State Affiliate

Path to Recovery Framework

*Updated June 3, 2020*

As communities begin to see reductions in virus transmission, local park and recreation professionals are developing plans for reopening spaces, facilities and programs impacted by the [coronavirus disease 2019 (COVID-19) pandemic](https://www.cdc.gov/coronavirus/2019-ncov/index.html). Agencies should adhere to all federal, state and local guidance, including meeting a set of outlined indicators and gating criteria prior to implementing a phased approach that prioritizes public health and safety when reopening. Park and recreation professionals should recognize that phased reopening plans will not be an immediate return to normal operations, rather, they should include additional mitigation measures to maintain states of low to no community transmission.

Agencies should consider in their plans how they will ensure that community members are adhering to CDC personal protective measures including wearing face coverings, physical distancing, encouraging proper hygiene, etc. Plans should also identify further mitigation and control measures that can be adjusted as the situation changes as well as incorporate communication procedures and emergency responses.

This document will be refreshed as often and as quickly as possible with new and updated resources and guidance. Check back frequently.

**PRPS Pandemic Resource Center**

PRPS maintains a [Pandemic Resource Center](https://www.prps.org/covid-19) for the Recreation and Park Industry, updated nearly every day, with separate tabs for

- **Industry Leadership**
- **Governmental Directives**
- **Management Guidance**
- **By-Subject Resources**
- **Graphics**
- **Virtual Education**
- **Planning and Recovery**

NRPA—PRPS Path to Recovery Framework
We Are Stronger Together!
PRPS encourages its member professionals to share their plans and practices to strengthen the profession and industry throughout the state.

- Share your community story: Rise With PRPS
- Interact with your peers: What's Up P+R?!
- Join PRPS Virtual Roundtables and Webinars.

Advocacy Statements

- NRPA Statement on COVID-19 and Health Equity, April 28, 2020
- PRPS: Open Pennsylvania Parks for Early Recovery, April 24, 2020
- PRPS: Protect Park Funding – Now More Than Ever, April 21, 2020
- PRPS-PPFF Joint Statement: Parks and Greenspaces Matter More Than Ever, April 1, 2020
- NRPA-PRPS Joint Statement on Using Parks and Open Space While Maintaining Physical Distancing, March 18, 2020

Path to Recovery Plan Contents (to be updated and released as available)

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2. Creation of a Cross-Sector Recovery Team May 4, 2020
3. Meeting Essential Public Health Indicators May 4, 2020
4. Assessing the Risk of Spaces, Facilities and Programs May 4, 2020
5. Centering Health Equity in Recovery Efforts May 4, 2020
7. Specific Guidance for Common Park and Recreation Spaces, Facilities and Programs May 20, 2020
8. Developing a Communications Plan June 3, 2020
9. Staff Training and Measures to Protect Staff and Public May 20, 2020
10. Cleaning and Disinfection Practices
11. Managing Contracts and Vendor Relationships to Ensure Safety
12. Securing Critical Supplies
13. Evaluating and Informing Emergency Plans
14. Resource Database – National and Local Reopening Resources
1. Organizational and Industry Leadership: Stronger Together

PRPS empowers recreation and park professionals and advocates to enhance life-enriching services for all Pennsylvanians. Never has this, our mission, been more compelling.

Our work improves environmental, economic, and social health and wellness for current and future generations. Never has this, our vision, been more clear.

PRPS is committed to helping its members and partners take necessary steps to help prevent the spread of the pandemic in the parks and public spaces they manage, and make well-informed decisions on adaptive and emergency operations.

Although the challenges may have shifted, the call to action remains. Local park and recreation professionals fill a key role in community health and wellness opportunities every day. PRPS supports their leadership efforts and encourages its members and partners to work with their local health departments to review emergency response plans, practice routine environmental cleaning, and keeping both their workplaces and public spaces safe.

PRPS is deeply committed to help our members and partners bring real solutions to their communities in a post-pandemic world. PRPS is here to:
- Help you deepen your own personal and professional capacities.
- Amplify your advocacy, and bolster your leadership.
- Help you plan a sustainable recovery for your recreation and park system.
- Help you adapt and lead through changes in norms, behaviors, standards and expectations.

Three-Part Overview Framework
Keeping the following comprehensive framework in mind may help park and recreation managers pivot from their normal duties to facilitating immediate and necessary changes. A responsive transition to new policies, standards, and procedures will help your agency stay relevant to the public it serves, while contributing to a successful reopening and recovery.

1. Reaffirm the present
PRPS empowers recreation and park professionals and advocates to enhance life-enriching services for all Pennsylvanians. Our work improves environmental, economic, and social health and wellness for all. PRPS is here for you.

Likewise, in this first frame, reaffirm your mission to those you serve:
- Affirm your purpose to your constituents with a renewed call to action.
- Document your value to your community, and share your stories.
- Communicate often, and transparently, to your decision makers and stakeholders.

2. Reassess the Past
The post-pandemic world is bringing wide-ranging changes to societal behaviors, perceptions, and expectations. Now, more than ever, seek data to help determine necessary changes to what you have been doing in your policies, standards, and procedures. Reassess your financial outlook. And because this is new to everyone, no one has all the answers. Consult industry experts and others in similar roles. Seek input from stakeholders at all levels, including formerly under-represented groups.

- Enlist collaborators to help provide data on user preferences and needs.
- Incorporate governmental directives and public health recommendations.
- Set benchmarks for actions, based on the best data and information available at that time.

3. Reimagine the Future

Unprecedented challenges bring unprecedented opportunities. Now is your time to strengthen your role as a leader in life and community enrichment; to provide solutions for the public good through your recovery plan and beyond; and for your agency to emerge stronger and more widely recognized for its indispensable value—individually, socially, environmentally, and economically.

- Focus more on new opportunities to meet current needs, than on salvaging past programs.
- Seek new partners and collaborators to fill unmet and unfunded needs.
- Solve people problems and community issues to add value to your them and your organization.

So stay connected, keep sharing, and together we can make it happen. We are stronger together!

The following resources offer guidance in crisis leadership, new employment laws and guidelines, and direct links to Pennsylvania authorities.

Organizational Leadership
- Lead With Empathy During the COVID Crisis  April 17, 2020
- How to Be a Leader in Tough Times  March 20, 2020

Employer Guidelines, New Laws
- Families First COVID Response Act (FFCRA) Employee Leave Benefits  U.S. Department of Labor
- Opening Up America Again Guidelines  April 16, 2020

Pennsylvania Office of the Governor
- Office of the Governor Live Stream Events
- Responding to COVID-19 in Pennsylvania
- Process to Reopen Pennsylvania

Pennsylvania Department of Health
- PA COVID-19 Update
- Situation Summary

Pennsylvania Department of Conservation and Natural Resources
- Alert Details
- Guidance on Spending Time Outdoors
2. Creation of a Cross-Sector Recovery Team

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on forming a cross-sector team to lead the recovery process.

Cross-Sector Engagement
Park and recreation professionals should not create recovery plans in silos. Rather, they should work collaboratively with a variety of sectors, organizations, and leaders to inform recovery plans. These key stakeholders will help to bring strategic thinking, knowledge, resources, and diverse perspectives to the table, ensuring that recovery plans leverage resources and capacities, and are thoroughly vetted and in alignment with all public health guidance. Working collaboratively also provides an opportunity to ensure that like-minded organizations are adopting shared plans, guidance, and messaging.

Recovery team members may include representatives from the following sectors:
- Local public health officials
- Emergency response coordinators
- Law enforcement
- Healthcare practitioners
- Social workers
- Other municipal departments – housing authority, transportation, equity & inclusion, schools, etc.
- Like-minded community-based organizations (YMCA, BGCA, etc.)
- Vendors – supplies, food, etc.
- Local non-profits, faith-based community, or other key partners
- Community advocates

Cross-Departmental Engagement
Agencies should also make certain that recovery teams engage a diverse group of park and recreation professionals across all departments of the organization. This helps make certain that all aspects of operations are considered for the variety of spaces, facilities and programs managed by park and recreation departments. A diverse group of staff will have insights on assessing staff capacity, technology needs, maintenance and cleaning concerns, and the ability to monitor and enforce physical distancing, etc.

Community Engagement
Agencies should also work to make sure that community members are represented in the recovery planning process. Equitable and inclusive community engagement is central to the profession’s shared vision of access for all, and this vision holds true through the COVID-19 pandemic. Conducting community engagement helps to ensure that park and recreation spaces, facilities, and programs are meeting the needs of all people, prioritizing those most impacted by the COVID-19 pandemic, and working to ensure that all people have fair access to quality parks and recreational opportunities in each phase of recovery. Engaging community members will provide insights on the day-to-day concerns of individuals and families, as well as their support in reopening decisions.
Consider hosting virtual community meetings, conducting key informant interviews with community members, or engaging the community through social media platforms.

**Team Goals, Roles & Responsibilities**

Upon forming a recovery team, a good first step is to establish goals for the team. These goals should be specific, measurable, attainable, realistic and time-based (SMART). Teams should also outline roles and responsibilities for all team members, so all parties are clear on their specific assignments and actions needed. Using an action planning tool that outlines the specific task, timeline of deliverables, key team members, and any target metrics may be helpful in this process.

Recognize that these goals and responsibilities may evolve over time, as COVID-19 has been very fluid in nature and teams will need to respond to the situation at hand.

**Sample SMART goals for recovery teams:**

- **By May 15, 2020,** our recovery team will complete a risk assessment of all park and recreation facilities and programs. We will analyze the assessments, supported by qualitative data from recovery team members and subject matter experts, and identify which facilities pose the lowest risk of transmission by May 21. We will group these facilities and programs into the appropriate phase for reopening based on risk and ability to implement mitigation strategies.

- **By May 21, 2020,** our recovery team will establish a plan for sourcing critical supplies needed to maintain cleaning and disinfection measures in facilities. The plan will include both cleaning supplies as well as personal protective equipment that may be needed by staff.

- **By May 31, 2020,** our recovery team will draft a phased reopening plan in accordance with public health guidance, and considering staff capacity, secured supplies, and budget. Reopening plan will outline:
  - What indicators must be met to move from phase to phase
  - Types of activities allowed in each phase (single use vs. group activities)
  - Public health measures that will be present in each phase (e.g. face coverings, physical distancing, gathering restrictions, etc.)
  - Hours of operations in each phase
  - Essential services that need to be prioritized in each phase
  - Communication and community education strategy for each phase
3. Meeting Essential Park Indicators

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on the core indicators that must be met prior to transitioning to reopening.

The World Health Organization as well as the White House Coronavirus Task Force and Centers for Disease Control and Prevention (CDC) have identified core indicators that communities impacted by the COVID-19 pandemic should meet as they begin to lift mitigation measures in a phased approach. Progress in meeting these indicators should be tracked and monitored to inform and guide the timeline of lifting mitigation and control measures that have been put in place. Communication from state and local public health and government officials is critical for sharing progress on meeting indicators as well as the status of mitigation measures. While state and local public health officials will assume the main responsibility of monitoring these indicators and directing decisions related to reopening, local park and recreation professionals should be aware of the conditions that should be present in communities prior to implementing a phased reopening plan.

Below is presented the current guidance from the World Health Organization, the White House Coronavirus Task Force and CDC, and the Pennsylvania Plan for Reopening and Recovery. Your local government may decide to follow variations of these. Knowing what measures need to be in place, can help you determine the safest way to phase your reopening plans (details to be provided in Part 5 of the Path to Recovery Framework).

According to the World Health Organization, communities should meet six indicators including:
- Confirming that transmission of the virus has been controlled.
- Ensuring the health systems are capable of testing, isolating and treating every case of COVID-19 and tracing every contact.
- Making sure that outbreak risks are minimized in health facilities and places that serve vulnerable populations.
- Putting preventative measures in workplaces, schools and other essential places.
- Managing risk of imported cases from travelers.
- Fully educating, engaging and empowering communities to adjust to these critical measures as part of everyday life.

According to the White House Coronavirus Task Force and CDC, communities should meet the following gating criteria prior to lifting mitigation measures, recognizing that state and local governments may need to tailor the application of these to local circumstances:
- Downward trajectory in influenza-like illnesses and COVID-like symptoms within a 14-day period.
- Downward trajectory of documented cases or positive tests within a 14-day period.
- Ability of hospitals to treat all patients and have a robust testing program in place for at-risk essential healthcare workers.
  - While not specified as official gating criteria, the plan also calls on state and local officials to be prepared to provide comprehensive testing and contact tracing, have
capacity in the health system and personal protective equipment for health workers, and plans in place to protect public health.

World Health Organization Core Indicators

1. **COVID-19 transmission is controlled** to a level of sporadic cases and clusters of cases, all from known contacts or travelers and the incidence of new cases should be maintained at a level that the health system can manage with substantial clinical care capacity in reserve.

2. **Sufficient health system and public health capacities are in place** to enable the major shift from detecting and treating mainly serious cases to detecting and isolating all cases, irrespective of severity and origin:
   - **Detection**: suspect cases should be detected quickly after symptom onset through active case finding, self-reporting, entry screening, and other approaches.
   - **Testing**: all suspected cases should have test results within 24 hours of identification and sampling, and there would be sufficient capacity to verify the virus-free status of patients who have recovered.
   - **Isolation**: all confirmed cases could be effectively isolated immediately (in hospitals, and/or designated housing for mild and moderate cases, or at home with sufficient support if designated housing is not available) and until they are no longer infectious.
   - **Quarantine**: all close contacts could be traced, quarantined and monitored for 14 days, whether in specialized accommodation or self-quarantine. Monitoring and support can be done through a combination of visits by community volunteers, phone calls or messaging.

3. **Outbreak risks in high-vulnerability settings are minimized**, which requires all major drivers and/or amplifiers of COVID-19 transmission to have been identified, with appropriate measures in place to minimize the risk of new outbreaks and transmission (e.g. appropriate infection prevention and control, and provision of personal protective equipment in health care facilities and residential care settings).

4. **Workplace preventative measures are established to reduce risk**, including the appropriate directives and capacities to promote and enable standard COVID-19 prevention measures in terms of physical distancing, hand washing, respiratory etiquette and potentially, temperature monitoring.

5. **Risk of cases from travelers managed** through an analysis of the likely origin and routes of importations, and measures would be in place to rapidly detect and manage suspected cases among travelers (including the capacity to quarantine individuals arriving from areas with high community transmission).

6. **Communities are fully engaged and understand that the transition entails a major shift**, from detecting and treating only serious cases to detecting and isolating all cases, that behavioral prevention measures must be maintained, and that all individuals have key roles in enabling and in some cases implementing new control measures.

**White House Coronavirus Task Force & CDC State/Regional Gating Criteria Symptoms:**
Downward trajectory of influenza-like illnesses (ILI) reported within a 14-day period, and downward trajectory of COVID-like symptomatic cases reported within a 14-day period.

1. **Cases**: Downward trajectory of documented cases within a 14-day period, or downward trajectory of positive tests as a percent of total tests within a 14-day period (flat or increasing volume of tests).

2. **Hospitals**: Treat all patients without crisis care, and robust testing program in place for at-risk healthcare workers, including emerging antibody testing.

3. **Core State Preparedness Responsibilities**:
   - **Testing and Contact Tracing**
     - Ability to quickly set up safe and efficient screening and testing sites for symptomatic individuals and tract contacts of COVID positive results.
     - Ability to test Symptomatic/ILI-indicated persons for COVID and trace contacts of COVID positive results.
     - Ensure surveillance sites are screening for asymptomatic cases and contacts for COVID positive results are traced (sites operate at locations that serve older individuals, people living in lower-income neighborhoods, people of color, and indigenous people).
   - **Healthcare System Capacity**
     - Ability to quickly and independently supply sufficient Personal Protective Equipment and critical medical equipment to handle dramatic surge in need.
     - Ability to surge ICU capacity.
   - **Plans**
     - Protect the health and safety of workers in critical industries.
     - Protect the health and safety of those living and working in high-risk facilities (e.g., senior center facilities).
     - Protect employees and users of mass transit.
     - Advise citizens regarding protocols for social distancing and face coverings.
     - Monitor conditions and immediately take steps to limit and mitigate any rebounds or outbreaks by restarting a phase or returning to an earlier phase, depending on severity.

4. **Guidelines for Individuals**
   Continue to adhere to state and local guidance as well as complimentary CDC guidance, particularly with respect to face coverings.
   - **Continue to practice good hygiene.**
     - Wash your hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces.
     - Avoid touching your face.
     - Sneeze or cough into a tissue, or the inside of your elbow.
     - Disinfect frequently used items and surfaces as much as possible.
     - Strongly consider using face coverings while in public, and particularly when using mass transit.
   - **People who feel sick should stay home.**
     - Do not go to work or school.
     - Contact and follow the advice of your medical provider.

Decisions about when to transition must be evidence-based, data-driven and implemented incrementally. It is essential to have real-time, accurate data on the testing of suspected cases, the
nature and isolation of all confirmed cases, the number of contacts per case and completeness of tracing, and the dynamic capacity of health systems to deal with COVID-19 cases. To reduce the risk of new outbreaks, measures should be lifted in a phased, stepwise manner based on an assessment of the epidemiological risks and socioeconomic benefits of lifting restrictions on different workplaces, educational institutions and social activities.

**Pennsylvania Plan Relief, Reopening and Recovery**
Pennsylvania is facing a new set of realities every day as a result of the COVID-19 pandemic. We all have work we need to do to build a new commonwealth. Governor Wolf has outlined a plan for relief, reopening, and recovery that will keep Pennsylvanians alive and repair the damage this virus has caused across Pennsylvania.

**Phase 2: Reopening**
With new case counts showing that these aggressive efforts have flattened the curve, the governor and his administration will begin to plan for a reopening process that protects Pennsylvanians and helps to stabilize the economy.

To that end, the administration will work with economic and public health experts to determine the metrics used for safe reopening by taking a regional, sector-based approach.

In consultation with Team PA, the Department of Health, the Department of Community and Economic Development, the Department of Labor and Industry, the Pennsylvania Emergency Management Agency, and others, the administration will develop guidance for businesses, local governments, workers, customers, and others and guide a safe reopening process.

**Standards**
1. Our approach will be data driven and reliant upon quantifiable criteria to drive a targeted, evidence-based, regional approach to reopenings in Pennsylvania.
2. We will put forth guidance and recommendations for employers, individuals, and health care facilities and providers for assured accountability as we reopen.
3. Reopening necessitates that adequate personal protective equipment and diagnostic testing are available.
4. Reopening requires a monitoring and surveillance program that allows the commonwealth to be deploy swift actions for containment or mitigation.
5. Protections for vulnerable populations must remain steadfast throughout the reopening process, such as limitations on visitors to congregate care facilities and prisons.
6. Limitations on large gatherings unrelated to occupations should remain in place for the duration of the reopening process.

**Phased Reopening**
Pennsylvania plans to proceed with returning to work cautiously. Broad reopenings or reopenings that are not structured around ongoing social distancing, universal masking, or other public health guidance would likely result in a spike of cases and new stay-at-home and closure orders.

Throughout this process, we will have guidance in place to support best public health practices. This guidance will reinforce and build on existing worker and building safety orders. It will also be able to adapt to the changing nature of the pandemic, as well as lessons learned from communities that return to work strategically.

Pennsylvania will utilize a three-phase matrix to determine when counties and/or regions are ready to begin easing some restrictions on work, congregate settings, and social interactions. See the full plan for reopening Pennsylvania.

**Red Phase**
The red phase, which currently applies to the whole state, has the sole purpose of minimizing the spread of COVID-19 through strict social distancing, non-life sustaining business, school closures, and building safety protocols.

**Red Phase**
**Work & Congregate Setting Restrictions**
- Life Sustaining Businesses Only
- Congregate Care and Prison Restrictions in Place
- Schools (for in-person instruction) and Most Child Care Facilities Closed

**Social Restrictions**
- Stay at Home Orders in Place
- Large Gatherings Prohibited
- Restaurants and Bars Limited to Carry-Out and Delivery Only
- Only Travel for Life-Sustaining Purposes Encouraged
- Reiterate and reinforce safety guidance for businesses, workers, individuals, facilities, update if necessary
- Monitor public health indicators, adjust orders and restrictions as necessary

**Yellow Phase**
As regions or counties move into the yellow phase, some restrictions on work and social interaction will ease while others, such as closures of schools, gyms, and other indoor recreation centers, hair and nail salons, as well as limitations around large gatherings, remain in place.

This purpose of this phase is to begin to power back up the economy while keeping a close eye on the public health data to ensure the spread of disease remains contained to the greatest extent possible.

**Yellow Phase**
**Work & Congregate Setting Restrictions**
- Telework Must Continue Where Feasible
- Businesses with In-Person Operations Must Follow Business and Building Safety Orders
- Child Care Open Complying with Guidance
- Congregate Care and Prison Restrictions in Place
• Schools Remain Closed for In-Person Instruction

Social Restrictions
• Stay at Home Order Lifted for Aggressive Mitigation
• Large Gatherings of More than 25 Prohibited
• In-Person Retail Allowable, Curbside and Delivery Preferable
• Indoor Recreation, Health and Wellness Facilities and Personal Care Services (such as gyms, spas, hair salons, nail salons and other entities that provide massage therapy), and all Entertainment (such as casinos, theaters) Remain Closed
• Restaurants and Bars Limited to Carry-Out and Delivery Only
• All businesses must follow CDC and DOH guidance for social distancing and cleaning
• Monitor public health indicators, adjust orders and restrictions as necessary

Green Phase
The green phase eases most restrictions by lifting the stay at home and business closure orders to allow the economy to strategically reopen while continuing to prioritize public health.

While this phase will facilitate a return to a “new normal,” it will be equally important to continue to monitor public health indicators and adjust orders and restrictions as necessary to ensure the spread of disease remains at a minimum.

Green Phase
Work & Congregate Setting Restrictions
• All Businesses Must Follow CDC and PA Department of Health Guidelines

Social Restrictions
• Aggressive Mitigation Lifted
• All Individuals Must Follow CDC and PA Department of Health Guidelines
• Monitor public health indicators, adjust orders and restrictions as necessary

Phase 3: Recovery
Together we can build a safe, prosperous future for Pennsylvania. Over the coming weeks and months, the Wolf Administration will collaborate with the legislature, stakeholders, and Pennsylvanians to build on the governor’s ideas for recovery so that we can emerge from this pandemic stronger.

Recovery for Pennsylvanians
Developing a recovery framework and programs that make a difference for the people of Pennsylvania is paramount. That framework must include, at a minimum:
• Fair, family-sustaining wages for all Pennsylvanians.
  o Increase the minimum wage to $12 with a path to $15.
  o Provide additional hazard pay for essential, front-line workers during a public health emergency.

• Enactment of better worker protection standards.
  o Employees should not be discharged, penalized, or discriminated against if they isolate or quarantine related to COVID-19.
  o Employers must maintain safe and healthy environments.
• Protections should also exist for employees who report workplace violations.

• Expansion of paid sick and family leave policies.
  o Expand paid sick and family and medical leave policies to ensure that workers can take care of their health and that of their family when needed.

• Expansion of safe, affordable, and high-quality child care.

• Strengthening of the Unemployment and Workers Compensation Insurance systems.
  o Expand Unemployment Compensation (UC) benefits for self-employed, gig economy workers, and independent contractors similar to the federal Pandemic Unemployment Assistance program.

  o Expand Workers’ Compensation (WC) for health care workers, emergency responders, grocery store and food supply workers, and other essential workers at life-sustaining businesses that are at higher risk for contracting COVID-19 at work.

• Broad funding flexibilities to support continuity of education and continued active distance learning (including planned instruction and enrichment) for all students. This should include a specific focus on increased flexibilities for students with disabilities who may have challenges learning remotely.

• Expand the authority of the secretary of education to mandate continuity of education and continued active distance learning (including planned instruction and enrichment) for all students during a public health emergency established by a gubernatorial disaster declaration.

• Require all educators to receive professional development on virtual teaching and online learning techniques; require all student teachers to be trained to develop and deliver online courses; allow student teachers to use online teaching to count toward some of their student teaching requirements.

• Accountability and transparency for spending and dispensation of federal, state, and local resources to address the COVID-19 pandemic.

• Expansion of student loan forgiveness and repayment programs, particularly focusing on debt relief for individuals who are the front lines of responding the COVID-19 disaster.

• Expansion of rapid re-employment programs to support businesses and workers, with an emphasis on businesses and individuals impacted by the business closure order and COVID-19-related layoffs based on Labor Market Information and UC data.
4. Assessing the Risk of Spaces, Facilities and Programs

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on assessing spaces, facilities and programs to better understand the risk to public health.

With guidance from local park and recreation professionals, leading public health organizations, and other like-minded nongovernmental organizations, NRPA has developed an assessment tool that can be used by local park and recreation professionals to help them better understand the risk of specific park and recreation sites, facilities and programs. Assessing the risk of reopening these spaces, facilities and programs, and easing mitigation measures, requires park and recreation professionals to balance the risk of increased transmission of COVID-19 against the benefits these amenities provide to communities.

The tool guides professionals through key questions that should be answered and plans that should be in place prior to reopening in accordance with public health guidance, while helping professionals identify which spaces, facilities and programs are ready to reopen in a phased approach or which need additional time and preparation prior to reopening.

1. General Assessment of Park and Recreation Spaces and Facilities

The Johns Hopkins Bloomberg School of Public Health Center for Health Security recently released Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors. The document provides an assessment of the risk of transmission in a variety of organizations and settings, including outdoor spaces, organized sports, community gathering spaces and schools and childcare facilities. Assessments were made across three dimensions: 1) contact intensity, 2) number of contacts, and 3) the degree to which activities are considered to be modifiable through mitigation measures.

- **Contact intensity** was rated as low, medium or high, taking into account close contact vs. distant contact and duration of contact. For example, low contact intensity activities are brief and fairly distant, like walking past someone on a trail. High contact intensity involves prolonged close contact, like sharing a dorm room.

- **Number of contacts** were rated as low, medium or high, defined by the approximate number of people in the setting at the same time.

- **Modification potential** is defined as a **qualitative** assessment of the degree to which activities can be modified to reduce risk. In this case, high modification potential is better. For example, a high modification potential allows for substantial changes to the space or activity to limit contact. This may include implementing physical distancing measures, creating physical barriers between people, using technology to facilitate communication, or having people wear PPE. A low modification potential may only allow for one or two of these measures.
A variety of settings that park and recreation professionals often managed were assessed on these three levels:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>CONTACT INTENSITY</th>
<th>NUMBER OF CONTACTS</th>
<th>MODIFICATION POTENTIAL</th>
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<td>Parks, walking paths, trails, dog parks</td>
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<td>Low</td>
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<td>Noncontact sports</td>
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<td>Pools</td>
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<td>Gyms, fitness studios</td>
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<td>Playgrounds, skateparks and other outdoor recreation spaces</td>
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<tr>
<td>Indoor large venues (concerts, sports)</td>
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<td>Low</td>
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<tr>
<td>Summer camps</td>
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</tbody>
</table>
These risk assessments may be helpful in planning for reopening as sectors and activities with low contact intensity, low numbers of contacts, and ability to modify operations to diminish potential spread will be safer to open sooner than those with higher levels of risk. This is not meant to be a prescription for reopening, and we know that every park and recreation space, facility and program is unique. Professionals will need to make decisions after analyzing their individual spaces for risk.

2. Coordination with Public Health Officials
As phased reopening plans are developed, park and recreation professionals should coordinate with state and local public health and government officials for specific guidance and approval. Prior to implementation of phased reopening plans, park and recreation professionals should also coordinate with state and local public health officials to ensure the community has met the indicators and gating criteria to begin lifting mitigation measures as outlined by the World Health Organization or the White House Coronavirus Task Force and CDC.

3. Specific Questions that Should be Answered Prior to Reopening
These questions should be answered, and plans should be developed prior to reopening spaces, facilities or programs.

a. Physical Distancing and Limiting Gatherings
- Does the space/facility/program allow for physical distancing of the public and staff?
- Does the space/facility/program allow for avoiding any national/state/local maximum gathering requirements?
- Can signage be installed reminding community members to physically distance and limit gatherings?
- Can physical distancing and gathering requirements be monitored/enforced?
- Have policies or procedures been developed for the monitoring and enforcement of physical distancing?
- Do you have enough staff capacity and resources needed to monitor/enforce physical distancing and gathering requirements?
- Have staff been trained on proper procedures for monitoring physical distancing?
- Do you have a contingency plan in the event of losses in staff capacity to monitor/enforce physical distancing?
- Do you have a communications plan for sharing information on physical distancing, gathering requirements and monitoring procedures?
- Do you have a contingency plan in the event that mitigation and gating measures need to be reinforced due to a resurgence in COVID-19 case counts?

b. Cleaning and Disinfection Practices
- Can the space/facility/program materials be properly cleaned/disinfected regularly in accordance with CDC guidance?
- Have maintenance plans/checklists outlining cleaning protocols and frequency been created to prepare staff for implementation?
- Have you secured cleaning/disinfection supplies and PPE for staff?
- Do you have a plan in place for securing additional needed cleaning/disinfection supplies within the supply chain?
• Have you trained staff on proper cleaning/disinfection?
• Do you need to provide hand sanitizer to users?
• Do you have a plan in place for securing hand sanitizer within the supply chain?
• Do you have a communications plan for sharing information on cleaning and disinfection practices (e.g.) how often spaces are cleaned?

c. Staff Capacity
• Do you have a staffing plan in place to reopen spaces/facilities/programs?
• Do you need to repurpose staff (e.g. full time to staff seasonal operations; admin shifting to maintenance/sanitization roles, etc.)?
• Is there a plan in place for protecting vulnerable/high-risk staff?
• Is there a contingency plan in place in the event of losses in staff capacity?

d. Measures to Protect Staff and the Public
• Do you have a policy on personal protective equipment (PPE) needed for staff?
• Have you secured necessary PPE?
• Do you have a plan in place for securing additional PPE within the supply chain?
• Have you trained staff on proper use and disposal of PPE?
• Is there a policy in place regarding hand washing frequency of staff?
• Do you have updated emergency contact information for staff?

e. Site-Based Questions
Based on specifics of your spaces, facilities and programs, have you created a plan for additional staff and user protective measures that may be required? This may include:
• Do you need/have updated emergency contact information for participants?
• Do you have a plan to implement health screenings and temperature checks?
• Are you able to limit the number of patrons or stagger entry times?
• Can signage be installed reminding public to physically distance, limit gatherings, wear face coverings, and practice proper personal hygiene per CDC guidance?
• Can equipment or office set ups be adjusted to support physical distancing?
• Will adjustments to equipment or office space meet ADA requirements?
• Have you developed a drop-off system for childcare programs?
• Is there an isolation room on site in the event someone falls ill during a program?
• If you are providing food, what policies are in place for food deliveries and distribution?
• Do you need additional organization vehicles?
• Will you need to install physical barriers to keep frontline staff safe?

f. Specific Work Operations
NRPA and PRPS will be developing and sharing guidance for specific spaces, facilities, and programs as available. See Part 7.
• Playgrounds
• Outdoor Restrooms (Permanent and Temporary)
• Outdoor Courts, Skateparks, Exercise Equipment
• Swimming Pools and Splashpads
• Sports – Youth and Adult
• Dog Parks
• Childcare Programs and Summer Camps
• Indoor Recreation and Aquatic Centers
• Farmers Markets
• Senior Centers
• Park Maintenance

g. Population Served and Addressing Equity and Inclusion
• Who is the primary population served by the space/facility/program?
• Is there a high percentage of high-risk individuals served by the space/facility/program?
• Is there a plan in place for protecting high-risk individuals?
• Have you analyzed your reopening plans to ensure that recreational opportunities are equitably accessible across the community?
• Have you analyzed community need to ensure you are meeting the essential needs of those most vulnerable?
• Have you meaningfully engaged the community in your reopening planning process to ensure all voices are represented?
• Is there a plan to address ADA requirements?
• Is there a plan to ensure all feel welcome and can participate equally?

h. Communications and Community Awareness
• Has a communications plan been developed to relay up-to-date information regarding openings/closings/proper use/mitigation strategies?
• Has a communications plan been developed to raise community awareness of proper use of spaces in accordance with national/state/local public health guidance?
• Do you have enough staff capacity and resources needed to implement communications plan?
• Do you have a contingency plan in the event of losses in staff capacity to implement communications plan?
• Is there a plan to ensure all people, especially those most vulnerable, receive and understand communications?

i. Mitigation Strategies
• Is there a mitigation plan in place for each site?
• Can mitigation measures be instated rapidly if there is an increase in community transmission?
• In the event of exposure at a managed site, is there a plan in place for communicating possible exposure of virus to community members (i.e. participant tracking)?
5. Centering Health Equity in Recovery Efforts

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on ensuring that the recovery process prioritizes equity and meeting the needs of those most vulnerable.

While COVID-19 has impacted each one of us, it is well known that certain populations have been more severely affected—people aged 65+, people experiencing homelessness, and people with underlying chronic diseases including diabetes, obesity, asthma and heart disease. In addition, the pandemic has disproportionately impacted people of color, low-income and rural communities, indigenous people, low-wage workers, people with disabilities, people without documentation, and other historically marginalized and underserved populations, resulting in an increased risk of exposure, increased rates of infection, hospitalization, mortality and significantly more negative impacts to daily life. While the effects of COVID-19 on the health of racial and ethnic minority groups is still emerging, current data suggest a disproportionate burden of illness and death among racial and ethnic minority groups.

There are many contributing factors to this disproportionate impact including our country’s deep-rooted history of unjust policies, practices and biases that have created barriers in access to quality housing, job and educational opportunities, healthcare, healthy foods, and safe neighborhoods — including access to quality parks and recreation opportunities. For many, the economic and social conditions including living conditions (e.g. densely populated areas, multigenerational households, etc.), working circumstances (e.g. classification as “essential workers”, lack of paid sick leave, etc.), and lower access to care (e.g. lack of health insurance, underlying medical conditions, etc.) make it difficult to prevent exposure to COVID-19 or seek treatment when warranted.

Understanding the Disproportionate Impact of COVID-19 on Vulnerable Populations

To begin to address the needs of vulnerable populations, there must first be an understanding of how vulnerable populations are impacted and strategies being suggested to reduce the negative impacts of COVID-19. Below are several resources to start with to gain a deeper understanding of this issue.

- John Hopkins Center for Health Equity Resources Page on COVID-19: Resources to help improve the care of vulnerable groups, respond to their needs, and improve their daily lives.
- National Collaborative for Health Equity: Tools and resources on various health equity issues including housing, health and well-being, food insecurity, and economy.
- Health Equity Initiative: COVID-19 and health equity resources that can assist organizations in ensuring that COVID-19 responses are rooted in equity.
- COVID-19 and Equity: Dedicated COVID-19 and Equity resources from the American Public Health Association (APHA) that include opinion pieces discussing the impact of COVID-19 on various vulnerable populations as well as guidance and strategies for navigating these impacts.
- Health Justice Strategies to Combat COVID-19: Protecting Vulnerable Communities During A Pandemic: An overview of health disparities, inequities and a health justice approach that state and local governments can take to support vulnerable populations.
What Can Park and Recreation Professionals Do?

The Centers for Disease Control and Prevention (CDC) COVID-19 page provides resources for supporting vulnerable and high-risk populations, as well as information regarding COVID-19 in Racial and Ethnic Minority Groups. These pages outline strategies on how public health professionals and community organizations, including parks and recreation, can take action to support those most impacted and prioritize equity. These recommendations call upon professionals to:

- **Prioritize resources and provide essential services.**
  - How will (and what) programs and services be relaunched? Are you prioritizing and planning to make resources available for those programs and services (e.g. child and older adult meal programs, programs for people experiencing homelessness and those without documentation, etc.) that address the needs of the most vulnerable populations even if they require more resources to do so?
  - While in-person programs and services are relaunching, how will vulnerable populations who are unable to make an in-person visit continue to access them? Will resources still be allocated to continue and improve upon remote access to programs and services? Given that 8 in 10 COVID-19 related deaths in the U.S. are among individuals 65 years and older, what is the plan to continue to meet their needs? During what phase will senior centers reopen?

- **Ensure communications about COVID-19 and necessary precautions are reaching all populations.**
  - What is the plan for communicating with the community to ensure that those hardest to reach (perhaps due to lack of internet, etc.) are well informed?

- **Leverage health promotion programs to reach those most in need.**
  - Health promotion programming should focus on chronic disease prevention and management as well as mental and behavioral health and coping with stress.

- **Work collaboratively with community partners.**
  - What community organizations and partnerships will be leveraged to ensure the needs of these groups are being meet? For example, will you consult with the state department on again your local office on aging to identify the best ways to meet the needs of the older adults in your community?
- Can partnerships be leveraged to connect people to essential services, such as healthcare providers, grocery delivery or temporary housing?

- **Address social and economic factors by embedding equity into plans, policies and guiding practices now and in the future.**
  - How will you create a welcoming in-person and virtual environment for all community residents?
  - What will the program and services fee structure look like, given that many families may have lost income and are already struggling to meet their basic needs?

- **Address the needs and concerns of your staff especially if they belong to one of these vulnerable groups.**
  - Does your staff have people who are aged 65+, have underlying health conditions, are underinsured, are caregivers, or who may not feel safe resuming their duties at this time? How will this be handled equitably? Can they continue their duties at home?

- **Be a voice and advocate – take part in community planning efforts to ensure the needs of those most vulnerable are taken into consideration.**
  - How will you ensure that the voices of your most vulnerable populations are taken in consideration?
6. Phased Reopening Planning—Gradually Restoring Operations to Protect Public Health

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on implementing a phased approach of reopening.

Based on public health guidance at the federal level, along with an analysis of phased reopening plans from state, local governments, and local park and recreation agencies, NRPA has developed this phased reopening guidance to help park and recreation professionals outline and implement phased reopening plans. In this document you will find:

- Transition criteria between phases — and outline of key metrics that should be met prior to transitioning into the subsequent phase.

- Key considerations in all phases — the need to assess staff capacity, budget, availability of supplies and personal protective equipment (PPE), prioritization of resources to support vulnerable community members, communications and other key factors.

- Sample phased reopening plan — a sample plan for reopening that outlines in each phase the spaces, facilities and programs that could reopen along with allowable activities, additional mitigation strategies, and protective measures for the public.

Download A Printable Version Of The Phased Reopening Guidance
In all cases, reopening plans should be made in collaboration with local public health officials and must follow state and local policies. Public health officials can provide up-to-date information on community transmission, public health system and healthcare system capacity to determine the level of mitigation needed. At any point, public health officials may determine that more stringent mitigation measures may be necessary, including the possibility of reverting back to previous phases, and park and recreation professionals should adhere to their guidance.

As agencies develop reopening plans, they will also need to weigh staff capacity, budget, availability of essential supplies, community awareness and education, and other factors that will impact their ability to restore operations with enhanced public health measures. Specific site and program-based guidance will be released as available.

Transition Criteria Between Phases
In order to transition from phase to phase, key metrics should be met. Adhere to all local and state public health guidance and confirm that transition into the subsequent phase is allowable with local authorities.

NRPA recommends a minimum of three weeks between phases to allow for monitoring of transmission and ensure public health response, healthcare system infrastructure and personal protective equipment is in place to test, isolate, contact trace and efficiently treat COVID-19.
Transition from Current Status to Phase 1

- Effectively meet World Health Organization indicators or White House Coronavirus Task Force and CDC Gating Criteria as well as core state preparedness responsibilities as determined by state and local public health officials.
- Conduct a risk assessment of all spaces, facilities and programs.
- Ensure sufficient park and recreation department staff capacity and budget to support reopening for Phase 1.
- Continue to provide essential services to community – food, shelter, childcare for essential workers (if already running) in Phase 1.
- Assess capacity of critical partners in Phase 1.
- Secure cleaning and disinfection supplies and establish standard operating procedures (SOPs) for Phase 1.
- Secure personal protective equipment (PPE) and establish SOPs for Phase 1.
- Ensure community awareness of public health measures of Phase 1.
- Develop plan to scale up mitigation measures if needed.

Transition from Phase 1 to Phase 2

- Continued downward trajectory in cases and upward trajectory in screening, testing and treating (determined by state and local public health officials).
- Ensure sufficient park and recreation department staff capacity and budget to support reopening for Phase 2.
- Continue to provide essential services to community – food, shelter, childcare, etc. in Phase 2.
- Assess capacity of critical partners in Phase 2.
- Secure cleaning and disinfection supplies and establish SOPs for Phase 2.
- Secure PPE and establish SOPs for Phase 2.
- Ensure community awareness of public health measures of Phase 2.
- Develop plan to scale up mitigation measures if needed.

Transition from Phase 2 to Phase 3

- Widespread community transmission no longer present and ability to identify, isolate and treat all individuals (determined by state and local public health officials).
- Ensure sufficient park and recreation department staff capacity and budget to support reopening for Phase 3.
- Continue to provide essential services to community – food, shelter, childcare, etc. in Phase 3.
- Assess capacity of critical partners in Phase 3.
- Secure cleaning and disinfection supplies and establish SOPs for Phase 3.
- Secure PPE and establish SOPs for Phase 3.
- Ensure community awareness of public health measures of Phase 3.
- Develop plan to scale up mitigation measures if needed.

Transition from Phase 3 to Phase 4

- Vaccine and anti-viral treatments accessible to community.
- Ensure sufficient park and recreation department staff capacity and budget to support reopening for Phase 4.
- Continue to provide essential services to community – food, shelter, childcare, recovery services (connections to social services, mental health supports, etc.), etc. in Phase 4.
- Assess capacity of critical partners in Phase 4.
- Secure cleaning and disinfection supplies and document SOPs for normal operations.
- Ensure community awareness of potential to reinstate mitigation measures if needed.

## Things to Consider in all Phases
Establish and continue communication with local and state authorities to determine current mitigation levels in your community; monitor the status of transmission in your community closely.

- Implement staff protection measures including:
  - Obtaining PPE and establishing policies regarding PPE.
  - Allowing staff to telework when possible and creating shift schedules.
  - Establishing health protocols and conducting health screenings of staff.
  - Implementing environmental controls in offices to encourage physical distancing.
  - Documenting SOPs to ensure staff understand expectations when in shared spaces, providing services and interacting with users.
  - Clarifying measures allowed to protect themselves (knowing what they’re empowered to do if they feel unsafe).
- Protect and support staff and community members, especially those who are at higher risk for severe illness.
- Provide real-time communication to public regarding allowable activities and protective measures in place.
- Provide essential services to vulnerable community members – food, shelter, childcare for essential personnel, etc.
- If facilities have been used to provide these services, consider creating a phased approach to reinstating full operations.
- Follow specific guidance as outlined by CDC and other public health leaders for safely operating specific parks and recreation spaces, facilities, and programs.
- Ensure you have accurate emergency contact information for all participants and staff.
- Ensure you have necessary supplies, PPE, staff capacity, training, policies and budget to support each phase.
- Provide options for virtual programming and other options as feasible to reduce risk.
- Ensure external community organizations that use spaces and facilities follow this guidance.
- Ensure you have an emergency plan in place for reinstating mitigation strategies if you need to revert – there will undoubtedly be some level of fluidity between phases.

## Phased Reopening Sample Plan
This sample phased reopening plan may serve as a helpful tool in guiding agencies through the process of creating a plan. This is not meant to be a prescription for reopening, as we know that every park and recreation space, facility, and program is unique and each state and locality may be operating under their own policies and plans that park and recreation agencies must adhere to. Professionals will need to make decisions after analyzing their individual spaces for risk, assessing staff capacity, securing supplies, prioritizing program and facility openings based on community needs, and other factors that may influence the ability and plan to reopen.
Phase 1  Only if WHO or White House Coronavirus Task Force and CDC indicators are met.

Allowable Activities
This outlines the spaces, facilities and programs that could reopen, along with the types of use allowed.
- Outdoor park and recreation spaces that allow for physical distancing can open to public for single use/passive use activities (parks, trails, sports courts that provide sufficient room for physical distancing, golf courses, etc.).
- Permanent outdoor restrooms should open to promote public health and hygiene with enhanced cleaning and sanitation measures.
- Provide essential services to community members – food, shelter, childcare to essential workers with enhanced public health measures.
- Playgrounds, splash pads, swimming pools, recreation centers, athletic fields/complexes, dog parks, outdoor exercise equipment, senior centers stay closed.
- No organized small or large group programs.

Mitigation Strategies Implemented by Agency
This outlines the additional measures that agencies should put in place to lower the risk of transmission.
- Limit times of use if necessary.
- Monitor spaces to reinforce physical distancing – implement environmental controls or reinstate closings if needed (e.g. single direction trail use).
- Install signage clearly identifying what is allowable and what is not in Phase 1.
- Launch community awareness campaign centered on public health measures individuals must take in Phase 1.
- Implement enhanced cleaning and sanitation measures.
- Ensure adequate supplies and PPE to support hygiene, including staff modeling behaviors.
- Continue offering virtual programming.
- All vulnerable individuals should continue to stay home as much as possible.

Protective Measures for Public
This outlines the protective public health measures that park users and participants should follow.
- Must adhere to physical distancing.
- Follow CDC guidance for face coverings, hygiene, staying home if symptomatic and as much as possible.
- No gatherings of more than 10 people.

Phase 2  Only if transition criteria for Phase 1 to Phase 2 is met.

Allowable Activities
This outlines the spaces, facilities and programs that could reopen, along with the types of use allowed.
- Outdoor park and recreation spaces and facilities can open to public for single use/passive use and small group activities if physical distancing and conditions on gatherings are followed.
- Additional park facilities and infrastructure can open based on risk and ability to physically distance (swimming pools, athletic complexes, dog parks, etc.).
- Temporary outdoor restrooms can open with enhanced cleaning and sanitation.
- Provide essential services to community members – food, shelter, childcare for essential workers.
• Recreation centers can open for individual use and small group use with enhanced public health measures and physical distancing.
• Playgrounds, splashpads and outdoor exercise equipment stay closed.
• No organized large group programs.
• Senior centers stay closed.

Mitigation Strategies Implemented by Agency
This outlines the additional measures that agencies should put in place to lower the risk of transmission.
• Limit times of use if necessary.
• Monitor spaces to reinforce physical distancing.
• Install signage clearly identifying what is allowable and what is not in Phase 2.
• Implement environmental controls in indoor and outdoor facilities when necessary – installing physical barriers (e.g. sneeze guards), hand sanitizer stations, zero-touch soap dispensers, spacing equipment 6 ft. apart, etc.
• Establish protocols for health screenings of participants.
• Maintain accurate participation records and contact information.
• Continue community awareness campaign centered on public health measures individuals must take in Phase 2.
• Implement enhanced cleaning and sanitation measures.
• Ensure adequate supplies and PPE to support hygiene, including staff modeling behaviors.
• Continue offering virtual programming.
• All vulnerable individuals should continue to stay home as much as possible.

Protective Measures for Public
This outlines the protective public health measures that park users and participants should follow.
• Must adhere to physical distancing.
• Follow CDC guidance for face coverings, hygiene, staying home if symptomatic.
• No gatherings of more than 10 people.

Phase 3  Only if transition criteria for Phase 2 to Phase 3 is met.
Allowable Activities
This outlines the spaces, facilities and programs that could reopen, along with the types of use allowed.
• Playgrounds, splashpads, outdoor exercise equipment and other infrastructure can open with enhanced public health measures and physical distancing.
• Childcare programs can open with enhanced public health measures and physical distancing.
• Group programs, including youth and adult sports, can run with enhanced public health measures, physical distancing and no travel.
• Provide essential services to community members – food, shelter, childcare.
• Senior centers can open with enhanced public health measures and physical distancing.

Mitigation Strategies Implemented by Agency
This outlines the additional measures that agencies should put in place to lower the risk of transmission.
• Monitor spaces to reinforce physical distancing.
• Install signage clearly identifying what is allowable and what is not in Phase 3.
• Implement environmental controls at indoor and outdoor facilities when necessary – installing physical barriers (e.g. sneeze guards), hand sanitizer stations, zero-touch soap dispensers, spacing equipment 6 ft. apart, etc.
• Maintain accurate participation records and contact information.
• Establish protocols for health screenings of participants.
• Continue community awareness campaign centered on public health measures individuals must take in Phase 3.
• Implement enhanced cleaning and sanitation measures.
• Ensure adequate supplies and PPE to support hygiene, including staff modeling behaviors.
• Continue offering virtual programming.

Protective Measures for Public
This outlines the protective public health measures that park users and participants should follow.
• **Physical distancing** still encouraged.
• Follow [CDC guidance](https://www.cdc.gov) on hygiene and protective measures.
• No gatherings of more than 50 people.

**Phase 4**  Only if transition criteria for Phase 3 to Phase 4 is met.

**Allowable Activities**
This outlines the spaces, facilities and programs that could reopen, along with the types of use allowed.
• Provide essential services to community members – food, shelter, childcare and recovery services for community (connections to social services, mental health supports, etc.).
• All operations can resume, including large community gatherings with enhanced public health measures.

**Mitigation Strategies Implemented by Agency**
• Continue community awareness campaign centered on public awareness of potential need to reinstate mitigation measures as needed.
• Implement enhanced cleaning and sanitation measures.
• Ensure adequate supplies to support hygiene, including staff modeling behaviors.

**Protective Measures for Public**
This outlines the protective public health measures that park users and participants should follow.
• Practice good hygiene and stay home when sick.
7. Specific Guidance for Common Park and Recreation Spaces, Facilities and Programs

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on commonly managed park and recreation spaces, facilities and programs, outlining considerations for reinstating operations.

1. Beaches and Waterfronts
Park and recreation professionals will need to consider several key factors as they plan to reopen beaches and waterfronts. The primary factor to consider is if the space allows for safe use as outlined in your phased reopening plan – including the need to implement and enforce additional mitigation strategies (physical distancing, limiting gatherings, supporting hygiene, etc.) and personal protection measures. For example, a public beach or waterfront may provide space for physical distancing and household-unit activities, but if physical distancing cannot be enforced or if the public is not adhering to physical distancing measures, the space may not be able to reopen safely or may need to limit certain types of activities until there is no widespread community transmission of the virus.

Professionals should conduct a thorough risk assessment of each space and amenity before reopening. NRPA recommends that beaches reopen in a phased approach to allow sufficient time for monitoring, navigating unexpected challenges and ensuring that transmission rates do not increase. Professionals should consider opening beaches for recreational use and household unit use (walking, etc.) before allowing small and larger group gatherings for extended periods of time (sunbathing, etc.). Additionally, park and recreation professionals should have plans in place to support the recommendations outlined below when reopening beaches:

Communications
- Post clear signage outlining allowable activities, use and enforcement.
- Ensure that the public is aware and educated about the public health and safety measures that are in place including limits on certain activities and gatherings, encouraging good hygiene, staying home when sick and wearing face coverings.
- Have a plan in place to reinstate mitigation measures, including closures if the public is not adhering to recommendations or if transmission increases.

Physical Distancing and Limiting Gatherings:
Have a plan in place for monitoring and enforcement of physical distancing, including limiting capacity on the beach. Strategies to monitor physical distancing and limit capacity may include:
- Instituting a timed pass system
- Limiting parking spaces
- Limiting access points
• Training and deploying beach ambassadors to educate beachgoers about physical distancing (lifeguards should not be responsible for monitoring physical distancing – they need to focus on water safety)
• Stationing beach ambassadors at access points
• Sharing public service announcements over speakers to remind people of physical distancing
• Using tape or cones to mark 6 ft. intervals in popular areas on boardwalks or at beach access points
• Limit gatherings as outlined in your phased reopening plans (ex. Phase 1 typically prohibits gatherings larger than 10 people).

Cleaning, Disinfection and Supporting Hygiene:
• Support hygiene and public health (e.g. ensure access to wash stations, clean restrooms, hand sanitizer, etc.).
• Frequently clean and disinfect restrooms and other commonly shared surfaces and spaces around the beach according to CDC guidance (permanent benches, railings, showers, etc.).
• Ensure all vendors are following cleaning and disinfection guidance.

Equipment Sharing:
• Discourage activities that involve equipment sharing outside of the same household.
• Close off equipment, including playgrounds or outdoor exercise equipment that is difficult to keep clean and disinfected and challenging to monitor physical distancing.
• Ensure that any shared equipment, including rental items, are cleaned and disinfected between use (chair, umbrella rentals, kayaks, etc.).

Protecting Staff and Beach Ambassadors:
• Ensure that staff has the personal protective equipment necessary to do their job safely.
• Ensure that beach ambassadors are trained in handling difficult situations, know that they can avoid situations that make them uncomfortable, and know when to call for additional support.

Childcare Programs and Summer Camps

Childcare Programs
CDC has issued guidance for childcare programs including Pre-K, Head Start programs, private and home childcare, and temporary childcare centers operated by municipalities for essential workers. Topics covered include:
• General preparedness
• Guidance for childcare centers currently open
• Social distancing strategies
• Parent drop-off and pick-up
• Screening children upon arrival
• Cleaning and disinfection
• Caring for infants and toddlers
• Healthy hand hygiene behavior
• Food preparation and meal service
• Vulnerable/high risk groups
2. Childcare Programs and Summer Camps

Childcare Programs
CDC has issued guidance for childcare programs including Pre-K, Head Start programs, private and home childcare, and temporary childcare centers operated by municipalities for essential workers. Topics covered include:
• General preparedness
• Guidance for childcare centers currently open
• Social distancing strategies
• Parent drop-off and pick-up
• Screening children upon arrival
• Cleaning and disinfection
• Caring for infants and toddlers
• Healthy hand hygiene behavior
• Food preparation and meal service
• Vulnerable/high risk groups

Summer Camps
The American Camp Association is building off draft guidance developed by the Centers for Disease Control and Prevention (CDC) to develop a comprehensive camp operations field guide.

NRPA has taken the draft CDC guidance and used it to create a Summer Camp Reopening Decision Tool.

Other resources available:
• American Camp Association Camp Operations Guide Summer 2020
• American Camp Association Resource Center
• Association of Camp Nurses Resource Center
• North Carolina Interim Guidance for Day Camp, etc.
• Draft Guidance from CDC (reported by Washington Post on 4/28/2020)

PRPS Summer Camp & Outdoor Summer Camp Roundtables
5/14/2020 Recording: Click Here, Discussion from Chat Box - PDF.
4/29/2020 Recording: Click Here, Discussion from Chat Box - PDF.
4/23/2020 Recording: Click Here, Discussion from Chat Box - PDF.
4/7/2020 Recording: Click here, Discussion from Chat Box - PDF.
For access to the PRPS Summer Camp Google Doc, email tour@prps.org

PRPS Program & Event Roundtables
4/14/2020 Recording: Click Here, Discussion from Chat Box - PDF.
4/3/2020 Recording: Click here, Discussion from Chat Box - PDF.

PRPS Health & Wellness Roundtables
5/6/2020 Recording: Click here.
3/25/2020 Recording: Click here.

NRPA and PRPS will provide more guidance as available. Check back regularly for updates.
3. Community Events
Park and recreation professionals frequently plan and host community events and mass gatherings including festivals, sporting events and concerts. These events and mass gatherings can contribute to the spread of COVID-19 as it can be difficult to maintain physical distancing and people may travel back and forth from other communities, contributing to spreading the virus.

Professionals should adhere to all guidance issued at the state and local levels from public health and government officials related to limiting the size of gatherings. As other spaces, facilities and programs reopen, agencies should continuously assess community conditions and make decisions about cancelling, postponing or reducing the size of events to reduce the risk of spread.

When making decisions about reinstating events, professionals will need to assess:
- The level of transmission in the community and in areas from which people will travel.
- The overall number of attendees.
- The population served and number of people attending who may be high-risk.
- The density of attendees in a confined area and the area where event would occur (e.g. outdoor vs. indoor).
- The feasibility in limiting the number of people attending.
- The ability to make modifications to the event that support adherence to physical distancing.
- The supplies needed to protect event attendees and staff.
- The level of community awareness and education about the additional public health and safety measures in place.
- The likelihood of attendees following public health and safety measures and the ability to monitor and enforce measures.

Based on challenges with maintaining physical distancing and limiting person-to-person contact, NRPA believes that large community events and large gatherings should not occur until there is no widespread community transmission and ideally, until there is a widely available vaccine.

NRPA will provide more guidance as available. Check this page regularly for updates.

Other resources available: [CDC guidance on events and mass gatherings](#)

4. Dog Parks
CDC issued guidance for people who have animals on April 21, 2020. The guidance states “until we learn more about how this virus affects animals, treat pets as you would other human family members to protect them from a possible infection.”

They have gone on to further advise people who have pets to follow these guidelines until we learn more about how the virus affects animals:
- Do not let pets interact with people or other animals outside the household.
- Keep cats indoors when possible to prevent them from interacting with other animals or people.
- Walk dogs on a leash, maintaining at least 6 feet (2 meters) from other people and animals.
- Avoid dog parks or public places where a large number of people and dogs gather.

NRPA will provide more guidance as available. Check this page regularly for updates.
5. Farmers Markets
NRPA will provide more guidance as available. Check back regularly for updates.

Other resources available:
- Farmers Market Coalition Market Operations Guidance
  - The Farmers Market Coalition has provided guidance to local farmers markets regarding operations.

6. Golf Courses
Park and recreation professionals will need to consider several key factors in plans to reopen golf courses. The primary factor to consider is if the space allows for safe use as outlined in your phased reopening plan – including the need to implement and enforce additional mitigation strategies (physical distancing, limiting gatherings, supporting hygiene, etc.) and personal protection measures.

Professionals should conduct a thorough risk assessment of each space, facility, program and event prior to reopening. Professionals should also ensure that their reopening plans are equitable and provide equal opportunities for all community members to recreate.

- Ensure that patrons are aware of public health and safety measures, including personal protection and hygiene measures. Disseminate information across a variety of communication channels including signage, webpages, social media, etc.
- Limit person-to-person interactions by implementing touch-free transactions including making reservations online (no walk-up tee times), paying course fees, purchasing equipment or food, etc.
- Monitor and enforce physical distancing in all areas of the facility – driving range, course, practice greens, in pro shop, etc. Implement environmental controls to support physical distancing and limit person-to-person contact.
- Encourage walking the course as much as possible.
- Eliminate equipment sharing as much as possible and sanitize all shared equipment after each use according to CDC cleaning and disinfection guidance (carts, clubs, etc.).
- Stagger tee times to allow for enhanced cleaning and disinfection between players and limit practice facility usage if necessary.
- Limit cart use to individual players and only allow carts to be shared when players
- Establish a policy for group play and monitor and enforce policy.
- Ensure restrooms and other commonly touched surfaces are properly cleaned and disinfected frequently according to CDC guidance.
- Eliminate sit-down food and beverage service.
- Remove sand containers, coolers, pencils, scorecards, movable flagsticks, coolers, and other items from carts and the course that could be subject to frequent contact.
- Ensure you have contact information from all players.
- Modify pro shop to support physical distancing and remove items that could be subject to frequent touching. Install 6 ft. markers in pro shop and sneeze guards, control traffic flow, ensure proper ventilation and air flow, etc.
Find more detailed guidance from the National Golf Owners Association or a sample state plan from Washington.

7. Indoor Recreation and Aquatic Centers
Park and recreation professionals should adhere to all state and local public health guidance regarding indoor recreation and aquatic center operations and management. In addition, park and recreation professionals should conduct thorough planning prior to reopening addressing these factors:

1. Evaluate your facility to better understand the spaces, surfaces, materials and risks that are present.

2. Develop your plan for reopening. Plan should include:
   - Cleaning and disinfection measures for all parts of facility (restrooms, pool furniture, front desk, concessions, doorknobs, locker rooms, faucets/sinks, etc.).
   - Physical distancing, limiting equipment sharing and enforcement policies.
   - Implementing environmental controls — barriers between staff and pool users, removal of furniture, entry lines with 6 ft of distance, rearranging equipment, installing sneeze guards, etc.
   - Facility user measures — proper hygiene, face coverings, health screenings, etc.
   - Staff safety measures — establish policies for safe behavioral practices (PPE, physical distancing, hand washing, face coverings, health screenings, protocols on first aid and CPR, etc).
   - Communications plan.

3. Maintain and revise your plan as needed through recovery phases.
NRPA will provide more guidance as available. Check this page regularly for updates.

Other resources available:
• Tennessee Pledge Exercise Facilities Guidelines

In addition to strict adherence to CDC guidelines, the state recommends gyms, fitness/exercise facilities, or substantially similar facilities and activities put into place an assortment of measures to protect consumers and employees.

• United States Olympic & Paralympic Committee Return to Training Considerations Post-COVID-19
The USOPC is dedicated to protecting the health and safety of Team USA. The purpose of this document is to provide athletes, coaches and sports organizations (including National Governing Bodies [NGBs]) with information they can use to assist them with developing their return to training programs in the context of COVID-19.

8. Outdoor Courts, Skateparks, etc.
Outdoor Courts
The reopening of many outdoor courts and other outdoor amenities is largely dependent on the types of activities that will occur in those spaces. Park and recreation professionals will need to consider several key factors as they plan to reopen these spaces.
The primary factor to consider is if the space allows for safe use as outlined in your phased reopening plan – including the need to implement and enforce additional mitigation strategies (physical distancing, limiting gatherings, supporting hygiene, etc.) and personal protection measures. For example, an outdoor basketball court may provide space for physical distancing and single-use activities that limit equipment sharing, but if physical distancing cannot be enforced and park users are not adhering to physical distancing measures, the space may not be able to reopen safely until there is no widespread community transmission of the virus.

Professionals should conduct a thorough risk assessment of each space and amenity prior to reopening.

Additionally, park and recreation professionals can use Project Play’s Return to Play Risk Assessment tool that provides guidance on several common sports and strategies to minimize risk to participants and others.

Courts should reopen based on their ability to meet the following criteria:
- Clear signage posted outlining allowable activities, use and enforcement.
- Allow for physical distancing and monitoring of distancing requirements.
- Support single and individual use activities.
- Limit equipment sharing outside of the same household.
- Do not require frequent contact with surfaces.
- Supports hygiene and public health (e.g. access to wash stations, clean restrooms, hand sanitizer, etc.).
- Frequently clean and disinfect commonly shared surfaces and spaces around the court.
- Ability to reinstate mitigation measures, including closures if the public is not adhering to recommendations or if transmission increases.

NRPA will provide more guidance as available. Check this page regularly for updates.

9. Outdoor Restrooms (Permanent and Temporary)
CDC issued guidance for park administrators managing outdoor restrooms on April 10, 2020. If possible, restrooms should remain open if a park remains open for public visitation. If restrooms will be closed, notify visitors ahead of time so they can prepare appropriately. Ensure that open restrooms are:
- Operational with functional toilets.
- Cleaned and disinfected regularly, particularly high-touch surfaces such as faucets, toilets, doorknobs and light switches. Clean and disinfect restrooms daily or more often if possible. The EPA-registered household disinfectants listed here are recommended. Ensure safe and correct application of disinfectants and keep products away from children.
- Regularly stocked with supplies for handwashing, including soap and materials for drying hands or hand sanitizer with at least 60% alcohol.
- Oftentimes, restroom facilities without running water, such as portable toilets and vault toilets, are not stocked with hand hygiene products. Agencies can rent stand-alone handwashing and sanitizing stations or encourage visitors to be prepared to bring their own hand sanitizer with at least 60% alcohol for use in these facilities.
Based on this guidance, both permanent and temporary outdoor restrooms should be opened when they can be regularly cleaned, disinfected and regularly stocked with supplies for handwashing. Restrooms that have closed should be prioritized in a reopening plan, as they support and promote healthy hygiene and public health.

10. Playgrounds and Outdoor Exercise Equipment

Cleaning and Disinfection of Playgrounds

CDC has issued reopening guidance for cleaning and disinfection for outdoor areas.

According to CDC, “outdoor areas, like playgrounds in schools and parks generally require normal cleaning, but do not require disinfection.” CDC provides the following guidance regarding cleaning of playgrounds and park amenities:

- Do not spray disinfectant on outdoor playgrounds — it is not an efficient use of supplies and is not proven to reduce risk of COVID-19 to the public.
- High touch surfaces made of plastic or metal, such as grab bars and railings should be cleaned routinely.
- Cleaning and disinfection of wooden surfaces (play structures, benches, tables) or groundcovers (mulch, sand) is not recommended.

Reopening Playgrounds

While many outdoor areas do not require additional disinfection measures, playgrounds and park equipment that is frequently touched by multiple people poses another challenge when considering reopening.

CDC specifically cites that “there are additional concerns with outdoor areas that may be maintained less frequently, including playgrounds, or other facilities located within local, state or national parks.” Some of these concerns include:

- They are often crowded and could easily exceed recommended guidance for gatherings.
- It can be challenging to keep surfaces clean and disinfected.
- The virus can spread when young children touch contaminated equipment and then touch their unwashed hands to their eyes, nose or mouth.

Based on these challenges, CDC advises park users to continue not to use playgrounds and other frequently touched equipment.

Because of the concerns above, NRPA and PRPS believe that playgrounds should remain closed until there is no widespread community transmission of the virus.

Outdoor Exercise Equipment

While many outdoor areas do not require additional disinfection measures, playgrounds and park equipment, including outdoor exercise equipment, that is frequently touched by multiple people poses another challenge when considering reopening.

Based on similar concerns around maintaining the cleanliness and sanitation of playgrounds, splashpads and other frequently touched equipment, along with challenges to physically distance,
NRPA believes that outdoor exercise equipment should remain closed until there is no widespread community transmission of the virus.

11. Senior Centers

Given [CDC guidance](https://www.cdc.gov/coronavirus/2019-ncov/your-risk/group-risks/age.html) that all vulnerable individuals, including those aged 65+ and those with underlying chronic health conditions, should continue to shelter in place until there is no evidence of a rebound, senior centers operated by parks and recreation should not reopen at this time.

Park and recreation professionals are encouraged to continue providing essential services to older adults including meal programs, food delivery, social connection efforts, wellbeing checks, and virtual programming.

Following confirmation from state and local public health officials that there is no widespread community transmission of the virus, senior centers can reopen. Additional precautions should be taken to enforce physical distancing, enhance cleaning and disinfection, and implement other measures to minimize risk.

NRPA will provide more guidance as available. Check this page regularly for updates.

Other Resources Available:
- [National Council on Aging Resource Center](https://ncoa.org/resource-center)
- [CDC’s Older Adults Resource Center](https://www.cdc.gov/features/coronavirus/older-adults)
- [AARP](https://www.aarp.org)

11. Sports – Youth and Adult

Engagement in outdoor recreation, including participation in drop-in and organized sports programs, plays a significant role in supporting physical and mental health. As park and recreation professionals begin to develop plans for reopening and resuming activities after meeting essential public health indicators, agencies must consider how to best create an environment that provides opportunities for exercise and physical activity while also minimizing the risk of transmission of the virus. Agencies should follow all state and local public health recommendations and policies in your area.

The CDC currently recommends that people do not participate in organized activities or sports. As of April 10, 2020, CDC states “In general, most organized activities and sports such as basketball, baseball, soccer and football that are held on park fields, open areas and courts are not recommended. These activities and sports typically require coaches and athletes who are not from the same household or living unit to be in close proximity, which increases their potential for exposure to COVID-19.”

Based on this guidance, agencies should outline a phased reopening plan that allows for lower-risk sports activities, including single-use activities, prior to moving towards small group activities that limit equipment sharing, and then reinstating sports programs that bring together larger groups of people who are not from the same household. Larger groups should not come together until there is no widespread community transmission.

The Aspen Institute’s Project Play initiative has created a [detailed risk assessment tool](https://www.aspeninstitute.org/agenda/project-play/) outlining several common sports and activities, along with how risk could be minimized in each activity. This tool can be
used by park and recreation professionals as they determine types of activities and sports that would be allowable, with modifications, in each phase. A few examples are provided below.

*It is important for all participants in activities at any phase to continue to follow CDC recommendations on cleaning and disinfecting frequently touched surfaces, including sports equipment, hygiene guidance, wearing face coverings, physical distancing (for spectators as well), covering your nose and mouth when coughing or sneezing, and staying home when sick.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>Single/individual use – shooting hoops by oneself or with household</td>
<td>Small group use – shooting hoops with non-household members limiting the sharing of equipment</td>
<td>Group use – pick up or organized game play with non-household members and shared equipment</td>
</tr>
<tr>
<td>Tennis</td>
<td>Single/individual use – practicing skills as an individual or playing with member of household</td>
<td>Small group use – playing a match with a non-household member limiting the sharing of equipment</td>
<td>Playing a match with non-household members with no efforts to minimize equipment sharing</td>
</tr>
<tr>
<td>Baseball/Softball</td>
<td>Single/individual use – practicing skills alone or with household members</td>
<td>Small group use – training or practicing skills with a non-household member limiting the sharing of equipment</td>
<td>Group use – pick up or organized game play with non-household members and shared equipment</td>
</tr>
<tr>
<td>Soccer</td>
<td>Single/individual use – practicing skills along or with household members</td>
<td>Small group use – training or practicing skills with a non-household member limiting the sharing of equipment</td>
<td>Group use – pick up or organized game play with non-household members and shared equipment</td>
</tr>
</tbody>
</table>
While some sports programs may be put on hold until there is no widespread community transmission, there are lots of opportunities to engage in recreational activities that are low risk, including practicing yoga, tai chi or meditation, water sports like kayaking and paddle boarding, roller blading or roller skating, dancing, jumping rope, fishing, camping, playing yard games, or participating in virtual physical activity programs.

NRPA will provide more guidance as available. Check this page regularly for updates.

Other resources available:
- The Aspen Institute’s Project Play Resource Center
- The Aspen Institute’s Project Play Return to Play Risk Assessment
- This risk assessment resource is designed to help people of all ages assess risk in a variety of common sport and recreation activities, including individual sports and team sports. The tool offers guidance on how sports can be restructured or modified to minimize the risk of transmission.
- United States Olympic & Paralympic Committee - Sports Event Planning Considerations Post-COVID-19
- These recommendations may serve as a tool to spark thoughtful deliberation for event planners to create their own unique event plan specific to their sport and situation.
- United States Olympic & Paralympic Committee – Return to Training Considerations Post-COVID-19
- These recommendations may serve as a tool to spark thoughtful deliberation for athletes, coaches and staff who will create training plans specific to their sport and situation.

13. Swimming Pools and Splashpads
Swimming Pools
Park and recreation professionals should adhere to all state and local public health guidance regarding swimming pool operations and management. In addition, based on CDC guidance (outlined below), park and recreation professionals should conduct thorough planning prior to reopening addressing these factors:

1. Evaluate your facility to better understand the spaces, surfaces, materials and risks that are present.
2. Develop your plan for reopening. Plan should include:
   - Cleaning and disinfection measures for all parts of facility daily and after each use if equipment is shared (restrooms, pool furniture, front desk, pool noodles, concessions, doorknobs, locker rooms, faucets/sinks, etc.).
   - Monitoring of physical distancing to maintain 6 ft. of distance between people from separate households while not detracting from lifeguarding responsibilities. Ensuring policies are developed on enforcement of physical distancing.
   - Implementing environmental controls — barriers between staff and pool users, removal of furniture, entry lines with 6 ft of distance, shared spaces including offices, limiting equipment sharing, etc.
   - Swimming pool user measures — proper hygiene, face coverings (not while in water), conducting health screenings, using PSA system to remind users to distance, etc.
Staff safety measures — establish policies for safe behavioral practices (physical distancing, hand washing, face coverings, health screenings, protocols on first aid and CPR, etc).

Communications and community awareness and education plan.

3. Maintain and revise your plan as needed through recovery phases.

4. PRPS Aquatics Roundtables

5/5/2020 Recording: Click Here. Discussion from Chat Box -PDF.
4/21/2020 Recording: Click Here. Discussion from Chat Box - PDF.
3/30/2020 Recording: Click here.

For additional guidance, see CDC’s Considerations for Public Pools, Hot Tubs and Water Playgrounds During COVID-19.

CDC Resources for Water Management
CDC’s Water and COVID-19 FAQs page states “there is no evidence that the virus that causes COVID-19 can be spread to people through the water in pools, hot tubs, spas, or water play areas. Proper operation and maintenance (including disinfection with chlorine and bromine) of these facilities should inactivate the virus in the water.

While there is ongoing community spread of the virus that causes COVID-19, it is important for individuals as well as owners and operators of these facilities to take steps to ensure health and safety:

- Everyone should follow local and state guidance that may determine when and how recreational water facilities may operate.
- Individuals should continue to protect themselves and others at recreational water venues both in and out of the water — for example, by practicing social distancing and proper hygiene.
- In addition to ensuring water safety and quality, owners and operators of community pools, hot tubs, spas and water play areas should follow the interim guidance for businesses and employers for cleaning and disinfecting their community facilities.

Swimming Pool Park User Guidance
There is no evidence that COVID-19 can be spread to humans through the water. Proper operation, maintenance and disinfection (with chlorine or bromine) of pools should kill COVID-19.

Swimming and other water-related activities are excellent ways to get the physical activity needed for a healthy life. If you are not sick or experiencing symptoms of COVID-19, it is safe to use swimming pools as long as steps are taken to reduce the spread of COVID-19:

- Practice social distancing by staying at least six feet (two meters) from others.
- Avoid large gatherings of more than 10 people.
- Keep your hands clean by washing hands with soap and water, especially after going to the bathroom, before eating, and after blowing your nose, coughing or sneezing. Use an alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.

Swimming does carry some health risks. Visit CDC’s Healthy Swimming website for information to help you prevent illness and drowning, while having fun and enjoying the health benefits of swimming.

Splashpads/Water Parks/Water Playgrounds
CDC issued guidance for hot tubs, water playgrounds or water parks on April 10, 2020.
According to CDC, “There is no evidence that the virus that causes COVID-19 can spread directly to humans from water in pools, hot tubs or spas or water play areas. Proper operation, maintenance and disinfection (for example, with chlorine or bromine) of pools, hot tubs or spas, and water playgrounds should kill the virus that causes COVID-19.” While this means that regular operation, maintenance and disinfection should kill the virus, park users should not use these facilities at this time because:

- They are often crowded and could easily exceed recommended guidance for gatherings.
- It can be challenging to keep surfaces clean and disinfected.
- The virus can spread when young children touch contaminated equipment and then touch their unwashed hands to their eyes, nose or mouth.

Based on these challenges, CDC advises park users to continue not to use splashpads, water playgrounds or water park features and other frequently touched equipment. Because of the concerns above, NRPA believes that splashpads, water playgrounds and other water park features should remain closed until there is no widespread community transmission of the virus.

### 14. Work Spaces and Administrative Offices

In addition to the public facilities you manage, park and recreation professionals will need to take into account how they create a safe work environment in their work spaces and administrative offices. The Centers for Disease Control and Prevention (CDC) has issued guidance and considerations for cleaning and disinfecting your facilities.

Additionally, NRPA has prepared a [Workplace Reopening Decision Tool](#) based on draft guidance released by the CDC to help guide you in the reopening process.

Other resources available:

- [CDC Guidance for Cleaning and Disinfecting Your Facility](#)
- [CDC Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 (COVID-19), May 2020](#)

NRPA will provide more guidance as available. Check this page regularly for updates.

### 15. Park Maintenance Operations

Well-maintained park systems are central to the health and vibrancy of our communities, making them more sustainable, equitable, resilient, and livable.

The Pennsylvania Park Maintenance Institute is a statewide community of park maintenance professionals, providing the latest tools, techniques and strategies for efficient park maintenance to advance the capacity of public parks and recreation organizations. [Pennsylvania Park Maintenance Institute Updates](#)

**PA Park Maintenance Institute: Maintenance Roundtable**  recording notes  3/27/20

Check with your playground/equipment manufacturer for cleaning and sanitizing instructions. Other park maintenance-related resources:
• EPA Registered Antimicrobial Products Effective Against COVID-19
• Cleaning Procedures for Campgrounds and Recreation Areas, Recreation Resource Management
• State of Play Guide to Playground Hygiene, AAA
• Playground Professionals How Clean Are Your Playgrounds?
• Recommendations on Cleaning and Disinfection, CDC
• Guidance on COVID-19, OSHA
• Cleaning and Sanitizing Your Playground video from Burke April 30, 2020
• Playworld has provided advice on cleaning playground equipment
8. Developing a Communications Plan

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on creating and implementing a communications plan.

Communications Planning
Communicating the operational and policy changes impacting park and recreation infrastructure and programming in your community in a clear and timely manner is essential to ensuring that people are utilizing and benefiting from these spaces and programs safely. The updates to your operations and policies need to be communicated often across the many communication outlets you have.

In addition to providing clear and concise information about the current status of your parks, facilities and programs, outreach to your community should also reinforce the essential services you provide and the critical role of park and recreation professionals in maintaining and managing these spaces.

Key Things to Think About in Your Communications Plan

- **Identify your key audiences.** Who needs to know about the information you are sharing? Your key audiences likely include staff, your regular customers, the general public, the press and more. Each audience will need different messaging and ways of delivering that message.

- **Deliver messages and updates in a timely manner** and decide how often each audience needs to hear from you. Your community leaders and staff may need a daily or weekly update depending on the number of COVID-19 response activities you are handling. Community leaders and staff should also be informed of any announcement before it goes to the public. When communicating to your customers and the general public, repetition is key. You can’t share a message once and expect that everyone received it. Many messages will need to be shared often across every communications channel you have in order to effectively reach as many people as possible.

- **Identify which staff are responsible for which audiences and messages.** Assign staff to various audiences. The director may be in charge of all staff communication while a program manager is responsible for sending emails to customers. If you have a dedicated communications team, utilize them to help disseminate your message.

- **Decide which communication tools you will use.** Likely, you will need to use every communications channel you have, but use the right ones for the right messages. Posting about playground closings via a social media channel will not be enough. This message will need to be reinforced by press outreach, website updates, physical signs and more. Consistently deliver messages to your key audiences in the same way — don’t deliver all key updates via email to your staff and then switch to another method. Keep it consistent.
• **Have a repository for all of your information.** Every official communication or guidance piece that is shared by your department should have a permanent home somewhere. Ideally, for public communications, this would be your website. This way, if a member of the public is proactively seeking information about using your parks and facilities, they can find everything they need to know in one spot. This allows you to share shortened versions of key communications via email or social media because you can link back to the full resource on your website.

• **Clearly communicate what the expectations are of people visiting your parks and facilities.** [Part 5 of NRPA’s Path to Recovery framework](#) provides a sample outline of what needs to happen to move from phase to phase as well as things to consider in each phase. Each phase has mitigation and personal protective measures that will need to be communicated to the public. If space allows, explain why these measures are in place or link back to a resource that does so.

• **Update participation waivers.** Communities should consider adding language to participation waivers regarding the contagious nature of COVID-19 and the risks involved with participation. Any waiver updates should be reviewed to ensure legality.

• **Work with other local jurisdictions to align your messages.** Many communities have parks run by city, county and state agencies all in a regional area or trails that run from one jurisdiction into the next. Be sure to reach out to the leaders of other park and recreation agencies to see if you can communicate about closures, activities, restrictions and mitigation measures in a similar way. Aligning your messages will reduce confusion among community members, discourage community members from traveling to nearby agencies who may have differing messages, and simplify your messaging while expanding the reach of that messaging.

• **Work with public health and communication officials to review and refine your messages.** Your department will be following the lead and advice of the local health officials, so reach out and request their assistance with reviewing public-facing messages to ensure that you have appropriately captured current guidance. You should also make sure your messaging is using the [proper terms for the disease](#) and not perpetuating any stereotypes or stigma around the disease.

• **Have a communication plan in place in case you need to return to an earlier phase or restart certain mitigation measures.** The risk of a second wave is very real. Should case numbers start rising again in your community, have a plan in place to communicate what this means for your staff, community members and other key audiences.

**Community Awareness and Community Education**

A key part of the reopening process is centered on community members understanding and abiding by public health guidance. As a trusted establishment in your community, you likely have unique ways to communicate with your key audiences and members of the general public. This gives you an opportunity to not only share your own messages, but to share PSAs and important messages from local, state and federal health officials.
• **Use your unique communication channels** such as loudspeakers, electronic signs, bulletin boards, outdoor banners, scoreboards and more to share important messages.

• **Utilize existing content and resources.** The CDC and NRPA have created many resources that can help explain things like physical distancing, face coverings and hand washing.
  - This [CDC Social Media Toolkit](#) contains sample messages and graphics that can be copied and pasted into various social media networks.
  - [NRPA has created a series of infographics](#) that can be printed or used online. These include tips about physical distancing and how to use parks safely.
  - **Work with the press.** Your local press has the same goal as you — to educate the public about critical updates in your community, including the safe use of park and recreation infrastructure. Send all of your updates to your local press. You could also reach out to see what types of stories and resources they are specifically looking for and work together on stories most important to the community.

**Sample Communications**

Below are sample website and email blurbs as well as social media posts that you can tailor to help disseminate important information about your operations, policies, parks and facilities. These examples are grouped by the phases laid out in [NRPA’s Phased Reopening Planning](#). Please note, you must tailor these to be accurate to the current policies and orders in your community.

In all of these examples, we recommend linking back to public health policies and official state guidance where appropriate in addition to keeping your website assets as up-to-date as possible. When updating information on your website always include the date that it was last updated so people know they are getting the most updated information.

**Stay-at-Home or Phase 0**

**Website/Email Blurb**

[Community] is currently under a [stay-at-home/shelter-in-place] order. We know you are anxious to get back to your favorite park. Please know the following before you go:

- Only visit parks you can walk to. Parking lots are currently closed.
- Check our website for an updated list of open parks and amenities as well as hours of operation.
- Bring your own water and plan for restrooms to be closed.
- Do not go to the park if you are feeling ill or have been potentially exposed to COVID-19.
- Wear a face covering while in the park and on trails.
- Maintain a physical distance of at least 6 feet from other park visitors outside your household.
- Please leave the park if it becomes too crowded.

It is essential that we work together and follow the rules so that we can all enjoy our community’s parks and open spaces. Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. For a full list of the mitigation measures we are conducting, please visit: [webpage].

For detailed information about our policies, hours and available resources — such as [virtual exercise classes, food pick-up, testing sites, youth activity guides and more] — please visit: [webpage]
Social Media

- [Community] is currently under a [stay-at-home/shelter-in-place] order. Please check our website for an updated list of which parks are open and the public health measures you need to take before visiting.

- We have to work together to keep our parks open! Follow these rules while visiting our parks and open spaces. [Share NRPA’s Infographic and link to list of local rules]

- Our recreation centers may be closed, but we are still offering the following services: virtual exercise classes, food pick-up, youth activity guides and more. Visit our website for a full list of available resources: [webpage]

- Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. 😊 #ThankAParkandRecPro

Phase 1
Website/Email Blurb

[Community] has met the requirements to move into Phase 1 of reopening. This means that more of our parks are open and we have reopened some amenities. Before you visit a park, please visit our website for a full list of what is open and closed as well as the policies that must be followed while visiting. Keep in mind that the following are still closed:

- Playgrounds
- Splash pads
- Swimming pools
- Recreation/senior centers
- Athletic fields/complexes
- Outdoor exercise equipment
- Skate parks

While visiting our parks, remember to stay home if you are sick, bring a face covering and keep a physical distance of at least 6 feet from other park visitors outside of your household.

It is essential that we work together and follow the rules so that we can all enjoy our community’s parks and open spaces. Our park and recreation staff are working hard to provide these critical services to you as safely as possible. If you see a staff member, consider saying thank you from a safe physical distance. For a full list of the mitigation measures we are conducting, please visit: [webpage].

For detailed information about our policies, hours and available resources — such as [virtual exercise classes, food pick-up, testing sites, youth activity guides and more] — please visit: [webpage]

Social Media

- We are excited that we have been able to reopen some of our parks! Please know the policies before you visit. Stay home if you are sick, wear a face covering, no gatherings of more than 10 people, and keep a physical distance of at least 6 feet from other park visitors. See our full list of hours, operations and policies here: [website link]
We have to work together to keep our parks open! Follow these rules while visiting our parks and open spaces. [Share NRPA’s Infographic and link to list of local rules]

Our recreation centers may be closed, but we are still offering the following services: virtual exercise classes, food pick-up, youth activity guides and more. Visit our website for a full list of available resources.

Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. 😊 #ThankAParkandRecPro

Phase 2
Website/Email
[Community] has met the requirements to move into Phase 2 of reopening. This means that more of our facilities are open and some small group activities are allowed. Before you visit a park or facility, please visit our website for a full list of what is open and closed as well as the policies that must be followed while visiting. Keep in mind that the following are still closed:

- Playgrounds
- Splashpads
- Skate parks
- Outdoor exercise equipment

We are now offering [individual programmatic offerings and facility openings] with the following public health measures in place [Include information about what is available and what mitigation measures are being implemented].

Please note that large gatherings are still banned throughout our parks and facilities and we are still asking visitors to continue wearing face coverings and maintain a physical distance of at least 6 feet from other visitors outside their household.

We will continue to offer virtual recreation programs online. You can see our full list of offerings here: [webpage].

Our park and recreation staff are working hard to provide these critical services to you as safely as possible. If you see a staff member, consider saying thank you from a safe physical distance. For a full list of the mitigation measures we are conducting, please visit: [webpage].

Social Media

- We are excited to provide expanded offerings to our community! Please know the policies before you visit any parks or facilities. Stay home if you are sick, wear a face covering and keep a physical distance of at least 6 feet from other visitors. See our full list of hours, operations and policies here: [website link]
- Our recreation centers are now offering [insert updated offerings]. Visit our website for a full list of available offerings as well as mitigation measures that must be met prior and during your visit: [website link]
- Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. 😊 #ThankAParkandRecPro

Phase 3
Website/Email
[Community] has met the requirements to move into Phase 3 of reopening. This means that most of our facilities and programs have been able to reopen, but only with enhanced public health and safety
measures. Please note that keeping a physical distance of at least 6 feet from other visitors is still critically important and that large group gatherings are still banned.

Before you visit a park or facility, please visit our website for a full list of the public health measures that must be followed: [webpage]

Our park and recreation staff are working hard to provide these critical services to you as safely as possible. If you see a staff member, consider saying thank you from a safe physical distance. For a full list of the mitigation measures we are conducting, please visit: [webpage].

For detailed information about our policies, hours and available resources — such as virtual exercise classes, [add in details specific to your agency] — please visit: [webpage]

Social Media
- We are excited to provide expanded offerings to our community! Please know the policies before you visit any parks or facilities. Stay home if you are sick and keep a physical distance of at least 6 feet from other visitors. See our full list of hours, operations and policies here: [website link]

- Our recreation centers are now offering [insert updated offerings]. Visit our website for a full list of available offerings as well as mitigation measures that must be met prior and during your visit: [website link]

- Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. 😊 #ThankAParkandRecPro

Reverting Back to a Previous Phase
Website/Email
[Community] has unfortunately seen a rise in the number of positive COVID-19 cases [and/or other key indicators] and must reinstate [Phase X] protocol. This means that the following policies have been put in place:
- [List policies]

We know this is difficult to hear, but by working together we can once again move past this phase to allow more access to our parks, facilities and programs.

To ensure we are still delivering on our critical services, we are providing the following:
- [List services being provided such as testing sites, food nutrition programs, virtual recreation programs, etc]

Our park and recreation staff are working hard to provide these critical services to you as safely as possible. If you see a staff member, consider saying thank you from a safe physical distance. For a full list of the mitigation measures we are conducting, please visit: [webpage]

For detailed information, please visit: [webpage]

Social Media
• [Community] has unfortunately seen a rise in the number of positive COVID-19 cases [and/or other key indicators] and must reinstate [Phase X] protocol. This means that [X, Y, Z] policies are now in place. Please visit our website for a full list of what is open, what is closed and what services we are continuing to provide: [webpage]

• Our park and recreation staff are working hard to provide these critical services to you at this time. If you see a staff member, consider saying thank you from a safe physical distance. 😊 #ThankAParkandRecPro

**Additional Resources**

- [CDC Communication Resources](#)
- [NRPA Blog: How to Communicate to Your Public About Safe Use of Parks](#)
- [SHRM COVID-19 Employee Communication Resources](#)
- [ICMA Coronavirus Crisis Response, Public Meetings & Crisis Communication](#)
- [TSNE MissionWorks Blog: Communications Best Practices During the COVID-19 Pandemic](#)
9. Staff Training and Measures to Protect Staff and Public

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on protecting staff and providing staff training.

1. Conducting Health and Wellness Screenings for Staff and Public

As park and recreation professionals begin to reopen facilities and reinstate programming, they should consider how they will conduct health and wellness screenings of both staff and the public. This process will help to ensure that persons showing signs of illness are not admitted to the facility or program, reducing the risk of transmission. NRPA recommends that agencies conduct screenings in all phases of reopening and that agencies establish publicly shared protocols outlining the screening process, frequency and monitoring. There are several methods and options for conducting screenings and processes should be developed in consultation with state and local public health and government officials to ensure procedures are in alignment with public health guidance and won’t result in legal implications.

Prior to implementing screening processes, all staff should be properly trained on all protocols, policies and proper chain of command. Additionally, staff should receive customer service and de-escalation training. Some potential screening methods are outlined below.

Screening Questions

At a minimum, staff and participants should be screened by answering a series of questions related to their health and well-being. Download A Printable Version Of The Health Screening Questionnaire

Questions may include:

1. Do you currently have a fever, cough, sore throat, shortness of breath, new loss of taste or smell, or any other COVID-19 or flu-like symptoms (nausea, vomiting, diarrhea, etc.) or have you had any of these symptoms in the last 48 hours?
2. Have you been diagnosed with COVID-19 by a medical provider in the past 14-days?
3. In the past 14-days, have you had close contact (within 6 feet for equal to or greater than a 10-minute period of time or living in your household) with a person who has been diagnosed with COVID-19 by a medical provider?
4. Have you been told by a medical provider or public health official within the past 14-days that you should self-quarantine due to potential COVID-19 exposure, or that you are suspected of having COVID-19?

If the person answers “no” to all questions, staff and visitors can proceed with participation.

If the person answers “yes” to any questions, staff should leave immediately and consult a manager to determine options. If a visitor answers “yes” to any questions, staff should review the results, not allow the visitor to enter, and refer the visitor to seek medical or public health guidance and self-isolate.
See [sample questionnaire](#) for example of protocols.

**Temperature Screening**
Some agencies may also choose to conduct more comprehensive health and wellness screenings, including taking the temperature of staff and participants and conducting visual inspections. According to [CDC](#), if staff or participants have a temperature of 100.4 degrees or above or appear to have symptoms of COVID-19, they should not be admitted to the facility or program.

**CDC Temperature Screening at a Distance Guidance**
- Ask staff or participants to take their temperature either before coming to the facility or before entering the facility. Upon arrival, stand at least 6 feet away.
- Ask staff or participants to confirm that they do not have a fever, shortness of breath or cough.
- Make a visual inspection of the staff or participant for signs of illness, which could include flushed cheeks, rapid breathing or difficulty breathing (without recent physical activity), fatigue or extreme fussiness. Ensure that staff conducting the screening undergo implicit bias training to ensure that observations are not influenced by other factors.
- *You do not need to wear personal protective equipment (PPE) if you can maintain a distance of 6 feet.*
- If the person has a temperature or has signs of illness:
  - If the person has a temperature of 100.4 degrees or above, do not allow the person to enter and refer them to seek medical and public health guidance.
  - If the person appears to exhibit signs of illness, staff should review the signs with the person, not allow the person to enter and refer them to seek medical and public health guidance.

**CDC Temperature Screening Behind a Barrier Guidance**
- Stand behind a physical barrier, such as a glass or plastic window or partition that can serve to protect the staff member’s face and mucous membranes from respiratory droplets that may be produced if the staff or participant being screened sneezes, coughs or talks.
- Make a visual inspection of the person for signs of illness, which could include flushed cheeks, rapid breathing or difficulty breathing (without recent physical activity), fatigue, or extreme fussiness. Ensure that staff conducting the screening undergo implicit bias training to ensure that observations are not influenced by other factors.
- Conduct temperature screening (follow steps below)
- Perform hand hygiene
  - Wash your hands with soap and water for 20 seconds. If soap and water are not available, use a hand sanitizer with at least 60 percent alcohol.
  - Put on disposable gloves.
  - Check the person’s temperature, reaching around the partition or through the window.
- Make sure your face stays behind the barrier at all times during the screening.
- If performing a temperature check on multiple individuals, ensure that you use a clean pair of gloves for each person and that the thermometer has been thoroughly cleaned in between each check.
- If you use disposable or non-contact (temporal) thermometers and you did not have physical contact with the person, you do not need to change gloves before the next check.
- If you use non-contact thermometers, clean them with an alcohol wipe (or isopropyl alcohol on a cotton swab) between each client. You can reuse the same wipe as long as it remains wet.
- If the person has a temperature or has signs of illness:
• If the person has a temperature of 100.4 degrees or above, do not allow the person to enter and refer them to seek medical and public health guidance.
• If the person appears to exhibit signs of illness, staff should review the signs with the person, not allow the person to enter and refer them to seek medical and public health guidance.

CDC Temperature Screening with Personal Protective Equipment Guidance
If social distancing or barrier/partition controls cannot be implemented during screening, personal protective equipment (PPE) can be used when within 6 feet of a person. However, reliance on PPE alone is a less effective control and more difficult to implement, given PPE shortages and training requirements.

- Upon arrival, wash your hands and put on a facemask, eye protection (goggles or disposable face shield that fully covers the front and sides of the face), and a single pair of disposable gloves. A gown could be considered if extensive contact is anticipated.
- Make a visual inspection of the person for signs of illness, which could include flushed cheeks, rapid breathing or difficulty breathing (without recent physical activity), fatigue, or extreme fussiness, and confirm that the person is not experiencing coughing or shortness of breath. Ensure that staff conducting the screening undergo implicit bias training to ensure that observations are not influenced by other factors.
- Take the person’s temperature.
  - If performing a temperature check on multiple individuals, ensure that you use a clean pair of gloves for each person and that the thermometer has been thoroughly cleaned in between each check.
  - If you use disposable or non-contact (temporal) thermometers and did not have physical contact with an individual, you do not need to change gloves before the next check.
  - If you use non-contact thermometers, clean them with an alcohol wipe (or isopropyl alcohol on a cotton swab) between each client. You can reuse the same wipe as long as it remains wet.
- After each screening, remove and discard PPE, and wash hands.
- Use an alcohol-based hand sanitizer that contains at least 60 percent alcohol or wash hands with soap and water for at least 20 seconds.
- If hands are visibly soiled, soap and water should be used before using alcohol-based hand sanitizer.
- If your staff does not have experience in using PPE:
  - Check to see if your facility has guidance on how to properly put on and take off PPE. The procedure should be tailored to the specific type of PPE that you have available at your facility.
  - If your facility does not have specific guidance, the CDC has recommended sequences for donning and doffing PPE.
- If the person has a temperature or has signs of illness:
  - If the person has a temperature of 100.4 degrees or above, do not allow the person to enter and refer them to seek medical and public health guidance.
  - If the person appears to exhibit signs of illness, staff should review the signs with the person, not allow the person to enter and refer them to seek medical and public health guidance.

2. Establishing Telework, Remote Working Policies and Shift Schedules for Staff
NRPA will provide more guidance as available.
3. Implementing Environmental Controls to Protect Staff
NRPA will provide more guidance as available.

4. Personal Protective Equipment
In addition to assessing and modifying work environments and changing practices and policies to support the health of staff, establishing a plan and policy regarding the use and provision of personal protective equipment (PPE) to staff is another common workplace control. According to CDC, employers should 1) conduct a thorough workplace hazard assessment; 2) determine what PPE is needed for workers’ specific job duties based on hazards and other controls present; and, 3) select and provide appropriate PPE to the workers at no cost.

The U.S. Department of Labor, Occupational Safety and Health Administration (OSHA) outlines the cooperative efforts between employers and employees to establish and maintain a safe and healthy work environment. In general, employers are responsible for:
- Performing a “hazard assessment” of the workplace to identify and control physical and health hazards.
- Identifying and providing appropriate PPE for employees.
- Training employees in the use and care of the PPE.
- Maintaining PPE, including replacing worn or damaged PPE.
- Periodically reviewing, updating and evaluating the effectiveness of the PPE program.
- In general, employees should:
  - Properly wear PPE
  - Attend training sessions on PPE
  - Care for, clean and maintain PPE
  - Inform a supervisor of the need to repair or replace PPE

What is Personal Protective Equipment (PPE)?
OSHA defines Personal Protective Equipment as “equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. These injuries and illnesses may result from contact with chemical, radiological, physical, electrical, mechanical, or other workplace hazards. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests and full body suits.”

PPE should be safely designed, fit comfortably and properly, and stored in a safe and clean space. PPE is considered an additional workplace control to ensure the health and safety of staff, but it’s also important to ensure that engineering, work practice and administrative controls are in place to provide protection. Employers must also train staff on how to use PPE, when it is necessary, what kind of PPE is required, proper care and maintenance, and proper use, adjustment and disposal.

Common Personal Protective Equipment
Disposabale Gloves
Disposable gloves are examples of PPE that are used to protect the wearer and/or the patient from the spread of infection or illness during medical procedures and examinations. Medical gloves are one part of an infection-control strategy.

Disposable Gown
Gowns are examples of PPE used to protect the wearer from the spread of infection or illness if the wearer comes in contact with potentially infectious liquid and solid material. They may also be used to help prevent the gown wearer from transferring microorganisms that could harm vulnerable patients, such as those with weakened immune systems. Gowns are one part of an overall infection-control strategy.

**Eye Protection**
Eye protection provides a barrier to infectious materials entering the eye and is often used in conjunction with other PPE. The CDC recommends eye protection for a variety of potential exposure settings where workers may be at risk of acquiring infectious diseases via ocular exposure.

**Face Covering**
Cloth face coverings fashioned from household items or made at home from common materials at low cost can be used as an additional, voluntary public health measure. CDC also advises the use of simple cloth face coverings to slow the spread of the virus and help people who may unknowingly have the virus from transmitting it to others. CDC recommends wearing cloth face coverings in public settings where other physical distancing measures are difficult to maintain (e.g., grocery stores and pharmacies), especially in areas of significant community-based transmission.

**Medical/Surgical Face Mask**
A surgical mask is a loose-fitting, disposable device that creates a physical barrier between the mouth and nose of the wearer and potential contaminants in the immediate environment. A surgical mask is primarily used to protect patients and healthcare workers from people who may have a respiratory infection or to protect sterilized or disinfected medical devices and supplies. A medical/surgical mask is not the same as a face covering.

**N95 Respirator**
An N95 respirator is a respiratory protective device designed to achieve a very close facial fit and very efficient filtration of airborne particles. Note that the edges of the respirator are designed to form a seal around the nose and mouth. Surgical N95 Respirators are commonly used in healthcare settings and are a subset of N95 Filtering Facepiece Respirators (FFRs), often referred to as N95s.

**Respirator**
A respirator is designed to protect the wearer from inhaling airborne contaminants such as dust, fumes, vapors, and infectious agents associated with inhaling small and large particle droplets; guidance on appropriate selection and use is covered by OSHA’s respiratory protection and PPE standards. More information on types of PPE.

*Cloth face coverings are not considered PPE, but they may prevent workers, including those who do not know they have the virus, from spreading it to others. Cloth face coverings have not been shown to protect the wearers from exposure to the virus.

**PPE Needs for Common Park and Recreation Positions**
OSHA has divided job tasks into four risk exposure levels. Most park and recreation workers will likely fall in the lower exposure risk (caution) or the medium exposure risk levels. In some cases, park and recreation staff who are working directly with the potentially infectious patients (at a testing site or shelter location) may fall into the high exposure risk category. PPE need will differ between categories.
High Exposure Risk: Jobs with a high potential for exposure to known or suspected sources of COVID-19. Park and recreation workers in this category may include:

- Staff deployed at testing sites
- Staff deployed at treatment sites
- Staff working at shelter sites
- Staff working at sites that provide healthcare

Medium Exposure Risk: Jobs that require frequent/close contact with people who may be infected, but who are not known or suspected patients. Park and recreation workers in this category may include:

- Janitorial and sanitation staff
- Staff who may have contact with the general public (childcare, summer camp, shelter, recreation center, senior center, events, aquatics, exercise instructors, etc.)
- Park rangers or law enforcement
- Park ambassadors
- Park service area staff
- Volunteers

Low Exposure Risk: Jobs that do not require contact with people known to be, or suspected of being, infected. Park and recreation workers in this category may include:

- Outdoor maintenance staff
- Property management staff
- Administrative staff

Sample Park and Recreation Professional PPE Needs by Risk Classification

High Exposure Risk: PPE Needs

- **Respirator (N95)** or medical/surgical facemask when in contact with confirmed or suspected cases of COVID-19
- **Eye protection** when in contact with confirmed or suspected cases of COVID-19
- Disposable gloves when in contact with confirmed or suspected cases of COVID-19 or handling belongings
- **Disposable gowns** when in contact with confirmed or suspected cases of COVID-19 or handling belongings

Medium Exposure Risk

- **Medical/surgical face mask** or **face covering**
- Eye protection (depending on job duties and contact with confirmed/suspected cases (e.g. cleaning staff))
- Disposable gloves (depending on job duties and contact with confirmed/suspected cases (e.g. cleaning staff))
- Disposable gowns (depending on job duties and contact with confirmed/suspected cases (e.g. cleaning staff))

Low Exposure Risk

- **Face covering** when in contact with others closer than 6 feet for extended periods (greater than 10 mins.)
- Additional PPE (gloves, gowns, eye protection) depending on job duties if in contact with confirmed/suspected cases
Training and Proper Use and Disposal
Park and recreation professionals should be trained on proper use of PPE, including correct use of PPE, adjustment and disposal. Employers are required to train each employee in the following areas:

- When PPE is necessary
- What PPE is necessary
- How to properly put on, take off, adjust and wear the PPE
- The limitations of PPE
- Proper care, maintenance, useful life and disposal of PPE

Employees should demonstrate an understanding of the PPE training and the ability to properly wear and use PPE before they are authorized to perform work requiring PPE. CDC provides guidance and outlines methods of putting on and taking off PPE and provides several training videos on making face coverings, proper hand hygiene and more.

- How to Put On and Take Off PPE
- Hand Hygiene
- Training videos
- How to safely put on PPE
- How to safely remove PPE
- How to make your own face covering
- ASL cloth face coverings guidance
- What you need to know about handwashing | Spanish | ASL

Storage and Maintenance of PPE
All PPE should be of safe design and maintained in a clean and reliable fashion. PPE should be readily available to staff and frequently inspected to ensure safety. Larger inventory of PPE should be stored in a locked area that is dry, free from temperature extremes or chemicals. If storing respirators, access should be restricted to those that have the ability to distribute higher grade gear.

PPE Supply
Shortages of PPE have been a challenge during the COVID-19 pandemic. CDC has provided guidance on how to optimize the supply of PPE, and park and recreation professionals should follow this guidance closely to ensure that healthcare providers have access to the PPE they need to treat and care for patients.

Agencies should keep an inventory of PPE to monitor the supply and anticipate restocking needs. This should be monitored frequently, and agencies should plan in advance for delays in the supply chain. The CDC PPE Burn Calculator can be used to help estimate how much PPE will be needed.
10. Cleaning and Disinfection Practices

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on cleaning and disinfection practices for reopening.

CDC issued reopening guidance for cleaning and disinfection on April 28, 2020. The cleaning and disinfection guidance is applicable for all sectors, including workplaces, schools, homes and public spaces. The guidance outlines:

- **Developing your plan.**
  - Determining what needs to be cleaned — including indoor and outdoor guidance.
  - Determining what needs to be disinfected — hard materials vs. soft materials and frequently touched surfaces.
  - Considering what resources, supplies and equipment will be needed

- **Implementing your plan.**
  - Cleaning visibly dirty surfaces with soap and water.
  - Use the appropriate cleaning or disinfectant product — check with the manufacturer for specific types of equipment.
  - Follow directions on the label when using cleaning products.

- **Maintaining and revising your plan as needed.**
  - Continue routine cleaning and disinfecting.
  - Maintain safe behavioral practices.
  - Consider practices that reduce the potential for exposure.

Additionally, CDC has published a decision tool to help guide cleaning and disinfection plans.

**Staff Safety**

Keep in mind that additional considerations will need to be made for staff who will carry out cleaning and disinfecting. According to CDC, “If you oversee staff in a workplace, your plan should include considerations about the safety of custodial staff and other people who are carrying out the cleaning or disinfecting. These people are at increased risk of being exposed to the virus and to any toxic effects of the cleaning chemicals. These staff should wear appropriate PPE for cleaning and disinfecting. To protect your staff and to ensure that the products are used effectively, staff should be instructed on how to apply the disinfectants according to the label. For more information on concerns related to cleaning staff, visit the Occupational Safety and Health Administration’s website on Control and Prevention.”
11. Managing Contracts and Vendor Relationships to Ensure Safety

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on managing contracts and relationships with vendors.

Guidance will be released shortly and will focus on:

- Strategies to ensure that contractors, vendors and rentals are following all public health protocols.
- Developing procedures outlining inspection and monitoring of contractors, vendors and rentals.
- Maintaining continuity of operations for critical services.
- Keeping trust and collaboration with contractors and vendors in times of diminished cash flow.
12. Securing Critical Supplies

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes guidance on securing critical supplies.

Guidance will be released shortly and will focus on:

- Securing personal protective equipment (PPE) for staff.
- Securing cleaning and disinfection supplies.
- Securing hand sanitizer, soap and other products needed to maintain hygiene and sanitation.
13. Evaluating and Informing Emergency Plans

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the *Path to Recovery Framework* includes guidance on creating and updating emergency plans.

Guidance will be released shortly and focus on:

- Creating emergency plans to include pandemic response
- Implementing and updating emergency plans as lessons are learned and situations evolve
- Planning for future emergencies
14. Resource Database — National and Local Reopening Resources

As park and recreation professionals work towards a path to recovery from the coronavirus disease 2019 (COVID-19) pandemic, it is essential to take a thoughtful and methodical approach to reinstating operations that protects public health and safety. This section of the Path to Recovery Framework includes additional tools, plans and resources related to reopening.

Reopening Plans from Federal Government Agencies

- White House & CDC Opening Up America Again
- FEMA Planning Considerations for Organizations in Reconstituting Operations During COVID-19 Pandemic
- A Plan for a Phased Reopening Guided by Public Health Principles
- Roadmap to Recovery: A Public Health Guide for Governors

Reopening Guidance from NGOs

- A Plan for a Phased Reopening Guided by Public Health Principles
- Roadmap to Recovery: A Public Health Guide for Governors