



Office of the City Manager

June 11, 2020

To: Mayor and City Council
From: *DWR* Dee Williams-Ridley, City Manager
Subject: **Reopening Practices**

The purpose of this memo is to inform, inspire, and help vet the work of the Berkeley Smart Reopening Plan. Together with information resulting from Sector Listening Sessions, this research will help provide context and ideas as the City develops a roadmap for reopening. Many thanks to Mayor Jesse Arreguín and Vice Mayor Sophie Hahn for their assistance with the Sector Listening Sessions and their work on developing a reopening plan for our community.

Communities have started reopening. Leaders and researchers around the world are noting how the COVID-19 pandemic disproportionately affects the most vulnerable in our communities. Existing inequities are greatly exacerbated and globally, people are calling for increased transparency and communication, a focus on equity and resilience during reopening and recovery, and the importance of re-establishing trust.

Besides frequently noting these big picture values, many communities are developing innovative ways to begin reopening. This memo summarizes close to 20 different sources, including the Global Resilient Cities Network, the National League of Cities, and the International City County Management Association. The research for this memo includes over 90 practices collected from approximately 50 jurisdictions, ranging from cities to counties, states, and countries.

Highlights

Many people are trying innovative and creative ways to reopen safely. The below list summarizes some of the most creative practices:

- Encouraging community members to act as volunteer assistance and outreach to their neighbors and providing a toolkit to do so.
- Allowing alternative marketing and retail sales, including mobile fruit, vegetable, and flower trucks.
- Creating virtual events and converting large events into smaller multi-venue mini-events.

- Providing businesses and organizations a “self-certification” form online for an official “Reopen” badge signifying implementation of all government-recommended reopening practices.
- Providing access to phone charging stations and equipping outreach workers with mobile chargers to ensure homeless individuals can stay connected.
- Setting up basketball courts for “bankshot basketball” where players can self-compete with their own ball while practicing social distancing.
- Arranging for school grounds with any natural features (including grass) to remain open to provide additional outdoor space for social distant recreation.
- Using a community development block grant to purchase wifi hotspots community members can check out from the library via curbside pick-up and collaborating with the school district to ensure families with the highest need receive priority access.
- Providing to museum patrons lanyards which light up and vibrate if they are standing too close to another patron.
- Installing fever-sensing kiosks set to sound an alarm if a particular temperature level is detected.

Common Practices

In addition to innovation, many communities seem to be learning from one another and adopting some similar practices during reopening. Practices common during reopening include:

- *Adjusting work schedules* through staggered schedules and keeping the same work teams together (in reduced numbers for social distancing) to lower interaction with different groups of employees.
- *Increasing sanitation and disinfection* while promoting [safe/green cleaning and disinfection](#) practices and [products](#). This can also include instituting regular, official “handwashing breaks”.
- *Encouraging Personal Protective Equipment (PPE)* such as cloth masks. Often there are stronger requirements with increased contact with others or decreased ability to social distance.
- *Monitoring and testing staff* through things such as daily temperature checks and self-certification of wellness.
- *Reducing capacity or occupancy* by anywhere from 30 to 75 percent. This is accomplished by things like bringing classes outdoors (e.g., gyms, schools), requiring appointments or reservations (e.g., museums, restaurants, retail, personal services), and closing bar areas.
- *Providing social distancing cues* such as plexiglass barriers, rearranging floor plans so work stations are six feet apart, staggering which work stations or equipment are in use, encouraging contactless ordering and payment, and using

signs to indicate direction (e.g., one-way path) and distance (e.g., circles drawn six feet apart on lawns at parks).

- *Reimagining public right-of-way* by closing streets to automotive traffic and parking spaces to vehicles and expanding sidewalks, paths, and bikeways to allow increased space for outdoor socially distant recreation and for bringing retail and restaurant activities into a socially distant outdoor space. Some places include allowing shade structures and tents in these areas.

For more detail on any of the practices mentioned in this memo please see the appendices, with links to original source material.

Appendices

Appendix I. Reopening Practices – Sector Summaries

Appendix II. Reopening Practices – Full List

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Matthai Chakko, Assistant to the City Manager / Public Information Officer
Jenny Wong, City Auditor

Appendix I: Reopening Practices by Sector

The below tables summarize reopening practices by sector, collected from a variety of sources and jurisdictions, as detailed in Appendix II.

Childcare/Day Camp	
General	<ul style="list-style-type: none">• 10 children or less• Practice social distancing• Increase sanitation
Other	<ul style="list-style-type: none">• Group must be static (same children)• Provide adequate supplies to minimize sharing of high-touch materials

Cleaning Services	
General	<ul style="list-style-type: none">• Face covering required
Other	<ul style="list-style-type: none">• Provision of adequate PPE and supplies, particularly for worker protection, recommended

Construction	
General	<ul style="list-style-type: none">• Change shift patterns• Practice social distancing• Increase sanitation• Institute temperature checks
Other	<ul style="list-style-type: none">• Identify work that can be taken off-site (e.g., rebar prefab, riser pre-assembly)• Establish support/guidance for remote work (i.e., for administrative functions and design)• Develop new procedures to accept deliveries• Upskill workforce (e.g., training on new tools, technology, and operating procedures)

Events/Large Venue	
General	<ul style="list-style-type: none">• Practice social distancing
Other	<ul style="list-style-type: none">• Add a virtual festival• Convert large festivals/events into multi-venue mini-festivals

Grocery	
General	<ul style="list-style-type: none">• Face covering required• Practice social distancing• Increase sanitation
Other	<ul style="list-style-type: none">• Provide at least 2 hours dedicated shopping time per week for vulnerable populations• Provide lower exposure assignments to employees in vulnerable populations• Close self-serve prepared food stations and eliminate samples

Gyms/Fitness	
General	<ul style="list-style-type: none"> • Face covering required for staff and/or staff in customer-facing areas • Limit capacity/occupancy (the highest allows 20 people, the lowest limits it to 9) • Practice social distancing • Increase sanitation: provide training on cleaning for staff, provide handwashing stations/sanitizer for patrons
Other	<ul style="list-style-type: none"> • One swimmer per lane • Outdoor activities/classes allowed • Equipment that can't be thoroughly disinfected between uses is prohibited • No one-on-one personal training or weight lifting requiring a spotter • Locker rooms, spas, saunas remain closed • Prohibiting high inhalation/exhalation classes (e.g., spin)

Hair Salons/Barbers	
General	<ul style="list-style-type: none"> • Face coverings encouraged or required for customers and staff • Limit capacity/occupancy (the highest allows 50%, the lowest 2 people) • Stagger shift start/stop, lunch, and break times; extend work hours per day to limit employee interaction • Practice social distancing (6 ft between work stations, stagger work stations/shampoo bowls, install physical barriers where possible) • Increase sanitation • Conduct daily health checks or screening of staff
Other	<ul style="list-style-type: none"> • Appointment only • Require customers to wait outside and/or in their cars • Eliminate shared amenities (e.g., magazines, water dispenser) • Encourage touchless payment • Move retail to "no touch" area (behind counter) • Blow drying not permitted • Check HVAC system and flush/disinfect water system • Lock entrance door to prevent walk-ins • Offer service only to essential workers

Healthcare	
General	<ul style="list-style-type: none"> • n/a
Other	<ul style="list-style-type: none"> • Virtual ICU: patients at home, intubated with a nurse attending while critical care specialists monitor remotely • Relocating care by type: offering elective or high risk nonCOVID critical care in dedicated nonCOVID facilities; offering lab, imaging or other ancillary functions off-site from hospital • Leveraging nonspecialists to deliver more complex care when shortages occur • Utilizing third party telehealth services/solutions

Homeless Serving

General	<ul style="list-style-type: none">• Practice social distancing (add sites in community halls to assist with distancing, use parking spaces to handle queues)
Other	<ul style="list-style-type: none">• Increase staffing requirements and provide PPE at day centers• Provide access for clients to charge points or provide outreach teams with wireless chargers

Manufacturing

General	<ul style="list-style-type: none">• Practice social distancing (employer-provided face coverings for any unable to maintain 6 ft distance)• Limit capacity/occupancy (e.g., 5 employees per location, 20%, groups limited to 10 people)• Staggered schedules
Other	<ul style="list-style-type: none">• Operate only essential lines

Movie Theatres

General	<ul style="list-style-type: none">• Limit capacity/occupancy (e.g., 20%, groups limited to 10 people)• Stagger show start times by 30 minutes• Practice social distancing (2 empty seats between parties or 6 ft, alternate rows between customers by marking every other row closed)• Increase sanitation
Other	<ul style="list-style-type: none">• Do not allow self-service drinks/condiments• Encourage contactless purchasing/payment• Provide barrier between staff/customers or require face coverings for both

Museums/Galleries

General	<ul style="list-style-type: none">• Face coverings required• Limit capacity/occupancy (e.g., 30%, enforced by dedicated attendants)• Practice social distancing• Increase sanitation
Other	<ul style="list-style-type: none">• Outdoor exhibits only• No interactive exhibits or guided tours• Reserve a time slot, visitors sorted into groups of 6 and escorted by guard• Provide to visitors lanyards which light up/vibrate if standing too close to one another• Visually indicate pre-designated walking paths

Offices	
General	<ul style="list-style-type: none"> • Face coverings required, may be removed if working alone in a segregated space • Limit capacity/occupancy (e.g., 50%, limit visitors/service providers) • Stagger start/stop and break times, split shifts • Practice social distancing (train workers on social distancing) • Increase sanitation (train workers on cleaning) • Conduct daily health checks
Other	<ul style="list-style-type: none"> • Appoint a program administrator who is accountable for implementing reopening rules • Use a “pod model” of staffing: split shifts, separate personnel and make certain no single function has all staff working in same location or time of day. Then if need to quarantine a particular workgroup, can ensure continuity of operations.

Parks/Open Spaces	
General	<ul style="list-style-type: none"> • Limit capacity/occupancy (no gatherings of more than 10 until Phase 3, then increases to 50) • Practice social distancing • Increase sanitation, particularly of high-touch areas
Other	<ul style="list-style-type: none"> • Encourage “bankshot basketball”: allows person to self-compete, use own ball, while social distancing

Personal Services	
General	<ul style="list-style-type: none"> • Face coverings required (when possible) • Limit capacity/occupancy (e.g., one to one ratio between staff and customer, 30%, 50%, 10 people) • Practice social distancing (e.g., 6 ft between work stations) • Conduct screening of clients and employees
Other	<ul style="list-style-type: none"> • Appointment only • Only services that can be delivered to clients wearing face coverings

Religious Services	
General	<ul style="list-style-type: none"> • Face coverings encouraged/suggested • Limit capacity/occupancy (e.g., 50%, 20 people) • Practice social distancing (e.g., 6 ft between participants)
Other	<ul style="list-style-type: none"> • Both indoor and outdoor services ok • In-person services allowed, hand-shaking and sharing communion cups discouraged • Avoid singing, avoid shared worship items (e.g., hymnals)

Restaurants

General	<ul style="list-style-type: none">• Face coverings (required for any in customer-facing areas or where social distancing can't be maintained and sometimes employer-provided for staff, customers wear own upon entry/exit and while visiting bathroom)• Limit capacity/occupancy (e.g., 25-50%, 5-10 person maximum per table or group)• Practice social distancing (e.g., between tables, employees able to stand 6 ft from adjacent tables, tables 6 ft apart unless appropriate partitioning in place)• Increase sanitation (e.g., install UV air scrubber in HVAC system, staff perform hand hygiene after every operation at each table, provide easily accessible sanitizer for employees and customers)• Conduct daily health checks or self-assessments; testing of staff strongly encouraged
Other	<ul style="list-style-type: none">• Reservations required• Groups seated together limited to family• Convert parking into active food pick-up zones• Table servers wear gloves• Salad bars/buffets: banned, in one jurisdiction ok if pre-portioned servings are prepared by staff• Bars/bar areas closed• Self-service of food/beverages not allowed• People from 2 separate households can share table but must keep 1.5 meter distance• Food must be cooked on premise• Strongly encouraged to record customer contact details and keep for 4 weeks (for contact tracing)• Outdoor dining only (some jurisdictions); others relocate/expand dining outdoors into sidewalks, parking spaces, parklets• Condiments are single-use or wiped down after every party• Encourage contactless ordering/purchase: app-based menus (e.g., SevenRooms, Bbot, Up n'go), table tents with barcodes to menus and/or payment systems; self-order kiosks• Use disposable paper menus• Limit contact with dining guests (decrease visits to each table)• Removing regulatory barriers: removing parking minimums for outdoor restaurant/retail activities, suspending some permitting processes, expediting approvals for outdoor activities, ok to erect some shade structures• Reduce main street downtown to one-way to make room for free 2 hour parking, multi-use path for pedestrians

Retail

General

- Face coverings (for face-to-face interaction and wherever social distancing can't be maintained; employees required, customers encouraged)
- Limit capacity/occupancy (e.g., 25-50%; 1 customer per 100 sq ft; 2 customers per 1,000 sq ft)
- Stagger shift start/stop, break, and lunch times; modify hours to allow sufficient time to clean/restock; encouraged to stay open throughout evening
- Practice social distancing (e.g., establish 6 ft marking system to visually demonstrate recommended social distancing; install shields or other barriers at registers/check-out areas, if multiple check-out lanes limit use to every other register)
- Increase sanitation (e.g., provide easily accessible sanitizer and/or disinfecting wipes for employees and customers, hourly handwashing breaks)
- Conduct screening (e.g., testing of staff, self-assessments, daily staff health/temperature tests, daily health checks, daily temperature check of employees before entering)

Other

- Bring an in-store feel to digital experience with personalized virtual appointments
- Share experiential content through livestream
- Launch/diversify delivery options
- Partner across retail to enhance convenience
- Encourage contactless ordering/checkout
- Bring customers into design process to share feedback as ideas develop
- Evaluate floor plan to mitigate congestion points and maintain social distancing, develop a customer flow plan using floor markings to indicate direction
- Evaluate practices to identify any that are "high touch" and opportunities to reduce/prevent COVID transmission
- Arrange for vendors to bring products safely into business by arranging for delivery when there are fewest customers/employees
- Limit face-to-face interaction
- Designate a "Healthy at Work" Officer
- Close fitting rooms
- Removing regulatory barriers: removing parking minimums for outdoor restaurant/retail activities, suspending some permitting processes, expediting approvals for outdoor activities, ok to erect some shade structures
- Reduce main street downtown to one-way to make room for free 2 hour parking, multi-use path for pedestrians

Schools

General	<ul style="list-style-type: none">• Staggering schedules (e.g., alternating school days for different groups of students, staggered lunch times, staggered start of school day with different classes starting at various points between 8-10 a.m.)• Practice social distancing (e.g., designated entrances/exits for different student cohorts; sectioned off common spaces; floor marking to direct foot traffic/maintain distance; secondary schools where students go to subject-specialists' teachers' classrooms, explore ways to keep consistent groups of students together; increasing number of bus routes or organizing by cohort)• Increase sanitation (e.g., portable hand sanitizing stations at entrances and common areas, frequent scheduled campus-wide handwashing and sanitation)• Daily temperature checks
Other	<ul style="list-style-type: none">• Selective reopening (e.g., pre-primary & primary to address childcare for parents returning to work; final-year students to take finals; segments with special needs such as low-income students with less reliable internet/devices, disabled, children of essential workers)• Allow families to opt out of sending children back to school (can continue remote learning instead)• Bigger Investments: no-touch bathrooms, upgraded ventilation, quarantine facilities for students with fever

Social Life

General	<ul style="list-style-type: none">• Face coverings unless home alone or with housemates• Practice social distancing unless home alone or with housemates• Increase sanitation
Other	<ul style="list-style-type: none">• Having one consistent sex partner• “Double Bubbles”, two households agree to exclusive interaction with each other without need for physical distancing• Considering general risk levels:<ul style="list-style-type: none">○ Lowest Home Alone or with Housemates: stay home as much as possible, try to allow only people you live with into your home, wash your hands, if you're sick stay home and isolate from housemates○ Moderate Outdoor Activities: wash your hands and don't touch your face, stay at least 6 ft from people you don't live with, wear a mask, avoid shared surfaces like swings or benches○ Higher Outdoor Gatherings: wash your hands and don't touch your face, stay at least 6 ft away from people you don't live with, wear a mask, don't share food/toys/other items and avoid shared surfaces, participate in events like these infrequently○ Highest Indoor Gatherings: wash your hands and don't touch your face, stay at least 6 ft from people you don't live with, wear a mask, don't share food/toys/other items and avoid shared surfaces, open windows for better ventilation, try to avoid gathering indoors as much as possible• Consider risk levels of specific activities:<ul style="list-style-type: none">○ Low<ul style="list-style-type: none">▪ Day at Beach or Pool: practice social distancing, watch out for crowds at entry points and bathrooms

Social Life

- Letting Friend Use your Bathroom: run the fan and/or leave door open afterwards, clean bathroom (particularly high touch areas like door/toilet/sink) later, but if use bathroom after friend/before cleaning it be sure to wash your hands
- Going to Vacation House with another Family: if both families quarantining and limiting exposure to others, discuss to make sure both families share same expectations for behavior 2 weeks prior to vacation and while there, clean major surfaces at house on arrival
- Going Camping: if going with others ensure they've been social distancing/following guidelines, choose more isolated less crowded camp areas, only share tent with members of own household
- Exercising Outdoors: avoid contact and/or group sports, if running avoid crowded paths
- Low to Medium
 - BYOB Backyard Gathering with one other household: both households have been practicing social distancing, at gathering avoid sharing food/drink/utensils, if kids play together encourage wearing masks
 - Using Public Restrooms: avoid small/busy/poorly-ventilated restrooms, choose clean/well-stocked restrooms, avoid queuing to use restroom or staying in restroom long if you're within 6 ft of others, wash your hands after, use hand sanitizer if you touch any surfaces after washing your hands
 - Staying at a Hotel: limit time in common areas (e.g., lobby, gym, restaurant, elevator), use disinfecting wipes to wipe down TV remote and common surfaces, remove bedspread, order room service rather than eating at the restaurant, wear face covering in public spaces
- Medium to High
 - Eating Indoors at Restaurant: restaurant has reduced seating and spaced it out, requires servers to wear masks, provides easy access to handwashing stations, provides single use options for condiments, all self-serve areas closed
 - Outdoor Celebration with more than 10 guests: limit to local guests, avoid inviting older family members or those with underlying health conditions
 - Getting a Haircut: both worker and person getting haircut wear face coverings, choose salon/barbershop which uses protective gear/hand sanitizer, don't chat during haircut
- High
 - Indoor Religious Service: practice social distancing, wear masks, avoid singing, avoid shared worship items (e.g., hymnals)
 - Going to a Nightclub: no safe way to attend, crowds, ultra-close contact, singing, sweating, alcohol consumption (potentially leading to less compliance with rules); instead, have a dance party at home outdoors, 6 ft apart, with people in your intimate circle

Social Life

- Risk Varies
 - Going Shopping at Mall: avoid crowded malls/go at off-peak hours, outdoor is preferable to indoor, avoid food court, wear mask, know what you're going to buy and where ahead of time (don't linger/window shop), avoid close contact, bring hand sanitizer and use frequently

Transit/Transportation

- | | |
|----------------|---|
| General | <ul style="list-style-type: none">• Face coverings (e.g., for all workers who interface with customers; all riders)• Limit capacity/occupancy (e.g., 2/3 or less)• Practice social distancing (e.g., mark floors with circles to indicate right level of distance for passengers; allow passengers to board from back door to prevent unnecessary driver/passenger contact)• Increase sanitation (e.g., provide hand sanitizers at train stations and busy bus stops; use UV light to disinfect) |
| Other | <ul style="list-style-type: none">• Fast track bike plans• Close station entrances until congestion eases if systems looks like it will exceed numbers that allow for social distancing• Convert auto-use roads to bike/pedestrian-only, restrict cars on some roads to reduced speed limit• Provide neighborhood open streets permit• Implement automatic pedestrian crossings in high-pedestrian areas• Close some corridors to all but local traffic• Offer free bikeshare to health care workers• Convert core to priority zone (with right of way) for bikes and pedestrians, limiting autos to slow speeds• Develop guidelines/partner with micromobility• Redesign air-handling equipment to not just recycle air but introduce fresh air |

Appendix II: Reopening Practices

The below table indicates reopening practices by sector, collected from a variety of sources and jurisdictions. Hyperlinks lead to original sources and more detailed information. For summary information see Appendix I: Reopening Practices by Sector.

Sector	Jurisdiction	Face coverings?	Capacity/Occupancy	Detailed Guidelines/Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/monitoring/screening	Other	Source
All	San Luis Obispo								This is a draft reopen roadmap which includes internal-facing and external facing procedures/protocols and guidance. It includes guides for each stage of reopening for different settings (e.g., public counter, office, meeting rooms, public meetings, field/shop, parks and recreation) that identify expectations & prerequisites for expanding/contracting services and programs.	DRAFT ONLY (available via email from City staff)
All	San Rafael								-Economic recovery focus -Encouraging community to act as volunteer assistance/outreach to their neighbors & providing a toolkit to do so	Staff report
All	n/a						Cleaning office space in as green a way as possible Safety First: Cleaning and Disinfecting your Space		-Prepare for people coming back to the building with regards to the building itself. Not just viral transmission, but also unintended consequences of building sitting vacant (e.g. water quality & water borne pathogens from water sitting in pipes). -Hudson Pacific Properties, a large commercial property, has a tenant re-integration taskforce of internal and external experts to navigate all procedural questions. The task force will make sure tenants know about all the changes and it will build confidence and trust. -Southern CA Edison Senior Sustainability Advisor notes the need to have “ flexibility plans ” in place for different levels of workforce reductions , not necessarily to accommodate furloughs or working from home, but also reductions if significant number of employees get sick. This would include plans for 20%, 50% and 80% workforce reductions so that utilities and cities could prioritize ahead of time their most important services and how to keep them available to the public.	USGBC
All							Green/safe cleaning products, disinfectants			Responsible Purchasing Network

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
All							Give breaks to wash hands		Recommendation from UCB Professor	https://news.berkeley.edu/2020/05/01/looking-forward-how-can-we-safely-reopen-the-economy/
All	Cape May County, NJ			<u>Y</u>					-Provides table with information, by sector, on reopening requirements, and in what phase/circumstances the different sectors can be re-opened	ICMA
All	Moncton, New Brunswick, Canada			<u>Y</u>					<p>-Reopening plan for businesses/orgs (developed w/Chamber of Commerce)requires:</p> <ol style="list-style-type: none"> 1. Develop COVID operational plan 2. Signage 3. Pre-screening tool 4. Physical distancing 5. Cleaning/disinfection procedures 6. PPE 7. Following other protocols if physical distancing can't be followed. <p>-Reopening plan also includes sector specific guidance for:</p> <ul style="list-style-type: none"> ---pet groomers ---garden centers ---take-out restaurants, food trucks, ice cream shops ---grocery/retail food ---taxi drivers ---workers providing in-home care ---hotels ---apartment building operators, employees, residents 	ICMA
All	Roseville								-Looking into fever-sensing kiosks (still deciding between Wello and Care); some products include voice prompts that can be used to remind people to use masks, body temp alarm can be set at various trigger and sound levels, facial recognition	Email from staff/colleague
Child-care/day camp	Alaska		10 children or less	<u>Y</u>		Y	Y		-Group must be static (same children) -Provide adequate supplies for the number of children in each group to minimize sharing of high-touch materials to the extent possible.	Governing
Cleaning Services	Any	Y							-Able Services, Director of Communications & Sustainability Initiatives, notes that cleaning	USGBC

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
									services are an essential service and need protections, including PPE and supplies.	
Construction	None				Change shift patterns	Y	Y	Y	-Establish physical distancing & isolation policies, create self-contained crews, change shift patterns, institute temp checks, increase sanitation, and arrange for alternative transportation -Identify work that can be easily taken off-site into controlled environments (e.g., rebar prefab, riser pre-assembly); can support sustainability by reducing materials waste, noise, and air dust -Establish support/guidance for remote work (e.g., administrative functions, design) -Develop new procedures for accepting deliveries -Upskill entire workforce (i.e., training on new tools and technology and new operating procedures)	McKinsey
Events	Any								-Adding a virtual festival -Converting into multiveneue minifestivals	ICMA
Grocery	Michigan	Anyone who can medically tolerate one must wear one		Y			Y		-Checkout employees required to cover noses & mouths -Provide at least 2 hours dedicated shopping time a week for vulnerable populations -Provide lower exposure assignments to employees in vulnerable populations	Governing
Gyms	Alaska		20 people						Outdoor classes allowed	Governing
Gyms	North Dakota		1 person per 100 sq ft, no more than 10 persons per group sport	Y				Training on cleaning for staff	Training for staff on PPE	Governing
Gyms	Virginia	Employees in customer-facing areas	No more than 10 persons						-Outdoor activities only -Equipment that cannot be thoroughly disinfected between uses is prohibited	Governing
Gyms	Wyoming	Staff	Limiting patrons to 9 per room or section; 1 swimmer per lane; 1 person per 120 sq ft	Y				Provide handwashing stations or sanitizer for patrons	Y -Prohibited from offering one-on-one personal training and group classes and weight-lifting which requires a spotter -Locker rooms, spas and saunas remain closed	Governing
Gyms	Iowa		50%, group classes limited to 10 or fewer			Y				Governing
Gyms	Missouri					Y	Y			Governing

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
Hair salons/barbers	West Virginia								Customers are to wait in their cars until time to receive services	Governing
Hair salons/barbers	Nevada	Encouraged				Y			-Appointment only -Require customers to wait outside	Governing
Hair salons/barbers	Connecticut	Employer-provided for staff; customers must bring and wear their own		Y	Stagger shift start/stop times, lunch times, and breaks	6 ft between workstations; stagger work stations & shampoo bowls, install physical barriers where possible	Y	Daily health checks	-Eliminate shared amenities (e.g., water dispenser, magazines) -Require customers to wait in cars until appointment time -Blow drying not permitted	Governing
Hair salons/barbers	Maryland	Customers and staff	50%	Y	Stagger and/or extend work hours per day to limit employee interaction	Arrange work stations to accommodate social distancing	Y	Daily screening	-Appointment only -Remove magazines & newspapers from public areas -Check HVAC systems & flush/disinfect water systems -Encourage touchless payment -Move retail to a "no touch" area (behind the counter)	Governing
Hair salons/barbers	Delaware	Y	2 people						-Only can provide service to essential workers -Must lock entrance door to prevent walk-ins	Governing
Healthcare	Australia								-Virtual ICU, patients at home & intubated w/a nurse in attendance while critical care specialists monitor remotely -Offering elective care or high/risk (nonCOVID) critical care in dedicated nonCOVID facilities -Offering lab, imaging, other ancillary functions off-site from hospital -Leveraging nonspecialists to deliver more complex care when shortages occur -Utilizing third party telehealth services/solutions -Changing regulations to license healthcare workers with a broader skill set, more flexibility (move away from set ratios/input metrics)	McKinsey

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
Homeless Serving	London, UK								-Safely reopen day centers (e.g., increased staffing requirements, PPE) -Adding sites in community halls to assist with distancing -Using parking spaces to handle queues -Keeping connected w/homeless requires phones, normal places for homeless to charge phones are closed, consider providing access to charge points or provide outreach teams w/wireless chargers	GRCN The Guardian
Large Venues	Missouri					Y				Governing
Manufacturing	Illinois	Employer-provided to any unable to maintain 6 ft social distancing			-Staggered	Y			-Operate only essential lines	Governing
Manufacturing	Vermont		5 employees per location			Y				Governing
Movie Theatres	North Dakota		20%; groups limited to 10 people	Y	Show start times should stagger by at least 30 minutes to decrease congestion in common areas	2 empty seats between parties (or 6 ft); alternate rows between customers by marking every other row closed	Y		-Self-service drinks/condiments not allowed -Encourage contactless purchasing/payment -Provide a barrier between staff and customers or require cloth face masks for both	Governing
Museums	Spain		30%							AFAR
Museums	Connecticut	Employer provided for staff, visitors bring own	Enforced by dedicated attendants						-Outdoor only, no interactive exhibits -No guided tours	Governing
Museums	Italy	Y	Y			Y	Y	Some require temp check at entry	-Reserve a time slot; visitors sorted into groups of 6 and escorted by guard -Lanyards notify visitors if standing too close (light up/vibrate) -Pre-designated walking paths	Smithsonian

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
Offices	Connecticut	Employer-provided, may be removed if working alone in a segregated space	50%; visitors and services providers limited	Y	Staggered start/stop times and break times	Workers trained on social distancing	Workers trained on cleaning	Daily health checks	-Appoint a program administrator who is accountable for implementing reopening rules	Governing
Offices	Spruce Grove, Alberta, Canada				Split shifts				"Pod Model" of staffing: split shifts, separate personnel and make certain no single function of government has all of its staff working in the same location or time of day. Then if need to quarantine a particular workgroup, can ensure continuity of operations.	ICMA
Parks/Open Spaces	South Miami, FL	Y	No groups of 10 or more	Y		Paths one way (directional)			-Phased reopening -Parks to be used in short intervals (1-2 hours max) -No recreational programming, camps, organized sports, table games, picnics, or parties	ICMA
Parks/Open Spaces	Any		Setting maximum allowed in pool facility at a time				Rigorous disinfection schedule		Setting up blocks of reserved pool time; allowing seniors to have early a.m. time slot to enter/leave pool prior to other age groups	ICMA
Parks/Open Spaces	Any		No gatherings of more than 10 people until phase 3, then increases to 50	Y		Y	Y		Detailed guidance on how to phase re-opening from National Recreation and Park Association; includes information on managing vendor/contract relationships, equity, cleaning, training, etc	ICMA
Parks/Open Spaces	Any					Y			Encourage "bankshot basketball": self-compete, bring own ball, social distancing,	Email from member of public to City
Personal Services	Alaska	Y	1:1 staff/customer							Governing

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Personal Services	Arkansas	When possible	30% or 10 people					Screening clients and employees	By appointment only	Governing
Personal Services	Indiana	Employees	50%						By appointment only	Governing
Personal Services	Virginia	Y	50%			6 ft between work stations			Only services that can be delivered to clients wearing face masks	Governing
Religious Services	Alaska	Suggested	20 people						Both indoor & outdoor services ok	Governing
Religious Services	Indiana	Encouraged	No limits						No limits on indoor services	Governing
Religious Services	Missouri								In-person services allowed; hand-shaking and sharing communion cups discouraged	Governing
Religious Services	Virginia		50%			6 ft between participants				Governing
Restaurants	Alaska	Y	25%						-Reservations required -Groups seated together limited to family	Governing
Restaurants	Indiana		50%							Governing
Restaurants	Spain		30%							AFAR
Restaurants	Seattle, Honolulu, Raleigh								Convert parking into active food pick-up zones	Medium via Bloomberg Cities
Restaurants	Utah	Staff to wear masks & gloves when handling ready-to-eat foods	10 persons per table					Staff must perform hand hygiene after every operation at each table	Dine-in service allowed	Governing
Restaurants	Connecticut	Employer-provided for staff; customers must bring/wear own		Y		Between tables	Y	Daily health checks	Table servers wear gloves	Governing

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Restaurants	North Dakota		50%, 10 persons per table						Salad bars & buffets ok if pre-portioned servings are prepared by staff	Governing
Restaurants	Iowa		50%, limit 6 persons seated together						-Bars closed -Self-service of food/beverages not allowed	Governing
Restaurants	Missouri		No more than 10 per table			Tables 6 ft apart, no seating parties "not connected" at same table	Y	If feasible		Governing
Restaurants	New Hampshire	Employees required; customers while entering, exiting, and visiting bathrooms	Groups no larger than 6			Tables 6 ft apart, employees able to stand 6 ft from adjacent tables	Y			Governing
Restaurants	Florida	Recommended	25%, 10 people per table or less			Outdoor seating ok if tables at least 6 ft apart			Bar seating closed	Governing
Restaurants	Berlin	Wait staff required, diners recommended but required for using bathroom				Y			-People from 2 separate households can share table but must keep 1.5 meter distance -Buffets banned -Food must be cooked on premise -Restaurants strongly encouraged to take down customer contact details and keep for 4 weeks (for contact tracing)	The Guardian
Restaurants	Virginia	Employees in customer-facing areas	50%, no more than 10 people per table						Outdoor dining only	Governing
Restaurants	Seattle	Y, and gloves	Parties of 5 or less			Y	Installing UV air scrubber in HVAC system	Y	-Condiments are single use or wiped down after every party -No salad bars or buffets -App based menus (e.g., SevenRooms, Bbot, Up n'go); table tents with barcodes to menus and/or payment systems; self-order kiosks	Seattle Times
Restaurants/Retail	Hartford, CT								-Removing parking minimums for outdoor restaurant & retail activities -Suspending some permitting processes -Expediting approvals for outdoor activities	Planetizen The Hill

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Restaurants/Retail	Tampa Bay, FL	Face-to-face interaction & wherever social distancing can't be maintained	50%; no groups of more than 10 for restaurants	Y		Seating spaced 6 ft apart unless appropriate partitioning in place	Provide easily accessible sanitizer for employees & patrons	Testing of staff strongly encouraged	-Consider reservations only model -Prioritize outdoor dining -Close all bar counter areas -Use disposable paper menus -Encourage contactless ordering/payment -Limit contact with dining guests (decrease visits to each table) -Temporary outdoor dining/retail on sidewalks/parklets permitted while maintaining 6 ft ped flow; some designated right-of-way also ok -ok to erect some shade structures	Tampa Bay Times Lift Up Local Guidebook
Restaurants/Retail	Norfolk, VA	Employees working in customer & dining service areas	50%; do not seat parties of more than 10 patrons	Y		Y	Y	Self-assess	-Relocating safe dining outdoors -Building parklets -Helping with outdoor lighting/signage -Reduce main street downtown to one-way to make room for free 2 hour parking, multi-use path for pedestrians	WAVY (local Fox affiliate)
Retail	Milan				Encouraged to stay open throughout evening					CityLab
Retail	Any								-Bring an in-store feel to digital experience by substituting in-store interactions w/personalized virtual appointments -Share experiential content through livestream -Launch/diversify delivery options -Partner across retail to enhance convenience -Enable safe/contactless check out -Bring customers into design process to share feedback as ideas develop	McKinsey
Retail	Iowa		50%							Governing
Retail	Nevada	Encouraged	50%							Governing
Retail	Maryland	All workers who interface with customers	50%	Y		Establish 6 ft marking system to visually demonstrate recommended social distancing	Make hand sanitizer and/or disinfecting wipes readily available to employees and customers	Y	-Evaluate floor plan to mitigate congestion points and maintain social distancing, develop a customer flow plan using floor markings to indicate direction -Evaluate your practices to identify any that are "high touch" and opportunities to reduce/prevent COVID transmission -Encourage contactless payment -Arrange for vendors to bring products safely into business by arranging for delivers when there are fewest customers/employees	Governing

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Retail	Kentucky	Employees required, customers encouraged			Phased return to work			Daily health/temperature tests, plan for COVID testing if needed	-Limit face-to-face interaction -Designate a "Healthy at Work" Officer	Governing
Retail	Rhode Island	Employees & customers, unless can continuously maintain 6 ft distance duration of time in building	1 customer per 100 sq ft				Y	Screening employees	Implement signage	Governing
Retail	Alaska	Y	25%							Governing
Retail	West Virginia		2 customers per 1,000 sq ft interior space						Small businesses with 10 employees or fewer, with limited customer interaction (e.g., history of 50 or fewer customers per day)	Governing
Retail	Missouri		25% or less if under 10,000 sq ft, 10% or less if over 10,000 sq ft							Governing
Retail	Pennsylvania	Customers	50%	Y	Modify hours to allow for sufficient time to clean and restock	Install shields or other barriers at registers/check-out areas; if multiple check-out lanes, limit use to every other register	Y	Temp check of employees before entering	-Encouraging online ordering, curbside pickup, delivery -Hourly handwashing breaks	Governing
Retail	Connecticut	Employer-provided for staff; customers must bring/wear own	50%	Y	Stagger shift start/stop times, break times and lunch times	-Physical barriers at checkout	Y	Daily health checks	-Fitting rooms closed, no valet service	Governing
Retail	Florida	Recommended	25%							Governing
Retail	Indiana	Employees	50%							Governing

Sector	Jurisdiction	Face coverings?	Capacity/ Occupancy	Detailed Guidelines/ Protocols	Schedules	Social Distancing	Increased sanitation	Temp check/ monitoring/ screening	Other	Source
Schools	Multiple				-Alternating school days for different groups of students (+/- good for social distancing, bad for childcare needs, potentially bad for consistent learning environment) -Pre-boxed lunches & staggered lunch times		-Portable hand sanitizing stations at entrances & common areas -Frequent scheduled campuswide handwashing & sanitation	Daily temp checks	<p>Who</p> <ul style="list-style-type: none"> -Selective reopening: Denmark & Norway pre-primary & primary to address childcare for parents returning to work; Germany final-year students to take finals (easier to physical distance, more likely to follow health/safety protocols) -Identify segments w/special needs: low-income students (less reliable internet/devices), disabled, children of essential workers; at same time identify high-risk teachers and prioritize them for handling remote teaching/low risk teachers for in-person -Opt-out: Australia allows families to opt out of sending children back to school (can continue remote learning instead) <p>Safety</p> <ul style="list-style-type: none"> -Designated entrances/exist for different student cohorts -Sectioned off common spaces -Floor marking to direct foot traffic/maintain distance -Secondary schools where students go to subject-specialists' teachers' classrooms, explore ways to keep consistent groups of students together & trade off some subject-specific learning for more safety -Increasing number of bus routes or organizing by cohort <p>Bigger Investments</p> <ul style="list-style-type: none"> -No-touch bathrooms -Upgraded ventilation -Quarantine facilities for students with fever 	McKinsey
Schools	None								Arrange for school grounds with any natural features (including grass) to remain open (to provide additional outdoor space for recreation)	National League of Cities
Schools	Spain								Only for children under age 6 whose parents are both at work, children who have fallen behind in their studies, and for students to sit university entrance exams	AFAR
Schools	Milan				Staggered start of school day, different classes starting at various points				Setting up summer school to help students catch up	CityLab

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					between 8-10 am					
Schools	Bondurant, IA								Used CBDG to purchase hotspots residents can checkout from library (via curbside pick-up or delivery during COVID); collaborated with school district to ensure families who need it most are prioritized	ICMA
Schools	Faxe Municipality, Denmark					2 meters	Y		-Extra facilities, soap dispensers, disinfectants in all corners of units -Larger tents used as alternative outdoor classrooms	ICMA
Social Life	The Netherlands, Canada								- Seksbuddy (having one consistent sex partner) - Double bubbles : two households can agree to exclusive interaction with each other without need for physical distancing	The Atlantic
Social Life	Any	Unless home alone or with housemates				Unless home alone or with housemates	Y		-Different scales of risk: -- Lowest Home Alone or with Housemates : stay home as much as possible, try to allow only people you live with into your home, wash your hands, if you're sick stay home and isolate from housemates -- Moderate Outdoor Activities : wash your hands and don't touch your face, stay at least 6 ft from people you don't live with, wear a mask, avoid shared surfaces like swings or benches -- Higher Outdoor Gatherings : wash your hands and don't touch your face, stay at least 6 ft away from people you don't live with, wear a mask, don't share food/toys/other items and avoid shared surfaces, participate in events like these infrequently -- Highest Indoor Gatherings : wash your hands and don't touch your face, stay at least 6 ft from people you don't live with, wear a mask, don't share food/toys/other items and avoid shared surfaces, open windows for better ventilation, try to avoid gathering indoors as much as possible	Vox (based on the work of Harvard and Boston University epidemiologists)

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Social Life	Any								<p>-Different scales of risk:</p> <p>--Low</p> <p>----<i>Day at Beach or Pool:</i> practice social distancing, watch out for crowds at entry points and bathrooms</p> <p>----<i>Letting Friend Use your Bathroom:</i> run the fan and/or leave door open afterwards, clean bathroom (particularly high touch areas like door/toilet/sink) later, but if use bathroom after friend/before cleaning it be sure to wash your hands</p> <p>----<i>Going to Vacation House with another Family:</i> if both families quarantining and limiting exposure to others, discuss to make sure both families share same expectations for behavior 2 weeks prior to vacation and while there, clean major surfaces at house on arrival</p> <p>----<i>Going Camping:</i> if going with others ensure they've been social distancing/following guidelines, choose more isolated less crowded camp areas, only share tent with members of own household</p> <p>----<i>Exercising Outdoors:</i> avoid contact and/or group sports, if running avoid crowded paths</p> <p>--Low to Medium</p> <p>----<i>BYOB Backyard Gathering with one other household:</i> both households have been practicing social distancing, at gathering avoid sharing food/drink/utensils, if kids play together encourage wearing masks</p> <p>----<i>Using Public Restrooms:</i> avoid small/busy/poorly-ventilated restrooms, choose clean/well-stocked restrooms, avoid queuing to use restroom or staying in restroom long if you're within 6 ft of others, wash your hands after, use hand sanitizer if you touch any surfaces after washing your hands</p> <p>----<i>Staying at a Hotel:</i> limit time in common areas (e.g., lobby, gym, restaurant, elevator), use disinfecting wipes to wipe down TV remote and common surfaces, remove bedspread, order room service rather than eating at the restaurant, wear face covering in public spaces</p> <p>--Medium to High</p> <p>----<i>Eating Indoors at Restaurant:</i> restaurant has reduced seating and spaced it out, requires servers to wear masks, provides easy access to handwashing stations, provides single use options for condiments, all self-serve areas closed</p>	NPR

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									<p>----<i>Outdoor Celebration with more than 10 guests:</i> limit to local guests, avoid inviting older family members or those with underlying health conditions</p> <p>----<i>Getting a Haircut:</i> both worker and person getting haircut wear face coverings, choose salon/barbershop which uses protective gear/hand sanitizer, don't chat during haircut</p> <p>--High</p> <p>----<i>Indoor Religious Service:</i> practice social distancing, wear masks, avoid singing, avoid shared worship items (e.g., hymnals)</p> <p>----<i>Going to a Nightclub:</i> no safe way to attend, crowds, ultra-close contact, singing, sweating, alcohol consumption (potentially leading to less compliance with rules); instead, have a dance party at home outdoors, 6 ft apart, with people in your intimate circle</p> <p>--Risk Varies</p> <p>----<i>Going Shopping at Mall:</i> avoid crowded malls/go at off-peak hours, outdoor is preferable to indoor, avoid food court, wear mask, know what you're going to buy and where ahead of time (don't linger/window shop), avoid close contact, bring hand sanitizer and use frequently</p>	
Transit/ Transportation	Paris								Fast tracking plan to create network of long-distance bike ways	CityLab
Transit/ Transportation	Milan		2/3 or less			Floors marked with circles to indicate right level of distance for passengers			<p>-If system looks like it will exceed numbers that allows for social distancing, station entrance closes until congestion eases</p> <p>-Converting auto-use roads to bikes/pedestrian only, restricting cars on some roads to reduced speed limit</p>	CityLab
Transit/ Transportation	Kansas City					Y			<p>-Neighborhood open streets permit</p> <p>-Implementing automatic pedestrian crossing in high-pedestrian areas</p> <p>-Four longer "local traffic only" corridor closures, sponsored by city</p> <p>-Roadway closures in some city parks</p>	GovTech

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Transit/ Transportation	Various					Allow passengers to board buses from back door to prevent unnecessary driver/passenger contact	Y		Offer free bikeshare to health care workers (Boston, Chicago, NYC)	Medium
Transit/ Transportation	Brussels								Converting core to priority zone for bikes/ped, cars can only go 20 kph and must give ROW to bike/ped; combined with a ped plan	CityLab
Transit/ Transportation	Australia								Accelerate bike pathways, bike lanes plan from 10 year to 4 year	GRCN
Transit/ Transportation	Various	Y					-Hand sanitizers at train stations & busy bus stops -Use UV light to disinfect (NYC MTA)		-Developing guidelines/partnership w/micromobility (bike share, scooter share; SF MTA has seen many just close shop) -Longer Term: redesigning air-handling equipment to not just recycle air but introduce fresh air	GovTech
Transit/ Transportation	Maryland		All workers who interface with customers, all riders							Governing