



Framework for Adapting Guidelines for Unique Settings

As communities in the United States begin to open up, leaders of organizations will have to make decisions about how to mitigate risk for their staff and customers. These worksheets are intended to help leaders and their staff (1) apply what they know about how the coronavirus spreads, (2) use the best public health guidance available, and (3) make decisions about best practice risk mitigation in their unique settings and circumstances.

WORKSHEET INSTRUCTIONS

1 **Step 1. Find the appropriate risk framework.** The federal government has developed a three-phase approach for [Opening Up America Again](#). This plan describes guidelines for individuals and employers at each phase which correspond to the level of risk in a particular locale. Many state governments have also developed similar risk frameworks that apply to their particular state. The first step in this process is to find your state’s risk framework, if it exists.

2 **Step 2. Determine settings/activities for which you have guidance.** Review the federal and state risk frameworks to determine where you have guidance for your unique setting/activities (for example, see the [CDC’s Child Care Decision Tool](#)). Make plans to implement the mitigation strategies described in those frameworks.

3 **Step 3. Identify settings/activities where you still need guidance.** You will likely have some settings in your business/professional environment where you have not received detailed guidance on how to mitigate risks. You will need to use your knowledge of how the virus works and how it spreads to develop a plan for mitigating risks for those settings/activities.

4 **Step 4. Analyze your unique setting/activity to determine the appropriate risk mitigation strategies to implement at the current risk level** ([Worksheet 1: Mitigation Strategies at Your Current Risk Level](#)). By analyzing the environmental features of your unique setting/activity you can use what you know about how the virus works and how it spreads to develop a plan for mitigating risks. See example in [Appendix A: Example Guidelines](#).

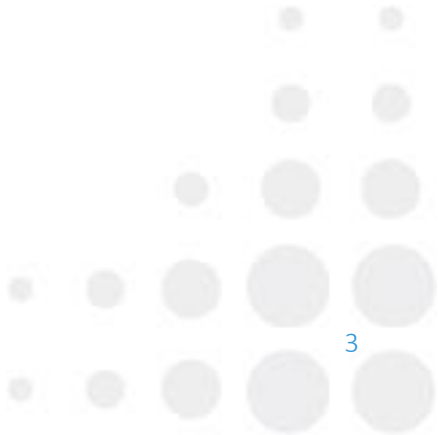
- a. There are seven descriptors to help you break down characteristics of each environment (see [Appendix A](#):). First, for each setting/activity, identify which descriptor (e.g., directed vs undirected) best describes your setting/activity for each of the seven situational characteristics. For example, is movement of people constrained or highly directed in your setting/activity? Or is it a setting/activity in which movement is fluid and undirected?
- b. Next, for any high risk descriptors you selected, consider what steps you could take to adapt your environment so that it reflects the lower risk descriptor. For example, are there things that you can do to decrease the *duration* that people stay in your setting to less than 15-minutes? What could you do to make it so that there are no points/periods of congestion in your setting? Implementing these ideas will help to decrease the risk to your staff and your customers.
- c. Lastly, for any descriptors that cannot be shifted from the higher to the lower risk descriptors, brainstorm ideas for things you can do to mitigate the risk in other ways. For example, if you can’t avoid high-touch surfaces, can you do a better job of cleaning and disinfecting them? How would that work? What do you need to do to make it happen safely? If you can’t, consider avoiding the setting/activity until the risk level in your location goes down.

5 **Step 5. Adjust your mitigation strategies for the varying levels of risk in your local risk framework** ([Worksheet 2: Mitigation Strategies Plan for Varying Levels of Risk](#)). Now that you have identified what you can do at your current level of risk, consider how those strategies would change as the risk level in your local area changes. As the risk in your local area goes from high-to-low, your mitigation strategies can loosen. As your local area experiences a surge and your risk level goes from low-to-high, you will need to tighten up your mitigation strategies.

FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

Worksheet 1: Mitigation Strategies at Your Current Risk Level

Setting	Situational Characteristics			Mitigation Strategies
Setting 1	<i>Descriptor</i>	<i>Lower Risk</i>	<i>Higher Risk</i>	
	Movement	<i>Directed</i>	<i>Undirected</i>	
	<i>Duration</i>	<i><15 Minutes</i>	<i>>15 Minutes</i>	
	<i>Proximity</i>	<i>> 6 Feet</i>	<i>< 6 Feet</i>	
	<i>Group Size</i>	<i><Recommended Limit</i>	<i>>Recommended Limit</i>	
	<i>Respiratory Output</i>	<i>Normal</i>	<i>Increased</i>	
	Touch	Low	High	
	Congestion	Low	High	
Setting 2	<i>Descriptor</i>	<i>Lower Risk</i>	<i>Higher Risk</i>	
	Movement	<i>Directed</i>	<i>Undirected</i>	
	<i>Duration</i>	<i><15 Minutes</i>	<i>>15 Minutes</i>	
	<i>Proximity</i>	<i>> 6 Feet</i>	<i>< 6 Feet</i>	
	<i>Group Size</i>	<i><Recommended Limit</i>	<i>>Recommended Limit</i>	
	<i>Respiratory Output</i>	<i>Normal</i>	<i>Increased</i>	
	Touch	Low	High	
	Congestion	Low	High	



FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

Setting	Situational Characteristics			Mitigation Strategies
Setting 3	<i>Descriptor</i>	<i>Lower Risk</i>	<i>Higher Risk</i>	
	Movement	<i>Directed</i>	<i>Undirected</i>	
	Duration	<i><15 Minutes</i>	<i>>15 Minutes</i>	
	Proximity	<i>> 6 Feet</i>	<i>< 6 Feet</i>	
	Group Size	<i><Recommended Limit</i>	<i>>Recommended Limit</i>	
	Respiratory Output	<i>Normal</i>	<i>Increased</i>	
	Touch	Low	High	
	Congestion	Low	High	
Setting 4	<i>Descriptor</i>	<i>Lower Risk</i>	<i>Higher Risk</i>	
	Movement	<i>Directed</i>	<i>Undirected</i>	
	Duration	<i><15 Minutes</i>	<i>>15 Minutes</i>	
	Proximity	<i>> 6 Feet</i>	<i>< 6 Feet</i>	
	Group Size	<i><Recommended Limit</i>	<i>>Recommended Limit</i>	
	Respiratory Output	<i>Normal</i>	<i>Increased</i>	
	Touch	Low	High	
	Congestion	Low	High	



FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

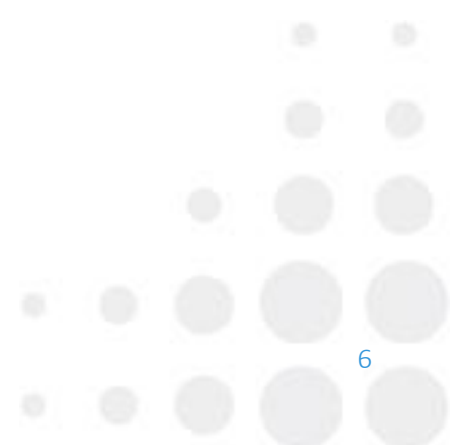
Worksheet 2: Mitigation Strategies Plan for Varying Levels of Risk

Setting	Situational Characteristics	High Risk Guidelines	Moderate Risk Guidelines	Low Risk Guidelines	New Normal Risk Guidelines																								
	[Use this row to document the metrics used to determine the current risk-level in your state's framework. Copy and paste the mitigation strategies you identified above into the column which most closely represents your current risk level]																												
Setting 1	<table border="1"> <thead> <tr> <th>Descriptor</th> <th>Lower Risk</th> <th>Higher Risk</th> </tr> </thead> <tbody> <tr> <td>Movement</td> <td>Directed</td> <td>Undirected</td> </tr> <tr> <td>Duration</td> <td><15 Minutes</td> <td>>15 Minutes</td> </tr> <tr> <td>Proximity</td> <td>> 6 Feet</td> <td>< 6 Feet</td> </tr> <tr> <td>Group Size</td> <td><Recommended Limit</td> <td>>Recommended Limit</td> </tr> <tr> <td>Respiratory Output</td> <td>Normal</td> <td>Increased</td> </tr> <tr> <td>Touch</td> <td>Low</td> <td>High</td> </tr> <tr> <td>Congestion</td> <td>Low</td> <td>High</td> </tr> </tbody> </table>	Descriptor	Lower Risk	Higher Risk	Movement	Directed	Undirected	Duration	<15 Minutes	>15 Minutes	Proximity	> 6 Feet	< 6 Feet	Group Size	<Recommended Limit	>Recommended Limit	Respiratory Output	Normal	Increased	Touch	Low	High	Congestion	Low	High				
Descriptor	Lower Risk	Higher Risk																											
Movement	Directed	Undirected																											
Duration	<15 Minutes	>15 Minutes																											
Proximity	> 6 Feet	< 6 Feet																											
Group Size	<Recommended Limit	>Recommended Limit																											
Respiratory Output	Normal	Increased																											
Touch	Low	High																											
Congestion	Low	High																											
Setting 2	<table border="1"> <thead> <tr> <th>Descriptor</th> <th>Lower Risk</th> <th>Higher Risk</th> </tr> </thead> <tbody> <tr> <td>Movement</td> <td>Directed</td> <td>Undirected</td> </tr> <tr> <td>Duration</td> <td><15 Minutes</td> <td>>15 Minutes</td> </tr> <tr> <td>Proximity</td> <td>> 6 Feet</td> <td>< 6 Feet</td> </tr> <tr> <td>Group Size</td> <td><Recommended Limit</td> <td>>Recommended Limit</td> </tr> <tr> <td>Respiratory Output</td> <td>Normal</td> <td>Increased</td> </tr> <tr> <td>Touch</td> <td>Low</td> <td>High</td> </tr> <tr> <td>Congestion</td> <td>Low</td> <td>High</td> </tr> </tbody> </table>	Descriptor	Lower Risk	Higher Risk	Movement	Directed	Undirected	Duration	<15 Minutes	>15 Minutes	Proximity	> 6 Feet	< 6 Feet	Group Size	<Recommended Limit	>Recommended Limit	Respiratory Output	Normal	Increased	Touch	Low	High	Congestion	Low	High				
Descriptor	Lower Risk	Higher Risk																											
Movement	Directed	Undirected																											
Duration	<15 Minutes	>15 Minutes																											
Proximity	> 6 Feet	< 6 Feet																											
Group Size	<Recommended Limit	>Recommended Limit																											
Respiratory Output	Normal	Increased																											
Touch	Low	High																											
Congestion	Low	High																											



FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

Setting	Situational Characteristics			High Risk Guidelines	Moderate Risk Guidelines	Low Risk Guidelines	New Normal Risk Guidelines																							
Setting 3	<table border="1"> <thead> <tr> <th>Descriptor</th> <th>Lower Risk</th> <th>Higher Risk</th> </tr> </thead> <tbody> <tr> <td>Movement</td> <td>Directed</td> <td>Undirected</td> </tr> <tr> <td>Duration</td> <td><15 Minutes</td> <td>>15 Minutes</td> </tr> <tr> <td>Proximity</td> <td>> 6 Feet</td> <td>< 6 Feet</td> </tr> <tr> <td>Group Size</td> <td><Recommended Limit</td> <td>>Recommended Limit</td> </tr> <tr> <td>Respiratory Output</td> <td>Normal</td> <td>Increased</td> </tr> <tr> <td>Touch</td> <td>Low</td> <td>High</td> </tr> <tr> <td>Congestion</td> <td>Low</td> <td>High</td> </tr> </tbody> </table>	Descriptor	Lower Risk	Higher Risk	Movement	Directed	Undirected	Duration	<15 Minutes	>15 Minutes	Proximity	> 6 Feet	< 6 Feet	Group Size	<Recommended Limit	>Recommended Limit	Respiratory Output	Normal	Increased	Touch	Low	High	Congestion	Low	High					
Descriptor	Lower Risk	Higher Risk																												
Movement	Directed	Undirected																												
Duration	<15 Minutes	>15 Minutes																												
Proximity	> 6 Feet	< 6 Feet																												
Group Size	<Recommended Limit	>Recommended Limit																												
Respiratory Output	Normal	Increased																												
Touch	Low	High																												
Congestion	Low	High																												
Setting 4	<table border="1"> <thead> <tr> <th>Descriptor</th> <th>Lower Risk</th> <th>Higher Risk</th> </tr> </thead> <tbody> <tr> <td>Movement</td> <td>Directed</td> <td>Undirected</td> </tr> <tr> <td>Duration</td> <td><15 Minutes</td> <td>>15 Minutes</td> </tr> <tr> <td>Proximity</td> <td>> 6 Feet</td> <td>< 6 Feet</td> </tr> <tr> <td>Group Size</td> <td><Recommended Limit</td> <td>>Recommended Limit</td> </tr> <tr> <td>Respiratory Output</td> <td>Normal</td> <td>Increased</td> </tr> <tr> <td>Touch</td> <td>Low</td> <td>High</td> </tr> <tr> <td>Congestion</td> <td>Low</td> <td>High</td> </tr> </tbody> </table>	Descriptor	Lower Risk	Higher Risk	Movement	Directed	Undirected	Duration	<15 Minutes	>15 Minutes	Proximity	> 6 Feet	< 6 Feet	Group Size	<Recommended Limit	>Recommended Limit	Respiratory Output	Normal	Increased	Touch	Low	High	Congestion	Low	High					
Descriptor	Lower Risk	Higher Risk																												
Movement	Directed	Undirected																												
Duration	<15 Minutes	>15 Minutes																												
Proximity	> 6 Feet	< 6 Feet																												
Group Size	<Recommended Limit	>Recommended Limit																												
Respiratory Output	Normal	Increased																												
Touch	Low	High																												
Congestion	Low	High																												



FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

APPENDIX A: EXAMPLE GUIDELINES

Setting	Situational Characteristics			High Risk Guidelines	Moderate Risk Guidelines	Low Risk Guidelines	New Normal Risk Guidelines
Gyms & Fitness Centers	<i>Descriptor</i>	<i>Lower Risk</i>	<i>Higher Risk</i>	Fitness centers and gyms are closed.	<p>Recommended closure of fitness centers and gyms; if open, fitness centers and gyms should follow strict distancing and cleaning guidance.</p> <ul style="list-style-type: none"> Employers take extreme precautions Provide accommodations to high-risk employees High-risk individuals discouraged from using facilities at this time Employees must go through symptom checking before every shift, including temperature. Log must be kept and available for inspection by health department Employers evaluate workforce strategy and concerns and enact strategies to minimize economic impact Employers must not allow any individuals under isolation or quarantine to come to work at any time unless authorized by the local health department Screen patrons upon entering the facility with a questionnaire asking about symptoms, travel, and any sicknesses in the home Employees must wear face coverings; patrons encouraged to wear face coverings whenever possible Patrons of different households must maintain 10 feet of distance at all times (limit the number of patrons and close off equipment accordingly) Do not engage in sporting activities requiring teammates or opponents to be closer than 10' from one another Skills development and conditioning activities are allowable under social distancing guidelines Staff must disinfect all equipment after each use No sign-in sheets, touchpads, or touch surfaces required for entry Minimize face-to-face interactions, including with customers (e.g. utilize drive-thru, install partitions) 	<p>Fitness centers and gyms are open with some distancing and cleaning guidance.</p> <ul style="list-style-type: none"> Employers take reasonable precautions Provide accommodations to high-risk employees Employees must go through symptom checking before every shift, including temperature. Log must be kept and available for inspection by health department Employers evaluate workforce strategy and concerns and enact strategies to minimize economic impact Employers must not allow any individuals under isolation or quarantine to come to work at any time unless authorized by the local health department Exhibit caution when engaging in close-contact or team sports, including symptom checking of participants prior to each competition or practice Limit spectators so social distancing guidelines can be adhered to Employees working within 6 feet of patrons must wear face coverings Patrons of different households must maintain 10 feet of distance at all times (limit the number of patrons, space or close off equipment accordingly) Make chemical disinfectant supplies available throughout the establishment and post signs encouraging patrons to thoroughly disinfect equipment after use Require employees to self-quarantine when returning from high-risk⁶ areas 	<p>Fitness centers and gyms are open with cleaning guidance.</p> <ul style="list-style-type: none"> Space equipment at normal capacity Make cleaning supplies available throughout the establishment and post signs encouraging patrons to clean all equipment
	Movement	Directed	Undirected				
	Duration	<15 Minutes	>15 Minutes				
	Proximity	> 6 Feet	< 6 Feet				
	Group Size	<Recommended Limit	>Recommended Limit				
	Respiratory Output	Normal	Increased				
	Touch	Low	High				
	Congestion	Low	High				



FRAMEWORK FOR ADAPTING GUIDELINES FOR UNIQUE SETTINGS

APPENDIX B: DEFINITIONS OF SITUATIONAL CHARACTERISTICS

Movement		How do people move around in the space?
Directed	Movement is restrained or highly controlled, people are confined to a specific area, not much intermingling	
Undirected	Movement is unrestrained or uncontrolled, people can wander in the space, there is intermingling	
Duration		How long are people in this space?
<15 minutes	Less than 15 minutes is typically spent in the space	
>15 minutes	More than 15 minutes is typically spent in the space	
Proximity		How close together are people in this space?
> 6 Feet	It is possible, either naturally or with minimal interventions, to maintain a 6-foot distance	
< 6 Feet	It is not possible to maintain a 6-foot distance; the activity cannot be done if social distance is maintained	
Group Size		Who is in the space?
<Recommended Limit	A small group of people, mostly part of the same social circle	
>Recommended Limit	A large group of people from different households and social circles	
Respiratory Output		How are people breathing in the space?
Normal	People are breathing normally, low respiratory output	
Increased	People are breathing heavily, from exercising, laughing, cheering, singing etc.	
Touch		How do people engage with objects or fixtures in the space?
Low	People do not interact much with each other or with objects in the space	
High	People frequently interact with each other or touch objects in the space	
Congestion		Are there points of high congestion?
Low	The design of the space and activity do not result in congregations of people (e.g. entry points, lines, security, etc.)	
High	Because of the design of the space or the nature of the activity, people must gather closely together at times	

