# A Mitigation Template for Businesses

This template is intended to give businesses a tool that will aid them in formulating an effective and comprehensive internal plan built upon the 4 strategies listed below. Physical distancing will be the most important aspect of a comprehensive plan. When physical distancing cannot be maintained, look to effective measures from the other strategies. The ideal plan will be inclusive of all 4 strategies.

Physical Distancing	Engineering Controls
Comprehensive Strategy	
Administrative Controls	Personal Protective Equipment (PPE)

- Physical Distancing
- Engineering Controls
- Administrative Controls
- Personal Protective Equipment (PPE)
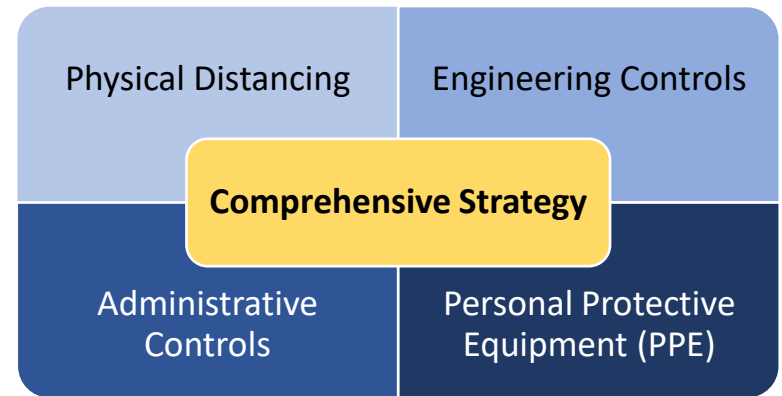
When evaluating where and how to implement strategies to reduce risk, consider these three concepts:

Contact Intensity – Contact intensity is classifying contact type ranging from close to distant as well as the duration of contact. Ideally, strive for the lowest contact intensity possible. An example of low contact intensity would be brief interactions at a distance. An example of high contact intensity would be the sharing of a desk for long periods of time.

Contact Frequency – Contact Frequency assesses the number of contacts and measures them from low to high. The focus here would be to reduce the contact frequency where possible. An example of the would be to create zones for groups of workers within your business. Workers should be discouraged from crossing into other zones throughout their workday and intermingling should be avoided.

Modification Potential – Modification potential is the degree to which mitigation strategies reduce risk. The engineering controls framework was used to inform the risk assessments; sectors and businesses that could effectively incorporate physical distancing and engineering controls were considered to have a higher modification potential than those relying on administrative controls or PPE. This factor should be considered, and if your business has a low modification potential your likelihood on reliance on the use of PPE increases.

Regardless of the business, there are specific strategies that can be implemented to reduce the risk of infection to protect individuals:

1. Use of non-medical cloth masks
2. Prompt identification and isolation of sick persons
3. Cleaning, disinfection, and decontamination procedures
4. Reconfiguring space to enable people to be located apart (ideally, at least 6 feet)
5. Incorporating engineering controls such as physical barriers and administrative controls for physical distancing where possible
6. Supporting and enabling employees to remain home if they are unwell or have been in close contact with someone who was sick
7. Communications and training for managers and workers necessary to implement the plan

If you are a retail business providing for pick-up, drop-off, delivery and/or in store shopping, or are a retail mall, your plan should include and describe how your business will implement the following:

1. Protection and controls for pick-up, drop-off, and delivery
2. Protection and controls for in-store shopping
3. Protection and controls for malls
4. Communications and instructions for customers

In addition to identifying strategies to reduce risk to your business employees and customers, it is important to stay abreast and changing Directed Health Measures (DHM) which are issued by both the State of Nebraska and the Lincoln-Lancaster County Health Department (LLCHD). These measures and your process of following them should be outlined within your plan.

Another important step in developing your plan is to identify what strategies your company or organization will implement to offer increased protective measures to at-risk and vulnerable employees, customers, and visitors. Strong consideration should be given to offer these individuals additional protection, as they are at a higher risk of severe health complications from COVID-19.

Finally, it is important to communicate your plan to all levels of your workforce. This tool is useful in clearly defining your plan and is easily read. It is important to LLCHD that we open our businesses in a way which protects the health of your employees and customers.

COVID Red – Severe Risk of COVID Spread

For businesses and industries allowed to remain open, strategies surrounding strict adherence to physical distancing must be employed. If modifications cannot ensure physical distancing, strong consideration should be given to discontinuing that specific practice or duty. Employers must be focused on actively identifying employees displaying COVID symptoms, separating them from others, and excusing them from the workplace for medical follow-up. Businesses should strongly consider requiring customers to wear face coverings prior to entering. Curbside/drive-through business is strongly encouraged. Telework and/or working from home is strongly encouraged.

Control Type	Strategies to be Implemented
Physical Distancing	Describe strategies to be implemented to provide and maintain adequate **Physical Distancing** (6 feet or more): • Keep workers at least 6 feet apart while working through workspace/desk spacing • Install signage for distancing • Require distancing at clock-in/check-in • Require distancing in outdoor smoking areas • •
Engineering Controls	Describe **Engineering Controls** to be implemented to reduce risk of COVID spread: • Install physical barriers between workers where 6-foot distancing is not possible or practical • Utilize a 'no-touch' or 'touchless' clock-in/check-in • Close meeting rooms and break rooms • Where possible, leave doors open to minimize touch • Provide sanitizing stations or portable handwashing stations in areas with high volume foot traffic or high touch surfaces • Increase air exchanges in the HVAC system to provide increased fresh air intake and air dilution • • •
Administrative Controls	Describe **Administrative Controls** to be implemented to reduce risk of COVID spread: • Screen employees upon arrival for COVID signs and symptoms and dismiss employees with the following symptoms. Refer sick employees for medical follow-up and direct them to follow CDC recommendations. ○ Fever >100.4°F, cough, shortness of breath, difficulty breathing, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell • Sick employees should not be allowed to return to work until they meet criteria for discontinuing home isolation • Where possible provide paid leave for employees who test positive for COVID-19, or who display COVID symptoms (e.g. sick leave or emergency paid sick leave under FFCRA) • Reduce or limit the number of people in any single space (offices, common areas, elevators, etc.) • Prohibit employees from entering work areas where access is not necessary, and from intermingling in other work areas • Use of web- or phone-based platforms for meetings (e.g. Zoom, Webex, GoToMeeting, Microsoft Teams, conference call, etc.) • Follow the CDC's recommendations for cleaning and disinfection using products that meet EPA's criteria for use against SARS-CoV-2 • Encourage frequent handwashing, use of hand sanitizer, and provide hand sanitizer if and where possible • Establish policies/protocols limiting non-essential visitors and strongly discouraging non-essential personal travel

Administrative Controls	• Require single occupant travel in company vehicles, and suspend all non-essential work-related travel • Stagger breaks and lunch • If your business has an in-house cafeteria, provide food 'to-go' • Close areas that cannot be modified for distancing • • • • •

PPE	Describe what **PPE** will be implemented to reduce risk of COVID spread:
	• Face coverings required for all employees, customers, and visitors (personal or company provided)
	   o Disposable mask; or
	   o Cloth face covering (bandana, sewn mask, etc.) laundered daily
	• Disinfectants provided and encouraged use for:
	   o Mouse, keyboards, pens, other high contact surfaces
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At-Risk and Vulnerable	Describe what strategies will be employed to protect people at higher risk of severe illness from COVID-19, in addition to the protective measures identified above:
	• Physical Distancing:
	   o Provide options to work from home or telework
	   o Offer a temporary workspace with greater distancing from customers and other employees
	   o Offer curb side, drive-up, or no-contact delivery service for vulnerable customers
	   o Consider options to reduce contact frequency or intensity
	   o
	   o
	• Engineering Controls:
	   o Offer to install physical barriers between vulnerable workers and others, even if 6-foot distancing is provided
	   o Establish designated points of ingress/egress for vulnerable workers and customers
	   o
	• Administrative Controls:
	   o Offer duties that minimize their contact with customers and other employees
	   o Discourage vulnerable workers, customers, and visitors from sharing elevators
	   o
	   o
	• Personal Protective Equipment (PPE):
	   o If medically approved, supply vulnerable workers with higher level PPE (such as N95 mask)
	   o

COVID Orange – High Risk of COVID Spread

Strategies surrounding strict adherence to physical distancing must be employed. If modifications cannot ensure physical distancing, strong consideration should be given to discontinuing that specific practice or duty. Employers must be focused on actively identifying employees displaying COVID symptoms, separating them from others, and excusing them from the workplace for medical follow-up. Businesses should consider requiring customers to wear face coverings prior to entering. Curbside/drive-through business is strongly encouraged. Telework and/or working from home is strongly encouraged.

Control Type	Strategies to be Implemented
Physical Distancing	Describe strategies to be implemented to provide and maintain adequate **Physical Distancing** (6 feet or more): • Keep workers at least 6 feet apart while working through workspace/desk spacing • Install signage for distancing • Require distancing at clock-in/check-in • Require distancing in outdoor smoking areas • •
Engineering Controls	Describe **Engineering Controls** to be implemented to reduce risk of COVID spread: • Install physical barriers between workers where 6-foot distancing is not possible or practical • Utilize a 'no-touch' or 'touchless' clock-in/check-in • Close meeting rooms and break rooms • Where possible, leave doors open to minimize touch • Provide sanitizing stations or portable handwashing stations in areas with high volume foot traffic or high touch surfaces • Increase air exchanges in the HVAC system to provide increased fresh air intake and air dilution • • •
Administrative Controls	Describe **Administrative Controls** to be implemented to reduce risk of COVID spread: • Screen employees upon arrival for COVID signs and symptoms and dismiss employees with the following symptoms. Refer sick employees for medical follow-up and direct them to follow CDC recommendations. ○ Fever >100.4°F, cough, shortness of breath, difficulty breathing, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell • Sick employees should not be allowed to return to work until they meet criteria for discontinuing home isolation • Where possible provide paid leave for employees who test positive for COVID-19, or who display COVID symptoms (e.g. sick leave or emergency paid sick leave under FFCRA) • Reduce or limit the number of people in any single space (offices, common areas, elevators, etc.) • Prohibit employees from entering work areas where access is not necessary, and from intermingling in other work areas • Use of web- or phone-based platforms for meetings (e.g. Zoom, Webex, GoToMeeting, Microsoft Teams, conference call, etc.) • Follow the CDC's recommendations for cleaning and disinfection using products that meet EPA's criteria for use against SARS-CoV-2 • Encourage frequent handwashing, use of hand sanitizer, and provide hand sanitizer if and where possible • Establish policies/protocols limiting non-essential visitors and strongly discouraging non-essential personal travel

Administrative Controls	• Require single occupant travel in company vehicles, and suspend all non-essential work-related travel • Stagger breaks and lunch • If your business has an in-house cafeteria, provide food 'to-go' • Close areas that cannot be modified for distancing • • • • •

PPE	Describe what **PPE** will be implemented to reduce risk of COVID spread:
	• Face coverings strongly recommended for all employees, customers, and visitors (personal or company provided)
	    ○ Disposable mask; or
	    ○ Cloth face covering (bandana, sewn mask, etc.) laundered daily
	• Disinfectants provided and encouraged use for:
	• Mouse, keyboards, pens, other high contact surfaces
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At-Risk and Vulnerable	Describe what strategies will be employed to protect people at higher risk of severe illness from COVID-19, in addition to the protective measures identified above:
	• Physical Distancing:
	    ○ Provide options to work from home or telework
	    ○ Offer a temporary workspace with greater distancing from customers and other employees
	    ○ Offer curb side, drive-up, or no-contact delivery service for vulnerable customers
	    ○ Consider options to reduce contact frequency or intensity
	    ○
	    ○
	• Engineering Controls:
	    ○ Offer to install physical barriers between vulnerable workers and others, even if 6-foot distancing is provided
	    ○ Establish designated points of ingress/egress for vulnerable workers and customers
	    ○
	• Administrative Controls:
	    ○ Offer duties that minimize their contact with customers and other employees
	    ○ Discourage vulnerable workers, customers, and visitors from sharing elevators
	    ○
	    ○
	• Personal Protective Equipment (PPE):
	    ○ If medically approved, supply vulnerable workers with higher level PPE (such as N95 mask)
	    ○

COVID Yellow – Moderate Risk of COVID Spread

Strategies surrounding adherence to physical distancing, while eased, must still be employed. Employers will still need modifications to prevent the spread of COVID. Monitoring of employees for signs and symptoms of COVID-19 are still strongly encouraged. Those with COVID symptoms should be separated from others, and excused from the workplace for medical follow-up. Focus should be to keep at-risk employees and customers safe. Telework and/or working from home is strongly encouraged for at-risk employees.

Control Type	Strategies to be Implemented
Physical Distancing	Describe strategies to be implemented to provide and maintain adequate **Physical Distancing** (6 feet or more): • Keep workers at least 6 feet apart while working through workspace/desk spacing • Install signage for distancing • Strongly recommend distancing at clock-in/check-in • Strongly recommend distancing in break rooms and smoking areas • •
Engineering Controls	Describe **Engineering Controls** to be implemented to reduce risk of COVID spread: • Install physical barriers between workers where 6-foot distancing is not possible or practical • Utilize a 'no-touch' or 'touchless' clock-in/check-in • Reduce chairs in meeting rooms and break rooms to provide 6-foot distancing • Where possible, leave doors open to minimize touch • Provide sanitizing stations or portable handwashing stations in areas with high volume foot traffic or high touch surfaces • Increase air exchanges in the HVAC system to provide increased fresh air intake and air dilution • • •
Administrative Controls	Describe **Administrative Controls** to be implemented to reduce risk of COVID spread: • Screen employees upon arrival for COVID signs and symptoms and dismiss employees with the following symptoms. Refer sick employees for medical follow-up and direct them to follow CDC recommendations. o Fever >100.4°F, cough, shortness of breath, difficulty breathing, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell • Sick employees should not be allowed to return to work until they meet criteria for discontinuing home isolation • Where possible provide paid leave for employees who test positive for COVID-19, or who display COVID symptoms (e.g. sick leave or emergency paid sick leave under FFCRA) • Reduce or limit the number of people in any single space (offices, common areas, elevators, etc.) • Prohibit employees from entering work areas where access is not necessary, and discourage intermingling in other work areas • Use of web- or phone-based platforms for meetings (e.g. Zoom, Webex, GoToMeeting, Microsoft Teams, conference call, etc.) • Follow the CDC's recommendations for cleaning and disinfection using products that meet EPA's criteria for use against SARS-CoV-2 • Encourage frequent handwashing, use of hand sanitizer, and provide hand sanitizer if and where possible • Establish policies/protocols limiting non-essential visitors, and discouraging non-essential personal travel

Administrative Controls	• Consider reductions in multiple-occupant travel in company vehicles, cautious non-essential work travel • Stagger breaks and lunch • If your business has an in-house cafeteria, provide food 'to-go' • Close areas that cannot be modified for distancing • • • • •

PPE	Describe what **PPE** will be implemented to reduce risk of COVID spread:
	• Face coverings recommended for all employees, customers, and visitors (personal or company provided)
	   o Disposable mask; or
	   o Cloth face covering (bandana, sewn mask, etc.) laundered daily
	• Disinfectants provided and encouraged use for:
	   o Mouse, keyboards, pens, other high contact surfaces; and
	   o Meeting room tables, breakroom counters, greeting counters, etc.
	•
	•

At-Risk and Vulnerable	Describe what strategies will be employed to protect people at higher risk of severe illness from COVID-19, in addition to the protective measures identified above:
	• Physical Distancing:
	   o Provide options to work from home or telework
	   o Offer a temporary workspace with greater distancing from customers and other employees
	   o Offer curb side, drive-up, or no-contact delivery service for vulnerable customers
	   o Consider options to reduce contact frequency or intensity
	   o
	   o
	• Engineering Controls:
	   o Offer to install physical barriers between vulnerable workers and others, even if 6-foot distancing is provided
	   o Establish designated points of ingress/egress for vulnerable workers and customers
	   o
	• Administrative Controls:
	   o Offer duties that minimize their contact with customers and other employees
	   o Discourage vulnerable workers, customers, and visitors from sharing elevators
	   o
	   o
	• Personal Protective Equipment (PPE):
	   o If medically approved, supply vulnerable workers with higher level PPE (such as N95 mask)
	   o

COVID Green – Low Risk of COVID Spread

While there is little or no spread of COVID within the immediate community or region, employers should develop long-term strategies to limit impacts to their community, business, employees, and customers. The focus of these strategies is to prevent a resurgence of the COVID-19 virus or another pandemic illness. Some level of physical distancing should remain, and modifications will likely be the "new normal". Focus will be to continue to protect the at-risk population and prepare for future outbreaks.

Control Type	Strategies to be Implemented
Physical Distancing	Describe strategies to be implemented to provide and maintain adequate **Physical Distancing** (6 feet or more): • Encourage workers to remain at least 6 feet apart while working • Redesign workspaces with consideration for airborne transmission of COVID, influenza, or other airborne illnesses • • • • •
Engineering Controls	Describe **Engineering Controls** to be implemented to reduce risk of COVID spread: • Physical barriers may be removed, but should not be discarded • Maintain readiness to reemploy engineering controls in the event of COVID resurgence, or other airborne illness outbreak (seasonal or pandemic) • • • • •
Administrative Controls	Describe **Administrative Controls** to be implemented to reduce risk of COVID spread: • Transition to a 'new normal' mode of operation • Create or modify pandemic plans for future needs • Where possible provide paid leave for employees who test positive for COVID-19, or who display COVID symptoms (e.g. sick leave or emergency paid sick leave under FFCRA) • • • • • • • •

Administrative Controls	• • • • • • •
PPE	Describe what **PPE** will be implemented to reduce risk of COVID spread: • Develop a plan for PPE needs relevant to COVID or other airborne transmitted illnesses • Develop a schedule to periodically examine PPE, discard expired PPE, and re-stock as necessary • • • • • •

At-Risk and Vulnerable	Describe what strategies will be employed to protect people at higher risk of severe illness from COVID-19, in addition to the protective measures identified above:
	• Physical Distancing:
	   ○ Provide options to work from home or telework
	   ○ Offer curb side, drive-up, or no-contact delivery service for vulnerable customers
	   ○ Consider options to reduce contact frequency or intensity
	   ○
	   ○
	   ○
	• Engineering Controls:
	   ○
	   ○
	   ○
	• Administrative Controls:
	   ○ Offer duties that minimize their contact with customers and other employees
	   ○ Discourage vulnerable workers, customers, and visitors from sharing elevators
	   ○
	   ○
	• Personal Protective Equipment (PPE):
	   ○ If medically approved, supply vulnerable workers with higher level PPE (such as N95 mask)
	   ○