

**Tennessee Major Metros Economic Restart Task Force:
A Phased Approach to Restarting Our Economies**

April 27, 2020

- I. LETTER FROM THE MAYORS**
- II. VALUES AND PRINCIPLES**
- III. TASK FORCE MEMBERS AND PROCESS**
- IV. WHEN TO RESTART: TRIGGERS AND BENCHMARKS**
- V. HOW TO RESTART: RECOMMENDATIONS AND PHASES**
- VI. NEXT STEPS**

I. LETTER FROM THE MAYORS

Dear Friends,

When the first coronavirus case in Tennessee was confirmed by Governor Bill Lee on March 5, we knew that our communities and countless lives were about to change. A month later, our state had 3,633 confirmed cases and 44 deaths. As of today, there are 8,266 positive cases and the death toll has risen to 170.

Rural counties and major metropolitan areas alike have worked hard to contain the spread of the virus through restrictions on travel, prohibitions on public events and mass gatherings, and the closures of non-essential businesses. Customers who had been filling shops and workers who had been earning wages are now home. A job-creating economy that was one of the most dynamic and enviable in the United States is reeling from being suddenly slammed shut.

We have had to ask for extraordinary sacrifices from our residents. The good news is that social distancing and the other measures we have had to put into place appear to be working. Hospital emergency rooms are not yet overtaxed and adequate supplies of personal protective equipment are in place. Free community testing is available in every major city in the state, allowing public health departments to more closely track where and how the virus is spreading.

Preparation, coordination, and meticulous use of data -- these are the things that helped limit infections and fatalities in Tennessee through the end of April. They will also lead us forward into a period of economic recovery and rejuvenation.

Tennessee's four biggest and most populous metropolitan areas are different in many respects, but we share a common need for a systematic approach to restarting our economies. This plan was developed by the **Tennessee Major Metros Economic Restart Task Force**, an advisory body composed of business leaders, medical experts, and public health professionals to design a phased strategy for bringing various industry sectors back to life. We are indebted to the members of this task force for their contributions to this plan, and we look forward to working alongside them as we implement their recommendations.

They worked in close concert with the members and staff of the Governor's Economic Recovery Group, and we are grateful to Commissioner Mark Ezell and his team for their support.

Above all, we wish to thank the people of our great cities, whose cooperation and selflessness have made it possible for us to consider the next phase of our response. Tennessee has been tested time and again, and this crisis has posed challenges not seen in generations, if ever before. The road ahead is long and the world will look much different. We look forward to getting back to work -- together, for good.

Mayor Jim Strickland, Memphis

Mayor John Cooper, Nashville

Mayor Indya Kincannon, Knoxville

Mayor Andy Berke, Chattanooga

II. VALUES AND PRINCIPLES

A strong set of values and principles guided the development of this plan and will guide its implementation:

- **Protecting the public's health is paramount.**
- **Our decisions must be data-driven, not date-driven.** The coronavirus ignores age, gender, race, and political boundary, as well as the calendar.
- **Safety and productivity must be considered together.** Opening too soon creates unnecessary health risk, which not only prolongs the pandemic -- it creates further damage to the economy. Asking businesses to shutter again after a brief period of reopening will drive many of them out of business altogether and irreparably harm customer confidence.
- **Transparency, communication, and consistency are critical to securing the public's support,** which is the only way that the recommendations of this plan can be successfully implemented.

III. TASK FORCE MEMBERS AND PROCESS

The Tennessee Major Metros Economic Restart Task Force is composed of some of the most outstanding business leaders and medical experts representing Memphis, Nashville, Knoxville, and Chattanooga. They include:

Memphis

Alan Crone, Crone Law Firm

Charles Ewing, Ewing Moving and Storage

Dr. Manoj Jain, Emory University, Rollins School of Public Health

Kevin Kane, Memphis Tourism

Beverly Robertson, Greater Memphis Chamber

Nashville

Dr. James Hildreth, Meharry Medical College

Laura Hollingsworth, Ryman Hospitality

Dr. Alex Jahangir, Head of Metro Coronavirus Task Force

Rob McCabe, Pinnacle Financial Partners and Nashville Area Chamber of Commerce

Knoxville

Dr. Kathy Brown, University of Tennessee at Knoxville

Dave Miller, First Horizon Bank

Mike Odom, Knoxville Chamber of Commerce

Ryan Steffy, SoKno Taco Restaurant

Chattanooga

Rae Bond, Chattanooga-Hamilton County Medical Society

Philip Byrum, Monen Family Restaurant Group

Wade Hinton, Unum

Dr. Kathleen Hunt, Children's Hospital at Erlanger

Mitch Patel, Vision Hospitality Group

Members were appointed jointly by each metro area's city and county mayors. Task Force appointees were vetted with and agreed to by the County Mayors in each metropolitan area -- Mayors **Lee Harris** (Shelby County), **Glenn Jacobs** (Knox County), and **Jim Coppinger** (Hamilton County.)

Following an initial convening on April 20, 2020, the Task Force self-divided into working groups to facilitate deeper discussions on specific industry sectors, including retail, hospitality/tourism, and food and beverage establishments, as well as a specific working group focused on determining appropriate triggers and benchmarks for a phased approach to restarting each metropolitan area's economy.

The recommendations of this report are generally focused on those businesses that were required to close or transition their employees to work remotely in order to prevent the spread of the coronavirus. These businesses include:

- Restaurants and bars
- Retail and small businesses
- Corporate offices
- Hospitals, emergency rooms, ambulatory surgery centers and outpatient clinic settings
- Hair, nail, massage and tattoo businesses
- Entertainment and cultural venues
- Fitness and personal hygiene businesses

Sports venues, festivals, and other large events are of course hugely significant to all of our regional economies. However, due to their size and complexity, they will require additional study by public health experts and industry leaders before we will know how they can safely resume.

Similarly, this report makes no recommendations about education, public transportation, or other non-business activities that fall outside the specific purview of this task force.

IV. WHEN TO RESTART: TRIGGERS AND BENCHMARKS

The members of the Task Force were charged with helping local leaders develop responsible, data-driven strategies to protect the public and ensure that our partners in the business community can operate safely. The most critical first step is determining when these strategies can begin to be implemented.

The United States will not be returning to its pre-COVID “normal” condition for a long time. Physical distancing is likely to be a social custom for the foreseeable future. Employers should permit those workers who can perform their duties remotely to do so. Senior citizens, as well as those with chronic health conditions or immune deficiencies, should refrain from mass gatherings whenever possible, and should wear adequate personal protective gear like face masks when they are in public.

As we reopen, the risk of a surge in positive COVID cases is very real. This may necessitate a return to previously expired shelter-in-place directives and the repeated closure of businesses -- a scenario that many of them will not survive.

Our future cannot be determined by fear, however, but instead by careful planning and data-driven decision making that gives employers and customers alike a strong sense of confidence in their health.

Therefore, each local leader must consider a suite of data sets that is relevant and useful to his or her unique local conditions to decide exactly when any businesses may reopen. The Task Force has identified four general measures are particularly meaningful to consider:

1. **FEWER CASES.** The first and most important indicator cities should monitor is the number of new positive COVID cases. Public health authorities agree that movement towards reopening should begin only after several consecutive days of significant declines or downward trajectory of positive tests as a percent of total tests within a 14-day period. Although most cases occur within 5-7 days of exposure, almost all are evident by 14 days.

Conversely, a significant increase in cases should prompt policymakers to halt movement toward the next phase or, in a worst-case scenario, revert to an earlier phase of opening. Certain increases, such as an increase in cases over the course of five days, would be a cause for concern, but exact judgements should reflect a precise understanding of local trends.

If, for instance, public health departments identify a specific outbreak and are able to isolate COVID-positive cases and quarantine people who were in close contact quickly, movement towards greater reopening could continue, even with an increase in positive

cases. This illustrates the critical importance of contact tracing and effective public health measures, something this memo will address in a later section.

- 2. MORE TESTING.** While testing in most cities has understandably prioritized hospitalized individuals with COVID-related symptoms, first responders, and health care workers, cities must expand the testing more broadly over time. Specifically, each city needs the capacity to provide 150 tests per 100,000 residents per day for the foreseeable future. Testing should be expanded to include those with mild respiratory illness and people who have been in close contact with people identified as COVID-positive. Close contacts include household members and others who have had at least a ten-minute personal interaction with a COVID-positive individual at a distance of fewer than 6 feet. Adequate testing capacity is necessary to allow employers overseeing vulnerable populations, such as health care facilities, nursing homes and assisted living facilities, jails, and shelters. to be vigilant in monitoring for COVID-19.

Test results must be available quickly, ideally within 24 hours, so that COVID-positive individuals can self-quarantine and so that contact tracing (see below) can be swiftly implemented. Testing agencies should capture the names, addresses, and phone numbers of people to whom they have been administered so that County Health Departments can follow up effectively during contact tracing.

Other metrics that can be determined by testing, including the basic reproduction number, or "R nought", which illustrates how contagious the disease is in a given locality, or rate of spread, comparing the number of tests administered to the number of new positives, should also be considered.

- 3. CONTACT TRACING.** Contact tracing refers to a local health department's ability to rapidly interview individuals who have tested positive for COVID-19, identify his or her close contacts, and ensure that he or she is quarantined for an appropriate amount of time. Wrap-around services to address other health conditions or needs may be delivered at this time as well if adequate resources and personnel are available.

Health departments will need to have 4 to 15 contact tracers per 100,000 people, depending on the pattern of cases in each locality. Interviews should capture information about the onset of symptoms and the setting in which the infection may have occurred so that public health officials can implement measures to proactively contain "hot spots" of infections.

Household members may need instruction from public health officials on how to protect themselves if a family member is infectious, especially if they are personally caring for that individual. These households should receive daily follow-up calls to get the support they need to ensure compliance, as well food, supplies, or mental health resources.

4. **ADEQUATE HEALTH CARE SYSTEM CAPACITY.** Cities should track and share information about the availability of hospital beds, intensive care unit beds, ventilators, and personal protective equipment (PPE) in order to ensure that sufficient quantities are available if positive cases surge, which is clearly anticipated under a variety of epidemiology models. Data on available capacity should be assessed regionally and statewide with reporting to the Healthcare Resource Tracking System (HRTS) at least three times per week. State stockpiles should be used to fill in deficiencies and the state government should be prepared to assist supply chain managers to ensure that capacity is not exceeded.

V. HOW TO RESTART: RECOMMENDATIONS AND PHASES

The Task Force recommends a three-phase strategy to restart some of the critical industry sectors in major metro areas across our state. These guidelines were drafted following recommendations and guidance provided by the Center for Disease Control and White House, reports and modeling issued by Vanderbilt University, and industry specific associations.

As detailed in Section IV, deciding exactly when a metro economy is ready to move from one phase to the next is the responsibility of the mayors of each city and county, done in close consultation with their local Chambers of Commerce, COVID task forces and medical professionals, and other stakeholders. Sustained success at each phase creates the conditions that make subsequent phases possible for a community to enjoy. Mayors also have the responsibility for publicly communicating which phase their community is in to employers and consumers.

The CDC recommends that local leaders consider the data of 14 consecutive days when assessing if their community is ready to move to the next phase. Fourteen days is generally the amount of time required to prevent the virus from being transmitted between people. Some communities may wish to extend this timeframe for safety reasons, and this decision is entirely left to the discretion of local leaders and public health officials.

Except when performing essential services, vulnerable citizens and those with high risk factors should remain safer at home. These include elderly individuals and individuals with serious underlying health conditions, including high blood pressure, chronic lung disease, diabetes, obesity, asthma, as well as those whose immune system is compromised such as by chemotherapy for cancer and other conditions requiring such therapy.

Every possible means of support should be made available to protect the public's health and keep businesses moving forward. Moving backwards, which may entail the reclosure of some businesses, should be avoided except as an emergency measure.

PHASE ONE

General Conditions of Phase One:

Tennessee's major metros should ensure that some combination of appropriate benchmarks discussed in Section III of this report have been met:

- A stable or declining trend in new cases for at least 14 days
- Adequate testing is available.
- Hospital capacity can handle both the existing case load and a potential surge in new positive cases.
- Cities can certify to the local health department or the Tennessee Department of Health that there is at least a two-week supply of PPE at all hospitals, ambulance services, nursing homes, and daycare centers.
- Comprehensive contact tracing and case monitoring is in place to identify cases and prevent transmission.

Only then should metros begin to reopen their economies.

Everyone should maximize physical distancing and wear cloth masks when in public for any reason. Social settings of more than 10 people should be avoided unless extra precautionary measures are observed. Non-essential travel should be minimized as much as possible. All vulnerable individuals should remain at home as much as possible. Members of households with vulnerable residents should be aware that if they return to work or other environments where distancing is not possible, they may carry the virus back home.

Work from home should continue whenever possible. Employers should strongly consider special accommodations for personnel who are members of a vulnerable population. Employers should also close common areas where personnel are likely to congregate and interact and enforce strict social distancing protocols.

If at any time the region surrounding a city or the state as whole experiences a significant and sustained increase in cases, local leaders should reimpose more stringent travel restrictions, public gathering prohibitions, or other social distancing measures.

Businesses Restarting In Phase One:

Retail and Small Businesses

- Physical distancing must be maintained.
- Business shall allow no more than five persons per 1,000 square feet.
- Gatherings of more than 10 individuals in common areas is prohibited. Seating should be removed if necessary.
- Carts must be cleaned frequently.
- Explicit expectations for occupancy restrictions, frequent hand hygiene, and wearing of cloth masks by employees and patrons must be posted and visible.

- Store management must:
 - Screen daily all employees with temperature and respiratory symptom checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - Post information about health precautions for patrons, employees and staff, such as maintaining six feet of distance between people outside stores and in checkout queues.
 - Provide adequate hand sanitizer and other cleaning supplies.
 - Install automated doors or take other measures to reduce personal contact with doors and other frequently touched surfaces.
 - Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Restaurants

- Physical distancing must be maintained in kitchens and dining rooms.
- Businesses shall allow no more than 50% of their capacity as determined by the local fire marshal or five persons per 1,000 square feet.
- Bar areas must remain closed.
- Live music shall not be permitted.
- Self-service food and shared condiments are not permitted.
- Management must:
 - Screen all employees at least once daily for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.
 - Require that restaurants clean all surfaces after single use by guests.

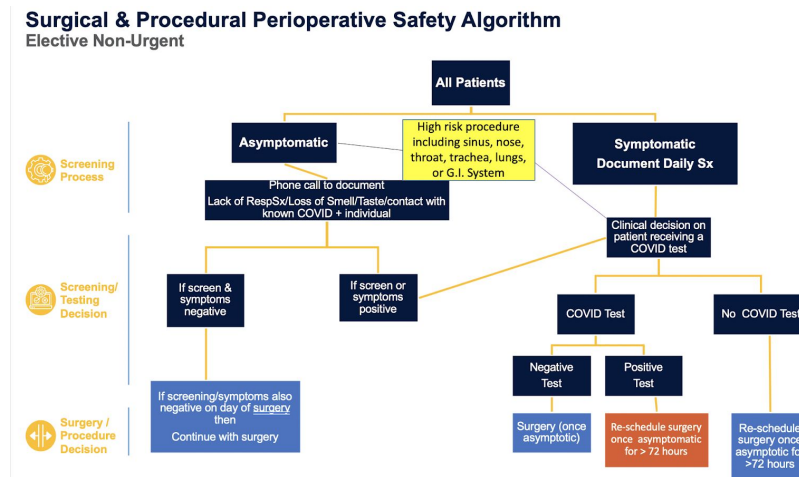
Corporate offices

- Businesses shall allow no more than 50% of their capacity as determined by the local fire marshal or five persons per 1,000 square feet.
- Physical distancing must be maintained.
- Management must:
 - Screen all employees at least once daily for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.

- o Post information about health precautions for patrons, employees and staff, such as maintaining six feet of distance between people in elevators, break rooms, and hallways.
- o Provide adequate hand sanitizer and other cleaning supplies.
- o Install automated doors or take other measures to reduce personal contact with doors and other frequently touched surfaces.
- o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Hospitals, emergency rooms, ambulatory surgery centers and outpatient clinic settings.

- Certain scheduled and elective activities shall commence in the following fashion:
 - o Screen daily all employees and patients with temperature and respiratory symptom checks.
 - o Elective outpatient and inpatient surgery and procedures on lower-risk individuals under age 70 may commence. Health care systems/providers should follow the following algorithm prior to procedure:



- o Prior to a scheduled hospital admission (i.e. scheduled obstetrical care), confirm by telephone or other means prior that the patient is symptom free and has not been exposed prior to admission. Delay admission if possible for all patients who have been exposed to a COVID-positive person or who are symptomatic.
- o Test all emergency room patients on arrival if indicated.
- o Outpatient clinic patients should confirm by telephone or other means prior to the visit patients are symptom free and have not been exposed. All should still be screened with temperature and respiratory symptom checks on arrival. Those exhibiting symptoms, or if exposed to a COVID + person, should be tested, and care moved to telehealth or delayed (if possible) until they are confirmed COVID negative.

- Dental patients should be screened by telephone or other means for symptoms of or exposure to COVID-19 prior to appointment for elective procedures. Patients exhibiting symptoms, or if exposed to a COVID-positive individual within the preceding seven (7) days shall be tested and care delayed until they are confirmed COVID-negative.

PHASE TWO

General Conditions of Phase Two:

Cities may proceed to Phase Two of restarting after a minimum of 14 consecutive successful days in Phase One.

All vulnerable individuals should remain at home as much as possible. Members of households with vulnerable residents should be aware that if they return to work or other environments where distancing is not possible, they may carry the virus back home.

Everyone should maximize physical distancing and wear cloth masks when in public for any reason. Social settings of more than 10 people should be avoided unless extra precautionary measures are observed. Non-essential travel should be minimized as much as possible.

Employers should encourage telework, whenever possible and feasible with business operations. Employers should also strongly consider special accommodations for personnel who are members of a vulnerable population. Employers should also close common areas where personnel are likely to congregate and interact and enforce strict social distancing protocols.

If a significant increase in cases is reported or detected during Phase Two, cities should revert to Phase One.

Businesses Restarting in Phase Two:

Retail and other commercial business

- Businesses shall allow no more than five persons per 1,000 square feet.
- Physical distancing must be maintained.
- Gatherings of more than 10 individuals in common areas is prohibited. Seating should be removed if necessary.
- Carts must be cleaned frequently.
- Explicit expectations for occupancy restrictions, frequent hand hygiene, and wearing of cloth masks by employees and patrons must be posted and visible.
- Store management must:
 - Screen all employees at least once daily for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - Post information about health precautions for patrons, employees and staff, such as maintaining six feet of distance between people outside stores and in checkout queues.
 - Provide adequate hand sanitizer and other cleaning supplies.
 - Install automated doors or take other measures to reduce personal contact with doors and other frequently touched surfaces.

- o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Restaurants

- Businesses shall allow no more than 75% of their capacity as determined by the local fire marshall or five persons per 1,000 square feet, whichever is lowest.
- Physical distancing must be maintained in kitchens and dining rooms.
- Bar areas must remain closed.
- Live music shall be permitted in groups of no more than 3 persons. Physical distancing must be maintained between performers and audience.
- Self-service food and shared condiments are not permitted.
- Management must:
 - o Screen all employees at least once daily for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - o Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout).
 - o Provide adequate hand sanitizer and other cleaning supplies.
 - o Install automated doors or take other measures to reduce personal contact with doors and other frequently touched surfaces.
 - o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.
 - o Require that restaurants clean all surfaces after single use by guests.

Hair, Nail, Massage and Tattoo Businesses

- The CDC's guidance for employers must be followed, including:
 - o Limiting the number of patrons and staff to fewer than 10.
 - o Maintaining adequate physical distancing.
 - o Spacing patrons in waiting areas.
 - o Seeing customers by appointment only; walk-ins are not allowed.
 - o Prominently posting signs warning patrons not to enter and reschedule their appointment if they are ill.
- Owners and/or managers must:
 - o Screen daily all employees for respiratory symptoms and with temperature checks.
 - o Post information about health precautions for patrons, employees and staff, such as maintaining six feet of distance between people outside stores and in checkout queues.
 - o Provide adequate hand sanitizer and other cleaning supplies.
 - o Install automated doors or take other measures to reduce personal contact with doors and other frequently touched surfaces.

- Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Hospitals, emergency rooms, ambulatory surgery centers and outpatient clinic settings.

- Scheduled/elective activities may commence as follows:
 - All employees and patients must be screened as detailed in Phase One.
 - Elective outpatient and inpatient surgery and procedures may be performed in all age groups, including those with severe systemic disease, so long as pre-procedure testing detailed in Phase One is conducted.

Public Gatherings

- Small gatherings of 50 or fewer people may be allowed as long as strict physical distancing is observed and personal protective equipment, including cloth face masks, is worn. Individuals with underlying conditions, immune deficiencies, or other health complications are strongly advised to refrain from public gatherings and should wear additional protective equipment, including gloves and N95 masks, if possible.
- Parks may reopen previously closed elements such as playgrounds and basketball courts.

PHASE THREE

General Conditions of Phase Three:

Cities may proceed to Phase Three of restarting after a minimum of 14 consecutive successful days in Phase Two.

Everyone should maximize physical distancing and wear cloth masks when in public for any reason. Social settings of more than 10 people should be avoided unless extra precautionary measures are observed. Vulnerable individuals can resume public interactions, but should practice physical distancing.

If a significant increase in cases is reported or detected during Phase Three, cities should revert to Phase Two.

Businesses Restarting in Phase Three:

Retail and other commercial businesses

- Businesses shall allow no more than five persons per 1,000 square feet.
- Physical distancing must be maintained.
- Gatherings of more than 10 individuals in common areas is prohibited. Seating should be removed if necessary.
- Carts must be cleaned frequently.
- Explicit expectations for occupancy restrictions, frequent hand hygiene, and wearing of cloth masks by employees and patrons must be posted and visible.
- Managers must:
 - Screen daily all employees with temperature and respiratory symptom checks.
 - Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Restaurants

- Business may open at full capacity.
- Bar areas may open.
- Physical distancing must be maintained in kitchens, dining rooms, and bars.
- Self-service food and shared condiments are not permitted.
- Management must:
 - Screen daily all employees for respiratory symptoms and with temperature checks.

- o Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
- o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Policies should be implemented that make it possible for employees to isolate and quarantine without penalty to their income or employment status.
- o Require that restaurants clean all surfaces after single use by guests.

Entertainment and cultural venues

- Establishments and venues shall allow no more than 50% of their capacity as determined by the local fire marshal.
- Physical distancing must be maintained.
- Management must:
 - o Screen daily all employees for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - o Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Policies should be implemented that make it possible for employees to isolate and quarantine without penalty to their income or employment status.
 - o Require that bars clean all surfaces after single use by guests.

Corporate offices

- Businesses shall allow no more than 75% of their capacity as determined by the local fire marshal or five persons per 1,000 square feet, whichever is lowest.
- Physical distancing must be maintained.
- Management must:
 - o Screen all employees at least once daily for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - o Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - o Require visibly symptomatic employees to be tested and to stay home until they receive test results. Create policies that make it possible for employees to isolate and quarantine.

Hospitals, emergency rooms, ambulatory surgery centers and outpatient clinic settings.

- Scheduled/elective activities may proceed with screening and testing as indicated in prior phases.

Fitness and personal hygiene businesses

- Business may operate at full capacity.
- Physical distancing must be maintained.
- Management must:
 - Screen daily all employees for respiratory symptoms and with temperature checks. Employees with temperatures of 100.4 degrees Fahrenheit must leave the premises immediately.
 - Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - Require visibly symptomatic employees to be tested and to stay home until they receive test results. Policies should be implemented that make it possible for employees to isolate and quarantine without penalty to their income or employment status.
 - Require that equipment surfaces be cleaned after single use by guests.

Public Gatherings

- Small gatherings of 100 or fewer people may be allowed as long as strict physical distancing is observed and personal protective equipment, including cloth face masks, is worn. Individuals with underlying conditions, immune deficiencies, or other health complications are strongly advised to refrain from public gatherings and should wear additional protective equipment, including gloves and N95 masks, if possible.

FUTURE PHASES

General Conditions of Future Phases:

Cities should continue to expand their economic restart activities at their discretion.

Restaurants and retail businesses may continue in accordance with the guidance from Phase Three. Work from home is optional, and the use of cloth masks in public is optional but recommended. If there is a significant increase in cases during this period, cities should revert to a prior phase.

Businesses Restarting in Future Phases:

Entertainment and cultural venues

- Establishments and venues may operate at full capacity.
- Establishment/venue managers must:
 - Screen daily all employees for respiratory symptoms and with temperature checks.
 - Post information about health precautions for patrons, employees and staff (such as maintaining a distance while lining up for checkout). Automate doors, reduce the number of people using elevators, provide hand sanitizer to the extent possible.
 - Require visibly symptomatic employees to be tested and to stay home until they receive test results. Policies should be implemented that make it possible for employees to isolate and quarantine without penalty to their income or employment status.
 - Require that bars clean all surfaces after single use by guests.

Sports venues, festivals, and other large events

It is of course inherently impossible to safely produce mass gatherings, such as college or professional sports events or music festivals, without aggregating large numbers of people. Therefore, events of this kind may be delayed until therapeutic treatments, immunity testing, and/or vaccines for the coronavirus are available. The Task Force recommends further study on these types of events and venues by public health professionals, event producers, and venue managers until realistic guidelines for safe, sustainable operations can be developed and adopted.

VI. NEXT STEPS

This document is intended to serve as a framework for various businesses to follow as they consider restarting. Each city must of course develop specific plans and protocols that make sense for their local conditions, and the interpretation and adaptation by local leaders to suit the unique needs and conditions of their local communities is essential.

Reopening segments of our local economies in gradual phases, guided by empirical evidence and data, is critical to regaining the confidence of fearful workers and customers. Maintaining their confidence over time is essential if our economies are going to regain their prior momentum.

Therefore, as we move from the evaluation to implementation stages, the Task Force recommends the following:

- Each business faces different circumstances and challenges, so each will need help addressing specific questions and finding specific solutions beyond the broad guidelines contained in this report. Cities should develop the capacity to provide initial and ongoing “consultation” services to businesses and workplaces who wish to reopen. These consultation services may be provided by a city’s economic development department, Chamber of Commerce, Health Department, or some partnership thereof, and should be widely communicated as an essential resource to businesses who wish to remain open and in compliance.
- Routine inspections by the Health Department or another local regulatory body should be conducted to ensure that all measures are being maintained relative to the phase in which each city is currently in. The results of these inspections should be publicly posted as a signal to consumers and an accountability.

Note also that this report does not provide solutions for supply chain management or purchasing needs as it relates to ensure that each business in each community has sufficient PPE, thermometers, face masks, hand sanitizer, or other supplies that may be required as a condition of reopening. We are hopeful that the Governor’s office and the Tennessee Department of Health will assist in the timely procurement of these items so that our businesses can get open and reopen as swiftly and safely as possible.

The recommendations provided here are by no means exhaustive, and we acknowledge that there are numerous industries and innumerable specific scenarios that this document does not explicitly address. It will be the ongoing responsibility of each mayor and his or her local business community to adapt the recommendations of this report in the way that makes the most sense for them. As we move forward, we will doubtlessly discover many things which we cannot at this point anticipate, as we look forward to revising this document as necessary to reflect this lessons.