# SAN DIEGO READY

## Responsible COVID-19 Economic Reopening (RECOVER)
### STRATEGIES TO REOPEN SAN DIEGO'S ECONOMY

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# SAN DIEGO
## READY TO RECOVER

The coronavirus pandemic has shut down or significantly altered most of the economy, testing the resiliency of all San Diegans. Necessary public health measures to prevent the spread of the virus have halted tourism, shuttered restaurants and bars, forced many to work from home, severely limited most businesses from interacting with their customers, and caused unemployment and uncertainty for tens of thousands in the San Diego region.

As hospitals build out the capacity to care for COVID-19 patients, and state and local governments take initial steps to reopen parts of our society, our community must be prepared with strategies that return San Diegans to work while still preventing the spread of the virus. Our goal is to ensure San Diego will be ready to safely begin its economic recovery when state and local health orders are lifted.

On April 17, 2020, City of San Diego Mayor Kevin Faulconer and County Supervisor Greg Cox launched a binational and bipartisan group of nearly thirty industry experts and civic leaders to advise how businesses can prepare to safely reopen.

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*Responsible COVID-19 Economic Reopening (RECOVER)*

The Responsible COVID-19 Economic Reopening (RECOVER) Advisory Group was convened to provide specific local expertise, give voice to organizations that speak for tens of thousands of the county's businesses and workers, represent the unique needs of the region's various economic sectors, establish effective communications between government and business, create new programs and partnerships to deliver economic relief initiatives, accept input on the use of federal stimulus funds, and develop strategies that can be implemented across the region's diverse industries that will allow San Diego County to reopen when appropriate.

The RECOVER Advisory Group also consulted with the County of San Diego Health and Human Services Agency, Metropolitan Transit System (MTS), North County Transit District, San Diego Association of Governments (SANDAG), San Diego County Regional Airport Authority, San Diego Unified Port District, San Diego County Sheriff's Office, and San Diego Police Department.

To provide guidance to San Diego businesses on how to safely, orderly, and strategically plan to reactivate their operations when the time is right, members were asked to recommend ways their industry and employees can first partially open, in consultation with health and public safety officials, and to develop a framework to resume operations in a swift and coordinated fashion. These strategies are intended to be flexible and able to be modified as needed.

### "THE MECHANICS OF REOPENING WILL

# LOOK DIFFERENT FOR EACH BUSINESS"

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**Reopening will require planning, education, cross-agency collaboration, and flexibility.** The options presented here should be viewed as a set of tools businesses can use when creating a health and safety plan specific to its daily operations, customer base, and employee needs. These strategies, in coordination with the guidance of public health officials, can help industries answer the initial question of which protocols can be put in place to prioritize the wellness of employees and customers.

**Regardless of whether a business uses these strategies or others, every business will need to demonstrate how it can operate safely.** After the State begins to lift restrictions, the County of San Diego's guidelines and public health orders will provide the framework by which all businesses will be able to reopen. To prepare, all businesses are advised by the County to adopt and implement a Safe Reopening Plan that establishes clear protocols based on employee and customer health indicators and that are specific to its industry, processes, and operations. **No business may reopen until authorized by the State's Executive Order.**

**The protocols and strategies suggested here can help prepare businesses for reopening, but they are not a one-size fits all. The mechanics of reopening will look different for each business.** The RECOVER Advisory Group shared industry-specific guidelines that have also been developed by national and state organizations to compliment these general guidelines. Businesses are encouraged to assess how they can meet the intent of the guidelines in their own planning, and to apply them to their operations as appropriate. Members of the RECOVER Advisory Group will continue to provide input as public health and safety professionals consider these strategies for implementation.

# READY TO RECOVER: STRATEGIES TO REOPEN SAN DIEGO'S ECONOMY

The following guidelines have been recommended by San Diego RECOVER Advisory Group members to ensure the safety of customers and employees.

## Employee Health Strategies

☑ Procure Personal Protective Equipment (PPE) for employees, at a level appropriate to employee job duties

☑ Require employees to practice frequent handwashing, use of hand sanitizer whenever practical and available, and good personal hygiene

☑ Require employees to wear facial coverings in the workplace, when within six feet of others and consistent with public health protocols

☑ Require employees exhibiting COVID-19 like symptoms, and allow employees with impacted household members, to stay at home

☑ Commit to working with public health officials to develop a voluntary compliance program on contact tracing and testing

## Entry to Worksite Strategies

☑ Require employees to review and sign internal office guidelines stating that they agree to abide by their Safe Reopening Plan guidelines

☑ Establish controlled means of entrance and exit to the workplace to avoid queuing issues, when possible

☑ Work with public health officials to establish processes, protocols, and training with regard to temperature and/or symptom checks for employees, and to obtain the equipment necessary to perform these duties, if feasible

☑ Establish contactless check-ins and check-outs, if feasible

☑ Require all contractors, visitors, and volunteers to adhere to safety measures

☑ Ensure only authorized personnel and guests are accessing the facility if practical, and/or post signage consistent with limiting access

# Workplace Distancing & Conditions Strategies

- ☑ Maintain physical distancing of a minimum of six feet between employees, the general public, and other employees; if infeasible, use the appropriate facial covering, PPE, or physical barriers

- ☑ Evaluate occupancy and capacity to ensure proper physical distancing

- ☑ Mark minimum distance between workstations and/or increase it whenever possible

- ☑ Maximize teleworking opportunities and/or alternate days or weeks onsite, allowing non-core functions and high-risk individuals to work from home

- ☑ Conduct in-person group meetings and/or trainings online whenever possible; use virtual tools for recruitment and onboarding

- ☑ Remove self-serve options in cafeterias and buffets if physical barriers and/or individual packaging are infeasible or unavailable

- ☑ Avoid overlap between shifts and keep shifts and rotations consistent with the same employees in each rotation or shift, when feasible

- ☑ Enable touchless electronic payments if feasible

- ☑ Prop open doors when appropriate unless it conflicts with building mechanical ventilation operations

- ☑ Establish plans for elevator usage that limits potential public exposure to the virus

- ☑ Encourage pedestrian traffic to follow one-way migration paths as feasible

- ☑ Use low-occupancy time for refurbishment, maintenance, and system upgrade processes to the extent possible

- ☑ Minimize non-essential travel and adhere to related public health guidelines

# Employee Training & Compliance Strategies

☑ Ensure signage approved by public health officials on safety requirements, such as handwashing, physical distancing, and what to do if employees are feeling sick, is posted in the workplace

☑ Distribute a copy of the Safe Reopening Plan to all employees

☑ Work with public health officials to identify and train a health and safety coordinator to ensure worksite compliance with Public Health Orders and the business' Safe Reopening Plan

☑ Train employees on public health protocols and on symptoms to identify potential COVID-19 infections

☑ Establish protocols for addressing employees experiencing COVID-19 symptoms

☑ Provide employees with regular updates approved by public health officials on the most recent facts and developments concerning COVID-19 and its impact on the business' policies and employment

# Enhanced Cleaning and Sanitation Strategies

☑ Place hand sanitizers in high-touch and common areas when feasible and/or direct individuals to nearby handwashing stations

☑ Develop a sanitation plan that includes frequent cleaning of restrooms, workstations, and public spaces as appropriate and based on usage

☑ If a facility has been exposed to COVID-19 or if there is a concern of exposure, immediately follow proper disinfection guidelines and appropriately notify public health officials

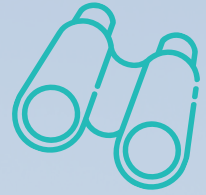## Customer-Facing Businesses are additionally encouraged to:

☑ Provide PPE at a level appropriate to employee job duties

☑ Require that all patrons/visitors wear facial coverings that cover nose and mouth and/or practice appropriate physical distancing, as consistent with public health protocols

☑ Inform customers that patrons/visitors exhibiting COVID-19 like symptoms may be refused service

☑ Utilize appointments and reservation systems, if appropriate

☑ Ensure signage approved by public health officials is posted throughout the establishment to help customers maintain distancing requirements and direct customer traffic

☑ Make delivery, curbside, or outdoor service available where feasible

☑ Expand outdoor seating where possible along the right of way or outdoor areas, as approved by local jurisdictions

☑ Frequently clean and disinfect high-contact objects and surfaces based on usage, including but not limited to:

- Shopping Carts
- Elevator Buttons
- Payment Portals
- ATMs
- Public Restrooms
- Doorknobs and Handles
- Lights Switch Plates
- Phones
- Registers
- Railings
- Self-Serve Stations

## Attractions

The San Diego Tourism Authority has created a Reopening Health & Safety Plan for Attractions once the State activates Phase 3 of its Pandemic Resilience Roadmap.

## Commercial Real Estate

The San Diego Building Owners and Managers Association and NAIOP San Diego, the Commercial Real Estate Development Association have supplied guidelines for tenants, personnel, visitors, vendors, contractors, and other entities.

## Construction

The San Diego Construction Industry Coalition has created a Construction Industry COVID-19 Exposure Response & Prevention Plan, which outlines exposure response, control, prevention, containment, and training to promote preventative workplace habits in order to mitigate transmission of the virus between employees and contractors.

## Wellness Facilities

The International Spa Association has created a Spa Reopening Checklist so that spas and other wellness-oriented facilities can develop their custom reopening strategies and developed a set of communication templates to assist with marketing efforts.

## Hospitality

The California Hotel & Lodging Association created a COVID-19 Clean and Safe Guidance for the Hotel Industry, and it is encouraging its members to complete and return a checklist based on the plan to promote their property as Clean + Safe Certified.

## Restaurants

The San Diego Chapter of the California Restaurant Association has adopted Restaurant Reopening Guidelines that include four major categories: social distancing, team member training, a commitment to dining public, and a public educational program.The County has also released resources for the reopening of restaurants and food and beverage providers.

**The County has released guidelines for the reopening of buildings that may apply to retail.**

# NECESSARY CONSIDERATIONS

In addition to developing the strategies outlined, the RECOVER Advisory Group identified near-term challenges for policy-makers' consideration, including the ready availability of Personal Protective Equipment (PPE) and childcare opportunities, as well as the need for COVID-19 related training, a review of applicable legal indemnification policies related to employers and employees, enforcement protocols, and sick leave provisions.

**Shortage of Personal Protective Equipment (PPE)**
PPE may be subject to additional shortages as more people return to work. To prepare, each business is encouraged to:

- Assess and determine what PPE and sanitation supplies are needed by job level to safely re-open based on its operations and its specific Safe Reopening Plan
- Develop contingency strategies to help stretch PPE and sanitation and cleaning supplies when shortages are anticipated
- Work with public health officials to provide training on the handling and lifecycle of PPE
- Create and share with other businesses a list of verified providers of equipment and sanitation products

**Childcare Availability**
Many employees will have difficulty returning to work absent schools and employers may face a significant challenge in getting their workforce back to work as families look for available childcare that meets public health requirements. To prepare, businesses can:

- Survey employees on child care challenges and work with each employee on a case-by-case basis to minimize disruption in business operations and employee family impacts
- Explore the feasibility of providing on-site childcare opportunities, if feasible and appropriate
- Work with employees to implement flexible remote work policies where possible to allow for parents to be at home with their children if schools and summer camps are not open
- Work with local agencies and organizations to allow for flexibility in childcare licensing requirements, if feasible and applicable
- Use technology with real-time data on slot availability to create flexibility in the pool, if feasible

# NECESSARY CONSIDERATIONS

**Training Employees on COVID-19 Protocols**

The proper training on COVID-19 protocols is necessary so that employees may safely and effectively return to work. Employers can:

- Work with public health officials in creating a training program that includes, but is not limited to: proper use of face masks, sanitation practices, safe distancing, occupational safety, related legislation, and enforcement protocols
- Coordinate training teams with public health officials to facilitate the implementation of Safe Reopening Plans
- Work with public health officials to develop a training and certification program for health and safety coordinators in the workplace
- Use the Small Business Development Center Network, the San Diego Regional Economic Development Corporation, the San Diego Regional Chamber of Commerce, the San Diego Black Hispanic, and Asian Chamber Alliance, and other business/industry association communication channels and trusted virtual training systems to disseminate on-demand webinars on Safe Re-Opening Protocols

**Legal indemnification policies related to employers and/or employees**

Liability protections should be appropriately tailored and limited to the present emergency and a reasonable period of recovery. To prepare, businesses can:

- Work with public health and local officials to establish an employer hotline to support employment law questions associated with re-openings
- Work with public health officials to develop indemnification clauses applicable to employees designated as safety coordinators that are not certified medical professionals, that is consistent with state and federal protocols

# NECESSARY CONSIDERATIONS

**Enforcement Protocols**

To ensure that safety protocols are being applied per public health guidelines, businesses can:

- Develop an education-based approach to worksite enforcement of health and safety protocols
- Develop processes for employees to report safety concerns related to the adherence to safety protocols without fear of retaliation
- Work with public health officials to establish enforcement protocols

**Sick Leave Provisions**

Clarity among employees is needed when it comes to sick leave provisions. To facilitate that, businesses can:

- Inform employees of all appropriate sick leave provisions under the Family and Medical Leave Act (FMLA) and Families First Coronavirus Response Act (FFCRA)
- Consider tiered sick leave provisions for frontline workers and telecommuters, if feasible
- Work with public health officials and local organizations on how to address employees who may have been exposed as well as those who may have been in contact with them

# ADDITIONAL RESOURCES

The City of San Diego continues to take measures in consultation with and at the direction of County public health officials to help prevent the spread of COVID-19. Visit sandiego.gov/coronavirus to learn about the latest updates.

The County of San Diego has adopted the Reopen San Diego Business Safety Framework. The Framework requires that employers complete the County's form for a Safe Reopening Plan. It is recommended that businesses review both the Framework and State guidance while crafting their Safe Reopening Plan in order to ensure compliance with all mandates. Businesses are encouraged to reach out to public health officials with specific questions about reopening to COVID19BusinessQuestions@sdcounty.ca.gov.

The San Diego Regional Economic Development Corporation has guidelines on how to navigate COVID-19 and recommendations from all levels to reopen safely and successfully.

Recognizing that reopening the economy strongly relies on public health strategies, the Center for Disease Control issued guidance on a general framework for cleaning and disinfection practices.

Federal Guidelines for Opening Up America Again provides Phase-by-Phase actions that businesses can take to prepare for their reopening.

California's Roadmap to Modify the Stay-at-Home Order outlines six indicators that frame the phased reopening of the economy. Learn More.

# CONTRIBUTING PARTNERS

Asian Business Association of San Diego
Associated Builders and Contractors of San Diego County
Biocom
California Restaurant Association, San Diego Chapter
Central San Diego Black Chamber of Commerce
Connect
Downtown San Diego Partnership
East County Economic Development Council
Hospital Association of San Diego & Imperial Counties
The Lincoln Club of San Diego County
National Association of Government Guaranteed Lenders
North San Diego Business Chamber
Otay Mesa Chamber of Commerce
San Diego Black Contractors Association
San Diego County Hispanic Chamber of Commerce
San Diego County Farm Bureau
The San Diego Foundation
San Diego Port Tenants Association
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation
San Diego North Economic Development Council
San Diego & Imperial Counties Labor Council
San Diego Tourism Authority
San Diego Small Business Development Center Network
San Diego Unified School District
South County Economic Development Council
Tijuana EDC
Young Presidents Organization, Coastal San Diego Chapter

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