



FAITH-BASED INFORMATION SHARING & ANALYSIS ORGANIZATION

TLP: GREEN

PANDEMIC REOPENING & REENTRY CHECKLIST FOR FAITH-BASED ORGANIZATIONS

Version 1.0 | Current as of 15 May 2020

This Pandemic Reopening & Reentry Checklist for Faith-Based Organizations was developed by the Faith-Based Information Sharing and Analysis Organization (FB-ISAQ) to provide guidance and assistance to faith-based organizations (FBOs) as they prepare to reopen their religious facilities and houses of worship in the aftermath of a public health pandemic. While FBOs are currently facing the adverse impacts of COVID-19, this checklist, and the information it contains, can be used during any public epidemic or pandemic. FBOs are a critical component of their communities; they provide critical services to their members and the communities at large. FB-ISAQ wants to help all FBOs get back to providing those critical services in a safe and secure way. It is important for all FBOs to communicate with local and state public health officials in order to establish and maintain relationships that will facilitate the sharing of information. No recommendations here should be considered as replacements for specific state or local guidance and directives. FB-ISAQ encourages FBOs to adhere to all such guidance. Additionally, some faiths and denominations may have specific guidance that should be considered.

WHO THIS CHECKLIST IS FOR: This checklist is for anyone who has responsibility for leading, securing, cleaning, planning for, or otherwise playing a role in managing risk and protecting the people or facilities of an FBO.

WHAT THIS CHECKLIST IS FOR: This checklist is meant to be a quick reference to help FBOs as they reopen during or in the aftermath of a pandemic or other major health concern. The guidance provided herein is **not exhaustive nor prescriptive**, but is meant to provide key recommendations and considerations for FBOs that align with the White House Guidelines for Opening Up America Again and state/regional/local guidance.

This is a living document that will be updated as conditions evolve. We encourage you to [sign-up for membership with FB-ISAQ](#). Members of FB-ISAQ will automatically be alerted of changes, updates, and revisions to this checklist.

HOW THIS CHECKLIST IS ORGANIZED: Core recommendations and considerations are written to be flexible and adaptable to a range of FBO types, sizes, locations, and staffing/operating limitations. They are organized according to the same phases outlined in the White House Guidelines for Opening Up America Again and are color-coded throughout this checklist, as follows:

- Reopen / Reentry
- Safety / Security
- Health / Hygiene
- Continuity / After-Action Report Preparation

HOW TO USE THIS CHECKLIST: Use this checklist as a guide to help you prepare and implement plans, activities, and guidelines that work best for your organization. Consider the information provided herein as smart practices that may be adapted and tailored to the specific needs of your community of faith. Focus on those pieces of the checklist that work for you, and disregard those that do not. There is no one-size fits all guidance. The appendix at the end of this document contains links to additional resources categorized in the same color-coded manner.

A NOTE ABOUT GATING CRITERIA: The White House Guidelines for Opening Up America Again propose three sets of “gating criteria” to be met before states and regions should move into Phases One, Two, and Three, which this checklist follows. Some states and local communities have further delineated additional phases. This checklist can be adapted to align with local guidance and phased reopening.

White House Guidelines for Opening Up America Again: Gating Criteria



Proposed State or Regional Gating Criteria

(Satisfy Before Proceeding to Phased Opening)

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

*State and local officials may need to tailor the application of these criteria to local circumstances (e.g., metropolitan areas that have suffered severe COVID outbreaks, rural and suburban areas where outbreaks have not occurred or have been mild). Additionally, where appropriate, Governors should work on a regional basis to satisfy these criteria and to progress through the phases outlined below.

PHASE ONE: States and regions that satisfy the gating criteria can progress to Phase One. During Phase One, places of worship can operate under *strict* physical distancing protocols. *Strict* physical distancing is generally defined as maintaining a minimum six-foot distance from others while in public and avoiding any groups of 10 or more if six-foot physical distance cannot be maintained. Vulnerable individuals should shelter in place and household members who have come into contact with others in public should take precautions to isolate from vulnerable residents.

● REOPEN / REENTRY

- Use** all available means to communicate with members about your organization’s operating status (website, phone, email, social media, etc.).
- Stay** informed of your state’s/locality’s current operating status. Things can change quickly.
- Communicate** with your state and local public health departments for guidance and, as appropriate, to coordinate reopening (particularly for larger facilities).
- Consider** procedures for reopening for all aspects of operations, such as schools, food banks, and visits to the sick, including off-site activities. **Be sure** to follow state and local regulations and guidelines for schools and food preparation.
- Consider** resuming activity in stages to facilitate a smooth restart for all operational areas.
- Encourage** vulnerable individuals to continue to participate in the organization’s activities remotely.
- Continue** teleworking where it is not necessary for the worker to be present at the facility.
- Establish** a timeline for review of COVID-19-related policies and procedures. Be prepared to adapt to changing conditions, including relaxing restrictions as your organization moves into subsequent phases.

● SAFETY / SECURITY

- Recognize** that when public gathering restrictions are loosened, things will not be “back to normal”. FBOs will need to move methodically and ease into routines that will protect the congregants, staff, and leadership.
- Recognize** the potential for violence based on the stressors of COVID-19, the threats from violent extremists, and the longstanding issues that have resulted in previous acts of violence at houses of worship.
- Review and modify** your security plans to ensure your community remains protected against non-COVID-19-related threats/risks, as well as **remain** vigilant for

potential mental health-related issues resulting from the pandemic.

- Meet** with your security team and FBO leadership to get reacquainted and to coordinate a deliberate safe and secure reopening, and to determine what public health procedures and precautions will be followed and how.
- Stay** informed of and apply cybersecurity best practices for remote-conferencing, online activity, protecting personal information, and to avoid and counter fraudulent cyber schemes.
- Establish** enforcement protocols for mask wearing, physical distancing, etc. and clearly communicate who is responsible and how they are to engage individuals who do not comply with protective health measures.
- Post** signage throughout your facility to update/remind congregants of updated safety and health protocols.
- Assess** community networks and **establish/reinforce** key relationships (police, fire service, local public health officials, etc.).
- Notify** local law enforcement and other first responders of facility reopening.
- Schedule** security personnel.
- Test** surveillance, monitoring, and alarm system.
- If needed, **retain** CCTV recordings and other security logs collected during absence from your facility longer than your usual retention period.
- Deactivate** access (codes, cards, fobs) of any employees or members who will not be returning.
- Communicate** with in-house security teams, adjust security plans for modified facility usage, provide PPE as necessary, and provide re-training or updates as needed.
- Consider** providing awareness training for staff and members on COVID-19-related fraud and cybercrime.
- Address** staff and members’ fears and uncertainties directly by clearly communicating that everyone’s safety is your highest concern and detail the steps you are taking

to ensure that. **Consider** polling them to assess the general comfort level with reopening, along with needs and concerns.

● HEALTH / HYGIENE

- Recognize** the potential for mental health issues among your membership caused by isolation and anxiety during the pandemic. **Create** a mechanism for addressing the potential mental health issues.
- Maintain** physical distancing guidelines (6 feet apart) among congregants to the extent possible.
- Consider** implementation of basic health and hygiene measures such as handwashing signage, provision of hand sanitizer stations, temperature checks on entry, etc.
- Ensure** that physical distancing is maintained in restrooms by limiting the number of users at one time, according to restroom size.
- Keep** onsite services small; continue with online services to the extent possible.
- Give** congregants options, but encourage remote observance/services if possible. **Provide** special accommodations for vulnerable individuals in your community.
- Determine** what capacity your site can accommodate, keeping physical distancing guidelines in mind. **Set** onsite service schedules accordingly.
- Find** meaningful alternatives to traditional activities that require physical contact (collection plate, handshakes/greetings, sharing of communion vessels, etc.).
- Establish** a manageable disinfecting process and schedule that can be maintained for the long term.
- Limit** number of attendees at each service; offer more services or rotate congregants through a longer service.
- Have** services outdoors, if possible.
- Consult** with local public health department regarding health safety protocols.
- Place** conspicuous signage as reminders to maintain social distancing, frequently wash hands or use sanitizer, and practice good personal hygiene.
- Ensure** offices and other communal areas are set up to enable physical distancing. **Use** a virtual six-foot

“bubble” as a guide.

- Establish** policies for use of personal protective equipment (PPE) and other hygiene measures, such as cloth facial coverings. **Provide** equipment to employees and, if desired, to members and other visitors. Provide hand sanitizer in common areas.
- Establish** appropriate capacities for all rooms and common areas, such as hallways. **Mark** out appropriate physical distances where possible. For example, block off pews and set up fewer chairs around tables.
- Consider** appropriate traffic flow (entry/exit) in and around all areas and modify as needed.
- Consider** limiting the number of entrances and exits used to reduce sanitization requirements and control the building population and traffic flow.
- Find** meaningful alternatives to traditional activities that require physical contact (collection plate, handshakes/greetings, sharing of communion vessels, etc.).
- Establish** a manageable disinfecting process and schedule that can be maintained for the long term.
- Consider** professional cleaning according to CDC recommendations, availability of EPA-approved cleaning supplies, and use of anti-microbial materials on door handles and other commonly-used surfaces.
- Change** filters and schedule maintenance for HVAC systems. **Flush** and replace stagnant water plumbing and HVAC systems.
- Limit** number of attendees at each service; **offer** more services or rotate congregants through a longer service.
- Ensure** compliance with state/local directives and guidance on the maximum number of persons allowed to congregate.
- Implement** policies and procedures for health monitoring and maintenance of all employees, members, and visitors.
- Consider** monitoring the temperature of all persons using the facility.
- Monitor** all workers and visitors for symptoms.
- Implement** policies to address symptomatic persons.
- Limit** employee travel to the extent possible.
- Isolate** and do not reopen common areas that are not

immediately needed.

CONTINUITY / AFTER-ACTION REPORT PREPARATION

- Take** notes on what measures work well and do not work well for your community during this phase. This is important to document in real time so the information can be utilized to complete an after-action report (AAR) after the immediate impacts of the pandemic are diminished.

PHASE TWO: States and regions with no evidence of rebound, that satisfy the gating criteria for a second time, and have successfully implemented Phase One measures can progress to Phase Two. During Phase Two, places of worship can operate under *moderate* physical distancing protocols. *Moderate* physical distancing is generally defined as maintaining a minimum six-foot distance from others while in public and avoiding any groups of 50 or more if a six-foot physical distance cannot be maintained. Vulnerable individuals should continue to shelter in place and household members who have come into contact with others in public should take precautions to isolate from vulnerable residents.

REOPEN / REENTRY

- Monitor** FB-ISAQ, news, and other reporting about reopening/reentry impacts in the FBO community. **(NEW FOR PHASE TWO)**
- Maintain** regular communication with your state and local public health departments for guidance. **(UPDATED FOR PHASE TWO)**
- Reassess** and **adjust** your timeline for review of COVID-19-related policies and procedures. Be prepared to adapt to changing conditions, including relaxing restrictions as your organization moves into subsequent phases. **(UPDATED FOR PHASE TWO)**
- Use** all available means to communicate with members about your organization's operating status (website, phone, email, social media, etc.).
- Stay** informed of your state's/locality's current operating status. Things can change quickly.
- Encourage** vulnerable individuals to continue to participate in the organization's activities remotely.
- Continue** teleworking where it is not necessary for the worker to be present at the facility.

SAFETY / SECURITY

- Assess** modifications made to your security plans to ensure your community remains protected against non-COVID-19-related threats/risks and **remain** vigilant regarding potential mental health-related issues resulting

from the pandemic. **(NEW FOR PHASE TWO)**

- Review** Hometown Security program resources. **(NEW FOR PHASE TWO)**
- Recognize** the ongoing need for security relating to online and teleconferencing practices, as well as fraudulent cyber schemes. **(UPDATED FOR PHASE TWO)**
- Continue** communications with security team and FBO leadership to refine protocols and procedures, as necessary. **(UPDATED FOR PHASE TWO)**
- Maintain and nurture** community networks and relationships (police, fire service, local public health officials, etc.) **(UPDATED FOR PHASE TWO)**
- Continue** to address staff and members' fears and uncertainties directly by clearly communicating that everyone's safety is your highest concern and detail the steps you are taking to ensure that. **(UPDATED FOR PHASE TWO)**
- Reassess** and **adjust** enforcement protocols for mask wearing, physical distancing, etc. and clearly communicate who is responsible and how they are to engage individuals who do not comply with protective health measures. **(UPDATED FOR PHASE TWO)**
- Recognize** the potential for violence based on the stressors of COVID-19, the threats from violent extremists, and the longstanding issues that have resulted in previous acts of violence at houses of worship.

- Stay** informed of and apply cybersecurity best practices for remote-conferencing, online activity, protecting personal information, and to avoid and counter fraudulent cyber schemes.
- Post** signage throughout your facility to update/remind congregants of updated safety and health protocols.
- Communicate** with in-house security teams, adjust security plans for modified facility usage, provide PPE as necessary, and provide re-training or updates as needed.

● HEALTH / HYGIENE

- Maintain** a manageable disinfecting process and schedule that can be maintained for the long term. **(UPDATED FOR PHASE TWO)**
- Reassess** and **adjust** policies for use of personal protective equipment (PPE) and other hygiene measures, such as cloth facial coverings, as needed. **Continue** to provide hand sanitizer in common areas. **(UPDATED FOR PHASE TWO)**
- Reassess and adjust** policies and procedures for health monitoring and maintenance of all employees, members, and visitors. **(UPDATED FOR PHASE TWO)**
- Reassess** what capacity your site can accommodate, keeping physical distancing guidelines in mind. **Set** onsite service schedules accordingly. **(UPDATED FOR PHASE TWO)**
- Maintain** implementation of basic health and hygiene measures such as handwashing signage, provision of hand sanitizer stations, temperature checks on entry, etc. **(UPDATED FOR PHASE TWO)**
- Reassess** appropriate capacities for all rooms and common areas, such as hallways. **Mark** out appropriate physical distances where possible. For example, block off pews and set up fewer chairs around tables. **(UPDATED FOR PHASE TWO)**
- Reassess** appropriate traffic flow (entry/exit) in and around all areas and modify as needed. **(UPDATED FOR PHASE TWO)**
- Recognize** the potential for mental health issues among your membership caused by isolation and anxiety during the pandemic. **Create** a mechanism for addressing the potential mental health issues.
- Maintain** physical distancing guidelines (6 feet apart) among congregants to the extent possible.

- Ensure** that physical distancing is maintained in restrooms by limiting the number of users at one time, according to restroom size.
- Keep** onsite services small; continue with online services to the extent possible.
- Give** congregants options, but encourage remote observance/services if possible. **Provide** special accommodations for vulnerable individuals in your community.
- Find** meaningful alternatives to traditional activities that require physical contact (collection plate, handshakes/greetings, sharing of communion vessels, etc.).
- Limit** number of attendees at each service; **offer** more services or rotate congregants through a longer service.
- Have** services outdoors, if possible.
- Consult** with local public health department regarding health safety protocols.
- Place** conspicuous signage as reminders to maintain social distancing, frequently wash hands or use sanitizer, and practice good personal hygiene.
- Ensure** offices and other communal areas are set up to enable physical distancing. **Use** a virtual six-foot “bubble” as a guide.
- Consider** limiting the number of entrances and exits used to reduce sanitization requirements and control the building population and traffic flow.
- Consider** professional cleaning according to CDC recommendations, availability of EPA-approved cleaning supplies, and use of anti-microbial materials on door handles and other commonly-used surfaces.
- Ensure** compliance with state/local directives and guidance on the maximum number of persons allowed to congregate.
- Consider** monitoring the temperature of all persons using the facility.
- Monitor** all workers and visitors for symptoms.
- Limit** employee travel to the extent possible.
- Isolate** and do not reopen common areas that are not immediately needed.

CONTINUITY / AFTER-ACTION REPORT PREPARATION

- Take** notes on what measures work well and do not work well for your community during this phase. **(UPDATED FOR PHASE TWO)**
- Combine** notes taken in real time with those taken in Phase One for use in completing an after-action report (AAR) after the immediate impacts of the pandemic are diminished. **(UPDATED FOR PHASE TWO)**
- Assess** logistical needs, limitations, and challenges from Phase One. **Document** any changes either necessary or recommended for more efficient response in the future. **(UPDATED FOR PHASE TWO)**

PHASE THREE: States and regions with no evidence of rebound, that satisfy the gating criteria for a third time, and have successfully implemented Phase Two measures can progress to Phase Three. During Phase Three, places of worship can operate under *limited* physical distancing protocols. *Limited* physical distancing is generally defined as lower risk individuals minimizing time spent in crowded environments. Vulnerable individuals can resume public interactions but should practice physical distancing and avoidance of large crowds is recommended.

REOPEN / REENTRY

- Maintain** regular communication with your state and local public health officials for guidance.
- Monitor** state and local government updates, FB-ISA, news, and other reporting about reopening/reentry impacts in the FBO community.
- Use** all available means to communicate with members about your organization's operating status (website, phone, email, social media, etc.).
- Stay** informed of your state's/locality's current operating status. Things can change quickly.
- Reassess** and **adjust** your timeline for review of COVID-19-related policies and procedures. **Be** prepared to adapt to changing conditions, including relaxing restrictions as your organization moves into subsequent phases.
- Use** all available means to communicate with members about your organization's operating status (website, phone, email, social media, etc.).
- Stay** informed of your state's/locality's current operating status. Things can change quickly.

- Encourage** vulnerable individuals to continue to participate in the organization's activities remotely.
- Continue** teleworking where it is not necessary for the worker to be present at the facility.

SAFETY / SECURITY

- Reassess** modifications made to your security plans to ensure your community remains protected against non-COVID-19-related threats/risks and **remain** vigilant regarding potential mental health-related issues resulting from the pandemic. **(UPDATED FOR PHASE THREE)**
- Review** and **apply** Hometown Security program resources, as appropriate for your organization. **(UPDATED FOR PHASE THREE)**
- Recognize** the potential for violence based on the stressors of COVID-19, the threats from violent extremists, and the longstanding issues that have resulted in previous acts of violence at houses of worship.
- Continue** communications with security team and FBO leadership to refine protocols and procedures, as necessary.
- Maintain** and **nurture** community networks and

relationships (police, fire service, local public health officials, etc.)

- Continue** to address staff and members' fears and uncertainties directly by clearly communicating that everyone's safety is your highest concern and detail the steps you are taking to ensure that.
- Reassess** and **adjust** enforcement protocols for mask wearing, physical distancing, etc. and clearly communicate who is responsible and how they are to engage individuals who do not comply with protective health measures.
- Stay** informed of and apply cybersecurity best practices for remote-conferencing, online activity, protecting personal information, and to avoid and counter fraudulent cyber schemes.
- Post** signage throughout your facility to update/remind congregants of updated safety and health protocols.
- Communicate** with in-house security teams, adjust security plans for modified facility usage, provide PPE as necessary, and provide re-training or updates as needed.

HEALTH / HYGIENE

- Maintain** a manageable disinfecting process and schedule that can be maintained for the long term.
- Reassess** and **adjust** policies for use of personal protective equipment (PPE) and other hygiene measures, such as cloth facial coverings, as needed. **Continue** to provide hand sanitizer in common areas.
- Reassess** and **adjust** policies and procedures for health monitoring and maintenance of all employees, members, and visitors.
- Reassess** what capacity your site can accommodate, keeping physical distancing guidelines in mind. **Set** onsite service schedules accordingly.
- Maintain** implementation of basic health and hygiene measures such as handwashing signage, provision of hand sanitizer stations, temperature checks on entry, etc.
- Reassess** appropriate capacities for all rooms and common areas, such as hallways. **Mark** out appropriate physical distances where possible. For example, block off pews and set up fewer chairs around tables.
- Reassess** appropriate traffic flow (entry/exit) in and

around all areas and modify as needed.

- Recognize** the potential for mental health issues among your membership caused by isolation and anxiety during the pandemic. **Create** a mechanism for addressing the potential mental health issues.
- Maintain** physical distancing guidelines (6 feet apart) among congregants to the extent possible.
- Ensure** that physical distancing is maintained in restrooms by limiting the number of users at one time, according to restroom size.
- Keep** onsite services small; **continue** with online services to the extent possible.
- Give** congregants options, but encourage remote observance/services if possible. **Provide** special accommodations for vulnerable individuals in your community.
- Find** meaningful alternatives to traditional activities that require physical contact (collection plate, handshakes/greetings, sharing of communion vessels, etc.).
- Limit** number of attendees at each service; offer more services or rotate congregants through a longer service.
- Have** services outdoors, if possible.
- Place** conspicuous signage as reminders to maintain social distancing, frequently wash hands or use sanitizer, and practice good personal hygiene.
- Consult** with local public health department regarding health safety protocols.
- Ensure** offices and other communal areas are set up to enable physical distancing. Use a virtual six-foot "bubble" as a guide.
- Consider** limiting the number of entrances and exits used to reduce sanitization requirements and control the building population and traffic flow.
- Consider** professional cleaning according to CDC recommendations, availability of EPA-approved cleaning supplies, and use of anti-microbial materials on door handles and other commonly-used surfaces.
- Limit** number of attendees at each service; offer more services or rotate congregants through a longer service.
- Ensure** compliance with state/local directives and

guidance on the maximum number of persons allowed to congregate.

- Consider** monitoring the temperature of all persons using the facility.
- Monitor** all workers and visitors for symptoms.
- Limit** employee travel to the extent possible.
- Isolate** and do not reopen common areas that are not immediately needed.

● CONTINUITY / AFTER-ACTION REPORT PREPARATION

- Take** notes on what measures work well and do not work well for your community during this phase.

(UPDATED FOR PHASE THREE)

Combine notes taken in real time with notes taken in Phases One and Two for use in completing an after-action report (AAR) after the impacts from the pandemic have diminished. (At this point, appropriate members of the FBO can meet to discuss what went right and what went wrong during the response during the pandemic. A thorough review will result in increased preparation and a more streamlined and efficient response to future pandemics or similar events.) **(UPDATED FOR PHASE THREE)**

Assess logistical needs, limitations, and challenges from Phase Two. **Document** any changes either necessary or recommended for a more efficient response in the future. **(UPDATED FOR PHASE THREE)**

CDC Flow Chart for Community Spread

Regardless of Community Spread



No Community Spread

Collaborate with local health officials

- Update Emergency Operations Plan, in collaboration with local health officials
- Reinforce healthy hygiene practices
- Intensify cleaning and disinfection efforts
- Monitor and plan for absenteeism
- Require sick persons to stay home
- Assess group gatherings and events
- Establish procedures for persons who are sick at the facility
- Communicate regularly with staff, volunteers, members, and clients
- Review CDC guidance for businesses

Monitor changes in community spread

Minimal to Moderate Community Spread

Collaborate with local health officials

- Continue or scale up all strategies from "No Community Spread"
- Consider the needs of persons at higher risk of severe illness and those disparately impacted by mitigation efforts
- Implement multiple social distancing strategies (e.g., cancel/postpone/modify gatherings, limit facility access)
- Consider alternatives for providing essential services for the people you serve
- Consider how your organization is able to assist the local community
- Focus on providing services for mental/spiritual health and social services

Monitor changes in community spread

Substantial Community Spread

Collaborate with local health officials

- Cancel or postpone gatherings of any size.
- Decide which strategies from "Minimal to Moderate Community Spread" to scale up
- Consider extended closure of the facility or limited access for non-essential services
- Consider the needs of persons at higher risk of severe illness and those disparately impacted by mitigation efforts
- Consider how your organization is able to assist the local community
- Focus on providing services for mental/spiritual health and social services

Monitor changes in community spread



APPENDIX A: RESOURCES FOR CONSIDERATION

The below links were compiled from a variety of sources to provide a multidimensional perspective on the recommendations and considerations in this checklist. The full list of resources is included here, and is also available on the [FB-ISAO website](#). Check the website regularly for updates and additions.

 REOPEN / REENTRY These resources cover issues related to reopening and reentry, and address both cyber and physical considerations.		
Reference	Publication Date, Version, or Date Accessed	Notes
White House Guidelines for Opening Up America Again	16 Apr 2020	Federal guidance for a phased return to operations
Community and Faith-Based Organizations: Plan, Prepare, Respond	07 May 2020	CDC mitigation guidance specifically for FBOs
Preparing to Reopen Ministries in America	28 Apr 2020	<i>Church Executive</i> article with legal considerations associated with reopening
Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes	07 May 2020	CDC resource with reopening and hygiene guidance
4 Components to Reopening Church After COVID-19	08 May 2020	<i>Church Tech Today</i> article with key considerations for church reopening
Planning Considerations for Organizations in Reconstituting Operations During the COVID-19 Pandemic	12 May 2020	FEMA resource with planning considerations and additional linked resources
Gatherings and Community Events: Reopening Guidance	09 May 2020	CDC resource with tailored mitigation and planning guidance for a range of organizations
Return to Base The CISO's Guide to Preparing A COVID-19 Exit Strategy	16 Apr 2020	<i>Sentinel One</i> article with technology considerations for reopening
Leading in a Crisis: Transitioning Out of Lockdown	29 Apr 2020	<i>Government Technology</i> article with strategic leadership considerations for reopening
What do Post-Coronavirus Events Look Like?	21 Apr 2020	<i>Event Manager Blog</i> article with an outlook for the future of gatherings
Recovery Readiness: A How-to Guide for Reopening your Workplace	22 Apr 2020	Cushman & Wakefield reopening resource with useful guidance on “The Safe Six”

When Venues Reopen, How to Know They're Safe	16 Apr 2020	<i>Smart Meetings</i> article with cleaning-related reopening considerations
Getting Back to Work: Preparing Buildings for Re-Entry Amid COVID-19	24 Apr 2020	Building Owners and Managers (BOMA) resource for building reentry
National Restaurant Association COVID-19 Reopening Guidance: A Guide for the Restaurant Industry	27 Apr 2020	Guidelines from the National Restaurant Association that may be useful for FBOs with food service operations
National Governors Association Roadmap to Recovery	22 Apr 2020	Useful resource for understanding public health reopening considerations for governors
How Should Office Buildings Change in a Post-Pandemic World?	23 Apr 2020	Gensler article with broadly applicable short- and long-term considerations for return to operations
10 Considerations for Transitioning Back to Work in a Post-COVID-19 World	20 Apr 2020	Gensler article with broadly applicable physical distancing considerations
Exercise Starter Kit for Workshop on Reconstituting Operations	12 May 2020	FEMA exercise kit to help navigate the complexities of returning to full operations
Event Safety Alliance Reopening Guide	12 May 2020	Useful industry guide that provides broadly applicable safety and health considerations for reopening

SAFETY / SECURITY
These links cover issues related to safety and security, and address both cyber and physical considerations.

Reference	Publication Date, Version, or Date Accessed	Notes
A Message to the Community of Faith, from the DHS Assistant Director of Infrastructure Security	08 Apr 2020	Letter to the FBO community emphasizing the importance of maintaining security awareness
To Zoom or WhatsApp? NSA Lays Out Security Details of Videoconferencing Services for Teleworkers	29 Apr 2020	<i>Homeland Security Today</i> article with security considerations for remote connectivity
Safe Actions for Employee Returns (SAFER)	07 May 2020	National Safety Council guidelines covering safety issues for a range of organizations

Optimizing Your Venue During This Unprecedented Time	07.May 2020	Henderson Building Solutions article with considerations for various aspects of facilities safety
Back To Work Safely	08 May 2020	AIHA resource focused on occupational health and safety for a range of businesses and organizations
Best Practices For Decommissioning To Recommissioning Your Buildings	14 Apr 2020	<i>Facility Executive</i> article with health and safety considerations
Guidance for Reopening Buildings After Prolonged Shutdown or Reduced Operation	07 May 2020	CDC guidance on ensuring the safety of occupants, building water systems, and devices
<p> HEALTH / HYGIENE</p> <p>These links cover issues related to both mental and physical health, as well as smart practices in pandemic hygiene.</p>		
Reference	Publication Date, Version, or Date Accessed	Notes
COVID-19: Recommended Preventative Practices and FAQs for Faith-based and Community Leaders	22 Apr 2020	HHS Center for Faith and Opportunity Initiatives (The Partnership Center) preventative practices resource tailored to the FBO community
Considering Faith, Community, and Mental Health During the COVID-19 Crisis	22 Apr 2020	HHS Center for Faith and Opportunity Initiatives (The Partnership Center) mental health resource tailored to the FBO community
How Social Distancing May Change the Way We Do Church	22 Apr 2020	<i>Religion News</i> article with health and hygiene considerations for post-pandemic church services
Stress and Coping	30 Apr 2020	CDC resource on managing stress related to an outbreak
Mental Health Challenges During the Coronavirus Pandemic	12 Apr 2020	<i>CBS News</i> article on mental health implications of the COVID-19 pandemic
Cleaning and Disinfecting Your Facility	14 Apr 2020	CDC resource for sanitizing facilities

When Venues Reopen, How to Know They're Clean Smart Meetings	16 Apr 2020	<i>Smart Meetings</i> article with cleaning-related reopening considerations
Best Practices for Decommissioning To Recommissioning Your Buildings	14 Apr 2020	<i>Facility Executive</i> article with health and safety considerations
Coronavirus (COVID-19) Pandemic: Addressing PPE Needs in Non-Healthcare Setting	22 Apr 2020	FEMA fact sheet on personal protective equipment needs outside of a healthcare setting
Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes	07 May 2020	CDC resource with reopening and hygiene guidance
Guidance for Cleaning and Disinfecting: Decision Tool	23 Apr 2020	CDC decision aid for cleaning and disinfecting facilities
List N: Disinfectants for Use Against SARS-CoV-2	07 May 2020	List of EPA-approved disinfectants
Environmental Cleaning and Disinfection Recommendations – Community Facilities	07 May 2020	Interim CDC recommendations for facilities with suspected/confirmed COVID-19 exposure
Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission	12 Mar 2020	CDC resource with mitigation strategies
People Who Need to Take Extra Precautions	14 May 2020	CDC resource that highlights populations particularly vulnerable to COVID-19
GAO Science & Tech Spotlight: Social Distancing During Pandemics	13 May 2020	Government Accountability Office resource with details on the spread of infectious diseases and the role of physical distancing
The coronavirus pandemic is pushing America into a mental health crisis	04 May 2020	<i>Washington Post</i> article on mental health implication of the COVID-19 pandemic

○ CONTINUITY / AFTER-ACTION REPORT PREPARATION
 These links cover continuity planning and activities that can support the development of after-action reports and improvement plans.

Reference	Publication Date, Version, or Date Accessed	Notes
Checklist for Community and Faith Leaders	06 Mar 2020	CDC planning checklist for FBOs
Interim Guidance for Administrators and Leaders of Community- and Faith-Based Organizations to Plan,	23 Mar 2020	CDC planning resource for FBOs

Prepare, and Respond to Coronavirus Disease 2019 (COVID-19)		
Webinar Recording: Getting Started Now: Pandemic Preparedness After-Action Reports	16 Apr 2020	Gate 15 webinar recording on AAR planning
Pandemic Preparedness: Start Your After-Action Report and Improvement Planning Now	06 Apr 2020	<i>Homeland Security Toady</i> article on the importance of after-action planning
National Pandemic Influenza Plans	15 Jun 2017	Longstanding CDC pandemic influenza plans resource

Additional Resources

FEMA Resources:

- [Fact Sheet and Guidance](#)
- [Declaration News Releases](#)
- [COVID-19 Response in Action Media Gallery](#)
- [Best Practices](#)
- [Frequently Asked Questions](#)
- [How To Help](#)
- [Social Media](#)

Faith-Based Resources:

- [Resources for Community- and Faith-Based Leaders](#)
- The World Health Organization (WHO) [Key planning recommendations for Mass Gatherings](#)

Cleaning:

- [Disinfecting your home if someone is sick](#)

Situational Reports and General Preparedness Resources:

- [COVID-19 United States Cases by County](#)
- [2019-nCoV Global Cases by Johns Hopkins CSSE](#)
- [World Health Organization 2019nCoV Situation](#)
- [Healthcare Ready Global Travel Restrictions and US State Measures Maps](#)
- [China CDC: Distribution of New Coronavirus Pneumonia](#)
- Worldometer [U.S. Coronavirus Cases](#)
- The World Health Organization (WHO) [main information page on the virus](#)
- WHO [Novel Coronavirus \(COVID-19\) Situation – Interactive Map](#)
- [China CDC: Distribution of New Coronavirus Pneumonia](#)
- [CDC 2019 Novel Coronavirus \(2019-nCoV\), Wuhan, China \(Situation Summary\)](#)
- [Novel Coronavirus 2019, Wuhan, China | CDC \(Home Page\)](#)
- [CDC Homepage for 2019 Novel Coronavirus, Wuhan, China](#)
- [USA.gov](#)
- [National Governors Association \(NGA\) Coronavirus Resources](#)
- [U.S. National Institutes of Health COVID-19 Resource Page](#)

- [World Health Organization \(WHO\) COVID-19 Q&A](#)
- The WHO's daily [situation reports](#)
- [DHS Cybersecurity & Infrastructure Security Agency \(CISA\) Cyber Resource Hub](#)

Travel:

- [Bureau of Consular Affairs Response to Novel Coronavirus](#)
- [Travel Advisories and Alerts](#)
- [International Air Travel Association \(IATA\) Travel Bans](#)
- CDC [Travel Health Notices](#)
- [ASPR TRACIE Coronavirus](#)

Rumor Control, Disease Myth and Public Service Announcements:

- [Rumor Control](#)
- DOD [Coronavirus: Rumor Control](#)
- WHO [Myth busters](#)
- The WHO's [public advice guide](#)
- CDC "What You Need to Know" PDF: [English](#), [Simplified Chinese](#), [Spanish](#)
- CDC "What to do if you are sick" PDF: [English](#), [Simplified Chinese](#), [Spanish](#)
- FTC [Coronavirus \(COVID-19\) Pandemic: The FTC in Action](#)

Training:

- [Online training for a variety of audiences](#)

Workplace Resources:

- OSHA Publications | Occupational Safety and Health Administration [Resources](#)
- [Interim Guidance for Business and Employers to Plan and Respond to 2019 Novel Coronavirus \(CDC\)](#)
- [Bureau of Consular Affairs Response to Novel Coronavirus](#)
- [Travel Advisories and Alerts](#)
- [U.S. National Institutes of Health COVID-19 Resource Page](#)
- [World Health Organization \(WHO\) COVID-19 Q&A](#)
- [International Air Travel Association \(IATA\) Travel Bans](#)
- CDC [Travel Health Notices](#)
- FEMA [Pandemic Influenza Template](#)
- [ASPR TRACIE Coronavirus](#)
- [ACHA Important Information for Campuses](#)
- [OSHA COVID-19](#)
- [OSHA Protecting Workers during a Pandemic Fact Sheet](#)

APPENDIX B: DOCUMENT CONTRIBUTORS

This Pandemic Reopening & Reentry Checklist for Faith-Based Organizations was developed by members of the Faith-Based Information Sharing and Analysis Organization (FB-ISAO) Pandemic Recovery Working Group.

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