

HEALTHY AT WORK IN GREATER LOUISVILLE

RECOMMENDATIONS TO RE-OPEN
THE REGIONAL ECONOMY

[GLI]



INDUSTRY FOCUS:
HOSPITALITY & CIVIC ASSETS



[GREATERLOUISVILLE.COM/COVIDHELP](https://greaterlouisville.com/covidhelp)

PREPARED BY:
GREATER LOUISVILLE INC.
RENEWAL TASK FORCE

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LEADERSHIP INTRODUCTION

Dear Business Leader,

Businesses throughout Greater Louisville are anxious to get back to work while maintaining the well-being of their workforce and community. In the last four weeks, jobless claims in Kentucky and Indiana have surpassed 900,000, shuttering lives and businesses. It is critical that our bi-state region approach reopening in a coordinated, data-informed manner that provides as much confidence and clarity as possible. This proposal incorporates federal, state, and clinical guidelines and best practices as well as private industry and general public considerations. Successfully combating COVID-19 will undoubtedly be a long-term regional commitment, requiring coordinated ongoing monitoring and action among governments, health care professionals, businesses and citizens. As your respective teams review and enact critical policies to guide reopening, it is important that we GLI, alongside area business leaders, strongly voice the following considerations:

Commitment to Regionalism: As a bi-state community and MSA, we have been committed to ensuring and promoting a competitive business environment and an ever-enhancing quality of life offering to residents of both Kentucky and Indiana. This unique community feature provides a variety of obstacles and opportunities that GLI approaches daily through business engagement, legislative advocacy, workforce & talent development, and business attraction via management of the 15-county, bi-state Greater Louisville Regional Economic Development Partnership. With many residents crossing state lines daily for professional and personal obligations, it is critical that policies provide a degree of consistency and consideration for this dynamic. GLI, in partnership with the Renewal Task Force, want to ensure we continue to remove walls between our states and encourage a collaborative long-term approach with a commitment to reopening our region in safe and intentionally cooperative manner.

Protect Less-Advantaged Communities: Poor health outcomes for residents in areas of concentrated poverty and economic inequality have long been an issue of growing concern. A variety of interconnected issues such as increased work-related virus exposure, reliance on public transportation, and lack of adequate health coverage and medical care have resulted in the current pandemic disproportionately impacting these communities. Black Kentuckians represent about 13% of cases where race is confirmed but only make up 8% of the population according to recent Courier Journal findings. This is unacceptable and rises as an issue of both safety and equity. It is critical that deliberate testing and tracing strategies and resources are deployed to serve and protect our most under-resourced communities and their valued citizens. We are eager to work alongside federal and state agencies, community service groups and local foundations to target funds, execute support services and offer technical assistance.

Metro Area Impact: Greater Louisville, along with metros areas across the U.S., is experiencing significantly higher rates of infection and death than less populated communities and rural areas. As of 4.28.20, Louisville has comprised over 1/4 of Kentucky's 4,146 confirmed COVID-19 cases. This reality is in large part due to metro-specific dynamics such as greater residential density, increased workforce participation during the shutdown due to higher counts of essential business operations, added domestic and international traveler risks from airports and large community events, as well as increased utilization of multi-modal transportation such as TARC, cabs, and rideshare services. These unique factors require special consideration and resources that will support mitigation and containment strategies that lower spread of the infection both locally and across the state.

LEADERSHIP INTRODUCTION CONTINUED

Reserve Industry Operability: It is critical that we protect the well-being of our workforce and communities, but it is also imperative that we approach each phase with careful operational consideration for company size, sector, and environmental factors. Compliance requirements have the potential to significantly impact the ability for small businesses to adhere both financially and operationally as well as large companies to apply strict standards across various functions. Greater Louisville is fortunate to have a diverse and recently thriving economy built on five core business sectors coupled with significant retail, hospitality and tourism assets across our region. We strongly believe firm phased standards, supported by industry-specific best practices, will provide the necessary confidence for companies and consumers across industries. In partnership with industry-specific trade associations and professional groups, GLI is eager to provide ongoing guidance and technical assistance across our region's sectors.

COVID-19 INDUSTRY FOCUS



Recognizing the complexity of the journey ahead and our unique regional economy, we have identified and recommended broad standards and industry best practices to assist you and your teams in re-opening Kentucky & Indiana. This document incorporates federal, state and clinical guidelines and best practices as well as private industry and general public input and considerations.

We hope you find the document useful. Please don't hesitate to connect directly if GLI, or the Renewal Task Force, can provide clarification or additional assistance in the days ahead.

Respectfully,

Kerry Stemler
Renewal Task Force Chair

Sarah Davasher-Wisdom
GLI - President & CEO

CONCERNS

PPE Availability for Industry: Adequate supplies of PPE for employers is as critical to re-opening the economy as any strategy. Currently, many small and mid-sized employers do not have established supply chains for acquiring sanitizer, disinfectant, masks, gloves, and temperature scanners, especially at a time of increased demand. Specialized PPE required for hospitals is not necessary as most employers are not in high-risk healthcare environments, but appropriate equipment remains difficult to procure. Employers may require local, regional, or state assistance to gain access to adequate PPE supplies. GLI has generated a verified list of area suppliers and producers available to businesses but procurement difficulties remain.

Second Wave Strategy: It is estimated that a single individual infected with COVID-19 can infect up to 4,000 individuals in a community in a single month if not detected. Researchers note that COVID-19 will continue to impact communities until effective vaccines or therapeutic treatments are introduced. Many experts predict these products will not be widely available until 2021 or beyond, which means Greater Louisville is faced with a myriad of complicated health and economic related risks for the foreseeable future. Lack of a coordinated long-term recovery strategy will undoubtedly leave our region vulnerable to a “second wave” of infections. This would only exacerbate the already crippling effects of this pandemic on the lives and once-thriving businesses that comprise Greater Louisville. If our efforts fall short and our region realizes a second increase in infections, it is imperative that our collective response be immediate and approached with an even greater resolve.

Testing Availability and Tracing Capacity: The most essential tactic in this fight is the availability of testing and the ability to deploy resources quickly, including antibody testing and contact tracing which will require increased health department staffing at the local and state level. We must increase community capacity for these key strategies and ensure utilization via community-wide easy access. Employers can also play a significant role in helping ensure their workforce has quick access to testing so partnerships with businesses is imperative. Incorporation of technology and data collection are also vital scalability components when paired with sufficient privacy guidance. Greater Louisville must continue to expand rapid testing capacity in order to quickly detect, quarantine, and trace contacts to contain subsequent outbreaks.

Childcare Availability: Businesses are very concerned about the accessibility of their workforce due to school closures and insufficient, and potentially high-risk, daycare options. While some segments of the workforce may be able to telework, this is not feasible for all employees. It is critical that Kentucky and Indiana provide timely guidance to enhance childcare availability and quality. This is a critical component to effectively reopening our regional economy. Below are a few daycare considerations:

- Limit or rotate child attendance to reduce exposure and distancing.
- Children play with the same small groups of three to five, preferably outside.
- Children to sit six feet apart at tables with absolutely no food being shared.
- Supervise hand washing after coughing/sneezing, before/after food, or every two hours.
- Regular cleaning, including toys and disinfecting surfaces such as faucets, toilet flushes, tables, door handles, handrails, light switches, etc. at least twice per day.
- Those that travel on buses provided by daycare are to sit six feet apart.
- Drop off and collection to be done at staggered intervals, preferably outside.

DISCLAIMER

Please be advised that some or all the information contained in this document may not be applicable to some businesses or places of work and may not include all information necessary for certain businesses and places of work. Due to unique industry operational factors and associated sub-industries, other trade associations and professional groups may have additional input. As COVID-19 circumstances continue to evolve, so will the public health and safety recommendations and requirements, and as a result this document may not include all current governmental or health expert requirements and recommendations beyond the prepared date. We strongly advise that before implementing any of the practices and procedures contained herein, companies carefully evaluate and consult with their own legal counsel and other advisors regarding the legality, applicability and potential efficacy of this information in their place of business, and determine if any other recommendations or requirements may apply to their business.

THE HOSPITALITY & CIVIC ASSETS INDUSTRY

Hospitality & Civic Assets industries include establishments such as arts, entertainment, recreation, and accommodation, and food services ready for immediate consumption.

Arts, Entertainment, & Recreation

7,223 Employees
489 Establishments

Accommodation & Food Services

63,001 Employees
2,617 Establishments

This outline represents a general sector within this industry and should not be considered an all-inclusive list of businesses representing this industry. Business leaders within these industries are encouraged to also consult their respective industry associations for specific best practices and guidelines.

HOSPITALITY & CIVIC ASSETS


The hospitality industry and civic assets within Greater Louisville have a tremendous impact on both the economy and our region's quality of life. It is imperative that these businesses and their workforce can operate in a safe and effective manner. To this end, GLI and the Renewal Task Force have engaged with industry leaders to identify and recommend the below operational standards and best practices for your administrations to consider as formal policy is developed.

*Please note this guidance is to build on the already established best practices and requirements available that address specific health and safety concerns related to the spread of COVID-19.

PHASE 1 – RECOMMENDED OPERATIONAL STANDARDS

- Limit the number of customers in a venue to better utilize best practices for social distancing (consider appropriate ratio of individuals per square foot or adjust occupancy level recommended by fire marshal). Requires consideration of segmented facilities. For example, a theater building may be at capacity, but if all attendees are in the same theater, social distancing isn't in order.
- Restrict entry once the safe social distancing capacity is reached.
- Reduce on-site work hours to minimum needed to sustain operations.
- Establish an adequate supply and determine necessary allocation of PPE for employees:
 - Masks
 - Gloves
 - Glasses/face-shields
- Limit in-person meetings to fewer than 10 employees.
- Limit non-essential incoming deliveries and visitors.
- Implement social distancing strategy based on the layout and workflow of the facility.
- Close congregation areas such as breakrooms.
- Recognizing this will not exclusively identify or prevent the spread of the virus from asymptomatic individuals, conduct on-site temperature screening for employees to detect temperatures of 100.4+ degrees Fahrenheit.
- Require employees to report symptoms or known contact with someone who tests positive for COVID-19.
- Maintain adequate supply of preventative materials (soap, sanitizer, thermometers, etc.) and ensure accessibility to employees, customers and visitors.

PHASE 1 – RECOMMENDED OPERATIONAL BEST PRACTICES

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- As possible, remain available to and transparent with your employees regarding your plan and their professional and personal concerns.
 - Consider proper signage to reinforce distancing measures, hygiene protocols, etc.
 - Consider providing customers and visitors appropriate PPE.
 - Consider staggered facility entry/exit procedures to maintain at least six feet distancing.
 - When possible open or remove all non-essential doors to reduce the need for contact.
 - Assign a COVID-19 protocol coordinator and training strategy if feasible.
 - Consider workflow audit to assess and alter functions requiring staff within six feet of others.
 - Consider establishing a health screening strategy.
 - Consider developing protocols in case an infected employee contaminates facility.
 - Ban on non-essential visitors (including suppliers and customers) except those approved by senior management as feasible.
 - When possible, engage with companies that provide your business with contract or temporary employees about their plans and coordinate.

HOSPITALITY & CIVIC ASSETS

PHASE 1 – RECOMMENDED OPERATIONAL BEST PRACTICES CONT'D



- Consider a four day work week.
- Consider telework for non-essential employees.
- Consider closing waiting areas/self-serve stations (i.e. drinks, buffets, brochure stands, etc.).
- Consider updating floor layout to ensure social distancing between customers.
- Establish internal contact tracing procedure with attendee contacts for COVID-19 reporting.
- Limit in-person meetings of any size (internal or external) and employee gatherings to those deemed essential and communicate virtually wherever possible.
- Limit face-to-face interaction with customers when possible.
- Consider staggered use of all shared spaces, including bathrooms, breakrooms and lunchrooms, and frequent, safe cleaning of those facilities.
- Employees are discouraged from dining together and sharing food.
- Give special consideration to employees in vulnerable populations as feasible.
- Barriers/screens may be installed where workflow prohibits adherence to social distancing protocol.



- Use technology solutions where possible to reduce person-to-person interaction: mobile ordering and menu tablets; text on arrival for seating; contactless payment options.
- Consider offering and encouraging curbside pick-up for purchased items.
- Consider a reservations-only business model or call-ahead seating to better control the number of diners inside a facility.
- Limit cash handling as feasible by encouraging cards, Venmo, PayPal, etc.



- Consider updating ServSafe certifications for staff.
- Consider touchless hand soap and sanitizer dispensers.
- Consider disinfection processes to clean/disinfect entire facility on a recurring schedule.
- Frequently contacted surfaces should be disinfected multiple times a day as feasible.
- Sanitize point-of-sale equipment after each use, including pens, as feasible.
- Any equipment used will be cleaned and disinfected after each use as possible.
- Expedited shipment may be sanitized (only by appropriately trained personnel) with a 10% bleach solution or a hospital grade disinfectant as feasible.
- Between patrons, clean and sanitize table condiments, digital devices, check presenters, self-service areas, tabletops, and common touch areas.
- Consider using rolled silverware and eliminating table presets.
- Remove non-packaged items from self-serve stations when possible.



- Ban on non-essential deliveries as feasible.
- As possible, establish an inbound delivery disinfection strategy.
- Expedited shipments (transit time less than 48 hours) should be handled utilizing PPE and personal sanitization practices when possible.
- When possible, leave incoming materials untouched for 48 hours when received.



- Establish policy that minimizes domestic and international travel as feasible.
- Require employees returning from a Level 2 or 3 CDC travel country to self-quarantine for 14 days and be symptom-free before returning to work if possible.




- To the best of your ability, make sure employees are aware of mental health services your company provides. If an employee asks for help, ask them to reach out to a healthcare provider and/or call the Disaster Distress Helpline: 1-800-985-5990.


HOSPITALITY & CIVIC ASSETS

PHASE 2 – RECOMMENDED OPERATIONAL STANDARDS

- Limit the number of customers in a venue to better utilize best practices for social distancing (consider appropriate ratio of individuals per square feet or adjust occupancy level recommended by fire marshal). Requires consideration of segmented facilities. For example, a theater building may be at capacity, but if all attendees are in the same theater, social distancing isn't in order.
- Restrict entry once the safe social distancing capacity is reached.
- Establish an adequate supply and determine necessary allocation of PPE for employees:
 - Masks
 - Gloves
 - Glasses/face-shields
- Establish a social distancing strategy based on the layout and workflow of the facility, including break areas.
- Recognizing this will not exclusively identify or prevent the spread of the virus from asymptomatic individuals, conduct on-site temperature screening for employees to detect temperatures of 100.4+ degrees Fahrenheit.
- Require employees to report symptoms or known contact with someone who tests positive for COVID-19 to their manager.
- Reconfigure congregation areas (breakroom, etc.) to ensure social distancing.
- Maintain adequate supply of preventative materials (soap, sanitizer, thermometers, etc.) and ensure accessibility to employees, customers and visitors.






PHASE 2 – RECOMMENDED OPERATIONAL BEST PRACTICES

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- As possible, remain available to and transparent with your employees regarding your plan and their professional and personal concerns.
 - Consider proper signage to reinforce distancing measures, hygiene protocols, etc.
 - Consider providing customers and visitors appropriate PPE.
 - Consider staggered facility entry/exit procedures to maintain at least six feet distancing.
 - When possible open or remove all non-essential doors to reduce the need for direct contact.
 - Consider establishing a health screening strategy.
 - Consider developing protocols in case an infected employee contaminates facility.
 - Assign a COVID-19 protocol coordinator and training strategy if feasible.
 - Ban on non-essential visitors (including suppliers and customers) except those approved by senior management as feasible.
 - When possible, engage with companies that provide your business with contract or temporary employees about their plans and coordinate.

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- Continue telework where possible.
 - Consider capacity for waiting areas/self serve stations (i.e. drinks, buffets, brochure stands etc.).
 - Establish floor marking for social distancing.
 - Ask customers to call upon arrival to ensure social distancing is feasible in waiting areas.
 - Consider a four-day work week.
 - Consider workflow audit to assess and alter functions requiring staff within six feet of others.
 - Limit face-to-face interaction with customers when possible.
 - Limit in-person meetings of any size (internal or external) and employee gatherings to those deemed essential and communicate virtually wherever possible.

HOSPITALITY & CIVIC ASSETS

PHASE 2 – RECOMMENDED OPERATIONAL BEST PRACTICES CONT'D

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- Consider staggered use of all shared spaces, including bathrooms, breakrooms and lunchrooms, and frequent, safe cleaning of those facilities.
 - Employees are discouraged to share food.
 - Direct customers to seats that separate them from other customers by six feet as feasible.
 - Give special consideration to employees in vulnerable populations as feasible.
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- Consider touchless hand soap and sanitizer dispensers.
 - Consider disinfection processes to clean/disinfect entire facility on a recurring schedule.
 - Frequently contacted surfaces should be disinfected multiple times a day as feasible.
 - Any equipment used will be cleaned and disinfected after each use as possible.
 - Sanitize point of sale equipment after each use, including pens, as feasible.
 - Bathrooms should be sanitized after each use if feasible.
 - Establish policy that minimizes domestic and international travel as feasible.
 - Require employees returning from a Level 2 or 3 CDC travel country to self-quarantine for 14 days and be symptom-free before returning to work if possible.
 - Consider sanitizing seats following each guest or install disposable material on seats.
 - Barriers or screens installed where workflow prohibits adherence to social distancing.
 - Consider staggering payment areas and tables in food service areas.
 - Limit cash handling as feasible by encouraging cards, Venmo, PayPal, etc.
 - Expedited shipment may be sanitized (only by appropriately trained personnel) with a 10% bleach solution or a hospital grade disinfectant as feasible.
- 
- Ban on non-essential deliveries as feasible.
 - As possible, establish an inbound delivery disinfection strategy.
 - Expedited shipments (transit time less than 48 hours) should be handled utilizing PPE and personal sanitization practices when possible.
 - When possible, leave incoming materials untouched for 48 hours when received.
- 
- Establish policy that minimizes domestic and international travel as feasible.
 - Require employees returning from a Level 2 or 3 CDC travel country to self-quarantine for 14 days and be symptom-free before returning to work if possible.
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- To the best of your ability, make sure employees, students, and their families are aware of mental health services your company provides. If an employee asks for help, direct to a healthcare provider and/or call the Disaster Distress Helpline: 1-800-985-5990.

PHASE 3 – RECOMMENDED OPERATIONAL STANDARDS

- Return to normal operating procedures.

PHASE 3 – RECOMMENDED OPERATIONAL BEST PRACTICES

- Consider ongoing risk assessment and implementation of mitigation strategies.

HOSPITALITY & CIVIC ASSETS

RECOMMENDED ALL PHASES

- Establish comprehensive legal protections and clear guidelines for employers through the Occupational Safety and Health Administration (OSHA), the U.S. Department of Labor, the Equal Employment Opportunity Commission, and pertinent state agencies, including the Kentucky Labor Cabinet and the Indiana Department of Labor. Companies need assurance that as long as they are abiding by local, state, and federal return-to-work safety guidelines and any additional OSHA guidelines based on their industry that they are immune from lawsuits if an employee contracts COVID-19 after returning to work or if a customer or vendor contracts the virus as a result of visiting a business or interacting with an employees. This process should begin with a thorough examination of liability issues and include input from the business community.
- Develop, implement, and communicate re-opening protocols specifically designed to inspire customer and workforce confidence.
- Ensure compliance with evolving safety and health policies and procedures.

CLOSING STATEMENT

In closing, we thank industry representatives for their input and expertise. They shared best practices, experience and creative ideas to help develop this document and make it a useful and important tool for their peers and professionals across the industry. This collective approach will have a lasting impact on our region and its citizens for years to come.

We remain committed to the difficult work ahead by supporting business adherence to the finalized standards and encouraging the proposed best practices be incorporated across industry standards. GLI is committed to being a partner as the Commonwealth of Kentucky and the State of Indiana move to thoughtfully re-open businesses in away that protects public health.



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