to properly use and dispose of all PPE.
- ☑ Per CDC recommendations, face coverings (masks) have been effective to mitigate risk, especially in areas where it's difficult or impossible to maintain social distancing. In some cities or counties, masks are required for guests and/or employees.
 - For employees where masks are appropriate/required, provide masks and require masks to be worn while on property. Provide gloves to employees whose responsibilities require them as determined by medical experts including housekeeping and public area attendants and security officers in direct contact with guests.
- ☑ Housekeepers should wear masks and gloves, with protective eyewear highly recommended.
- ☑ In all circumstances, coverings worn by employees should be kept clean in accordance with CDC guidance.

SPECIAL NOTE ON PPE: Be sure your supplies are adequate. Hotels may have to source PPE materials from multiple sources. Limited supplies and buying restrictions should be anticipated.



EMPLOYEE MEETINGS/INTERACTIONS

- ☑ Where possible, conduct meetings outdoors with appropriate physical distancing.
- ☑ Conduct meetings virtually or in areas that allow for appropriate physical distancing between employees.
- ☑ Consider staggering employee arrival times and breaks/meals to minimize traffic volume in back of house corridors and service elevators, if applicable.
 - Consider separate entry/exit doors
- ☑ Ensure management teams are in constant communication and proper PPE and sanitation procedures are followed and updated per the latest guidance.



TEMPERATURE CHECKS

- ☑ While current CDC guidelines do not require guest or employee temperature checks, hotels may want to consider implementing temperature checks for employees.
 - EEOC only recently allowed employers to take employee temperature readings, so be sure to frequently check for updates.
 - Those displaying a temperature over 100.4°F should be provided a secondary temperature screening (in private, if requested). Employees confirmed to have a temperature over 100.4°F should not be allowed entry to the property and will be directed towards appropriate medical care.
- Temperature readings are considered medical information. If kept, temperatures should be kept separately from personnel files.
- ☑ An alternative is to encourage employees to take temperatures at home/prior to their shift.



CLEANING PROTOCOLS



Use cleaning products and protocols which meet EPA guidelines and are approved for use and effective against viruses, bacteria and other airborne and bloodborne pathogens.

Hotels should be sure to use cleaning products as directed - consult Chemical Data Sheets (SDS) for product use, proper mixing ratios, and how to properly protect employees and work with vendors, distribution partners and suppliers to ensure an uninterrupted supply of these cleaning supplies and the necessary PPE.

PUBLIC SPACES AND COMMON AREAS

- ☑ Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on



frequent contact surfaces including, but not limited to, front desk check-in counters, bell desks, elevators and elevator buttons, door handles, public bathrooms, room keys and locks, ATMs, escalator and stair handrails, gym equipment, dining surfaces and seating areas.

- Consider reservations for gyms

GUEST ROOMS

- ☑ Consider use of guest room door seals or other mechanisms to indicate the room is clean and has been sanitized and unentered since cleaning.
- ☑ Use proven cleaning and sanitizing protocols to clean guest rooms, with particular attention paid to high-touch items including television remote controls, toilet seats and handles, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks and flooring.
- ☑ Laundry
 - Wash **all** bed linen and laundry at a high temperature and in accordance with CDC guidelines.
 - Contain/bag dirty linen in the guest room to eliminate excess contact while being transported to the laundry facility.
 - Do not shake dirty laundry
- ☑ Consider leaving room vacant for 24 to 72 hours prior to or after cleaning.

BACK OF THE HOUSE

- ☑ Increase the frequency of cleaning and sanitizing in the high traffic back of house areas

with an emphasis on the employee dining rooms, employee entrances, uniform control rooms (if applicable), employee restrooms, loading docks, offices, kitchens, etc.

SHARED EQUIPMENT

- ☑ Sanitize shared tools and equipment during and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, and all other direct contact items used throughout the hotel.
- ☑ Discontinue the use of shared food and beverage equipment in back of the house, including shared coffee/tea service, if possible.

ROOM RECOVERY PROTOCOL

- ☑ In the case of a presumptive COVID-19 positive, the guest's room should be removed from service and quarantined. The guest room should not be returned to service until case has been confirmed or cleared. In the event of a positive case, the room should only be returned to service after undergoing an



enhanced sanitization protocol (per county regulations, if applicable), which is encouraged to be performed by a licensed third-party service.

AIR FILTER AND HVAC CLEANING

- ☑ Increase the frequency of air filter replacement and HVAC system cleaning to maximize fresh air exchange.

THIRD PARTY SUPPLIERS

- ☑ Remind suppliers, delivery drivers, and other individuals from third-party companies of social distancing requirements.



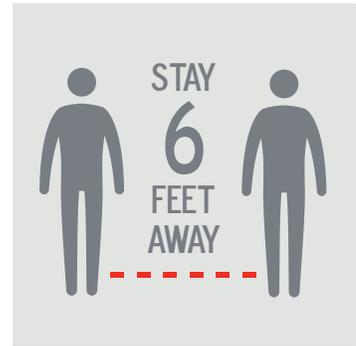
COVID-19 PREVENTION TIPS



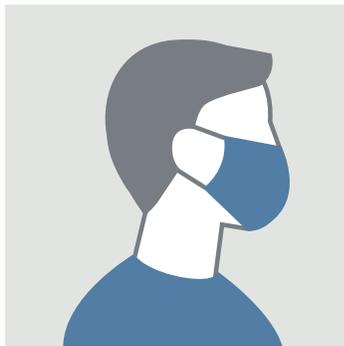
Instruct employees to stay home if they are sick and consider pre-screening employees for symptoms.



Wash hands thoroughly and frequently with soap and water or use hand sanitizer (minimum of 60% alcohol).



Maintain social distancing of at least six feet and avoid gatherings of groups of people.



Provide personal protective equipment (PPE) and require employees wear appropriate PPE based on their roles.



Inform guests and provide training to employees on the importance of Covid-19 prevention measures.



Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on frequent contact surfaces.



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Sacramento, CA 95816-3211
916-444-5780
www.calodging.com

CLEAN + SAFE CHECKLIST

For CHLA Members

Please complete this checklist, sign, and return to CHLA. You will then be sent a Clean + Safe window decal for posting at your property and images for website and promotional use indicating compliance with the CHLA Clean + Safe standards.



GUEST CONSIDERATIONS:

- Prominent signage is displayed, including any required social distancing signage, floor markings indicating 6-foot distancing in common areas, including elevators, and required hygienic practices and policies in all employees and guest common areas.
- Where physical distancing is not possible, 'sneeze guards,' mask requirements, or usage limits and layout adjustments are in place.
- Request guests and visitors use hand sanitizer and provide dispensers, touchless whenever possible, at primary guest entrances and contact areas.
- An amenity bag is provided during check-in containing COVID-19 awareness information, hand sanitizer, and perhaps masks/gloves (optional).
- Guests enter through doors that are open or are automated or manually operated by an employee (if possible/practical).
- Employees do not open the doors of guest vehicles and there are no valet services, unless requested or special circumstances.
- Guests requesting bell service are assisted and the bell cart is sanitized after each use.
- If masks are required, the hotel displays signage prominently, outlining proper mask usage.
- Provide a spray bottle of sanitizer or wipes in each room for guest use (optional).
- Elevator button panels are sanitized at least once per hour, and/or hand sanitizer is available at or in elevators, and the number of guests per elevator is limited.
- Multi-use and unnecessary items and amenities are removed from guest rooms.
- Housekeeping does not enter guest rooms during a stay, unless by special request or circumstances (if possible).
- Room service is adjusted for proper pickup/delivery protocols, sanitation of cutlery and single use condiments.
- Dining services are updated to discontinue self-service buffets, using cafeteria style or grab-and-go services instead.
- The property website communicates expectations to guests, including cleanliness and safety features, as well as expectations for arrival and stay.

EMPLOYEE CONSIDERATIONS:

- Employees are educated on COVID-19 and all guest protocols and procedures.
- Employees have been educated on proper hand cleaning practices and follow guidelines hourly and after activities such as using the restroom, cleaning, eating, and before and after starting shifts.

- Employees wear appropriate PPE in accordance with state or local regulations and are trained on proper use and disposal of PPE. Masks and gloves have been provided to employees when appropriate/required.
- Housekeepers are required to wear masks and gloves, with eyewear highly recommended.
- Staff meetings are conducted with appropriate social distancing (outdoors, virtually, or in other appropriate areas).
- Employees are encouraged to check their temperature prior to their shift and not come to work if feeling sick. Ask employees if they are experiencing symptoms of COVID-19 (confidential medical record).

CLEANING PROTOCOLS:

- The frequency of cleaning and sanitizing in all public spaces, with an emphasis on frequent contact surfaces, is increased.
- EPA approved cleaning and sanitizing protocols are in place to clean guest rooms, with particular attention paid to high-touch items.
- Rooms are 'sealed' or mechanisms/notices are in place for clean rooms not to be entered between guests.
- All bed linens and laundry are washed at a high temperature in accordance to CDC guidelines, and dirty laundry is bagged/contained in the guest room to eliminate excess contact while being transported.
- Rooms are left vacant for 24-72 hours prior to or after cleaning (if possible).
- The frequency of cleaning and sanitizing in all high traffic back of house areas, with an emphasis on employee dining rooms, locker rooms, restrooms and kitchens, is increased.
- Shared tools and equipment are sanitized during and after each shift or anytime the equipment is transferred to a new employee.
- The use of shared food and beverage equipment, including shared coffee/tea service, has been discontinued (optional).
- In the case of a presumptive COVID-19 positive guest, the guest's room is removed from service and quarantined and the guest room is not returned to service until case is confirmed or cleared. In the event of a positive case, the room is only returned to service after undergoing an enhanced sanitization protocol (per county regulations, if applicable), which is encouraged to be performed by a licensed third-party service.
- The frequency of air filter replacement and HVAC system cleaning is increased to maximize fresh air exchange.
- Suppliers, delivery drivers, and other individuals from third-party companies are reminded of social distancing requirements.

I, _____ the _____

PRINT NAME JOB TITLE

at _____ located at _____

PROPERTY NAME PHYSICAL ADDRESS

certify that the above checked items are correct and accurate to the best of my knowledge.

Signature _____ Date _____

Please return this form to CHLA, and after verification of your membership, you will be sent a Clean + Safe Certified window decal and images for website and promotional use.

California Hotel & Lodging Association
 414 29th Street, Sacramento, CA 95816
 Fax: 916-444-5848 | Email: cleansafe@calodging.com 04-30-20

Exhibit 6: Industry Best Practices – Wineries



CALIFORNIA WINERY TASTING ROOMS REOPENING PROTOCOLS

These health and safety protocols for reopening winery tasting rooms are based on established governmental health and safety guidance (CDC, OSHA, FDA, and CDPH). Importantly, Wine Institute consulted with Dr. Petros Karakousis, medical expert in the area of infectious diseases and Professor of Medicine at the Johns Hopkins University School of Medicine; David Sarvardi, Partner, Keller and Heckman LLP and senior

OSHA legal expert; the Wine Institute COVID-19 Health and Safety ad hoc Working Group; members of the Wine Institute Legal Subcommittee; and hospitality representatives from Wine Institute member companies. In addition, we have received extensive input from California regional winery associations and are coordinating content with various state winery trade associations.

Education and Training:

TASTING ROOMS **MUST:**

- Educate employees prior to reopening to the public on:
 - proper sanitization and personal hygiene requirements consistent with Centers for Disease Control (CDC) guidance
 - importance of not coming to work if sick
 - symptom criteria for COVID-19
- Create and maintain records of employee training on all required health and safety protocols.

TASTING ROOMS **SHOULD:**

- Develop educational materials for employees on social distancing and hygiene requirements.
- Develop health and safety guidance for customers on social distancing and hygiene requirements related to tasting room visits.

Employee Wellness Screenings:

TASTING ROOMS **MUST:**

- Provide for daily wellness screens of employees following city, county, state, and EEOC guidance on primary symptom checks for COVID-19.
 - [EEOC Guidance](#)
 - [County Guidance](#)
 - At minimum, wellness screens should include the following questions:
 - Have you developed any of the following symptoms:
 - shortness of breath or trouble breathing?
 - cough?
 - fever or feel feverish?
 - any other symptoms that might indicate you are ill?
 - [CDC COVID-19 Symptoms Information](#)
- Follow appropriate privacy requirements when wellness checks are conducted.
 - [Office for Civil Rights Bulletin](#)
 - [HIPPA Bulletin](#)
- Provide a privacy notice to each employee and retain a copy on file.

TASTING ROOMS **SHOULD:**

- Consider:
 - requiring employees to perform at-home temperature checks and symptom reviews OR
 - performing temperature checks [consistent with CDC guidance](#) daily for employees where appropriate and equipment is available
- Have a process in place to ensure employees who answer yes to any of the wellness screening questions or have a temperature above 100.4° know where to call to get medical advice to evaluate their condition.
- [County by county public health information](#)



Employees Sanitization Requirements:

TASTING ROOMS **MUST:**

- Minimize employee bare-hand contact with food through use of utensils.
- Reinforce that meticulous hand hygiene (frequent and proper handwashing) is of utmost importance for all employees.
- Use only sanitization materials that are approved for use in contact with food as described on the label.
- Ensure employees wear gloves as required by sanitization material label instructions when performing cleaning, sanitizing, or disinfecting activities. Wearing gloves for activities that might overlap with food handling can foster cross-contamination.
 - When employees use gloves, they must use non-latex gloves and must prevent cross-contamination by replacing gloves after touching faces or changing tasks (e.g., food preparation versus taking out garbage).
- Ensure employees change gloves frequently and at minimum after each break in work activity.



Distancing and Occupancy:

TASTING ROOMS **MUST:**

- Require that all tasting room visits be by appointment only, until an assessment of guest management social distancing effectiveness can be evaluated.
- Inform customers at time of reservation that face coverings will be required.
- Ensure that all employees and customers wear face coverings.
 - Customers do not need to wear face coverings while seated at the table once orders have been taken and wine service begins.
- Require employees to maintain a six-foot distance from other employees and customers.
- Configure seating to comply with physical distancing requirements. Ensure tables are spaced at least six feet apart so that distancing of six feet between parties is maintained, including when customers approach or leave tables.
- Place visual cues to ensure people are six feet apart such as, floor markings to ensure customers maintain a six-foot distance while waiting to pay or be seated.
- Post signage as required by individual counties to ensure that customers meet the six-foot distancing requirement.
- Monitor number of customers on premises at one time to ensure physical distancing requirements are maintained and to comply with any capacity restrictions imposed by state and local authorities.
- Limit parties to six people or fewer who have chosen to congregate together. People in the same party seated at the same table do not have to be six feet apart.

TASTING ROOMS **SHOULD:**

- Consider holding outdoor tastings.
 - If any outside areas are tented, all walls and windows that may be opened in the tented area should remain open during service.
- Have contactless payment systems available for payment of all tastings and purchases.
- Provide an adequate number of face coverings for all employees or require employees to bring their own face coverings to work.
- Eliminate all food service, except for prepackaged items such as breadsticks or crackers, during initial phase of opening.



Operations:

TASTING ROOMS **MUST:**

- Adhere to guidance outlined in this document as well as all applicable statutes and administrative rules to which the business is normally subject.
- Have an established policy regarding refusal of service to customers displaying symptoms consistent with COVID-19 (see symptom information above) and communicate this policy to customers.
- End all on-site consumption of food and drinks, including alcoholic beverages, by 5 p.m.
- Prohibit customer self-service operations.
- Sanitize customer-contact surfaces at tables before and after each tasting, including seats, tables, menus, and all other touch points.
- Frequently sanitize all common areas and touch points, including payment devices.
- Use menus that are single-use, cleanable between customers (laminated), online, or posted on a whiteboard or something similar to avoid multiple contact points.

TASTING ROOMS **SHOULD:**

- Consider requiring customers to sign a waiver of liability at the time of reservation, since currently, there is not adequate testing, contact tracing, effective treatment or a COVID-19 vaccination.
- Assign a designated greeter or host to manage customer flow and monitor distancing while customers are waiting to be seated and during the entering and exiting process.
- Consider use of signage to:
 - inform customers "... if they are displaying symptoms consistent with COVID-19 they will be asked to leave." Please note, individual counties may have more specific requirements regarding the use of such signage.
 - list COVID-19 symptoms at the entrance to the facility
 - [Symptoms of Coronavirus \(COVID-19\) Signage](#)
 - inform employees and customers with symptoms that they should stay home
 - [Stop the Spread of Germs Signage](#)
 - inform employees on who to contact if they need assistance
 - Please note, individual counties may have more specific requirements regarding the use of such signage
- Consider staging handwashing or hand sanitizing stations for customer use at the entrance to the tasting area and throughout the tasting area. Hand sanitizer must not replace hand washing by employees.
- Limit the number of staff who serve individual parties. Consider assigning the same employee to each party for entire experience (service, bussing of tables, payment). An employee may be assigned to multiple parties but must practice proper hand hygiene when moving between parties.
- Assign employee(s) to monitor customer access to common areas such as restrooms to assure that customers do not congregate.
- Increase ventilation for indoor spaces to allow for greater air turnover.

Important Notice & Disclaimer Concerning Wine Institute Tasting Rooms Reopening Protocols

Wine Institute is a private, non-profit trade association of wineries and associate members engaged in industries related to wine production and distribution. In an effort to increase health and safety awareness amidst the COVID-19 crisis and to improve health and safety practices at Wine Institute member sites, Wine Institute is proud to offer these protocols of health and safety related to the reopening of tasting rooms. These protocols offer a series of general best practices related to the reopening of tasting rooms and COVID-19 which were drawn from guidance from federal agencies, including CDC, OSHA, and FDA, consultations with an OSHA lawyer and infectious disease doctor, the Wine Institute COVID-19 Health and Safety ad hoc Working Group, members of the Wine Institute Legal Subcommittee, and hospitality representatives from Wine Institute member companies. In addition, we have received extensive input from California regional winery associations and are coordinating content with various state winery trade associations.

Wine Institute disclaims liability for any personal injury, property or other damages of any nature whatsoever, whether special, indirect, consequential or compensatory, directly or indirectly resulting from the publication, use of, or reliance on the materials presented herein.

While Wine Institute strives to make the information within these protocols as timely and accurate as possible, Wine Institute makes no claims, promises, or guarantees about the accuracy, completeness, or adequacy of the contents of these protocols, and expressly disclaims liability for errors and omissions in the contents of these protocols and the materials incorporated herein. All of the information contained in these protocols is published in good faith and for general information purposes only. All of the information contained in these protocols is strictly at the user's own risk. Wine Institute is not undertaking to render professional or other services for or on behalf of any person or entity. Wine Institute is not undertaking to perform any duty owed by any person or entity to someone else. Each user of these protocols should rely on his or her own judgment, or as appropriate, seek the advice of a competent professional for assistance.

UPDATING OF TASTING ROOMS REOPENING PROTOCOLS

Users of Wine Institute Tasting Rooms Reopening Protocols should be aware that the information contained may be superseded at any time by the issuance of new editions or may be amended from time to time through the issuance of amendments, updates or corrections. All documents are dated with the date of last revision, information contained in the documents is relevant to the date of last revision.

OTHER WEBSITES

Additionally, users can find links to other websites and materials in these protocols. While Wine Institute endeavors to provide only links to useful websites, Wine Institute has no control over the content and nature of these other websites and the links to other websites do not imply a recommendation for all of the content found on those sites.

CONTACT INFORMATION

All questions relating to these reopening protocols should be directed to Wine Institute's legal team at legal@wineinstitute.org

Exhibit 7: Industry Best Practices – Manufacturing & Industrial

Phase 2 Manufacturing Facility COVID-19 Requirements

Phase 2: The manufacturing facilities must adopt a written procedure that is at least as strict as the Phase 2 safety requirements below.

Safety and Health Requirements

All manufacturing establishments have a general obligation to keep a safe and healthy facility in accordance with state and federal law, and comply with the following COVID-19 worksite-specific safety practices, as outlined in Governor Jay Inslee's "Stay Home, Stay Healthy" Proclamation 20-25, and in accordance with the Washington State Department of Labor & Industries [General Requirements and Prevention Ideas for Workplaces](#) and the Washington State Department of Health Workplace and Employer Resources & Recommendations at <https://www.doh.wa.gov/Coronavirus/workplace>.

Employers must specifically ensure operations follow the main L&I COVID-19 requirements to protect workers, including:

- Educate workers in the language they understand best about coronavirus and how to prevent transmission and the employer's COVID-19 policies.
- Maintain minimum six-foot separation between employers/workers in all interactions at all times. When strict physical distancing is not feasible for a specific task, other prevention measures are required, such as use of barriers, minimizing staff in narrow or enclosed areas, and/or creating space between employees/workers and job tasks as possible.
- Provide personal protective equipment (PPE) such as gloves, goggles, face shields and face masks as appropriate or required to employees for the activity being performed. **Cloth facial coverings must be worn by every employee not working alone at the manufacturing facility unless their exposure dictates a higher level of protection under Department of Labor & Industries safety and health rules and guidance.** Refer to [Coronavirus Facial Covering and Mask Requirements](#) for additional details. A cloth facial covering is described in the Department of Health guidance, <https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/ClothFacemasks.pdf>.
- Ensure frequent and adequate hand washing with adequate maintenance of supplies. Use disposable gloves where safe and applicable to prevent transmission on tools or other items that are shared.
- Establish a housekeeping schedule that includes frequent cleaning and sanitizing with a particular emphasis on commonly touched surfaces.
- Screen employees for signs/symptoms of COVID-19 at start of shift. Make sure sick employees stay home or immediately go home if they feel or appear sick. Cordon off any areas where an employee with probable or confirmed COVID-19 illness worked, touched surfaces, etc. until the area and equipment is cleaned and sanitized. Follow the [cleaning guidelines set by the CDC](#) to deep clean and sanitize.

A site-specific COVID-19 Coordinator shall be designated by the employer at each job site to monitor the health of employees and enforce the COVID-19 job site safety plan.

A worker may refuse to perform unsafe work, including hazards created by COVID-19. And, it is

unlawful for their employer to take adverse action against a worker who has engaged in safety-protected activities under the law if their work refusal meets certain requirements.

Employees who choose to remove themselves from a worksite because they do not believe it is safe to work due to the risk of COVID-19 exposure may have access to certain leave or unemployment benefits. Employers must provide high-risk individuals covered by Proclamation 20-46 with their choice of access to available employer-granted accrued leave or unemployment benefits if an alternative work arrangement is not feasible. Other employees may have access to expanded family and medical leave included in the Families First Coronavirus Response Act, access to use unemployment benefits, or access to other paid time off depending on the circumstances.

All manufacturing businesses are required to comply with the following COVID-19 facility-specific safety practices:

Below is a list of additional practices for manufacturing operations to follow in order to provide a safe back to work environment for employees and customers.

1. Prior to recommencing work, all manufacturers are required to develop and post at each manufacturing location a comprehensive COVID-19 exposure control, mitigation, and recovery plan. The plan must include policies regarding the following control measures: PPE utilization; on-location physical distancing; hygiene; sanitation; symptom monitoring; incident reporting; location decontamination procedures; COVID-19 safety training; exposure response procedures; and a post-exposure incident project-wide recovery plan. A copy of the plan must be available on each manufacturing location during workplace activities and available for inspection by state and local authorities. Failure to meet posting requirements will result in sanctions, including the location being shut down.
2. Soap and running water must be abundantly provided at all manufacturing locations for frequent handwashing. Workers should be encouraged to leave their workstations to wash their hands regularly, before and after going to the bathroom, before and after eating and after coughing, sneezing or blowing their nose. When running water is not available, portable washing stations, with soap, are required. Alcohol-based hand sanitizers with greater than 60% ethanol or 70% isopropanol can also be used but are not a replacement for the water requirement.
3. Post, in areas visible to all workers, required hygienic practices, which include: not touching the face with unwashed hands or with gloves; washing hands often with soap and water for at least 20 seconds; using hand sanitizer with at least 60% alcohol; cleaning and disinfecting frequently-touched objects and surfaces such as workstations, keyboards, telephones, handrails, machines, shared tools, elevator control buttons, and doorknobs; covering the mouth and nose when coughing or sneezing as well as other hygienic recommendations by the U.S. Centers for Disease Control (CDC).
4. Make disinfectants available to workers throughout the workplace and ensure cleaning supplies are frequently replenished.

5. Frequently clean and disinfect high-touch surfaces at all manufacturing locations and in offices, such as: shared tools, machines, vehicles and other equipment, handrails, doorknobs, and portable toilets. If these areas cannot be cleaned and disinfected frequently, the manufacturing location shall be shut down until such measures can be achieved and maintained.
6. If an employee reports feeling sick and goes home, the area where that person worked should be immediately disinfected.
7. Human-machine interfaces such as keyboards, buttons, etc. must be sanitized regularly and it is required between users. Provide personal pens/sharpeners, alternatively sanitize them at least once per shift.
8. Standard tools like brooms, rakes, scrapers, or hand tools need to be sanitized after each use, especially between two separate users.
9. Develop a protocol for any physical sign-off requirements to avoid close contact, limit the common use of writing instruments.
10. To the degree possible, separate all teams into smaller groups and isolate them to designated separate bathrooms and break areas as possible.
11. In order to obtain social distancing, stagger days, shifts, shift changes, breaks, and lunches to avoid grouping. Provide additional break seating as needed with greater distancing, outside if possible.
12. Increase ventilation rates where feasible. Evaluate ventilation and U.V. filters with a higher MERV rating.

Sick Employee Plan:

13. Screen all workers at the beginning of their day by asking them if they have a fever, cough, shortness of breath, fatigue, muscle aches, or new loss of taste or smell.
14. Ask employee to take their temperature at home prior to arriving at work or take their temperature when they arrive. Thermometers used at job site shall be 'no touch' or 'no contact' to the greatest extent possible. If a 'no touch' or 'no contact' thermometer is not available, the thermometer must be properly sanitized between each use. Any worker with a temperature of 100.4°F or higher is considered to have a fever and must be sent home.
15. Create policies which encourage workers to stay home or leave the location when experiencing symptoms or when they have been in close contact with a confirmed positive case. If they develop symptoms of acute respiratory illness, they must seek medical attention and inform their employer.
16. Have employees inform their supervisors if they have a sick household member at home

diagnosed with COVID-19. If an employee has a household member sick with COVID-19, that employee must follow the isolation/quarantine requirements as established by the State Department of Health.

17. Instruct workers to report to their supervisor if they develop symptoms of COVID-19 (e.g., fever, cough, shortness of breath, fatigue, muscle aches, or new loss of taste or smell). If symptoms develop during a shift, the worker should immediately report such and be sent home. If symptoms develop while the worker is not working, the worker should not return to work until they have been evaluated by a healthcare provider.
18. If an employee is confirmed to have COVID-19 infection, employers should inform fellow employees determined to have been in close contact of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA). The employer should instruct fellow employees about how to proceed based on the CDC Public Health Recommendations for Community-Related Exposure.

Training:

19. All on-site employees must be trained on the worksite's policies, these requirements and all relevant sanitization and social distancing protocols. Current and new employees must also be trained about COVID-19 and how to prevent its transmission. This can be accomplished through weekly safety meetings, where attendance is logged by the system, supervisor, human resources or COVID site supervisor.

All manufacturing facilities must meet and maintain all the requirements in this document, including providing materials, schedules and equipment required to comply. No manufacturing facilities may operate until they can meet and maintain all the requirements in this document

All issues regarding worker safety and health are subject to enforcement action under L&I's Division of Occupational Safety and Health (DOSH).

- Employers can request COVID-19 [prevention advice and help](#) from L&I's Division of Occupational Safety and Health (DOSH).
- Employee Workplace safety and health complaints may be submitted to the L&I DOSH Safety Call Center: (1-800-423-7233) or via e-mail to adag235@lni.wa.gov.
- General questions about how to comply with the agreement practices can be submitted to the state's Business Response Center at <https://coronavirus.wa.gov/how-you-can-help/covid-19-business-and-worker-inquiries>.
- All other violations related to Proclamation 20-25 can be submitted at <https://bit.ly/covid-compliance>.

Exhibit 8: Industry Best Practices – Personal Care Services

Back-to-Work Guidelines

During this critical time, it's important to pay additional attention to the health and safety of others. This Back-to-Work guidance was developed in partnership with Leslie Roste, RN, BSN and leading industry infection control specialist. It is designed to help make everyone more comfortable and safe once services resume in the salon and spa environments.

The date you may return to work is determined by your local state authorities and must be followed. All states have health and public safety rules that must be followed at all times. Be sure to review state regulations to ensure all proper protocols are being implemented.

Client Engagement and Expectations

As we start to understand what the new normal will look like, there are several things we can communicate with clients to set proper expectations prior to their appointments:

- They should plan to come alone. Please don't bring friends, pets, children, etc.
- Consider asking them to wash their hair before their appointment to help reduce traffic at the shampoo bowls
- Consider eliminating blow drying to help reduce appointment times.
- Ask clients to sign a waiver prior to the service acknowledging the potential risks of exposure
- Let clients know they will be asked to wear a mask that secures behind their ears during the service. One will be provided with an additional service charge to cover expenses if they don't have one
- Ask that clients wait in their cars until you contact them when you're ready to begin
- Confirm within 48 hours of their appointment they are healthy and feeling well. Offer to cancel without penalty if they are showing any signs of sickness
- Alternate electronic payments options such as Venmo, Zelle, etc are encouraged. And if using a credit card, payments will not require a signature
- Appointments will be staggered, with possibly reduced staff schedules to ensure proper social distancing



Back-to-Work Guidelines

Reception Area

While it was always nice to have magazines, coffee, water and other amenities for clients, now is the time to remove these and discard any non-essential items. This will help reduce touch points and client interactions.

Other important steps to implement daily and prior to opening include:

- Wipe down all soft surfaces (couches, chairs) with water and a clean towel. Because these are soft surfaces, they cannot be properly disinfected.
- Disinfect all hard, non-porous surfaces including the reception counter, phones, computers, door handles, etc. Be sure to follow proper contact time for all surfaces, ensuring the disinfecting products have time to take action and work.
- Thoroughly clean the product area, including all shelving or display cases. Remove any test products. Add signage to let clients know this area is cleaned and disinfected daily.
- Waiting area chairs should be removed or spaced in such a manner to accommodate social distancing requirements. There should be no more than 7 people per 1,000 sq. ft., including employees.
- Consider propping open your door to allow clients to easily open and enter without touching the handle. Offer hand sanitizer upon arrival.
- Consider adding acrylic shields in the reception area.
- Clean air ducts and filters to improve air quality.



Back-to-Work Guidelines

Hand Hygiene

Wash hands with soap/water for 30 seconds before/after eating, smoking, using the restroom, and interacting with clients. Hands should also be washed thoroughly after gloves for any service. Hand sanitizer can be used in between hand washings, with recommended available at points of client contact. And don't forget to use lotion to keep hands moisturized!

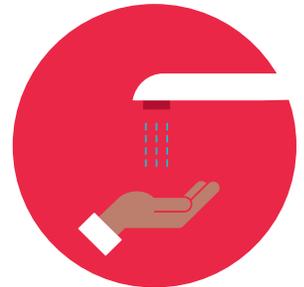
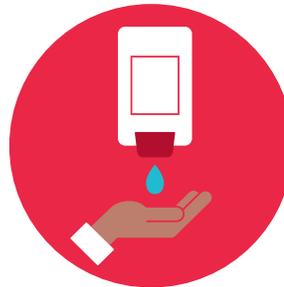


Restrooms

Upon re-opening, thoroughly clean and disinfect all surfaces and replace paper goods; removing any excess products. Bathrooms should continue to be cleaned and disinfected twice a day upon opening and closing.

Additional considerations include:

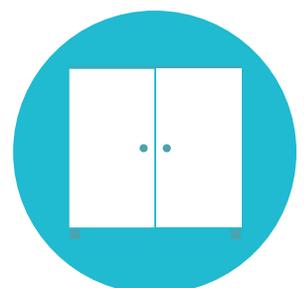
- Adding hand sanitizer
- Upgrading to touchless faucets and dispensers
- Place a trash can by the door for clients to easily dispose of paper towels



Laundry

Prior to re-opening, all linens should be properly cleaned following your state regulations. Dirty linens such as towels, capes, etc. should be washed daily, being sure to dry all linens thoroughly, with no moisture or dampness remaining. Once clean and dried, store linens in a covered cabinet.

Each client should receive a fresh, clean drape. Treatment rooms should also have fresh linens and draping for each client. Disposable, single-use items are also an option.



Back-to-Work Guidelines

Disinfectants / Personal Protection Equipment (PPE) Products

Products, such as gloves, are single use and must be changed after each client, washing hands with soap and water after removing gloves. Gloves are recommended for nail and facial services.

Masks must be worn by employees and clients. Consider investing in a reusable cloth mask or shield to reduce waste.

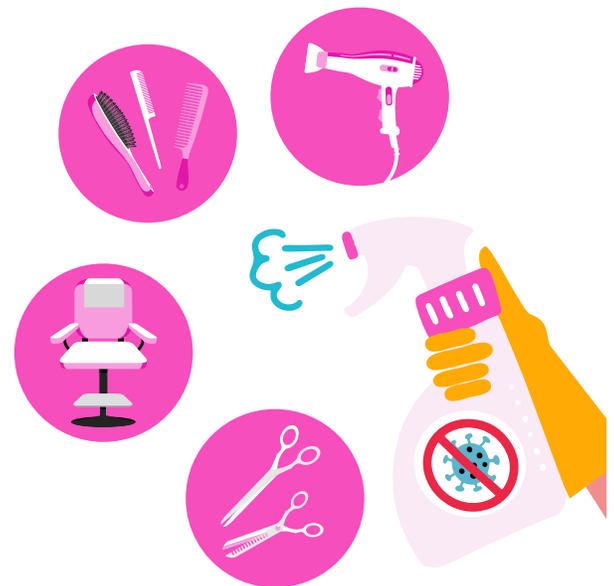


Work Stations

It's especially important to properly disinfect your work stations prior to re-opening and in-between clients throughout the day once opened.

Elements to clean and disinfect include:

- Station counters
- Shears
- Mirrors
- Styling tools
- Brushes and combs
- Rolling carts
- Drawers or any storage containers
- Product on station and any common product



It is also important to clean the chair and headrest with disinfectant at the beginning of the day and in between clients. To help preserve the material, consider adding a cover that can be easily cleaned or disposed of in between clients.

All tools will need to be cleaned at the beginning of the day and in between clients, removing all debris and hair. Consider adding a sanitation station for clients to clearly see tools being cleaned and sanitized after use.

Back-to-Work Guidelines

Work Stations (Continued)

For nail salons, all items on a nail station must either be new, never used or cleaned and disinfected (stored in a closed container until ready to use). All hand/foot nail drying tables should also be cleaned and disinfected after each client.

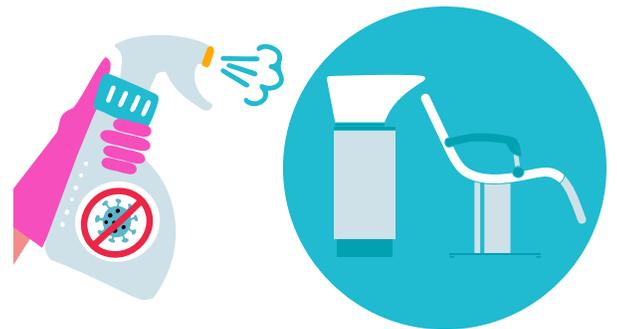
Treatment Rooms

All tables, appliances, and product containers used in treatment rooms should be properly disinfected at the beginning of the day and in-between clients. At re-opening, replace all product to eliminate potential contamination.

All single use items should be new and properly stored in containers. Multi-use product containers should have single use applicators, with applicators properly stored prior to using.

Shampoo & Pedicure Bowls

All bowls should be cleaned and disinfected before re-opening and throughout the day once opened. To start, scrub the bowl with soap and water and rinse completely. Disinfect the bowl by filling it with water and disinfectant, letting it soak for 10 minutes. If not possible to fill, keep wet for 10 minutes. Be sure to clean and disinfect all other components including all parts of the faucet. Be sure to clean and disinfect all other components including all parts of the faucet.



For nail salons, all pedicure bowls and parts, including faucets, need to be fully cleaned and disinfected before each client. Consider adding an acrylic shield to pedicure bowls.

Shampoo and pedicure stations should be 6ft. apart or staggered to ensure proper social distancing.

For more information on resources please visit probeauty.org/safesalons



REOPENING CHECKLIST

{INSERT SPA NAME}

*A note from ISPA: This checklist provides general guidelines for reopening a spa and does not supersede any laws under which your spa operates. Always follow the health and sanitation regulations established by your local, state or national governments. All ISPA guidelines, templates and resources should be reviewed by your legal counsel prior to use and distribution to ensure they are in compliance with the laws of your respective governing body. The checklist is meant to be customizable with applicable components being used as deemed appropriate by each **individual spa location**.*



HUMAN RESOURCES AND LEGAL

Laws and Regulations

- Familiarize yourself with new laws and ordinances at the local, state and national levels
- Familiarize yourself with new regulations and guidelines from relevant professional governing bodies
- Identify practices and policies that will need to be adjusted as a result of any new laws or regulations
- Work with HR to provide employee training to educate them on new laws or regulations applicable to their role

Human Resources

- Establish process and timeline for rehiring or reacclimating laid off or furloughed employees
- Amend job descriptions to include sanitation duties and other changes
- Review compensation models and policies to determine if changes are required in the case of employee illness, late cancellations, etc.

Staff Policies

- Establish necessary changes to employee scheduling patterns
 - Consider grouping staff together (i.e. Group A, Group B, Group C, etc.) with no work hour overlap in the event that staff members need to be quarantined due to COVID-19 symptoms or diagnosis
- Set social distancing standards for employees in communal staff areas (i.e. break rooms, lunch areas, back hallways, etc.)
- Provide staff with a FAQ list and talking points on how to handle guest inquiries employees regarding sanitation, new policies, etc.
- Identify the protocol for employees to follow if they or a guest become ill or present signs of illness
- Determine how social distancing requirements will be monitored and the process for managing guests who do not follow the requirements
- Determine how capacity restrictions will be monitored and who will be responsible for monitoring

Staff Resources, Training and Education

- Thoughtfully welcome back employees
- Educate staff about updated sanitation practices and policies, including handling guest inquiries about those practices and policies (consider highlighting the information below)
 - Distinction between cleaning, disinfecting and sanitation
 - Measures for protecting themselves, including:
 - Effective hand washing practices
 - Proper PPE use, including accepted face mask types
 - Updated treatment protocols
 - No-touch greeting policies
 - Proper use of disinfectants, including:
 - Local, state, or national regulations
 - Appropriate disinfectants for various surfaces
 - Appropriate mixing of bleach or alcohol solutions
- Evaluate additional health and sanitation certification opportunities for staff
- Establish staff areas of responsibility for cleaning and sanitation
- Develop sanitation schedule corresponding to areas of responsibility
- Provide proper hygiene stations for employees and moisturizers for their comfort to eliminate dry, chapped hands
- Review and communicate your employee policy relating to sick leave and sick pay
- Establish wellness and sanitation “check-in” procedure at start of shift, including temperature check if applicable



OFFERINGS & GUEST EXPERIENCES

Treatments and Offerings

- Evaluate treatment menu for items that may need to be removed or altered
 - Determine if a tiered approach to offerings may be necessary (i.e. slower introduction of treatments that involve facial touching)
 - Determine if touchless treatment options should be offered to ease guests back into the spa
- Consider eliminating reusable copies of the spa menu and transitioning to single-use disposable copies or a digital or no-touch promotional display of available services
- Establish treatment guidelines for staff and service providers, possibly including:
 - Policies regarding wearing gloves, masks or other personal protective equipment (PPE) during treatments
 - Protocols and scripts for guests exhibiting symptoms of illness during treatments
 - Verbal or visual indication of service providers washing hands prior to and following treatments
 - Encouraging guests to wash hands prior to treatments (verbally, through posted signage, etc.)
- Consult with providers of spa equipment utilized in services to ensure proper sanitation protocols are in place and to identify if they have new resources available to assist with educating both guests and employees

Bookings & Payment

- Select date when new reservations will be available
- Share date and treatment menu with guests
- Review cancellation policies, especially as they relate to illness or suspected illness
- Inform guests in advance of new safety measures, changes to the facility, procedures, etc. they will experience when arriving at the spa
- Forecast anticipated occupancy and business levels for the next six to nine months to establish baselines for re-hiring, scheduling, hours of operation, etc.
- Evaluate and adjust appointment scheduling to allow implementation of updated cleaning and sanitation practices, social distancing, etc.
- Evaluate cancellation policy and determine if changes need to be made (i.e. not penalizing those who cancel due to being sick, etc.)
- Review policy for paying therapists when a guest cancels late or is asked to leave due to illness or intake form responses
- Evaluate pre-arrival intake forms to determine if gathering additional guest information is necessary (i.e. preferences regarding facial touch, staff PPE during treatments, use of communal spaces, etc.)
- Evaluate payment options and processes
 - Implement touchless payment options when available
 - Consider a temporary cashless model and communicate this with guests in advance

Guest Arrival

- Evaluate greeting protocols for guest's arrival (i.e. replace a handshake with a warm greeting, a ritual involving hand cleaning and warm towels, etc.)
- Determine if the guest check-in process will change (i.e. contactless check-in, texting confirmation of arrival, use of mobile apps, etc.)
- Evaluate recommended guest arrival times



FACILITY, SUPPLIES & SANITATION

Purchasing and Supplies

- Perform an inventory of essential supplies, including:
 - Personal protective equipment (PPE)
 - Sanitation items, including those required for increased or heightened sanitation practices
 - Retail items
 - Reusable replacements for shared amenities no longer being offered
 - Employee uniforms
- Review uniform policy to determine if changes are required regarding the wearing of masks, staff having an additional uniform available on site, etc.
- Evaluate need and budget for new purchases, including plexiglass shields, additional uniforms, motion sensors for lights, touchless faucets, more robust PPE, etc.
- Ensure vendors and resource partners are open and able to fill orders to meet demand
- Identify order lead time required by vendors that provide necessary resources for reopening
- Engage technology vendors to determine if touchless (or reduced touch) technology features may be available (i.e. touchless check-in, payment, etc.)

Facility

- Conduct a physical review of the space to ensure all essential systems are operational, including:
 - Electrical
 - Water
 - HVAC
 - POS systems
 - Music/sound systems
 - Fitness equipment
 - Hydrothermal rooms
 - Hot tubs
 - Pools
- Evaluate your space to determine how social distancing will be managed (if applicable) in areas including:
 - Entry/lobby/elevators
 - Lounges
 - Locker room
 - Fitness spaces
 - Consider unplugging or removing the cords from fitness equipment that will not be open for use
 - Saunas and steam rooms
 - Shared water facilities (i.e. Pools, hot tubs, showers, etc.)
 - Back of house and staff break areas

Sanitation

Note: The following guidelines are intended for in-house staff use. If your spa uses an outside sanitation service, review their protocols to ensure sanitation standards are met or exceeded.

Materials

- Collect and prepare sanitation materials
 - Soap
 - EPA-registered disinfectant (or equivalent, if outside U.S.)
 - Disposable gloves
 - Disposable gowns
 - Face masks
 - Household bleach (if applicable)
 - Isopropyl alcohol (if applicable)
 - Barbacide (if applicable)
 - Cavicide (if applicable)
 - Additional PPE (if applicable)

Workstations (non-service providers)

- Clean and disinfect area, including items on desk/counter surface and inside drawers (where applicable)
- If workstation is shared, print and post sanitation checklist to be completed during or before end of shift
- If possible, ensure workstations follow social distancing guidelines

Communal Areas

Lobbies, Relaxation Lounges, etc.

- Clean and disinfect high touch areas
 - Hard surfaces and high-touch areas (i.e. door handles, light switches, phones, counters, furniture, screens, keyboards, walkie-talkies, lockers, vanities, benches, etc.)
 - Soft surfaces (i.e. carpeted floors, rugs, drapes, furniture, etc.)
- Evaluate changes that need to be made to shared amenities offered in communal areas (i.e. magazines, blankets, hair dryers, communal foods/beverages, etc.)
- Evaluate seating areas and distance or remove seating if necessary to meet local/government requirements (i.e. social distancing, etc.)
- Evaluate need for floor markings to assist guests with navigating the spa if necessary to meet local/government requirements
- Develop a process for guests who want to forgo access to any communal areas and go directly to their treatment room/area
- Evaluate high traffic areas that require the opening of doors and determine if they can be propped open to prevent repeated touch

Locker Rooms

- Develop a plan for assigning lockers to guests if necessary to meet local/government requirements (i.e. social distancing, etc.)

- Make sure lockers are pre-locked to prevent contamination and ensure guests use assigned locker
- Replace shared/reusable amenities with single-use options
- Clean and disinfect showers
- Develop a plan for sanitizing lockers, vanities, showers, etc. after use by guests

Treatment Rooms and Service Areas

Treatment Rooms

- Clean and disinfect high-touch areas
 - Door handles
 - Light Switches
 - Counter tops
- Clean and disinfect hard surfaces
 - Treatment tables
 - Trolleys
- Clean and disinfect soft surfaces
 - Face cradles

Nail Technician Workstations

- Clean and disinfect hard surfaces
 - Workstation
 - Chairs/stools
 - Magnifying glasses
- Disinfect storage areas, including containers where tools and implements are stored
- Clean and disinfect tools and implements in accordance with governing standards
 - Nail clippers
 - Cuticle pushers
 - Cuticle scissors
 - Callus removers
 - Metal nail files
 - UV/LED lamps
 - _____
 - _____
 - _____
- Clean jet lines in foot tubs
- Determine if safety shields (plexiglass or similar) will be used, what type if so and how best to install

Esthetician Service Area

- Clean and disinfect hard surfaces
 - Workstation/treatment area
 - Facial tables
 - Chairs/stools
 - Trolleys
 - Skin care equipment
 - Facial steamers
 - Warming equipment
 - _____

- _____
- _____
- Disinfect storage areas, including containers where tools and implements are stored
- Clean and disinfect tools and implements in accordance with governing standards
 - Tweezers
 - Comedone extractors
 - Microblading handles
 - Reusable razor handles
 - _____
 - _____
 - _____
- Determine if safety shields (plexiglass or similar) will be used, what type if so and how best to install

Hairstylist Service Area

- Clean and disinfect hard surfaces
 - Chair
 - Workstation/counter/vanity
 - Trolleys
 - Mirrors
 - _____
 - _____
 - _____
- Disinfect storage areas, including containers where tools and implements are stored
- Clean and disinfect tools and implements in accordance with governing standards
 - Clippers
 - Trimmers
 - Combs and Brushes
 - _____
 - _____
 - _____

Makeup Artist Service Area

- Clean and disinfect hard surfaces
 - Chairs/stools
 - Workstation/counter/vanity
 - Trolleys
 - Mirrors
 - _____
 - _____
 - _____
- Disinfect storage areas, including containers where tools and implements are stored
- Clean and disinfect tools and implements in accordance with governing standards
 - Brushes
 - Tweezers
 - Palettes
 - _____
 - _____

Hydrothermal Areas

- Evaluate spacing needs and appropriate occupancy limits if necessary to meet local/government requirements

Saunas

- Clean and disinfect saunas
 - Clean all surfaces with soap and water
 - Disinfect all surfaces with three percent hydrogen peroxide
- If applicable, test exhaust/air circulation system (air in a sauna should be refreshed between seven and 10 times per hour)

Steam Rooms

- Clean and disinfect steam rooms
 - Clean all surfaces with soap and water
 - Disinfect all surfaces with a solution containing at least 80 percent isopropyl alcohol
- If applicable, test exhaust/air circulation system (air in a steam room should be refreshed six times per hour)

Wet Areas

Swimming Pools

- Clean and disinfect pool area
- Check pool chemicals to ensure proper disinfectant levels (1–10 parts per million free chlorine; 3–8 parts per million bromine; 7.2–8 pH level)
- Evaluate spacing needs/occupancy limits if necessary to meet local/government requirements (social distancing, etc.)

Hot Tubs/Hydrotherapy Tubs

- Clean and disinfect surface of tub
- Clean water lines and jet lines
- Develop policy for allowing guests to use tub (one guest at a time, time limit for guest use, etc.)

Fitness Areas

- Clean and disinfect fitness equipment
 - Consult with equipment providers to ensure the proper type of cleaner is being used to prevent harm to the equipment
- Evaluate spacing of fitness equipment if necessary for local/government requirements (social distancing, etc.)
- Evaluate posted signage detailing guest expectations regarding the use and sanitation of fitness equipment; update if necessary
- Provide appropriate sanitation materials for guest use (if applicable)
- Evaluate spacing needs/occupancy limits in fitness/yoga classes if necessary to meet local/government requirements (social distancing, etc.)
 - Consider guidelines for instructors setting up for classes early to allow guests to maintain social distance

Restrooms

- Clean and disinfect hard surfaces and high-touch areas
 - Door/stall handles
 - Light switches
 - Sinks
 - Faucet and handles
 - Toilet paper/paper towel dispensers
 - Toilet handles
 - Toilet seats/tanks

Retail Areas

- Clean and disinfect shelves and items in hard surface containers
- Remove testers or shared shopping bags/baskets that may cause sanitary concerns
- Store most commonly used testers in a sealed, disinfected container in an accessible location not visible to guests
- Print and post sign notifying guests that testers are available upon request (if applicable)
- Evaluate the addition of individual sealed samples when available
- Evaluate shared dressing/changing rooms used to try on retail apparel items and determine if temporary closure of that space is necessary
- Evaluate the addition of individually packaged snacks and/or beverages if communal food and beverage amenities are no longer offered
- Evaluate curbside pickup and/or mail order options for guests visiting solely for retail needs

Staff Break Rooms

- Clean and disinfect hard surfaces and high-touch areas
- Establish occupancy limits/seating arrangements if necessary for local/government requirements (social distancing, etc.)
- Remove shared publications, newsletters, etc.

Laundry

- Launder clothing, towels, linens and other machine-washable items according to the manufacturer's instructions, using the warmest appropriate water setting.
- Dry items completely
- Clean and disinfect clothes hampers



COMMUNICATIONS & MARKETING

Internal Communications

- Print and post new sanitation guidelines
- Communicate with employees about the reopening strategy
- Communicate with employees about new internal employee policies or role changes
- Evaluate a potential soft launch reopening to gather feedback from a specific audience prior to opening to the public (i.e. loyal customers, members, first responders, family members, etc.)
- Set up a process to gather feedback from employees during a minimum of the first four weeks of reopening to identify areas that need to be adjusted or revisited.
- Identify ways to visibly promote sanitation/cleaning activities (i.e. door hangers noting that sanitation is in progress, tent cards highlighting how often a space is sanitized, posted confirmation that fitness equipment has been cleaned between each use, etc.)
- Distribute talking points to employees to ensure consistent messaging when responding to guest inquiries

External Communications

- Send "Welcome Back" emails to guests outlining:
 - new sanitation practices and policies
 - advertised reopen date
 - expectations on what may visually be different when they enter the spa
 - changes to payment process
 - changes or new guidelines relating to the use or availability of communal spaces/amenities
 - updates to intake forms (if applicable)
 - occupancy limits and spacing requirements (if applicable)
- Communicate reopening timeline with resource partners/vendors and third-party partners.
- Distribute a press release announcing the reopening and the spa's commitment to guest safety and high sanitation standards
- Identify a way to thank loyal customers for returning to the spa



COMMUNICATIONS TEMPLATES

*A note from ISPA: These templates provide general guidance for communications and does not supersede any laws under which your spa operates. Always follow the health and sanitation regulations established by your local, state or national governments and seek legal counsel as necessary. These templates are meant to be customizable with applicable components being used as deemed appropriate by each **individual spa location**.*

Reopening Press Release Template

[Contact Name and Title]
[Spa/Company Name]
[Phone Number]
[Email Address]
[Website]

[HEADLINE (ALL CAPS) EXAMPLE: [YOUR SPA NAME] SET TO REOPEN FOLLOWING COVID-19 SHUTDOWN]

[CITY, STATE, Month Date]—[INSERT SPA NAME] will reopen on [INSERT DATE] in accordance with the regulations and guidelines put forth by [INSERT GOVERNMENT ENTITY AND/OR PROFESSIONAL BODIES]. Management and staff have worked diligently during the spa's closure to update its already rigorous sanitation and hygiene standards and implement new policies and procedures to promote the health and safety of guests and staff.

A selection of the updates and adjustments [INSERT SPA NAME] has made can be found below.

[use bulleted list to detail the most critical updates made to your spa's policies and SOPs; see example below]

- **[Revised Treatment Menu:** [your spa name] has revised its treatment menu to include low- or no-touch treatments, as well as a simplified selection of traditional treatments]
- [item #2]
- [item #3]
- [item #4]
- [item #5]

[INSERT QUOTE FROM OWNER/MANAGEMENT/CORPORATE FOCUSED ON GUESTS' PEACE OF MIND, GUEST EXPERIENCE, EXCITEMENT TO SERVE GUESTS AGAIN, ETC.]

[INSERT SPA NAME] will continue to follow local, state and national regulations regarding the safe operation of spas. As the spa receives additional guidance, its policies and practices will be updated accordingly.

Additional details can be found at [INSERT WEBSITE WITH HYPERLINK].

Guests interested in scheduling treatments or services can do so via [INSERT DETAILS (i.e.booking website, phone number, etc.)].

Release Date: April 22, 2020

Reopening Guest Email Template

Dear [INSERT NAME],

During these past months of uncertainty and change, we have been looking forward to the day when we can welcome guests back to [INSERT SPA NAME]. We are excited to announce that we are reopening our spa on [INSERT REOPENING DATE] and will operate based on the reopening guidelines established by [INSERT GOVERNMENT ENTITY AND/OR PROFESSIONAL BODIES]. Our new hours of business will be [INSERT HOURS].

Our top priority has always been to bring an unparalleled safe experience of healing and rejuvenation to our guests, and our resolve is stronger now than ever before. Our team has been hard at work to raise the bar of hygiene and sanitation, as well as considering every step of treatment processes to ensure we meet your needs in a focused and safe manner that is in accordance with government guidelines.

Here are some tangible ways we have ramped up our efforts to guarantee guest and employee safety:

[Samples of Additional Text that could be added/alterd for this section:]

- *Service providers will wear masks during treatments as an enhanced safety measure.*
- *Our front desk staff will welcome you upon arrival and help you navigate to either the locker room or directly to your treatment room, if preferred.*
- *Temporary closure of [INSERT ANY COMMUNAL SPACES THAT MAY BE CLOSED]*
- *XXX will be available to guests in lieu of communal snacks and beverages.*
- *Reduction in the number of available fitness equipment items to meet social distancing requirements, with signs posted on closed equipment.*
- *Opportunity to pay for your treatment and gratuity in advance to allow for a touchless payment transaction.*
- *No cash payment transactions onsite. All payments will be collected via credit, debit or gift cards.*

To keep our guests and employees safe, we will ask all guests to:

- Refrain from visiting the spa if you or a household member have a fever, COVID-19 symptoms or a communicable illness.
- Refrain from visiting the spa if you are under an isolation or quarantine order/directive.
- Respect the spa's sanitation and hygiene standards and processes posted within the spa and shared by employees.
- Wash hands prior to beginning each treatment/service.
- Share special sanitation or hygiene requests prior to arriving at the spa.

To book a treatment, please visit [INSERT BOOKING LINK] or call us at [INSERT PHONE NUMBER]. At [INSERT SPA NAME], our passion is serving you. We look forward to resuming operations and bringing healing to our guests once again.

Sincerely,
The [INSERT COMPANY NAME] Team

Release Date: April 22, 2020

Confirmation/Pre-Arrival Email

Dear [INSERT NAME],

Thank you for choosing to book a treatment with us. We look forward to seeing you soon. Below you will find confirmation details for your upcoming service along with an overview of efforts we've put in place to welcome you back to our spa safely and comfortably as we navigate through the COVID-19 reopening process.

Confirmation Details:

- Treatment:
- Date & Time:
- Special Requests:

What you can expect:

- Reduced hours (X:XX am to X:XX pm) and appointment times to ensure we meet reopening requirements set by [GOVERNMENT ENTITY AND/OR PROFESSIONAL BODIES].
- While our spa has always met stringent sanitation requirements, we will now more visibly display those efforts and display additional signage for your comfort.
- Verbal confirmation by your service provider(s) that their hands have been sanitized immediately prior to the start of your service.

Samples of Additional Text that could be added/alterd for this section:

- *Service providers will wear masks during all treatments as an enhanced safety measure.*
- *Our front desk staff will welcome you upon arrival and help you navigate to either the locker room or directly to your treatment room, if preferred.*
- *Temporary closure of [insert any communal spaces that may need to be closed]*
- *[INSERT ITEMS] will be available to guests in lieu of communal snacks and beverages.*
- *Reduction in the number of available fitness equipment items to meet social distancing requirements, with signs posted on closed equipment.*
- *Opportunity to pay for your treatment and gratuity in advance to allow for a touchless payment transaction. No cash payment transactions onsite. All payments will be collected via credit, debit or gift cards.*

What we ask of you and our guests:

- Refrain from visiting the spa if you or a household member have a fever, COVID-19 symptoms or a communicable illness.
- Refrain from visiting the spa if you are under an isolation or quarantine order/directive.
- Respect the spa's sanitation and hygiene standards and processes posted within the spa and shared by employees.
- Wash hands prior to beginning each treatment/service.
- Share special sanitation or hygiene requests prior to arriving at the spa.

If you have any questions, please don't hesitate to contact us at [INSERT PHONE NUMBER OR EMAIL]. Thank you again for choosing to support [INSERT SPA NAME]

Sincerely,
The [INSERT COMPANY NAME] Team

Release Date: April 22, 2020

Memorandum to Employees Regarding Temperature Screenings Template

MEMORANDUM

TO: [INSERT SPA NAME] Employees

From: [INSERT SENDER NAME AND TITLE]

Date: [INSERT SEND DATE]

Re: Employee Screening Procedures

The health and safety of our employees and guests remain our top priority. As of [INSERT START DATE], [INSERT SPA NAME] will implement body temperature screening for all employees prior to the start of their work day as a precautionary measure to help reduce the spread of COVID-19. {If this is a mandate by your state/governing body cite those details here}

When you arrive to work, please immediately report to [INSERT LOCATION] before visiting any other areas of the facility. Private screenings will be conducted by [INSERT NAME OR POSITION TITLE] using a touchless forehead/ temporal artery thermometer. The employee's temperature and answers to respiratory symptom questions will be documented, and the record will be maintained as a private medical record.

Any employee who has a fever at or above 100.4 degrees Fahrenheit or who is experiencing coughing or shortness of breath will be sent home. [INSERT LANGUAGE ABOUT SICK LEAVE/PAY HERE FOR YOUR RESPECTIVE COMPANY]. The employee will be responsible for determining if a doctor's visit or call is necessary.

An employee sent home under this policy may return to work when he/she has been fever free with no respiratory symptoms for at least three (3) days without taking a medicine to reduce the fever. If a doctor confirms in writing that it is safe for the employee to return, they may be allowed to return earlier than the three-day period.

If you have any questions regarding this new process, please contact [INSERT CONTACT NAME, PHONE NUMBER AND/OR EMAIL].

Exhibit 9: Industry Best Practices – Hair Salons & Barbershops

RETURNING TO WORK CHECKLIST FOR ESTABLISHMENTS

PRIOR TO REOPENING

The Board of Barbering and Cosmetology recommends establishment owners complete all items in this section of the checklist prior to reopening to help prevent the spread of any virus and ensure the safety of consumers and licensees. These recommendations should be used in conjunction with the Board's current health and safety regulations. The Board highly recommends that establishments maintain records of all appointments including your clients name and phone number.

1. Clean all non-porous surfaces and furniture. This includes floors, baseboards, walls, windows, cabinets, reception counter, etc.
2. Wipe down all soft surfaces (chairs, couches, styling chairs, and treatment tables) with water and a clean towel.
3. Clean and disinfect all non-porous items (such as telephones, keyboards, pens, door knobs).
4. Clean and disinfect all shelves and display cases. Dispose of any open product testers.
5. Clean and disinfect all product containers.
6. Clean and disinfect all individual work stations. This includes: any rolling cart, tray, or surface where tools are stored during a service.
7. Clean and disinfect all parts of the shampoo bowls (spray nozzles, handles, hoses).
8. Clean and disinfect all non-electrical tools that will be used in a service, even if it was done prior to closing the establishment. Read the manufacturer's instructions for the correct mixing ratio and contact time.
9. Throw away any used items that cannot be disinfected. This includes, but is not limited to, emery boards, nail buffers, facial sponges, wax sticks, etc. These should be NEW for every client.
10. Verify clean and dirty tools are stored in properly labeled containers.
11. Clean all equipment (facial steamers, nail dryers, hair dryers, etc.) and use EPA-registered disinfectant wipes, if possible.
12. Clean and disinfect restrooms. This includes: sinks, toilets, door knobs, hand air dryers, paper towel holders, soap dispensers, etc.
13. Replace all disposable restroom items (toilet paper, paper towels) with new ones.
14. Place a trash container near the restroom door.
15. Place hand sanitizer in the restroom.
16. Wash any linens (clean or dirty) that have been in the establishment.
17. Wash or disinfect all capes.
18. Store all clean linens in a clean, covered place.
19. Disinfect all pedicure bowls following the required procedures, even if they were disinfected prior to closing the establishment.
20. Store soiled towels, robes, gowns, smocks, linens and sheets in a closed container.
21. Dispose of all waste, hair clippings, or refuse.
22. Cover all headrests and/or treatment tables with a clean towel, sheet, or paper for each client.

ONGOING SAFETY CONSIDERATIONS

- 23. Ensure everyone who works in the establishment washes their hands or uses an equally effective alcohol-based product before providing a service to each client. Consider asking clients to wash their hands once entering the establishment.
- 24. Ensure everyone who works in the establishment washes their hands properly and often. Wash hands after eating, using the restroom, blowing your nose, smoking, completing a transaction, and completing a service.
- 25. Consider wearing face masks and gloves during all services. Remember to change gloves between each client. If available, consider wearing face shields. Avoid up-close, direct face-to-face contact with clients as much as possible.
- 26. Offer masks to clients and have hand sanitizer available at stations and the reception counter.
- 27. Limit the number of people in the establishment. Stagger appointments to minimize the number of clients in the waiting area. Advise clients to wait outside or in their vehicle until the licensee calls/texts that they are ready for them to enter. Be flexible with work schedules and salon hours.
- 28. Consider rearranging the establishment layout so there is 6-feet between stations. Consider installing divider shields between stations.
- 29. Consider barrier methods on chairs such as disposable paper, plastic covers that can be disinfected, or towels that can be laundered after each client.
- 30. Consider implementing contactless or online payment systems. If you must handle cash, a card, or keypad, wash hands immediately.
- 31. Consider having a supply of stylus pens, so clients do not touch the credit card reader. Disinfect the stylus pens after each use.
- 32. Remove all magazines and paper reading products from the reception area. Remove drinks, candy, decorations, and other non-essential items.
- 33. Disinfect high contact surfaces/items daily (telephones, door knobs, reception counter, etc.).
- 34. Communicate with your clients. Advise them of additional safety precautions you have taken and share new policies or procedures you are implementing.
- 35. Remind everyone who works in the establishment and clients to stay at home if they are sick or not feeling well.

DISINFECTION PROCEDURES FOR NON-ELECTRICAL TOOLS

Title 16, Division 9 of the California Code of Regulations 979(a)

1. Remove all visible debris.
2. Clean with soap or detergent and water.
3. Completely dry tool with a new, clean paper towel.
4. Totally immerse in an EPA-registered disinfectant with demonstrated bactericidal, fungicidal, and virucidal activity (used according to the manufacturer's instructions).
5. Use gloves or tongs when removing tools from the disinfectant.

DISINFECTION PROCEDURES FOR SHEARS

Title 16, Division 9 of the California Code of Regulations 979(f)

1. Remove all visible debris.
2. Clean with soap or detergent and water.
3. Spray or wipe the shear with an EPA-registered disinfectant with demonstrated bactericidal, fungicidal, and virucidal activity (used according to manufacturer's instructions).

PROPER HANDWASHING STEPS

Recommendations from the Centers for Disease Control and Prevention (CDC)

1. Wet your hands with running water and apply soap.
2. Lather your hands by rubbing them together.
3. Scrub all surfaces of your hands including the palms, backs, fingers, between your fingers, and under your nails for **at least 20 seconds**.
4. Rinse your hands under running water.
5. Dry your hands using a clean towel or air dryer.

The American Barber Association's Guidelines for a Smart Restart for Barbershops and Salons in America

“Difficulties mastered are opportunities won.”

- Winston Churchill -

Dear Barbershop/Salon Owners;

Throughout the COVID-19 crisis, the American Barber Association has served its members by learning the facts, assessing their impact, and advocating in your best interests. This approach will apply to supporting you through the stages of recovery and into what has widely been referred to as the "next normal."

As part of those efforts, we have attached CDC guidelines for preparing your workplace for the COVID-19 Outbreak for when your operations resume. The American Barber Association's Board of Directors recently authorized the adoption of the CDC's guidelines as the basis for restarting business operations. Also, we are sharing out guidelines with local governments and elected officials to provide them with a framework on how barbershops and salons can operate in the next normal.

Situation in the US: Different parts of the country are seeing different levels of COVID-19 activity. The United States nationally is in the acceleration phase of the pandemic. The duration and severity of each pandemic phase can vary depending on the characteristics of the virus and the public health response. Following are several facts to be aware of:

- CDC and state and local public health laboratories are testing for the virus that causes COVID-19. View [CDC's Public Health Laboratory Testing map](#).
- All 50 states have reported cases of COVID-19 to CDC.
- U.S. COVID-19 cases include:
 - Imported cases in travelers
 - Cases among close contacts of a known case
 - Community-acquired cases where the source of the infection is unknown.
- All U.S. states are reporting some community spread of COVID-19.
- View [latest case counts, deaths](#), and a [map of states with reported cases](#).

Efforts to slow the spread of Covid-19 has come at a significant cost: closed barbershops, barbers without a steady source of income, and mounting business, personal and governmental debt. Reopening the barbershops is a priority -- one that must be balanced against the threat of a virus resurgence. Given the prospect of the eventual flattening the curve due to containment efforts, and the phased opening of local economies, it is recommended that barbershops and salons begin preparing the workplaces with the procedures and tools necessary to mitigate and contain the impact of the COVID-19 virus.

This has been an extremely challenging time for our industry but by working together and taking the necessary precautions we will be able to restart the all-American economic engine that is the American barber industry. If you have any questions, please contact me at damon@americanbarber.org.

Damon Dorsey, President/CEO
American Barber Association

PREPARING WORKPLACES FOR COVID-19 OUTBREAK

Businesses and employers can prevent and slow the spread of COVID-19. Barbershops and salons should plan to respond in a flexible way to varying levels of disease transmission in the community and be prepared to refine their business response plans as needed. According to the Occupational Safety and Health Administration (OSHA), most barbers will likely experience medium exposure risk levels at their job or place of employment (see OSHA guidance for employers for more information about job risk classifications).

Barbershops are strongly encouraged to coordinate with state and local health officials so timely and accurate information can guide appropriate responses. Local conditions will influence the decisions that public health officials make regarding community-level strategies. CDC has guidance for mitigation strategies according to the level of community transmission or impact of COVID-19.

Based on CDC guidance and mitigation strategies, all barbershops and salons need to consider how best to decrease the spread of COVID-19 and lower the impact in their workplace. This may include activities in one or more of the following areas: A) reduce transmission among employees, B) maintain healthy business operations, and C) maintain a healthy work environment.

A. REDUCE TRANSMISSION AMONG EMPLOYEES

1. Actively encourage sick employees to stay home:

- Employees who have symptoms (i.e., fever, cough, or shortness of breath) should notify their supervisor and stay home.
- Sick employees should follow CDC-recommended steps. Employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers and state and local health departments.
- Employees who are well but who have a sick family member at home with COVID-19 should notify their supervisor and follow CDC recommended precautions.

2. Identify where and how workers might be exposed to COVID-19 at work:

- See OSHA COVID-19external icon webpage for more information on how to protect workers from potential exposures and guidance for employers, including steps to take for jobs according to exposure risk.
- Be aware that some employees may be at higher risk for serious illness, such as older adults and those with chronic medical conditions. Consider minimizing face-to-face contact between these employees or assign work tasks that allow them to maintain a distance of six feet from other workers, customers and visitors, or to telework if possible.

3. Separate sick employees:

- Employees who appear to have symptoms (i.e., fever, cough, or shortness of breath) upon arrival at work or who become sick during the day should immediately be separated from other employees, customers, and visitors and sent home.
- If an employee is confirmed to have COVID-19 infection, employers should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA). The employer should instruct fellow employees about how to proceed based on the CDC Public Health Recommendations for Community-Related Exposure.

4. Educate employees about how they can reduce the spread of COVID-19:

- Employees can take steps to protect themselves at work and at home. Older people and people with serious chronic medical conditions are at higher risk for complications.
- Follow the policies and procedures of your employer related to illness, cleaning and disinfecting, and work meetings and travel.
- Stay home if you are sick, except to get medical care. Learn what to do if you are sick.
- Inform your supervisor if you have a sick family member at home with COVID-19. Learn what to do if someone in your house is sick.

- 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. Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds. If soap and water are not available, use hand sanitizer containing at least 60% alcohol. Learn more about [coughing and sneezing](#) etiquette on the CDC website.
- Clean AND disinfect frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails, and doorknobs. Dirty surfaces can be cleaned with soap and water prior to disinfection. To disinfect, use [products that meet EPA's criteria for use against SARS-CoV-2](#), the cause of COVID-19, and are appropriate for the surface.
- 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.
- Practice social distancing by avoiding [large gatherings](#) and maintaining distance (approximately 6 feet or 2 meters) from others when possible.

B. MAINTAIN HEALTHY BUSINESS OPERATIONS

1. **Identify a workplace coordinator** who will be responsible for COVID-19 issues and their impact at the workplace.
2. **Implement flexible sick leave and supportive policies and practices.**
 - Ensure that sick leave policies are flexible and consistent with public health guidance and that employees are aware of and understand these policies.
 - Maintain flexible policies that permit employees to stay home to care for a sick family member or take care of children due to school and childcare closures. Additional flexibilities might include giving advances on future sick leave and allowing employees to donate sick leave to each other.
 - Employers that do not currently offer sick leave to some or all of their employees may want to draft non-punitive "emergency sick leave" policies.
 - Employers should not require a positive COVID-19 test result or a healthcare provider's note for employees who are sick to validate their illness, qualify for sick leave, or to return to work. Healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely manner.
 - Review human resources policies to make sure that policies and practices are consistent with public health recommendations and are consistent with existing state and federal workplace laws (for more information on employer responsibilities, visit the [Department of Labor](#) and the [Equal Employment Opportunity Commission](#) websites).
 - Connect employees to employee assistance program (EAP) resources (if available) and community resources as needed. Employees may need additional social, behavioral, and other services, for example, to cope with the death of a loved one.
3. **Assess your essential functions** and the reliance that others and the community have on s
 - Be prepared to change your business practices if needed to maintain critical operations (e.g., identify alternative suppliers, prioritize existing customers, or temporarily suspend some of your operations if needed).
 - Identify alternate supply chains for critical goods and services. Some goods and services may be in higher demand or unavailable.
 - Talk with companies that provide your business with contract or temporary employees about the importance of sick employees staying home and encourage them to develop non-punitive leave policies.
 - Talk with business partners about your response plans. Share best practices with other businesses in your communities (especially those in your supply chain), chambers of commerce, and associations to improve community response efforts.

4. **Determine how you will operate if absenteeism spikes** from increases in sick employees, those who stay home to care for sick family members, and those who must stay home to watch their children if dismissed from [childcare programs and K-12 schools](#).
 - Plan to monitor and respond to absenteeism at the workplace.
 - Implement plans to continue your essential business functions in case you experience higher than usual absenteeism.
 - Prepare to institute flexible workplace and leave policies.
 - Cross-train employees to perform essential functions so the workplace can operate even if key employees are absent.
5. **Consider establishing policies and practices for social distancing.** Social distancing should be implemented if recommended by state and local health authorities. Social distancing means avoiding [large gatherings](#) and maintaining distance (approximately 6 feet or 2 meters) from others when possible (e.g., breakrooms and cafeterias). Strategies that business could use include:
 - Implementing flexible worksites (e.g., telework)
 - Implementing flexible work hours (e.g., staggered shifts)
 - Increasing physical space between employees at the worksite
 - Increasing physical space between employees and customers (e.g., drive through, partitions)
 - Implementing flexible meeting and travel options (e.g., postpone non-essential meetings or events)
 - Downsizing operations
 - Delivering services remotely (e.g. phone, video, or web)
 - Delivering products through curbside pick-up or delivery
6. **Employers with more than one business location** are encouraged to provide local managers with the authority to take appropriate actions outlined in their COVID-19 response plan based on local conditions.

C. MAINTAIN A HEALTHY WORK ENVIRONMENT

1. **Consider improving the engineering controls using the building ventilation system.** This may include some or all of the following activities:
 - Increase ventilation rates.
 - Increase the percentage of outdoor air that circulates into the system.
2. **Support respiratory etiquette and hand hygiene for employees, customers, and worksite visitors:**
 - Provide tissues and no-touch disposal receptacles.
 - Provide soap and water in the workplace. If soap and water are not readily available, use alcohol-based hand sanitizer that is at least 60% alcohol. If hands are visibly dirty, soap and water should be chosen over hand sanitizer. Ensure that adequate supplies are maintained.
 - Place hand sanitizers in multiple locations to encourage hand hygiene.
 - Place posters that encourage [hand hygiene](#) to [help stop the spread](#) at the entrance to your workplace and in other workplace areas where they are likely to be seen.
 - Discourage handshaking – encourage the use of other noncontact methods of greeting.
 - Direct employees to visit the [coughing and sneezing etiquette](#) and [clean hands webpage](#) for more information.

3. PERFORM ROUTINE ENVIRONMENTAL CLEANING AND DISINFECTION:

- Routinely clean and disinfect all frequently touched surfaces in the workplace, such as workstations, keyboards, telephones, handrails, and doorknobs.
 - If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
 - For disinfection, most common EPA-registered household disinfectants should be effective. A list of products that are EPA-approved for use against the virus that causes COVID-19 is available [here](#). Follow the manufacturer's instructions for all cleaning and disinfection products (e.g., concentration, application method and contact time, etc.).
- Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use.
- Provide disposable wipes so that commonly used surfaces (for example, doorknobs, keyboards, remote controls, desks, other work tools and equipment) can be wiped down by employees before each use. To disinfect, use [products that meet EPA's criteria for use against SARS-Cov-2](#), the cause of COVID-19, and are appropriate for the surface.

4. Perform enhanced cleaning and disinfection after persons suspected/confirmed to have COVID-19 have been in the facility:

- If a sick employee is suspected or confirmed to have COVID-19, follow the [CDC cleaning and disinfection recommendations](#).

5. Advise employees before traveling to take additional preparations:

- Check the [CDC's Traveler's Health Notices](#) for the latest guidance and recommendations for each country to which you will travel. Specific travel information for travelers going to and returning from countries with travel advisories, and information for aircrew, can be found on the [CDC website](#).
- Advise employees to [check themselves for symptoms](#) of COVID-19 (i.e., fever, cough, or shortness of breath) before starting travel and notify their supervisor and stay home if they are sick.
- Ensure employees who become sick while traveling or on temporary assignment understand that they should notify their supervisor and promptly call a healthcare provider for advice if needed.
- If outside the United States, sick employees should follow company policy for obtaining medical care or contact a healthcare provider or overseas medical assistance company to assist them with finding an appropriate healthcare provider in that country. A U.S. consular officer can help locate healthcare services. However, U.S. embassies, consulates, and military facilities do not have the legal authority, capability, and resources to evacuate or give medicines, vaccines, or medical care to private U.S. citizens overseas.

6. Take care when attending [meetings and gatherings](#):

- Carefully consider whether travel is necessary.
- Consider using videoconferencing or teleconferencing when possible for work-related meetings and gatherings.
- Consider canceling, adjusting, or postponing large work-related meetings or gatherings that can only occur in-person.
- When videoconferencing or teleconferencing is not possible, hold meetings in open, well-ventilated spaces.

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