

COVID-19: A ROADMAP FOR RECOVERY

Updated April 27, 2020



A Roadmap For Recovery: About this Document

COVID-19: A Roadmap for Recovery is presented by the [Lakeview Chamber of Commerce](#) to guide our community's ongoing response to the coronavirus (COVID-19) outbreak. Developed in consultation with resources provided by leaders in the [urban place management industry](#), this document is aimed at supporting the long-term success of businesses in West Lakeview and helping ensure the resiliency of our community. It will be updated frequently, with the latest version available at www.lakeviewchamber.com/covid19.

A Roadmap For Recovery: What This Document Covers

- 1. Reopening:**
Guidelines from Federal, State and Local Governments
- 2. Recovery:**
Local Framework for Recovery and Realignment Post-COVID-19
- 3. Response:**
Lakeview Chamber's Priorities to Ensure Community Resiliency
- 4. Readiness:**
How Businesses Can Plan + Prepare for Recovery

REOPENING

Guidelines from Federal, State and Local Governments

Federal Government: Guidelines for Opening America

Announced on Thursday, April 16

www.whitehouse.gov/openingamerica

- Based on up-to-date data and readiness
- Mitigates risk of resurgence
- Protects the most vulnerable
- Implementable on statewide or county-by-county basis at governors' discretion

Federal Government: Proposed Gating Criteria

- Symptoms
 - Downward trajectory of influenza-like illnesses (ILI) reported within a 14-day period **AND** downward trajectory of COVID-like syndromic cases reported within a 14-day period
- 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)
- Hospitals
 - Treat all patients without crisis care **AND** robust testing program in place for at-risk healthcare workers, including emerging antibody testing

Federal Government: Phase 1

- For States and Regions that satisfy the gating criteria...
 - **Schools** remain closed
 - **Large venues (sit-down dining, theaters, etc.)** may operate with strict social distancing guidelines
 - **Gyms** can open with strict physical distancing and sanitation measures
 - **Bars** remain closed
- Other guidelines:
 - Vulnerable people: Continue sheltering in place
 - Everyone else: Avoid gatherings of 10 or more people
 - Minimize non-essential travel
 - Encourage telework, close common areas

Federal Government: Phase 2

- For States and Regions with no evidence of a rebound and that satisfy the gating criteria a second time...
 - **Schools and youth activities (daycares, etc.)** can reopen
 - **Large venues (sit-down dining, theaters, etc.)** may operate with moderate physical distancing guidelines
 - **Gyms** can open with strict physical distancing and sanitation measures
 - **Bars** may operate with diminished standing-room occupancy, where applicable and appropriate
- Other guidelines:
 - Vulnerable people: Continue sheltering in place
 - Everyone else: Avoid gatherings of 50 or more people
 - Non-essential travel can resume
 - Encourage telework, close common areas

Federal Government: Phase 3

- For States and Regions with no evidence of a rebound and that satisfy the gating criteria a third time...
 - **Large venues (sit-down dining, theaters, etc.)** may operate with limited physical distancing guidelines
 - **Gyms** can remain open if they adhere to standard sanitation protocols
 - **Bars** may operate with increased standing room occupancy, where applicable
- Other guidelines:
 - Vulnerable people: Can resume public interactions, with precautions
 - Everyone else: Minimize time spent in crowded environments

State & Local Government: Where Things Stand

- Officials are working on official guidelines for reopening
- Officials believe the state's caseload is leveling
- Stay at home order extended through end of May
- Schools closed for in-person attendance through rest of 2019-20 schoolyear
- Gov. J.B. Pritzker has suggested eventually the state might reopen on a "region-by-region" basis; formed partnership with six other states to coordinate reopening plans

State & Local Government: What to Look For

Gov. Pritzker has said he'll monitor the following four factors when determining when it's best to reopen the economy:

1. Sustained control of the rate of new infections and hospitalizations
2. Enhanced ability to test and trace
3. Sufficient health care capacity to handle resurgence
4. And best practices for social distancing in the workplace

State & Local Government: Other Considerations

- Masks required for public places where people can't maintain a six-foot social distance.
- It's likely that any reopening would be phased:
 - Limited at first to places where sufficient social distancing can occur
 - Prioritize most essential non-essential businesses
 - Less-dense parts of state, areas with increased hospital capacity may be allowed to open earlier
- Gov. Pritzker indicated he likely wouldn't risk allowing large-scale events to proceed; however, no decision has been made

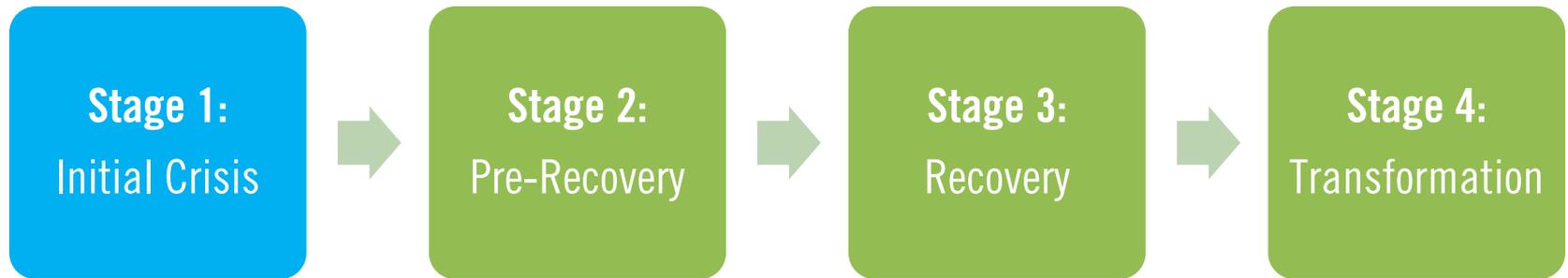
RECOVERY

Local Framework for Recovery and Realignment Post-COVID-19

A Roadmap for Recovery: 4 Stages

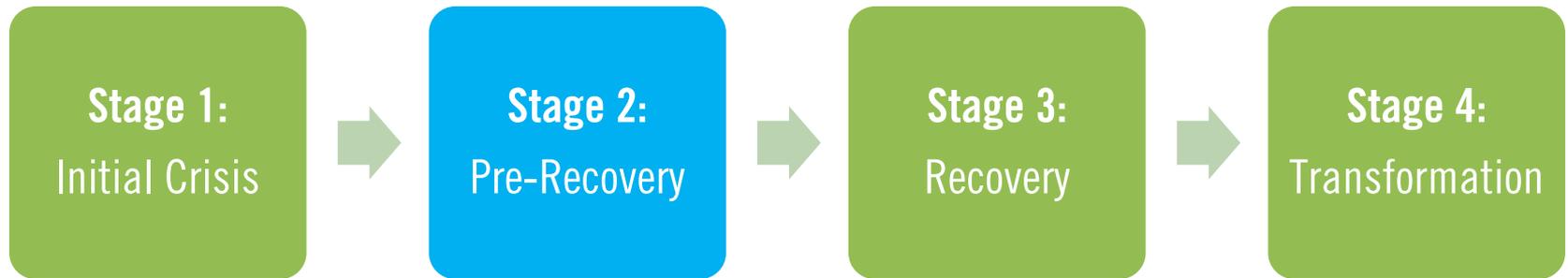


A Roadmap for Recovery: Stage 1 Possible Impacts (Current)



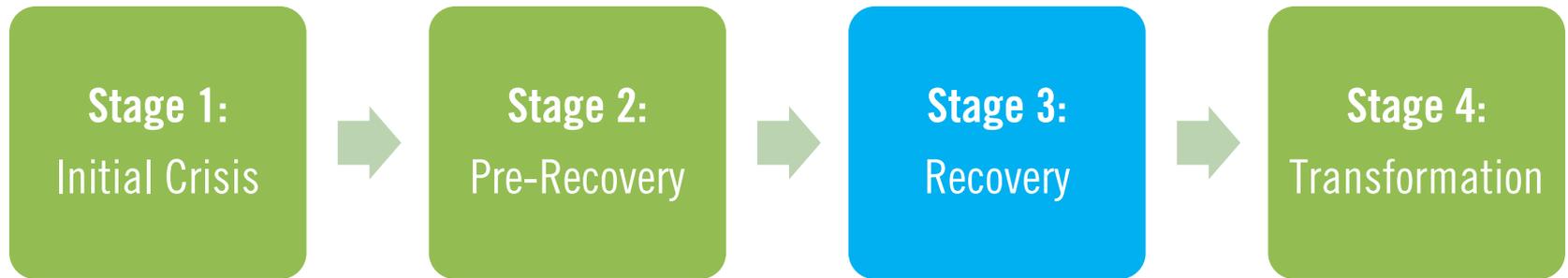
- Sudden closure of businesses, forcing loss of revenues, staff cuts
- Businesses forced to adapt to unanticipated circumstances
- Majority of population working/learning from home
- Flood of information, overwhelming community
- Assistance/relief rolled out to meet immediate needs

A Roadmap for Recovery: Stage 2 Possible Impacts



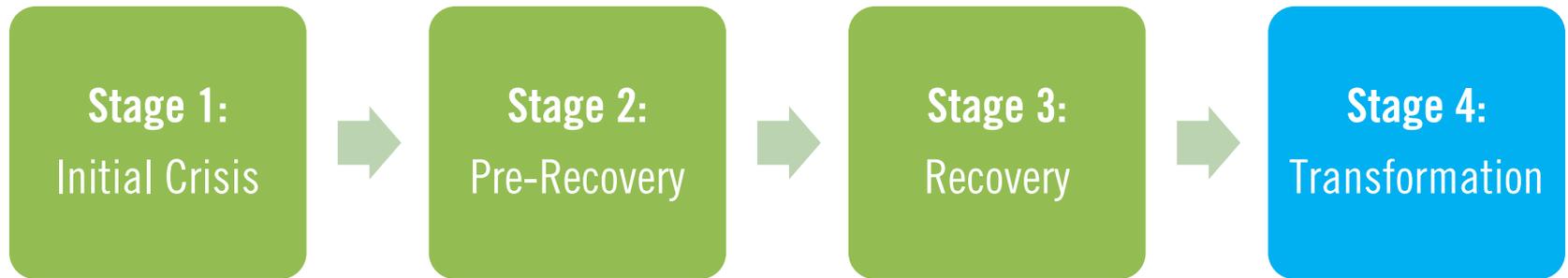
- Reality of "new normal" sets in
- Likely extension of stay at home order or scaled-back restrictions
- Potential for some businesses to start coming back online, although most will probably remain closed
- Timeline for eventual reopening/recovery becomes clearer, creating new challenges

A Roadmap for Recovery: Stage 3 Possible Impacts



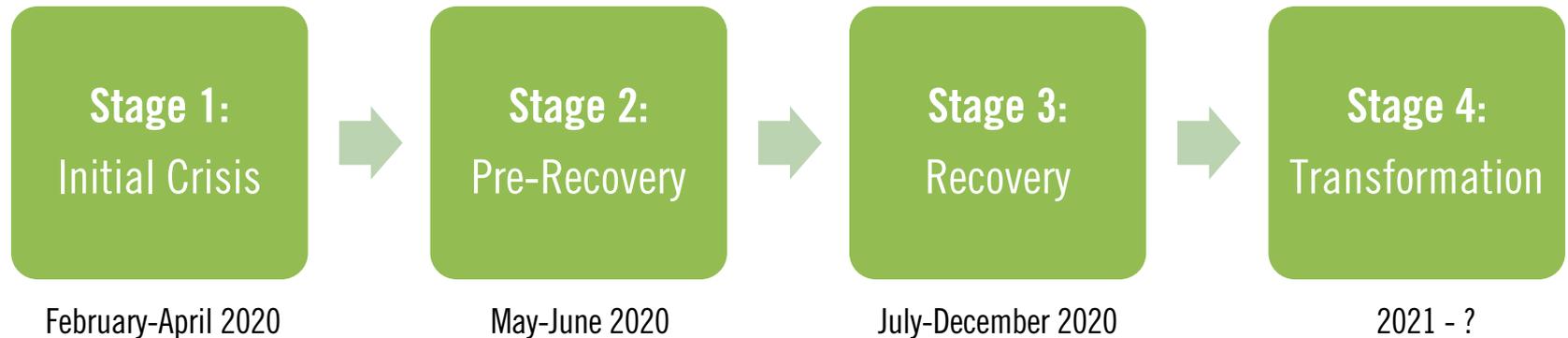
- Most businesses allowed to reopen; spike in demand but customers remain cautious
- People permitted to begin gathering again, with limitations
- Potential for some events to resume, with new guidelines/limitations in place
- Possible recession; reemergence of discount shopping trends
- New fears about health/sanitation concerns force precautions

A Roadmap for Recovery: Stage 4 Possible Impacts



- Possible recession, tightening resources
- Larger daytime worker population with more people working from home
- More people shopping close to home, as walking becomes more appealing
- Online shopping, virtual experiences, and delivery options become a must

A Roadmap for Recovery: Theoretical Timeline*



**Best guess based on what we know as of 4/27/2020. Subject to change depending on several factors, including a protracted first phase of the outbreak or a possible second phase of the outbreak. In these scenarios, business closures and social distancing measures could last longer or become mandated again during the recovery, forcing a return to Stage 1 or 2 conditions.*

RESPONSE

Lakeview Chamber's Priorities to Ensure Community Resiliency

Stage 1: Initial Crisis

Priority Areas:

- Communication, Education, Advocacy

Intended Outcomes:

- Businesses sustained through crisis
- Businesses connected to resources
- Government responds with Lakeview in mind

Action Items:

- Weekly conference calls
- Online resources
- Regular email communications
- SSA rebate programs (marketing, sanitation)
- One-on-one business outreach
- Advocacy on behalf of small businesses in need of relief

Stage 2: Pre-Recovery

Priority Areas:

- Planning, Communication, Education, Advocacy

Intended Outcomes:

- Understanding of what "new normal" will look like
- Businesses empowered to create their own resiliency plans
- Maximize # of businesses allowed to reopen with precautions

Action Items:

- Form recovery task force to plan for community reopening
- Collaborate with other chambers, officials
- Roll out recommendations for businesses on formulating their own reopening plans
- Advocate for cross-promotion of businesses, creative partnerships

Stage 3: Recovery

Priority Areas:

- Programming, Communication, Education

Intended Outcomes:

- Minimize long-term disruption
- Existing businesses retained through recovery period
- Generate new interest from businesses and developers in investing in Lakeview

Action Items:

- Hold grand reopening; push shop local messaging
- Roll out promotions to incentivize customers to shop local
- SSA-funded clean and safe programs to reassure public
- Use marketing/PR to promote businesses, sanitation measures
- Launch business recruitment plan to sell investment in Lakeview

Stage 4: Transformation

Priority Areas:

- Planning, Programming, Education

Intended Outcomes:

- Businesses retained, recruited
- Diversification of business mix
- Lakeview emerges as a cutting-edge, resilient community
- Lakeview Chamber/SSA roles evolve with new emphasis on direct services

Action Items:

- Offer education/assistance to businesses adapting to forever-changed shopping environment
- Leverage technology to reduce need for in-person meetings and events
- Fill vacancies with temporary uses (public art, emerging businesses, etc.)
- SSA to prioritize providing baseline services (safety, sanitation, economic development programs, etc.)
- Ensure that disaster planning is part of any future strategic plans
- Find new ways to adapt events to increased need for safe social gatherings

READINESS

How Businesses Can Plan + Prepare for Recovery

Plan + Prepare

Recovery does not begin when your doors are allowed to reopen again.

- Maximize your recovery by doing what you can now
- Prepare your Recovery Action Plan
- Know that your business will not be the same when you reopen

Plan + Prepare: What You Can Do Now

- **Do you have an effective website?**
 - Prior to the COVID 19 Pandemic, 62% of retailers did not have a live e-commerce website
 - Now is the time to move what you can to a website - Shopify, etc.
- **How are you driving traffic to your website?**
- **Are you maximizing your social media presence?**
 - Not just selling but giving people what they want - idea of a bar providing quarantine drink recipes, Southport Grocery providing new recipes to try at home, etc.
- **Do you have an email list - are you engaging them in unique ways to get their attention?**
- **Have you changed your common practices, services or products?**
 - Idea of salon providing hair color formula for clients to do their hair at home - a chance to meet a need & a new approach to make a sale
- **Have you considered working for your community's benefit?**
 - Ideas like feeding front line workers, making masks, etc. benefit the community
- **Are there opportunities for collaboration with other area businesses?**

Plan + Prepare: Business Recovery Action Plan

Inventory

Make a full listing and accounting of all equipment, machinery, appliances and material on hand.

- Is it perishable? Is it preservable?
- How long can I fill orders with the material I have on hand when I re-open?
- What will I need to get back to full operations?
- What do I need first? Plan an initial order for reopening.

Plan + Prepare: Business Recovery Action Plan

Evaluate

Begin analyzing your business processes. The priorities of your recovery plan should directly connect to your business priorities.

- What are your priorities?
- Which systems and applications are most critical to your organization's functioning?
- What pieces enable the crucial operations that run your business, and which of those pieces are most vulnerable to threat, loss or shortage?
- Your business impact analysis and risk assessment should include both.

Plan + Prepare: Business Recovery Action Plan

Plan your Strategy

How does the shut-down recovery fit into your business objectives and what it will take to implement it?

- Results from your self-evaluation, business impact analysis and risk assessment
- Budget – what do I have and what do I need?
- Resource availability: what people, technology, and other physical assets can or should be included in the recovery plan, and how can you ensure their availability when necessary?
- Technology: what tools will you use to support your recovery plan?
- Data: how specifically is data handled and protected as part of your plan?

Plan + Prepare: Business Recovery Action Plan

Write your Plan

Your business recovery plan is the execution arm of your strategy. It translates your objectives into a tangible checklist of steps to follow to ensure that your business is protected. It should include:

- The “why”: the objectives and goals driving the plan
- The “what”: your critical IT systems, prioritized by business impact and risk, as well as their expected recovery times, authentication tools, etc.
- The “who”: the roles and responsibilities of each involved person.
- The “when”: Clearly define the timeframes by which tasks must be completed or implemented
- The “where”: any geographical considerations, including availability of material for ordering
- The “how”: specific action steps required to restart, reconfigure, and recover

Plan + Prepare: Business Recovery Action Plan

Test your Plan

- Like Fire and Tornado drills growing up, it's not enough to create a plan, you need to ensure that it works.
- This step can be time-consuming, complex, and resource-intensive. But it can help, identify gaps, incorrect assumptions, technology issues, process inadequacies, missing elements, plan inconsistencies, human resource problems, etc.

Plan + Prepare: Implementing a Return to Work Plan

- Essential Services and Resources
- Bringing employees back to work and reopening commerce will require that certain essential services and resources are in place.

From U.S. Chamber of Commerce's *Implementing a National Return to Work Plan*:

- <https://www.uschamber.com/coronavirus/implementing-national-return-to-work-plan>

Plan + Prepare: Implementing a Return to Work Plan

General Health Screening

- The CDC has recommended that critical infrastructure employers screen certain exposed employees for temperature, ideally before entering the facility.
- If this recommendation is expanded to cover all employees and potentially customers, employers will have to acquire temperature checking equipment and develop a process to screen individuals.

Plan + Prepare: Implementing a Return to Work Plan

COVID-19 Testing

- To the extent that return to work is based on the testing of employees either for the COVID-19 virus or antibodies to COVID-19, there will have to be sufficient testing capacity, as well as clear resolution on who is responsible for administering the tests, paying for the tests, and checking test results.
- Most employers are not well-positioned to administer these medical tests, so there must be widely accessible third-party providers. There also will need to be standardization as to when employees need to be tested, the frequency of tests and the documentation employees will provide to employers.

Plan + Prepare: Implementing a Return to Work Plan

Personal Protective Equipment (PPE)

- If public health professionals recommend widespread use of PPE, such as masks, it will require clarity as to what is needed and who is responsible for providing such equipment, especially if shortages persist.

Plan + Prepare: Implementing a Return to Work Plan

Transportation

- Approximately eight million Americans rely on public transportation to get to and from work each day. Public transportation is most efficient when it maximizes density, which needs to be avoided to preserve social distancing.
- While staggered worktimes can help spread out the rush hour, transit systems likely will need to operate at what would normally be excess capacity in order to support public health.

Plan + Prepare: Implementing a Return to Work Plan

Childcare

- Many childcare providers that are still operating are primarily only caring for the children of essential workers. They also have implemented various public health recommendations to increase social distancing, such as lowering teacher-child ratios.
- In order to allow other parents to return to work, childcare providers will need to operate below previous capacity levels and with increased costs.

NEXT STEPS

Help Us Plan for Lakeview's Recovery

Next Steps

COVID-19 Business Impact Survey:

<https://www.surveymonkey.com/r/covid19lakeview>

Respond by Friday, May 1

COVID-19 Recovery Task Force:

- Community Resiliency
- Business Support & Success

Email info@lakeviewchamber.com if you're interested in getting involved

CONTACT US

info@lakeviewchamber.com

www.lakeviewchamber.com/covid19



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