GREATER NEW ORLEANS
INC
REGIONAL ECONOMIC DEVELOPMENT

Getting Back to Work, in the New Normal
Best Practices for Business Reopening

May 5, 2020
Future Versions Subject to Change

Getting Back to Work, In the New Normal
Contents

Getting Back to Work, In the New Normal

Multiple sources were considered and integrated into this presentation, ranging from regional companies, to industry associations, to national consultancies, to global countries.

The intention is to reflect current best practices – which can be adapted and modified for local conditions – and as such, these recommendations will continue to evolve as new information becomes available.

Coronavirus – 3 Stages

The response to, and recovery from, coronavirus will have three distinct stages.

Stage I – "Flatten the Curve"

Liquidity Bridge

_____ Federal Assistance (median small business only has 27 days' cash in reserve)

Stage II – Get Back to Work, —— Economic Restart
in the "New Normal"
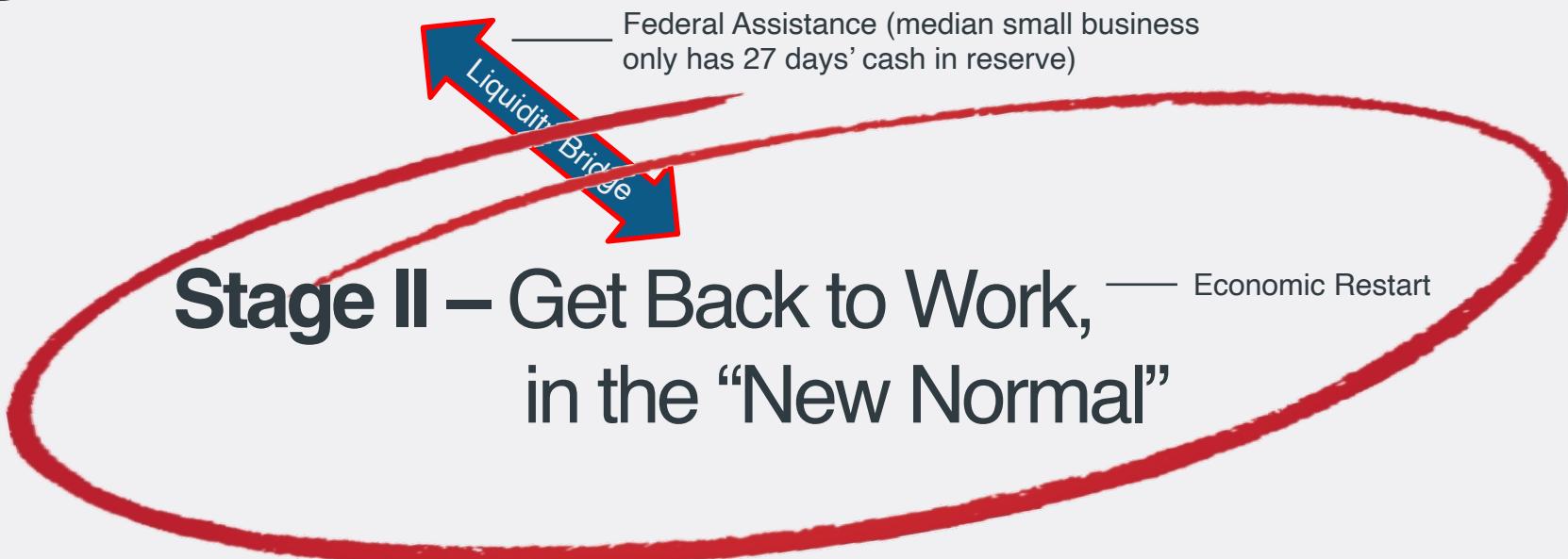
Stage III – Policy & Strategy for the Future

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Potential Economic Impact of Coronavirus
Impact will be determined by effectiveness of both health & economic response.
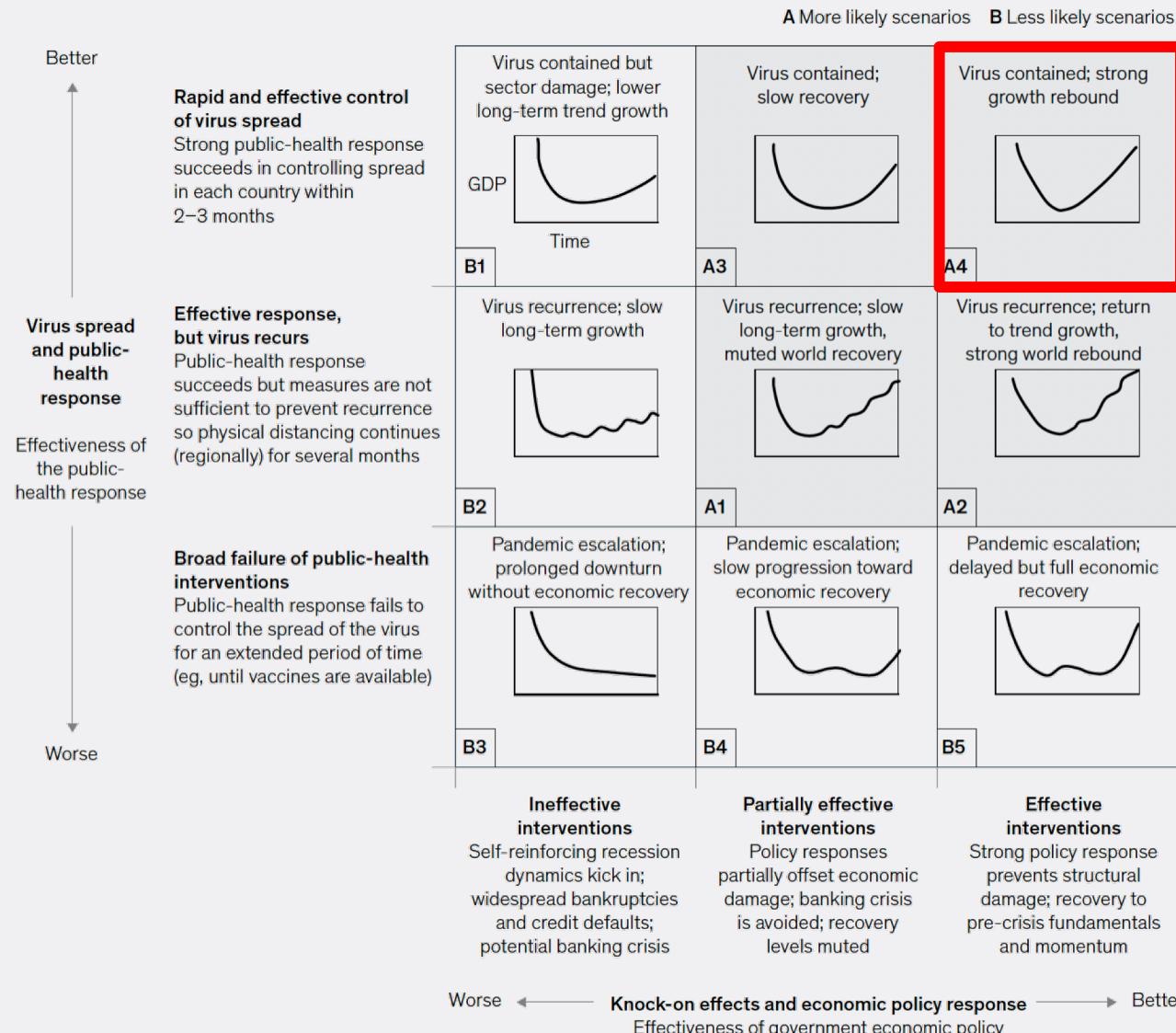
Health & Safety First

Protecting lives, especially the most vulnerable, must always be the first priority.

Health and safety imperatives include:

- ✓ **Adequate Hospital Capacity** - "Flattening the Curve" to ensure enough hospital capacity to safely treat patients

- ✓ **Protection of Those at High Risk** - Precautions for high-risk populations, and those living with high-risk individuals, prior to returning to a workplace environment

- ✓ **Testing Capacity** - Ample COVID-19 testing capacity to support community and workplace safety, especially rapid diagnostic testing widely available across the state. *Perhaps offer a fixed-dollar-per-worker tax credit for businesses who test employees*

- ✓ **Standard Work Protocols** - Creation and promotion of official guidance for work safety and illness protocols to include such features as testing, temperature and screening of employees, PPE use, aggressive sanitation, and workplace social distancing

- ✓ **Plan for a Potential 2nd Wave** - Creation of a plan for second-wave response, including expanded public health capabilities, identification of exposed, rapid testing, isolation of high-risk individuals, and public alerts

The Importance of Regionalism

Because of the nature of community and commerce, any solution should be implemented regionally.

Regional Implementation
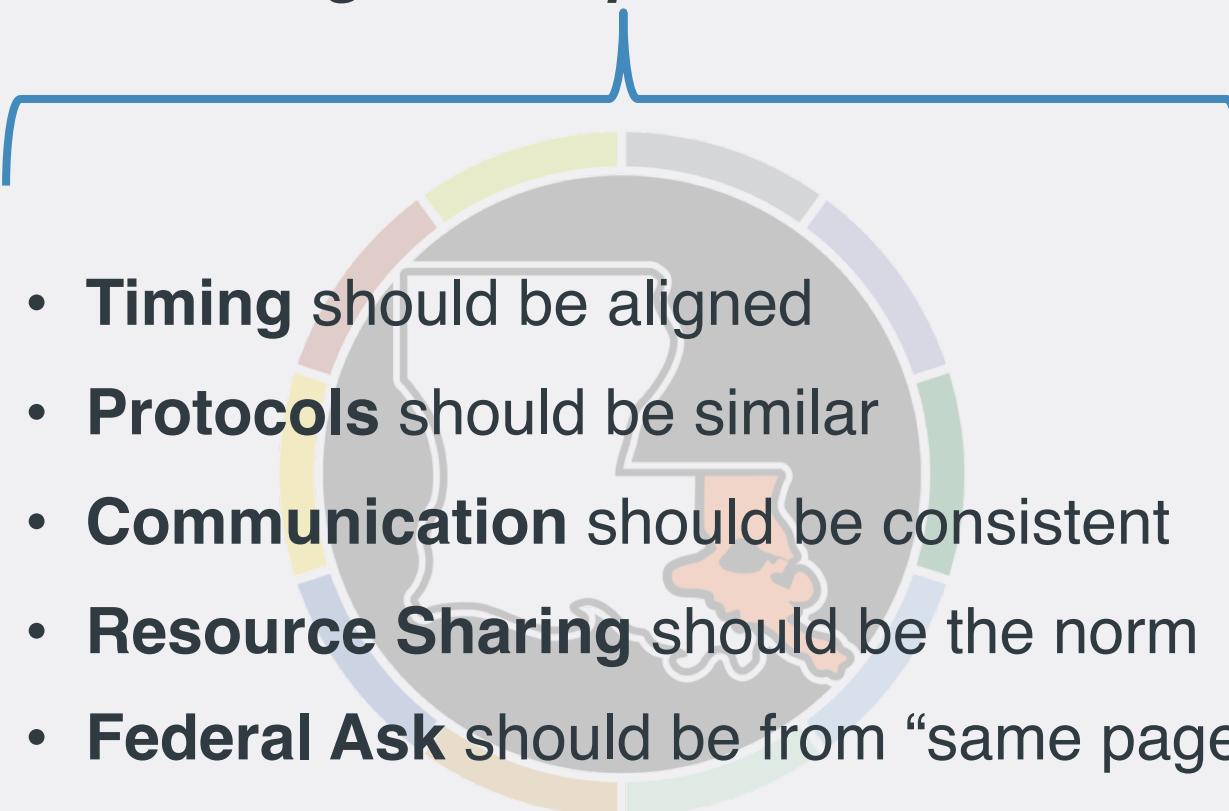
- **Timing** should be aligned

- **Protocols** should be similar

- **Communication** should be consistent

- **Resource Sharing** should be the norm

- **Federal Ask** should be from "same page"

Health & Safety Protocols – *Cross-Cutting*

Cross-cutting protocols are relevant across most sectors.

High-risk Conditions
- Employees with higher risk should be given special consideration, and given alternatives to working onsite
  - Over 65
  - Co-morbid conditions
    - Diabetes
    - Hypertension
    - Compromised immune system
    - Etc.

Distancing
- All employees should be encouraged to remain at least six feet apart while in office or business settings

Meetings
- Limits to in-person meetings, with six-foot spacing
- Vendors by appointment only
- Meetings with external business partners, clients, and stakeholders should be conducted through virtual communication whenever possible

Masks
- Following CDC guidance, facial coverings should be worn by individuals where they are interacting with, or in the presence of, coworkers or the public
- Cloth masks or face coverings are considered sufficient according to medical community guidance. Masks are not required to be highly specialized (disposable surgical masks or N95s) unless required by the industry environment
- It's important to note that masks protect others from the wearer, not the wearer from others

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Health & Safety Protocols – *Cross-Cutting*

Cross-cutting protocols are relevant across most sectors.

Gloves & PPE
- Gloves should be worn by those handling edible products or, in certain circumstances, by those interacting with the public
- Gloves need to be changed frequently and when contaminated
- (There is no difference in frequent hand washing or washing the gloves frequently)
- PPE should be offered to office workers and available in sufficient quantity

Enhanced Cleaning
- Enhanced, robust cleaning should happen daily at all businesses and offices, and surfaces wiped multiple times daily
- Improved air filtration should be installed, as possible
- As much natural air flow as possible

Work from Home
- Some business may choose to keep some workers working from home for longer, if the employee or contractor can continue to fulfill their job requirements. This should continue to be encouraged to allow the social distancing protocols to be more robust

Sanitation Guards
- Plastic shields should separate those frequently in contact with customers/public, especially those employees at fixed locations, like retail counters

General Policies
- Frequent hand washing with warm water and soap (or an alcohol-based hand sanitizer) should continue to be done by all, particularly after coming into contact with any surfaces, packages, etc.
- Temperature checks are helpful for identifying sick individuals, and, moreover, as a deterrent for sick individuals coming to work
- Policies should be established to guide what happens when a person at the workplace is found to be COVID positive, such as quarantining, enhanced cleaning and sanitization, temporary office closure, etc.
- Paid sick leave, or other policies, should be considered, so that workers will not feel penalized for staying at home when sick
- Anyone not feeling well, either with a fever or other unusual feeling, should remain at home

Source: LABI, BRAC, McKinsey & Company, other

Health & Safety Protocols

Sector-Specific Protocols: **Retail**

- **Restrict Occupancy** – Control entry to a certain number of customers, using the Fire Marshal's capacity limit as a guide. Goal is to ensure six foot minimum distance between patrons

- **Special Hours** – Maintain special hours for vulnerable citizens

- **Curbside+** – Maximize curbside and delivery efforts and provide contactless pay options where possible

- **Distancing** – Utilize signage and decals and make regular announcements to remind customers of 6 feet social distancing guidelines

- **Cashierless Checkout** – In retail, many retailers will be moving more toward cashierless checkout where possible.

- **Clean** – Increase efforts and assign employees to disinfect high-traffic and high-touch areas like self-checkout, door handles, POS systems, PIN pads, carts, and bathrooms

- **PPE** – Allow employees and customers to wear facial coverings

- **Hygiene** – Require employees to practice frequent hand washing and/or provide an alcohol-based hand sanitizer; encourage sick employees to stay home

The Future Opportunity   This pandemic accelerated the merging of e-commerce and brick & mortar. This will continue with more BOPIS (buy online pick up in store). Many will begin using their stores as "browsing" or "fulfillment" centers – "*logistics is the new retail.*"

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Health & Safety Protocols

Sector-Specific Protocols: **Restaurants**

- **Deep Cleaning** – Thoroughly detail, clean, and sanitize entire facility, especially if it has been closed

- **Table Setting** – 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

- **Sanitation Guards** – Where salad bars and buffets are permitted, they must have sneeze guards. Change, wash, and sanitize utensils frequently and place appropriate barriers in open areas

- **Inventory** – If providing a "grab and go" service, stock coolers to no more than minimum levels

- **Drink Stations** – Remove lemons and unwrapped straws from self-service drink stations

- **Menus** – Clean and sanitize reusable menus. Discard paper menus after each customer use

- **Sanitizer** – Make hand sanitizer readily available to guests; consider touchless hand-sanitizing solutions

- **Temperature Checks** – Employee temperature checks can be done at the discretion of the employer though it is not mandated by the CDC

- **Masks** – Employers should follow local and state requirements when it comes to masks

- **Outdoor Seating** – Restaurants with outdoor seating may be able to open sooner

- **Note:** *The Louisiana Department of Health will develop and approve a set of guidelines related to the operation of foodservice establishments to insure compliance with any emergency orders or directives related to the COVID 19 crisis*

The Future Opportunity   Ongoing prevalence of delivery services. Also, pre-packaged and bulk food for take-out and home preparation.

Health & Safety Protocols

Sector-Specific Protocols: **Manufacturing**

- **ID High-Risk Individuals** – Identify high-risk persons via temperature checks, surveys, etc.

- **Spot and React To Symptoms** – Train employees to see and report COVID-19 symptoms

- **Keep Employees Safe at Work:**

  - Prohibit nonessential visitors to the factory

  - Rigorously screen essential visitors and limit their movement in the facility

  - Train employees on self-responsibility behaviors (and refresh the training regularly). These behaviors include: respiratory etiquette; handwashing; and refraining from physical contact

  - Post reminder signs of these behaviors in many conspicuous locations in the workplace

  - Make changes to implement social distancing, such as ceasing the use of large-group, "town hall" meetings; staggering shift start/stop times, break times, and lunchtimes to minimize congregations at the time clocks and in locker rooms and break areas; zoning the factory and prohibiting employees from wandering into zones where they do not need to be to perform their jobs

  - Stagger crews so that an outbreak can perhaps be better isolated such that, after cleaning, the factory can run with unaffected crews

  - Identify key personnel without whom the factory cannot operate (e.g., boiler operators, wastewater treatment engineers, lead electricians, or maintenance mechanics, etc.)

  - Beef up cross-training, if that can be done with acceptable distancing, to prepare for more absences

  - Increase the frequency and depth of sanitizing efforts, and let employees see them happen to reinforce sanitizing behaviors and engender confidence in the safety of the workplace

The Future Opportunity Manufacturing will return to the United States, and particularly places like Louisiana, as companies reshore their supply chain from China, and other vulnerable locations.

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Health & Safety Protocols
## Sector-Specific Protocols: **Office & Tech**

- **Continued Work From Home** – For those employees that can without losing productivity, working from home may be the simple solution

- **Enhanced Cleaning** – Significantly improved hygiene in terms of frequency and depth of cleaning

- **Improved Air Filtration** – High-end air filtration that regularly cleans the breathing environment (portable, until a permanent solution can be installed)

- **Six-Foot Spacing** – Ensure six feet of spacing through properly spaced desks and visual signals, such as a circle embedded in the carpeting around each desk to ensure people don't get too close

- **Regulated Flow** – Replicating "one-way-traffic" approach as seen in hospitals, the plan uses arrows on the floor and people are encouraged to walk clockwise, in lanes around the office

- **Common Spaces** – Placement of floor decals in elevators and other common spaces to suggest where to stand and walk; consider limiting number of people in elevators, or closing common areas if possible

- **Touchless Switches** – Installation of "touchless switches," or lights only turned on/off twice per day

- **Planning** – Planning to ensure preparedness for another potential outbreak

- **Shared Responsibility** – There is a shared landlord and tenant responsibility in an office. Parties should work together to delineate respective responsibilities within the space to minimize risk

The Future Opportunity   On-shoring of technology production back from markets like India, to growing domestic ones like the New Orleans region – relatively low cost, but with more reliable infrastructure.

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Health & Safety Protocols

Sector-Specific Protocols: **Maritime & Trade**

Summary

Industries related to ensuring continuous operation of the national supply chain, including maritime and rail, have continued operations as "essential services," with employees working from home whenever possible. Most essential businesses fall under CISA and/or OSHA regulations, which follow the CDC guidance for personal and community safety in the workplace. River and rail operations have continued with public health and safety measures in place, including enforced physical distancing, masks and temperature screening, vigilant and ongoing cleaning of work areas, and access to hand sanitizers.

Specifics

- **Vessel Employees –** Reduced shift changes, to reduce interaction. In-person and virtual evaluations of crew before boarding; visitors prohibited except for essential services (e.g., maintenance). Onboard, new hygiene and cleaning standards. If a crewmember develops symptoms, he is evaluated virtually by the company doctor. If it is determined he should be COVID tested, the local Coast Guard is notified and he is isolated off the vessel, and the rest of the crew is isolated either on or off the vessel, until the results come back. If the result comes back positive, the other crewmembers continue to be isolated and are evaluated for symptoms during the potential incubation period, and the boat is decontaminated

- **Field Employees** – Shore-based employees are following social distancing and hygiene protocols. If they interact with someone who is potentially COVID positive, or develop symptoms, they and anyone they were in close contact with isolate and are tested, if necessary and possible

- **Office Employees** – The majority of office employees can, and have been, working from home. For the small number of exceptions (warehouse workers, facilities oversight, etc.), access control, hygiene standards, and social distancing requirements are now SOP. Cleaning protocols increased for all of facilities and signage and hand sanitizer placed conspicuously around facilities

- **Industry Support** – The American Waterways Operators (AWO), has developed resources and placed them on their website at https://www.americanwaterways.com/covid19. The most helpful have been sample policies guiding decisions when a crewmember develops COVID symptoms. They have weekly conference calls for members to share information and practices, and have been the industry's liaison with the Coast Guard as it adjusts its regulatory enforcement

The Future Opportunity | Generally, now more than ever a robust and resilient supply chain is necessary to our country's national interest and citizens' quality of life. The case for investing in a modern and efficient transportation system (roads, bridges, ports and waterways) has never been more clear. Specifically, cold storage and food processing facilities to create value-added pre-packaged foods represents a growth opportunity.

Health & Safety Protocols

Sector-Specific Protocols: **Construction**

- **Safety and Health** – Move beyond simply focusing on employee safety and include health in every conversation. Maintain the protocols from COVID that make sense: including frequent hand washing, jobsite cleanliness, protecting the vulnerable, proper protective equipment, and isolating the sick

- **Staged Shifts** – Spread out shifts so that fewer workers are together, especially in close spaces like elevators

- **Construction Means and Methods** – More off-site fabrication in controlled environments to accelerate innovation, increase productivity, and reduce employee populations at the jobsite

- **Technology** – Leverage available technology to assist in monitoring employee movements and interactions on the jobsite to assist in protecting their health and safety. Also use technology as a means to increase collaboration, options to work remotely, and communicate in new ways

- **Wellness Focus** – Ensure encouragement and education of people about comprehensive wellness. Encourage healthy lifestyles that make our population less vulnerable to future health risks

The Future Opportunity Increased building in healthcare, manufacturing, distribution, and potential infrastructure as result of coronavirus changes, and a potential federal infrastructure bill.

Health & Safety Protocols

Sector-Specific Protocols: **Cultural Attractions**

- **Visitor Capacity Restrictions** – All plans include protocols to facilitate CDC-recommended social distancing measures and capacity restrictions including limitations on the number of visitors per square foot, per gallery/attraction, per hour, or per day; timed/scheduled tickets to stagger visitation; and suspension of large gatherings

- **Decreased Visitor Interaction** – To protect visitors and staff alike, online or cashless transactions will be encouraged, as will self-scan tickets, digital visitor guides, and physical barriers at points of sale. Temperature scanning of guests and staff will be implemented where appropriate. Interactive exhibits will be disabled, adjusted to be touchless, or cleaned frequently based on CDC guidelines

- **Limitations and Modifications to Public Events** – Cultural attractions will suspend or modify public programs and events to allow appropriate distancing, at least until later phases

- **Increased Cleanliness Protocols** – All plans include robust new cleanliness protocols such as increased sanitation of public spaces, exhibits/attractions, interactives, and shared workspaces; increased public availability of hand sanitizer and cleanliness products; and provision of staff PPE such as gloves and masks

- **Limited Food and Beverage** – Food and beverage offerings will be limited and modified, with no self-serve options offered and adequate space between tables required

The Future Opportunity   Addition of virtual interactive exhibits that recreate experiences without physical interaction.

Health & Safety Protocols

Sector-Specific Protocols: **Universities**

- **Rapid Testing** – All campuses must be able to conduct rapid testing for the coronavirus for all students, when they first arrive on campus and at regular intervals throughout the year

- **Quarantine** – Setting aside appropriate spaces for isolation and quarantine (e.g. hotel rooms) may be costly, but necessary

- **Cleaning –** Significantly upgraded cleaning depth and frequency

- **Pre-Campus Requirements –** Testing, immunization (if available), and other prerequisites for before students arrive on campus

- **Online Learning –** An accelerated migration to online and blended learning, to minimize the need for large lecture gatherings. Especially important for those at risk

- **Class Lectures** – "Jack-O-Lantern" seating, with ~six feet between students

- **Protection of Faculty** – Particularly those categorically at-risk, and with underlying conditions

- **Housing** – Increased used of off-campus housing, to reduce density

- **Sports** – Currently under discussion; generally, near-term elimination of "crowd-producing" events

- **PPE** – Students and employees may have to wear masks on campus

The Future Opportunity	On-line, blended and customized training. The flexible "university of the future," which was already coming, has been accelerated. Also, enormous opportunities in epidemiology and research in infectious disease.

Health & Safety Protocols

Sector-Specific Protocols: **Government**

- **Restrict Numbers –** Control entry to public buildings via appointment or other metering methods

- **Special Hours –** Maintain special hours for vulnerable citizens

- **Public Meetings** – Continue to utilize Zoom and other technology as possible

- **Distancing –** Utilize signage and decals and make regular announcements to remind visitors of six feet social distancing guidelines

- **Online –** Maximize services provided to citizens online

- **Clean –** Increase efforts and assign employees to disinfect high-traffic and high-touch areas like door handles, bathrooms, and computers

- **Hygiene –** Require employees to practice frequent hand washing and/or provide an alcohol-based hand sanitizer

- **PPE –** Allow employees and visitors to wear facial coverings; local governments can help bulk source and supply PPE for local businesses

- **Illness –** Encourage employees who feel sick to stay home

The Future Opportunity Virtual town halls, remote voting, and generally enhanced "techno-democracy." However, must ensure this does not limit access / responsiveness.

Staging of Sector Reopenings

Sectors can reopen based on the intersection of necessity and safety.

Phase 1

- **High value-add industries**, including manufacturing and other industrial sectors, that have limited public-facing interactions should be the first to open. The significant contribution to GDP and the tax base will serve as a "kickstarter" for the region's economy. Due to the nature of many of these facilities, they can control who enters the facilities. Workers who are at the highest risk of complications from the coronavirus should remain home

- **Elective surgeries and some regular services** can restart at healthcare facilities. There is a growing health risk from these procedures being delayed
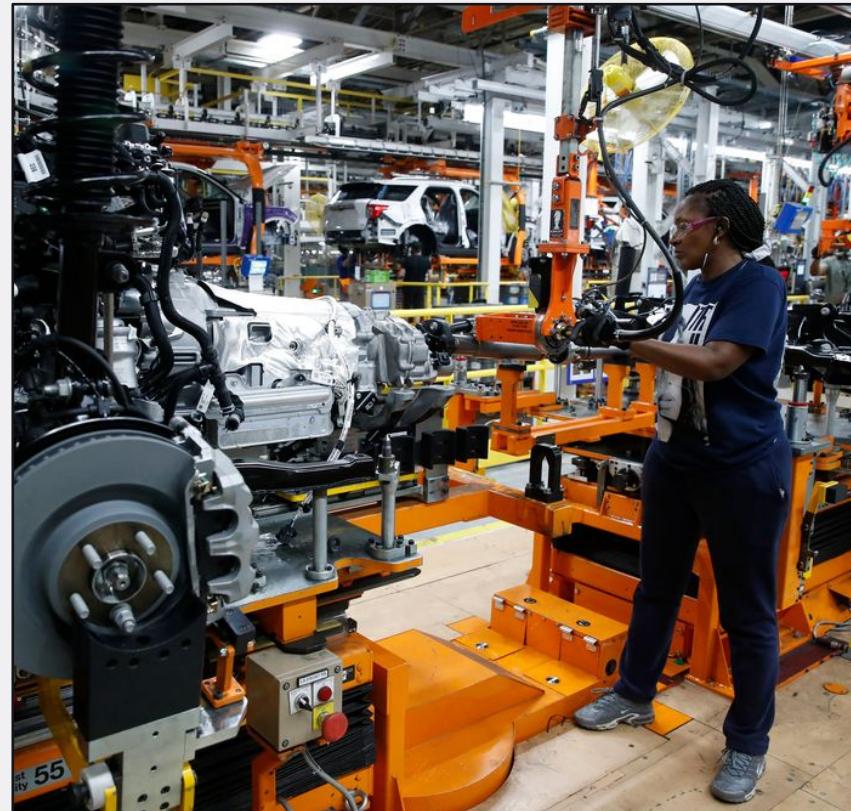
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Staging of Sector Reopenings

Sectors can reopen based on the intersection of necessity and safety.

Phase 1 (cont.)

- **Day care, camps, and child educational facilities** should begin to reopen. Evidence has shown younger populations are less likely to be impacted by serious complications from the coronavirus. Further, this will allow for parents to be able to return to work as the economy reopens. For children who are immuno-compromised, at-home learning opportunities should be provided

- ***Challenge:*** although children typically don't feel the effects of coronavirus, they can be carriers and teachers need to be protected

Some considerations that are adopted in other countries such as Denmark may provide suggestions for a framework:

- A recommended floor area of 40 sq ft per child
- Children to play with the same small groups of three to five, mainly outside.
- Children to sit two meters apart at tables.
- Food not to be shared.
- Staff to supervise the children washing their hands at least every two hours, including after coughing or sneezing, before and after food.
- Regular cleaning, including cleaning toys, disinfecting surfaces such as taps, toilet flushes, tables, door handles, handrails, and light switches twice a day.
- Staff meetings to be held outside or via telephone/video call.
- Children travelling by school bus must sit six feet apart. More buses should be provided.
- Drop off and pick up to be done at intervals and if possible, outside.

Staging of Sector Reopenings

Sectors can reopen based on the intersection of necessity and safety.

Phase 2

- **Industries and businesses where technology previously (during coronavirus crisis) allowed for working from home** should begin to reopen. Both workers and employers should remain vigilant in adhering to social distancing and other protocols. Employees who are in the high-risk categories for complications as a result of coronavirus should continue to work from home

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22

Staging of Sector Reopenings

Sectors can reopen based on the intersection of necessity and safety.

Phase 2 (cont.)

- **Public-facing businesses, like restaurants** and movie theatres, should be allowed to open with restrictions in place. This includes placing limits on how close patrons can sit to one another and limiting the capacity at establishments

- **Small shops**, like "Main-Street retail," can reopen with appropriate precautions

- **Business like barbers**, who are trained in hygiene, can reopen

- **Outdoor attractions**, like parks and zoos, can potentially open before indoor
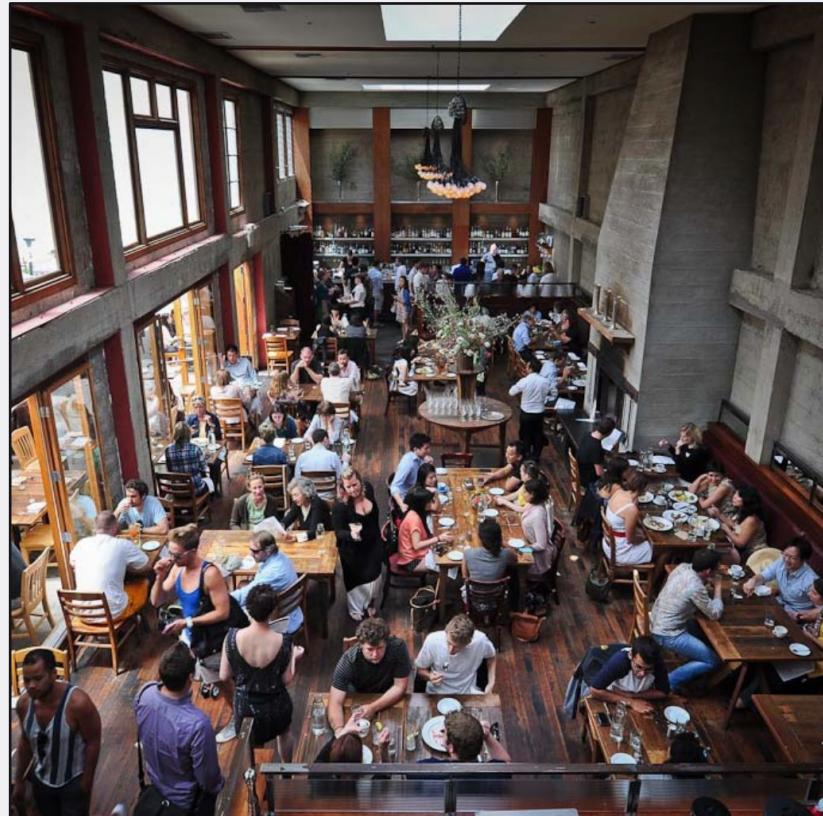
Staging of Sector Reopenings

Sectors can reopen based on the intersection of necessity and safety.

Phase 3

- Due to the limited control in ensuring social distancing, **large public gatherings** can return to normal functioning when herd immunity, a vaccine, an effective therapeutic, or some other means of controlling the virus enters the public domain.

Note: *Progression through phases should be dependent upon region successfully avoiding a rebound in COVID-19 cases within each phase.*

General Issues

Financial Support

- **Ongoing financial support** will be required for businesses forced to operate at significantly less than full capacity. For example, restaurants that can only use 50% of their tables will not be viable without assistance. This assistance can come in the form of "gentle" loans, like the Paycheck Protection Program.
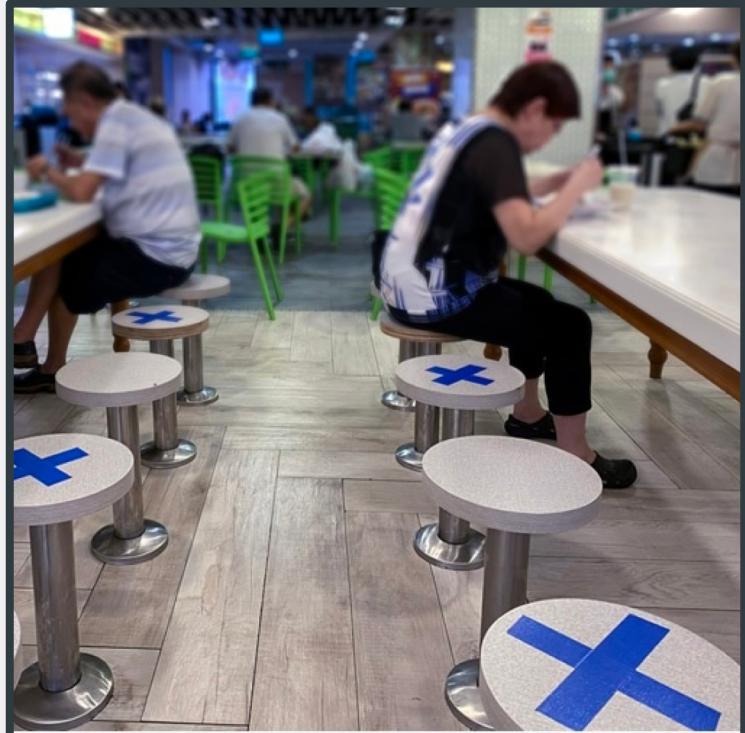
A restaurant at 50% revenue limit:
- Revenues = $1,000 per day
- Less Food Cost = - $300
- Less Labor Cost = -$450
- Less Overhead = -$450
- ➢ **Net Profit / (Loss) = ($200)**

General Issues

Legal Liability

- **Businesses are concerned about the liability risk of lawsuits** stemming from trying to get back in businesses. *Clearly, businesses should follow official guidance and put in place safety policies and protocols to prevent coronavirus's spread.*
  - In return, either by Executive Order or state law, or both, employers should have expanded protection from coronavirus-related lawsuits.
  - All sectors should be protected, <u>once they have put in place the state's approved protocols for employee and customer safety</u>.
  - The state could elevate the standard from "negligence" to "gross negligence."
  - Other options could include providing temporary amnesty from coronavirus-related employment lawsuits while the disaster orders are in place.

- **Two forms of liability waiver are likely needed:**
  1. **Civil Law** - Similar to Utah, any business or individual cannot be held responsible for any other parties' assertion that they contracted COVID-19 as a result of visiting their business establishment.

  2. **Employment Law -** As the remedy for an injured worker in Louisiana is the Workers Compensation system, coronavirus/COVID-19 would need to be a separate reference in statute.

Future Versions Subject to Change

General Issue

Concerns of a Second Wave

Early consideration should be given to a potential second wave of COVID 19 infections.

- **Testing** - The most essential second-wave measure is the availability of testing, and the capacity to deploy the tests quickly, linked to strong public-health measures. Louisiana needs to expand testing capacity with rapid result tests so that people with early signs and symptoms can be detected quickly, followed by quarantining

- **Identification** - There should also be effective (but anonymous) identification and appropriate safety precautions for others who may have been exposed. This will help contain any subsequent outbreaks. All of this will require an expanded public-health workforce

- **Alerts** - Establishing a public-risk alert, similar to the national terrorism advisory system, would allow more time for employers to plan and prepare. This tracking and reporting should use verifiable, established virus data metrics statewide by region

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27

What Does Success Look Like?

Success is protecting lives, especially the most vulnerable, while steadily restarting the economy.
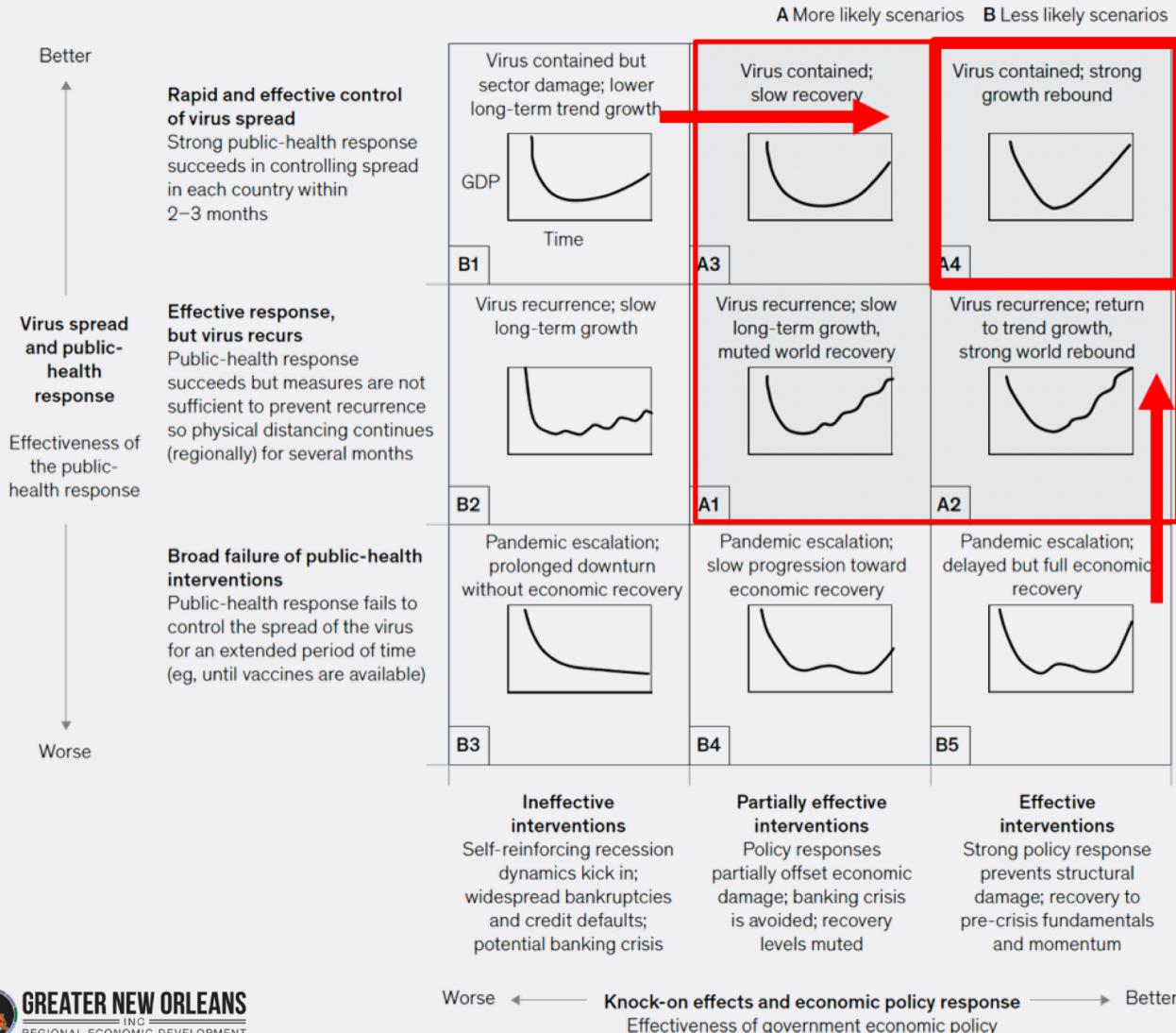
- *As close to a "V"-shaped recovery as possible*
- *Avoiding a "W" or sawtooth-shaped relapse*

What Does Success Look Like?

Success is protecting lives, especially the most vulnerable, while steadily restarting the economy.

➢ Integration of new protocols into the fabric of everyday lives and work

➢ Gradual reopening of the economy, even if it means at 50% or less of capacity to begin – a "first step"

➢ Continual monitoring and adjustment, based on evidence of progress or setbacks

➢ Effective management of any new infections and outbreaks

➢ A combination of practical benefits – customers and jobs – and psychological benefits – moving back towards normalcy

➢ ***Recognition that the healthcare system saves lives, while the economy provides everything we need to live***

Appendix

1.   **Federal Guidelines**

2.   **Another Example: German Guidelines**

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Federal Guidelines

Appendix

Prerequisites ("Phase 0")

Symptoms

- Downward trajectory of influenza-like illnesses (ILI) reported within a 14-day period
- Downward trajectory of COVID-like syndromic cases reported within a 14-day period

Cases

- Downward trajectory of documented cases within a 14-day period

  OR

- Downward trajectory of positive tests as a percent of total tests within a 14-day period (flat or increasing volume of tests)

Hospitals

- Treat all patients without crisis care
- Robust testing program in place for at-risk healthcare workers, including emerging antibody testing

Each time those requirements are met without a state or region seeing a rebound in COVID-19 cases, they can move on to the next phase.

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Federal Guidelines

Appendix

Phase 1

Individuals
- Vulnerable individuals should continue to shelter in place. That means if you live in a home with someone who is considered vulnerable to COVID-19 you should take precautions to isolate them if you are no longer social distancing.
- When anyone is out in public, they should maximize physical distance from others.
- You should continue to avoid gatherings where there are more than **10** people.
- You will need to minimize non-essential travel and follow CDC guidelines about isolating after you travel.

Employers
- Companies should continue to try and have employees work from home whenever possible. That could include returning workers in phases.
- Common areas like a break room should remain closed.
- Companies should try to minimize non-essential travel and follow CDC guidelines on isolation when they get back.
- Special accommodations should be considered for employees that fall into the vulnerable population group.

Specific types of employers
- Schools, day cares and camps that are closed right now should remain closed.
- Visiting senior living facilities and hospitals will still be prohibited.
- Large venues can operate under strict physical distancing protocols.
- Examples:
  - Sit-down dining
  - Movie theaters
  - Sporting venues
  - Places of worship
- Elective surgeries can resume as long as it is outpatient.
- Gyms can reopen if there is physical distancing and the facility adheres to strict sanitation.
- Bars should remain closed.

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Federal Guidelines

Appendix

Phase 2

Phase 2

If a state or region has not seen a rebound in cases, and can check off the initial requirements for starting Phase 1 a second time, they can implement Phase 2.

Individuals
- Vulnerable individuals should continue to shelter in place. If you live in a home with someone who is considered vulnerable to COVID-19 you should continue taking precautions to isolate them if you are no longer social distancing.
- When you are out in public, you should maximize physical distance from others.
- You should avoid gatherings where there is more than **50** people.
- Non-essential travel can resume.

Employers
- These remain the same as Phase 1, minus the travel guidance.
- Companies should continue to try and have employees work from home whenever possible. That could include returning workers in phases.
- Common areas like a break room should remain closed.
- Special accommodations should be considered for employees that fall into the vulnerable population group.

Specific types of employers
- Schools, day cares, camps and other youth activities can reopen.
- Visiting someone at a senior care facility or the hospital is still prohibited.
- Bars will be able to reopen. They will have to have reduce the number of people allowed in a standing-room area.

Federal Guidelines

Appendix

Phase 3

If a state or region is still not seeing a rebound in COVID-19 cases, and can check off the requirements for starting the phases for a third time, they can begin Phase 3.

Individuals
- Vulnerable individuals can start interacting with the public again, but limit large group gathering and continue social distancing.
- Even low-risk people should minimize time spent in crowded areas.

Employers
- There is no longer restrictions for staffing or worksites.

Specific types of employers
- You will now be able to visit someone at a senior care facility or hospital.
- Large venues can operate with only limited physical distancing.
- Gyms can operate normally as long as standard sanitation is happening.
- Bars can allow more people in standing room areas.

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German Guidelines

Appendix

A group of leading economists, academics, and medical professionals in Germany authored a report that outlines steps that the German government can take to begin reopening the economy and considerations that must be taken into account. The authors developed a risk-adopted strategy that includes **medical elements, organizational and economic elements, and a step-by-step plan.**

It is stressed that this plan should be accompanied by **high capacity in testing for the virus - both in tests for acute infection (PCR) and for past infection (antibodies)**. The following steps are elements of this changeover, which should be carried out step by step, if necessary, and always in compliance with the proper mitigation precautions (without the chronological order of the steps having to follow the order in this list):

- **Social restrictions**: In this area, initial restrictions may be lifted if appropriate protective measures are taken (distance, coughing etiquette, wearing of nose masks). Meetings of smaller groups with masks may follow, followed by further relaxation
- **Health care economy**: In addition to health care facilities, this includes the production of masks, vaccines, disinfectants, and medicines.
- The start **of production in industrial enterprises and industry-related services** should begin preferentially in companies whose failure cannot be bridged in the short term, and in those where the observance of distance between employees and of further hygiene and safety standards is readily feasible.
- **Day care, nurseries, schools and universities**: These areas may be reopened relatively quickly. Young people only rarely have severe symptoms, and schooling at home reduces educational equality and furthermore hinders parents from going to work. At risk individuals need to be identified. In addition, online formats in educational institutions (e.g. universities) should be further developed so that they can continue to function if the pandemic flares up again. Parents are typically not in the risk group in terms of age, but may have risks due to previous illnesses, which must be clarified in advance.
- **Culture, sports, events**: A decisive parameter here is the size of the group - initially, only smaller groups should be allowed and close conglomerations should be avoided. Sports should be practiced primarily outdoors. The operation of playgrounds and sports fields can be quickly resumed if the distance rules and group sizes are observed.
- **Hotels and restaurants**: This area is particularly critical due to distance rules that are often difficult to enforce and the large and changing clientele. Opening can only be done very carefully and in a controlled manner.
- **Travel and tourism**: Here the consequences are currently difficult to assess, and infections may be spread over long distances. Opening should be done very carefully.

Further the report asserts that hygiene standards should be changed in all sectors where there is a risk of infection, following the example of standards in hospitals or the food industry. Priority should be given to opening up where these standards are met.

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Source: Making the Fight Against the Coronavirus Pandemic Sustainable, Prof. Dr. Andrea Abele-Brehm, et al. 35

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