

## Plan to Reopen the Economy in New Jersey

### Executive Summary

Scientists acknowledge vaccine development could take between 1- 2 years or longer to eliminate COVID-19, although we are optimistic that this timeline can be shorter. Until then, we need to determine when we can control the risk of exposure to the virus sufficiently to allow us to restart the economy and get our citizens back to work. We think that time is now based upon our proposed plan.

We have developed a **Risk Scorecard** for every industry based upon a risk factor for each of the 311 four-digit NAICS classifications of business. The Risk Scorecard uses traditional occupational health and safety principles and procedures to rank potential transmission risk from worker to worker, customer to worker, and customer to customer. The rankings range from minimal (assigned #1) to high (assigned #4). Each rank carries with it specific mitigation steps necessary to open safely. These steps provide benchmarks to allow each business to apply consistent principles across a wide variety of industry-specific needs. Once specific mitigation steps are in place, then businesses and organizations can safely open their doors.

The Scorecard establishes that:

- 80% of industries have either a minimal (70%) or moderate (10%) risk score and can easily apply mitigation procedures to get back to work quickly.
- 15% of the remaining industries and organizations are classified as a significant risk and will need to do more to ensure they open safely. Some businesses with significant risk (e.g. Grocery, Liquor, Big Box Stores) have already been operating throughout the Pandemic, demonstrating it is possible to operate while continuing to flatten the curve.
- The remaining 5% of businesses and organizations classified as high risk are dominated by Healthcare organizations that expect to come into contact with people ill with COVID-19. They will operate safely by using medical-grade mitigation procedures to protect their employees.

This plan presents clear guidelines for all businesses and organizations to develop tailored mitigation plans commensurate with their degree of risk. It is more essential now than ever that leaders provide a template for a world where businesses and customers can make achievable changes to protect their health and get back to work. This plan makes “now” possible.

### Plan Details - Developing the Risk Scorecard:

### Classifying Industries According to their Virus Transmission Risk Levels - A Risk Management Approach

We are establishing risk rankings according to the NAICS classification of business types. A team of industrial hygienists, toxicologists, and other industry and governmental occupational health professionals from New Jersey and Wisconsin developed and approved these rankings. Different businesses have different concentrations of people interacting in close proximity to each other. Nonetheless, a common paradigm applies, i.e., the principles of risk:

$$\text{Risk (probability of contracting disease)} = \text{Hazard (virus)} \times \text{Exposure (frequency and duration)}$$

As an example, workers at retail businesses have a higher chance of being in close proximity with people than those in an office with cubicles separating workers. Also some retailers operate with a higher degree of contact than others: employees at car dealerships have short-term passing or infrequent contact with customers versus employees at grocery stores who have longer sustained contact (4-8 hours) with customers. Despite risk classifications being different from business to business, all risks are manageable through the application of one or more mitigation steps. The key is to manage the risks correctly to ensure workers and customers are protected.

Attached is a list of 311 four-digit NAICS codes that cover all businesses in New Jersey. Each business code has been assigned a baseline risk classification number before any mitigation procedures are put in place. All businesses would use this classification as a guide to determine mitigation procedures necessary to protect workers and customers. Industries ranked at a lower risk number (i.e. "1") would not have to implement as many mitigation procedures as industries ranked higher (i.e. "3").

The baseline risk ranking is based on the following general criteria:

1. **Minimal** – Jobs that do not require contact with people that are known (self-reported and eventually tested) or suspected to be infected with the virus, or that do not have frequent or close (within 6') contact with coworkers or the general public.
2. **Moderate** - Jobs that do not require contact with people known or suspected to be infected with the virus; they have frequent, short-term (passing) contact with coworkers and the public and can effectively maintain self-distancing ( $\geq 6'$ ) with coworkers and the public.
3. **Significant** - Jobs that do not require contact with people that are known or suspected to be infected with the virus; they have frequent, sustained contact with coworkers or the public often, and at times are not able to maintain self-distancing of 6'.
4. **High** - Jobs that require contact with people that are known or suspected to be infected with the virus (e.g. emergency healthcare workers), and may have frequent contact with the general public  $< 6'$  self-distanced.

Below is a partial list of the NAICS codes with assigned baseline risk rankings. The list assigns two separate risk rankings, one for worker interactions alone (worker-to-worker) and one for workers and customers interacting (worker-to-customer and customer-to-customer). Using Grocery Stores (#4451) as an example, there is an assigned risk rank of "2" for workers if customers are not allowed in the store

(curb side delivery), which would rise to “3” if customers are permitted to shop in the store in closer proximity to the workers.

Four Digit NAICS Code	Subsector Name	Risk Score - Workers only	Risk Score with Customers
4413	Automotive Parts, Accessories, and Tire Stores	1	2
4421	Furniture Stores	1	2
4422	Home Furnishings Stores	1	2
4442	Lawn and Garden Equipment and Supplies Stores	1	2
4471	Gasoline Stations	1	2
4483	Jewelry, Luggage, and Leather Goods Stores	1	2
4531	Florists	1	2
4911	Postal Service	1	2
5191	Other Information Services	1	2
5221	Depository Credit Intermediation	1	2
5222	Nondepository Credit Intermediation	1	2
5322	Consumer Goods Rental	1	2
5323	General Rental Centers	1	2
5615	Travel Arrangement and Reservation Services	1	2
6241	Individual and Family Services	1	2
7113	Promoters of Performing Arts, Sports, and Similar Events	1	2
7211	Traveler Accommodation	1	2
7212	RV (Recreational Vehicle) Parks and Recreational Camps	1	2
8123	Drycleaning and Laundry Services	1	2
4411	Automobile Dealers	2	2
4412	Other Motor Vehicle Dealers	2	2
4812	Nonscheduled Air Transportation	2	2
6117	Educational Support Services	2	2
6213	Offices of Other Health Practitioners	2	2
6243	Vocational Rehabilitation Services	2	2
7213	Rooming and Boarding Houses, Dormitories, and Workers' Camp	2	2
4431	Electronics and Appliance Stores	2	3
4441	Building Material and Supplies Dealers	2	3
4451	Grocery Stores	2	3
4452	Specialty Food Stores	2	3
4453	Beer, Wine, and Liquor Stores	2	3

## Implementing Mitigation Procedures According to Industry Risk Ranking

By establishing industry risk rankings, businesses can implement consistent programs necessary to meet the risk and that make protecting both workers and the public possible while being open for business. Below are initial Mitigation Procedures by level of risk. These mitigation steps serve as consistent benchmarks to be applied to individual, industry-specific plans.

### Level 1 Minimal

- Sick people stay home

- Work from Home (WFH) when possible
- Training on COVID-19 program – Awareness and Procedures
- Workplace Assessment (may limit capacities) to optimize Self distancing
- Routine cleaning and disinfection
- Risk communication to workers and customers (Messaging, concerns, signage)
- Limit access to employee common areas (break rooms)

#### **Level 2 Moderate (all of Level 1 Plus:)**

- PPE Assessment – Worker interaction – shared tools, equipment and supplies
- PPE Assessment – Customer interaction
- Expand routine cleaning and disinfection – focusing on shared work spaces and common areas
- Limit occupancy to 75% of fire code capacities
- Implement staggered shifts, WFH to reduce interaction
- Gate keeper program to limit entry and exit and density

#### **Level 3 Substantial (all of Level 1&2 Plus:)**

- Mandatory PPE Guidelines
- Employee entrance screening
- Response plan for positive employee cases
- Limit numbers of non-employees or customers to 50% of fire code

#### **Level 4 High (healthcare related)**

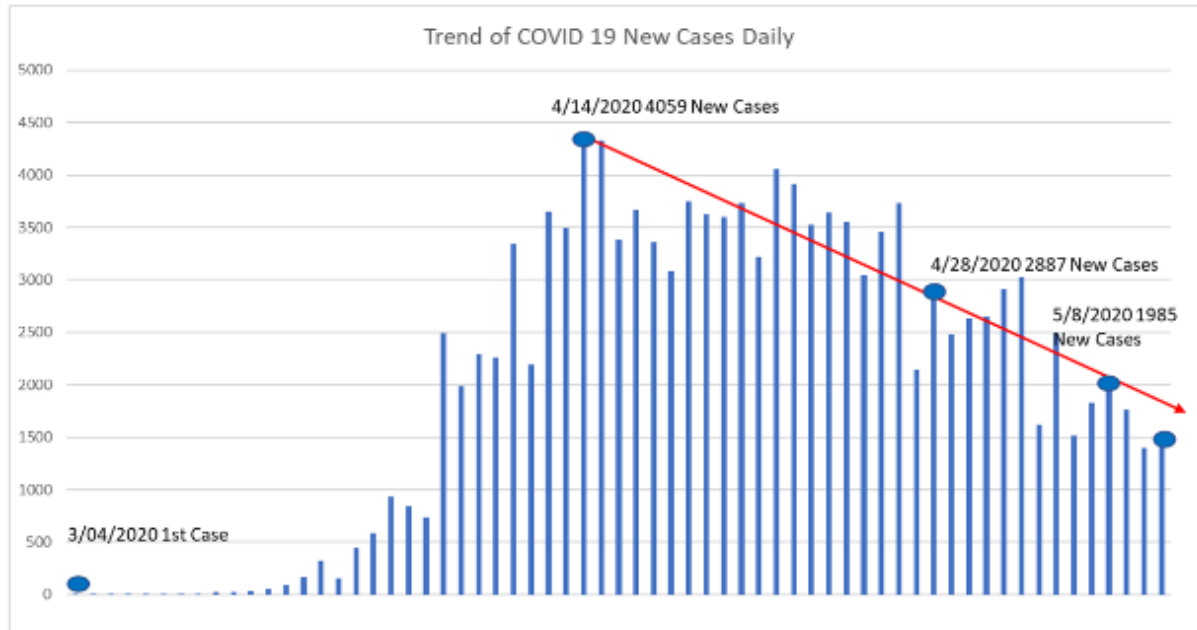
- Detailed PPE and respirator programs
- Health screening and testing for COVID-19
- Rigorous cleaning and disinfection
- Comprehensive COVID-19 response plan – Medical/Healthcare Grade Program

### **Tracking COVID-19 Metrics – Time to Open the Economy**

The CDC has identified a threshold for relaxing some of the shelter in place requirements as decreasing trend of declining new COVID-19 cases over a period of 14 days. CDC set specific guidelines in which states can begin to enter phase one of re-opening. The metrics used were COVID like Illnesses (CLI), New Cases, and Influenza Like Illnesses (ILI). The CDC tracks the number of new cases associated with COVID-19 either symptomatically or through positive testing.

The CDC data is showing that the peak number of new cases in New Jersey was:

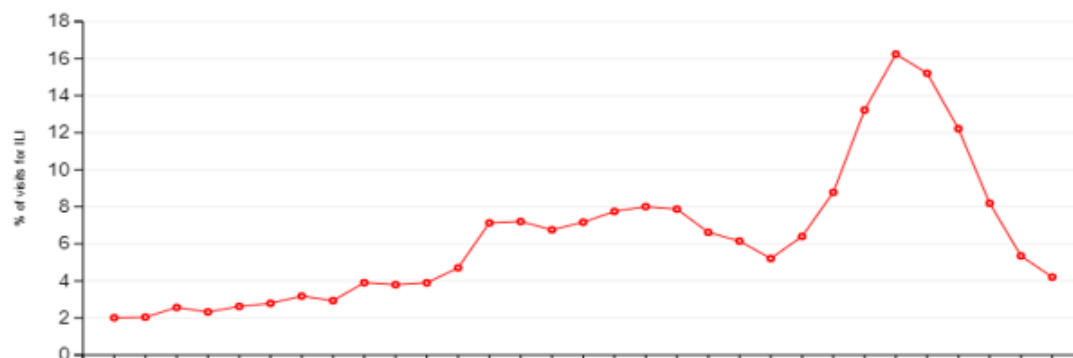
- Northern/Central NJ - April 14<sup>th</sup>
- Southern NJ – April 29<sup>th</sup>



**FLUVIEW**  
interactive

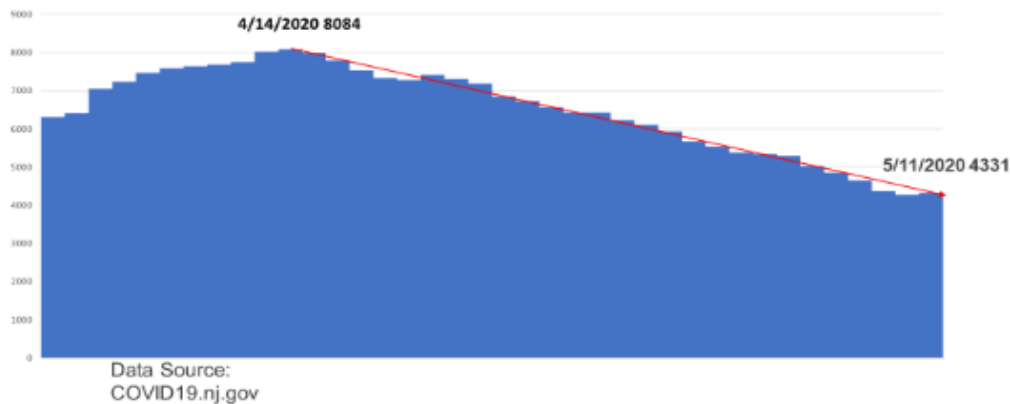


Percentage of visits for ILI, New Jersey,  
 2019-20 Season, week ending May 02, 2020  
 Reported by: U.S. WHO/NREVSS Collaborating Laboratories and ILINet



## Cases

### Downward Trajectory of Documented Cases (NJ COVID-19 Hospitalizations)



## Measuring the Status of Available Healthcare Resources

Crisis events are marked by a sudden increase in the demand for healthcare services and a decrease in supply of resources. This in turn requires implementation of a “surge plan,” which may include an extension of hospital-like care in unregulated, non-healthcare settings, e.g., field hospitals in parks, convention centers and hotels. Healthcare sectors also implement triage algorithms that prioritize use of community-based services and federal and state agencies assist in the securing of resources.

Some current capacity data reveals that:

- Estimated 8.82 M people in NJ
- 19,718 bed expansion capabilities with Governors exec orders to expand capabilities and field hospitals
- 6,921 current bed capabilities 5/7/2020
- 8,587 Bbd capabilities on day of peak 4/14/2020
- 3,111 Total Ventilators
  - 1,705 in use on 4/14/2020 or 54.8% of capacity
  - 1,089 in use on 5/09/2020 or 35% of capacity

The healthcare sector has begun planning for the uptick in cases that is expected to hit in the fall. They have begun ramping up stockpiles of PPE and have testing capabilities, whether internally or externally through commercial vendors, in place. We, in Northern and Central NJ, have made it to the point where



we are not considered, by NIH criteria, to be in the classification of crisis care, making implementation of a reopening plan viable..

### **Call to Action:**

This plan provides a scientific Risk Management approach developed and accepted by Occupational Health and Safety professionals to guide businesses and organizations to get back to work now. Providing our community with an achievable plan allows everyone the opportunity to participate in opening our economy safely. We believe this will also have a positive impact on the adverse effects the shutdown has had on mental health.