State Affiliate

Path to Recovery Plan

Updated May 4, 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. 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 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

We Are Stronger Together!

PRPS encourages it 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.
- Share your specific work operation information to: Share Re-opening and Recovery Plans PRPS will incorporate your input to help develop further planning resources for all.

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

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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
- [COVID-19 Guide to New Scenarios & Benefits](#)   PA Dept. of Labor & Industry
- [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:
    - o What indicators must be met to move from phase to phase
    - o Types of activities allowed in each phase (single use vs. group activities)
    - o Public health measures that will be present in each phase (e.g. face coverings, physical distancing, gathering restrictions, etc.)
    - o Hours of operations in each phase
    - o Essential services that need to be prioritized in each phase
    - o 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**
  o Ability to quickly set up safe and efficient screening and testing sites for symptomatic individuals and tract contacts of COVID positive results.
  o Ability to test Symptomatic/ILI-indicated persons for COVID and trace contacts of COVID positive results.
  o 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**
  o Ability to quickly and independently supply sufficient Personal Protective Equipment and critical medical equipment to handle dramatic surge in need.
  o Ability to surge ICU capacity.
- **Plans**
  o Protect the health and safety of workers in critical industries.
  o Protect the health and safety of those living and working in high-risk facilities (e.g., senior center facilities).
  o Protect employees and users of mass transit.
  o Advise citizens regarding protocols for social distancing and face coverings.
  o 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.**
  o Wash your hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces.
  o Avoid touching your face.
  o Sneeze or cough into a tissue, or the inside of your elbow.
  o Disinfect frequently used items and surfaces as much as possible.
  o Strongly consider using face coverings while in public, and particularly when using mass transit
- **People who feel sick should stay home.**
  o Do not go to work or school.
  o 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.
    - Increase the minimum wage to $12 with a path to $15.
    - Provide additional hazard pay for essential, front-line workers during a public health emergency.

- Enactment of better worker protection standards.
    - Employees should not be discharged, penalized, or discriminated against if they isolate or quarantine related to COVID-19.
    - Employers must maintain safe and healthy environments.

- o   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:

CATEGORY	CONTACT INTENSITY	NUMBER OF CONTACTS	MODIFICATION POTENTIAL
Parks, walking paths, trails, dog parks	Low	Low	Low
Noncontact sports	Low	Medium	High
Beaches, piers	Low	High	Medium
Pools	Medium	Low	High
Gyms, fitness studios	Medium	Medium	Medium
Playgrounds, skateparks and other outdoor recreation spaces	Medium	Medium	Medium
Athletic fields and other outdoor congregate settings	Medium	Medium	Low
Community centers	Medium	High	Medium
Theatres, museums, other indoor leisure spaces	Medium	High	Medium
Overnight programs	High	Medium	Low
Childcare facilities	High	Medium/High	Low/Medium
Contact sports	High	Medium/High	Low
Mass gatherings, community events, festivals, sports tournaments, games	High	High	Medium
Outdoor large venues (concerts, sports)	High	High	Medium
Indoor large venues (concerts, sports)	High	High	Low
Summer camps	High	High	Low

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.

- Robert Wood Johnson Foundation (RWJF) COVID-19 Resource Center: Opinion pieces and briefs highlighting the impacts of COVID-19 on vulnerable communities.
- University of Vermont Center for Health and Wellbeing: Resources to provide information on access to services for vulnerable populations and communities, and tools to become a better ally including state-by-state resources for undocumented communities.
- CDC Resources
  - COVID-19 in Racial and Ethnic Minority Groups
  - People Who need to Take Extra Precautions
  - What You Can Do

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?

- o 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.**
  - o How will you create a welcoming in-person and virtual environment for all community residents?

  - o 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.**
  - o 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.**
  - o 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.

NRPA is in the process of developing phased reopening guidance for park and recreation professionals. Guidance is being developed with subject matter experts, including park and recreation professionals and public health officials. Guidance will be released shortly and will include:

- Transition criteria that should be met prior to moving through each phase.

- Key considerations in each phase including staff protection measures, supporting vulnerable staff and community members, communications plans, securing necessary supplies and PPE, assessing staff capacity and budgetary needs, working with partners, providing essential services to vulnerable populations, and more.

- A sample phased reopening plan will be provided outlining:
    - The spaces, facilities and programs that could reopen, along with the types of use allowed in each phase.
    - Mitigation strategies agencies should implement in each phase to lower the risk of increased transmission.
    - Protective measures that public park users and participants should follow in each phase.

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. Playgrounds
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.

See following part 11. Park Maintenance, for more resources on maintaining play areas.

2. 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.

3. Outdoor Courts, Skateparks, Exercise Equipment, etc.

NRPA and PRPS will provide more guidance as available. Check back regularly for updates.

4. 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 (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, etc.
   - Swimming pool user measures — proper hygiene, face coverings, health screenings, etc.

- o   Staff safety measures — establish policies for safe behavioral practices (physical distancing, hand washing, face coverings, health screenings, protocols on first aid and CPR, etc).
        - o   Communications plan.
3.   Maintain and revise your plan as needed through recovery phases.
4.   PRPS Aquatics Roundtable   recording   4/2/20
     Summer Camp Roundtable recording 4/7/20
     Program & Event Roundtable   recording 4/3/20 and recording 4/14

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 Administrator Guidance

Specific park user and administrator guidance was provided on April 10, 2020.
Proper operation, maintenance and disinfection (with chlorine or bromine) of swimming pools should kill the virus that causes COVID-19.

- Maintain proper disinfectant levels (1–10 parts per million free chlorine or 3–8 ppm bromine) and pH (7.2–8).
- CDC's Model Aquatic Health Code has more recommendations to prevent illness and injuries at public pools in parks.

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 and PRPS believe that splashpads, water playgrounds and other water park features should remain closed until there is no widespread community transmission of the virus.

5. Sports – Youth and Adult

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

- The Aspen Institute's Project Play Resource Center

6. 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 and PRPS will provide more guidance as available. Check back regularly for updates.

7. 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

Guidance for summer camp programs is expected shortly, however based on draft guidance obtained by the Washington Post, summer camp guidance may be similar to childcare program guidance.
Other resources available:

- Draft Guidance from CDC (reported by Washington Post on 4/28/2020)
- American Camp Association Resource Center
- Association of Camp Nurses Resource Center

PRPS Summer Camp Roundtable recording 4/7/20
PRPS Program & Event Roundtables recording 4/3/20 and recording 4/14
PRPS Health & Wellness Roundtable recording notes   3/25/20

NRPA and PRPS will provide more guidance as available. Check back regularly for updates.

8. 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:
   o Cleaning and disinfection measures for all parts of facility (restrooms, pool furniture, front desk, concessions, doorknobs, locker rooms, faucets/sinks, etc.).
   o Physical distancing, limiting equipment sharing and enforcement policies.
   o 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.
   o Facility user measures — proper hygiene, face coverings, health screenings, etc.
   o 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).

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

NRPA and PRPS will provide more guidance as available. Check back regularly for updates.

Other resources available:
- Tennessee Pledge Exercise Facilities Guidelines
    - o 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
    - o 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.

9. Farmers Markets

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

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

10. Senior Centers

Given CDC guidance 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
- CDC's Older Adults Resource Center
- AARP

11. 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.

Guidance will be released shortly and will focus on helping professionals craft communications plans that:
- Relay up to date information to staff and public regarding park and recreation spaces, facilities and programs.
- Provide community education and awareness on proper use of spaces, protective public health measures, and awareness of the potential to reinstate mitigation strategies as needed.
- Disseminate communications in the event of possible transmission at park and recreation sites or the need to revert back to previous phases.

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.

Guidance will be released shortly and will focus on:
- Developing procedures for personal protective equipment (PPE) and associated staff training on proper use and disposal of PPE.
- Developing plans for conducting health screenings.
- Implementing environmental controls to protect staff, including installing barriers, sneeze guards, etc.
- Establishing telework, remote working policies and shift schedules for staff, especially vulnerable and high-risk staff.

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