

CONTROL PLAN: Moving past COVID-19 with Reopening and Recovery

I. INTRODUCTION

On March 16, 2020, Rolling Ridge Retreat and Conference Center shut down onsite operations as a result of an executive order by Massachusetts Governor, Charlie Baker. The closure was intended to stop the spread of COVID-19 which has since become a global pandemic. As restrictions are slowly being lifted, the intention of this document is to address what Rolling Ridge is doing as we reopen our onsite business and protect the safety of our staff and guests.

What we know about COVID-19

While there were many initial questions early on about COVID-19, as of June 16, 2020,¹ the CDC now believes that:

The virus is thought to spread mainly from person-to-person.

- Between people who are in close contact with one another (within about 6 feet).
- Through respiratory droplets produced when an infected person coughs, sneezes, or talks.
- These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
- COVID-19 may be spread by people who are not showing symptoms.

Although coronaviruses are thought to spread most often by respiratory droplets, the virus can survive for a short period on some surfaces. While it may be possible that people can get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or possibly their eyes, the CDC reports that this is not thought to be the main way the virus spreads. In addition, the CDC reports that there is no evidence to support transmission of COVID-19 associated with food.²

Because, COVID-19 spreads primarily between people, the best way to prevent illness is to avoid being exposed to this virus. To slow the spread, the CDC recommends:

- [Maintain good social distance](#) (about 6 feet). This is very important in preventing the spread of COVID-19.
- [Wash your hands](#) often with soap and water for at least 20 seconds after blowing your nose, coughing or sneezing, and going to the bathroom, and before preparing food, serving food, or eating. If soap and water are not available, use a hand sanitizer that contains at least 60% alcohol.
- [Routinely clean and disinfect](#) frequently touched surfaces.
- Cover your mouth and nose with a [cloth face covering](#) when around others.

Older adults and people of any age who have serious underlying medical conditions are at higher risk for severe illness from COVID-19 and should take extra precautions.

¹ <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html>

² <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/food-and-COVID-19.html>

What Rolling Ridge is doing

Given what we know about the transmission of COVID-19, in reopening Rolling Ridge, we are also guided by...

A. OUR PRINCIPLES:

1. BE HEALTHY: Any person who comes to the Ridge is healthy
2. STAY HEALTHY: People spending time at the Ridge stay healthy
3. REACT QUICKLY: If someone develops symptoms consistent with COVID-19, Rolling Ridge is ready to act

B. OUR PLANS:

1. Pre-occupancy Plan: What we need to do before staff and guests return
2. Re-entry Plan: Our short term plans to ensure the safety of all people onsite during the initial reopening
3. Strategic Plan: Our long term plans to maintain safe operating procedures and emergency plans

C. OUR BALANCE:

Given all the variables, we seek to balance the needs of these 3 primary concerns:

1. People = We maintain our commitment to provide safety and hospitality for our guests and staff
2. Place = We recognize that our 100 year old facility has limitations but that is no excuse for not providing a safe and healthy environment for everyone
3. Process = We know that we are living in unprecedented times and that our understanding of COVID-19 is growing. Thus, plans may be changed with new information from the CDC and patience is required by all as the Ridge seeks to do the best we can to ensure a safe and healthy environment. The framework below reflects our process in maintaining the healthy and safety of Rolling Ridge.

D. OUR FRAMEWORK PROCESS:

1. Plan = This control plan represents our initial steps to reopen the Ridge to guests and staff
2. Do = The following timelines, protocols, and new procedures reflect how we will follow through on the plan
3. Check = Feedback from guests and evaluation by staff will be conducted regularly to ensure our principles are being honored
4. Act = Changes and readjustments will be quickly made given feedback, evaluation, or changes in COVID-19 restrictions

II. PRE-OCCUPANCY PLAN

In outlining our plan, we begin with the first step in our process, which is preparing the place for people so that our staff and guests may return to a clean and safe environment.

A. Preparing the place:

1. Dining Room:

- Space tables further apart with only 4 chairs per table
- Install a new plexiglass protected food service buffet which is placed on the right side of the dining room.
- All meals will be served by staff from the new food service buffet
- Buffet counter lowered on guest side to create a distance buffer for staff serving meals
- Mark out food line with chairs for guests to wait with appropriate physical distancing
- Hand sanitizer available for guests before reaching the food service line

2. Meeting Spaces:

- Plans made for different set ups , ex: round tables vs circle of chairs to determine how many guests we can fit in rooms with different plans
- Hand sanitizer available
- Water coolers and fridges removed
- Spaces cleared of extraneous stuff
- Directional signs posted for one way in and one way out traffic

3. Common Areas:

- Signage at entryways
- Move and remove furniture pieces to maintain physical distance
- Remove coffee stations and water coolers
- Hand sanitizer available
- Lock gift shop cabinet with access only by staff hosts
- Move registration table to front foyer
- Directional signs and floor marking for traffic control

4. Bedrooms:

- All bedrooms stripped of linen, blankets, throw pillows
- Remove all guest booklets/brochures from rooms and touchable decorations
- Where possible, place only 1 guest per bedroom and bathroom.
- All beds with only a fitted sheet with guests bringing own bedding and pillows
- Pandemic linen upcharge = \$10.00 for rental bag packet: sheets, blanket, bed spread, and a pillow

5. Restrooms connected with bedrooms:

- Appropriate signage in bathroom as needed
- Guest brings own washcloths, towels, bath mat, or rent ours
- Pandemic towel upcharge = \$5.00

6. Common and public restrooms:

- Appropriate signage in bathroom as needed

- Have sanitizing wipes available
- Guest brings own washcloths, towels, bath mat, or rent ours
- Pandemic towel upcharge = \$5.00
- Have schedule of cleaning posted and initialed when done

7. Kitchen:

- Areas taped off into work stations
- Kitchen to be thoroughly cleaned
- cleaning supplies stored in safe place
- Order pre-packaged salt, pepper, creamers, condiments, salad dressings
- Request for ie: Soy milk- to be put in small container & handed to guest and not to be shared.

8. Offices:

- Hand sanitizer and clean supplies available.
- Office staff should thoroughly clean their office areas before beginning work

9. Outdoor areas:

- Outdoor patio furniture moved to appropriate physical distance.
- Outdoor furniture wiped down each day after use

B. Preparing the people:

1. Communicating with guests:

- All guest group leaders from 2017-2020 will receive an email communication about our reopening plan and a survey about their future group needs.
- Group leaders will get a letter prior to their arrival to share with guests re: our policies and protocols, with waiver form and dietary form
- Our pandemic default policy is that guests are to bring their own bedding, pillows, and own towels. This will remain in place until further notice.
- Guest group leader will determine linen and towel rental for the group. The entire group will have the same option. No charge for stripped beds and no towels. Pandemic upcharge of \$10 per guest for linen rental and \$5 per guest for towel rental, added to group invoice.
- Guest group leader letter, guest waiver, and summary of policies and protocols must be written and must include the new policy that guests are to arrive on property wearing a face mask.
- Guest leader must check-in all guests at the registration table in the front foyer with “no touch” registration and waiver forms. No guest may enter beyond the registration table without first checking in.
- If any guest has symptoms upon arrival, he or she will not be allowed to stay and shall not pass beyond the registration table. The guest with symptoms will receive registration refund minus \$25 administrative fee.
- Guests who forget to bring their own bedding, pillow or towels may rent for \$10 and \$5 fee respectively. Fees will be calculated into the final invoice. The group leader will need to collect fees from group attendees.

- Guests must wear masks in public spaces or will be asked to leave the premises. This policy is for the safety of the Rolling Ridge staff and other guests.
- A group may determine whether they will wear masks or remove them when in their private meeting space.
- It is the responsibility of the guest group leader to protect the health of the group and ensure that every member of the group follows the onsite protocols of Rolling Ridge. It is the Ridge's responsibility to make sure that our facilities and protocols are in place to ensure safety and health of people. In other words, the Ridge staff can tell the group that they are to maintain physical distance, but it is the group leader's responsibility to enforce it among the participants.
- The Emergency Plan developed by Rolling Ridge staff (see Appendix) will be shared with the group leader. The plan includes what we will do in the event that someone develops symptoms consistent with COVID-19 while onsite at Rolling Ridge.
- If multiple groups are to be onsite simultaneously, the Guest Services Director will work with the leaders of both guest groups to coordinate logistics and protocols to keep both groups safe.

2. Communicating with staff:

- Heads of departments will regularly update their staff via email regarding their return to onsite work.
- Each employee must read the new Employee COVID-19 Handbook before returning to onsite work.
- Head of departments will train each staff member as to what is expected, how to perform new tasks, and how to interact with guests,
- If an employee fails to follow a new protocol, he or she will be informed immediately of the violation and must either abide or leave the grounds.
- If an employee sees a guest violating a protocol, he or she should politely remind the guest of the public protocol. The staff member will inform the host who will remind the group leader to remind the group members of the protocols in place.

3. Communicating with stakeholders:

- Weekly newsletter, website, and summer mailing will inform our community about the protocols we are implementing to ensure the safety of all who come to Rolling Ridge.
- Our new marketing will publicize the safety of the Ridge for an onsite event

C. Preparing the process:

1. Plan = This control plan will be finalized by the middle of July.
2. Do =
 - Kitchen, Hosts, and Housekeeping will work with the Guest Services Director to establish procedures for following these protocols and policies, and create an Employee COVID-19 Handbook. The handbook will include the Emergency Plan on how the staff onsite will handle the report that someone develops symptoms consistent with COVID-19 while at Rolling Ridge.

- Along with the Employee COVID-19 Handbook, each staff member will have a copy of this Control Reopening Plan, must read it before returning to onsite work, and will be trained as to how to perform the tasks.
 - All the action items in this Control Reopening Plan and the completion of the Employee COVID-19 Handbook will be completed before the arrival of our first guest group.
3. Check =
- An evaluation by staff will be conducted once a week to assess the progress of this plan.
 - A new feedback form will be created and eventually sent to all guests to assess their experience at Rolling Ridge
4. Act = Changes and readjustments will be quickly made given feedback, evaluation, or changes in COVID-19 restrictions

III. RE-ENTRY PLAN

After outlining our plan to reoccupy the building and invite guests and staff to return, we move to the second step in our process, which is our short term plan to ensure the safety of all people onsite during the initial reopening.

A. Being together in the place:

1. Arrival and registration

- Guests are to arrive on property wearing a face mask.
- Guest leader must check-in all guests at the registration table in the front foyer with “no touch paperless” online registration and waiver forms, using the online forms at rollingridge.org. If a guest has not completed the paperwork, the guest leader will instruct the guest to immediately complete the forms online and submit. Any dietary restrictions reported on the day of registration must be shared verbally and immediately brought to the attention of the kitchen.
- Check-in includes asking of questions related to COVID-19 symptoms, and verifying that online registration, waiver, and dietary forms are completed.
- No guest may enter beyond the registration table without first checking in.
- If any guest has symptoms upon arrival, he or she will not be allowed to stay and shall not pass beyond the registration table.
- Guests will not be required to receive a temperature reading but must confirm upon arrival that they do not have any symptoms.
- It is the responsibility of the guest group leader to ensure that every member of the group follows the onsite protocols of Rolling Ridge.

2. Orientation.

- All groups must have a mandatory orientation by Rolling Ridge staff at the start of their first session or before their first meal, whichever comes first.
- During the orientation, staff will inform group of CDC recommendations and Rolling Ridge protocols:
 - a. [Maintain good social distance](#) (about 6 feet). This is very important in preventing the spread of COVID-19.

- b. [Wash your hands](#) often with soap and water for at least 20 seconds after blowing your nose, coughing or sneezing, and going to the bathroom, and before preparing food, serving food, or eating. If soap and water are not available, use a hand sanitizer that contains at least 60% alcohol.
- c. [Routinely clean and disinfect](#) frequently touched surfaces.
- d. Cover your mouth and nose with a [cloth face covering](#) when in public spaces
- During the orientation, staff will provide the new dining room procedures and other relevant policies and information regarding the group's stay, including the protocol if someone develops symptoms consistent with COVID-19 while onsite. (See Emergency Plan in the appendix.)
- While staff will inform the group of onsite protocols during the orientation, the guest group leader is responsible for enforcing the CDC recommendations and Rolling Ridge onsite protocols among the group members while onsite.

3. Dining Room:

- Guests will follow the directional signs for entering and exiting rooms, and walking through hallways.
- Guests will be instructed during orientation about new food service rules
- In the food line, guests must maintain physical distance by standing at the marked out chairs
- All meals will be served by staff from the food service buffet
- Staff will wear masks and gloves when serving food
- Buffet counter lowered on guest side to create a distance buffer for staff serving meals
- Silverware will be wrapped in napkins and handed to guests
- A selected member from the group will assist staff by passing out silverware and prepackaged condiments, pouring drinks and attending to the drink/coffee station
- Guests may return to the food service buffet for seconds but all food must be served by staff.
- At the conclusion of the meal, guests are to return dishes to the dish station.
- Staff will wipe down tables and chairs wiped after every meal
- Coffee and tea service will only be available during meal hours
- Special meals will be pre-wrapped and served from buffet line when requested by guests who pre-registered for special meals.

4. Meeting Spaces:

- Guests will follow the directional signs for entering and exiting rooms, and walking through hallways.
- Upon arrival, set-up of tables and chairs for each group will honor the physical distancing restrictions.
- If a group chooses to move furniture, they will assume the risk and responsibility.
- Staff will not enter a meeting space when the group is present, unless requested.
- Staff will wear mask and gloves when entering a meeting room when guests are present.
- High touch areas to be cleaned regularly by staff when group has exited the space for a meal or a break. Thus, it is important for the group leader to provide an updated daily schedule to the host on duty.

- Because drink service will no longer be offered in meeting spaces, guests are encouraged to bring their own larger portable drink containers and have them filled during the meal. Guests will be responsible for their own portable drink containers.
- Guests are to put any used Rolling Ridge coffee mugs in the designated bins or tray. Staff will only remove the cups and other items left in such bins.

5. Common Public Areas:

- Guests will follow the directional signs for entering and exiting rooms, and walking through hallways.
- High touch areas to be cleaned regularly by staff
- Guests may not move furniture in common public areas and must maintain physical distance

6. Bedrooms:

- Where possible, only 1 guest per bedroom & bathroom.
- Guests are to bring their own bedding and pillows.
- No staff may enter a room until guest departs
- If there is an emergency, staff must wear mask and gloves when entering an occupied guest bedroom or bathroom

7. Restrooms connected with bedrooms:

- Staff will only clean bathroom upon departure
- Guests are to bring their own towels.

8. Common and public restrooms:

- Schedule of cleaning posted and initialed when done

9. Kitchen:

- Cooks & Assistants to wear masks & gloves when preparing meals and to work within designated stations,
- Kitchen staff will help serve food from the buffet line
- Kitchen staff will wash hands frequently
- Request for ie: Soy milk- put in small container & handed to guests, not to be shared.

10. Offices:

- Hand sanitizer available,
- Staff members are to take their temp and sign-in station when reporting to work
- Staff to wear masks if not 6 ft apart and when leaving work station
- Staff to wash hands frequently
- Staff to wipe down high touch areas in their personal work space frequently
- staff to eat meals at desk
- staff may not congregate

11. Outdoor areas:

- Host to wipe down outdoor tables and chairs each day after use
- Guests are encouraged to clean up after themselves

B. Being together with people:

1. Guest to guest relationships:

- It is the responsibility of the guest group leader to protect the health of the group and ensure that every member of the group follows the onsite protocols of Rolling Ridge. It is the Ridge responsibility to make sure that our facilities and protocols are in place to ensure safety and health of people. In other words, the Ridge staff can tell the group that they are to maintain physical distance, but it is the group leader's responsibility to enforce it among the participants.
- Groups will have a mandatory orientation by a Rolling Ridge host.
- Guests are to wear a face mask when in public spaces of the property and to maintain appropriate physical distance.

2. Guest to staff relationships:

- If an employee sees a guest violating a protocol, he or she should politely remind the guest of the public protocol. The staff member will inform the host who will remind the group leader to remind the group members of the protocols in place.

3. Staff to staff relationships:

- staff may not congregate
- staff must wear masks if not 6 ft apart and when leaving work station
- Staff should minimize face-to-face interaction by texting, emailing, or calling

C. Preparing the process:

1. Guest feedback

- A new online feedback form will be sent by the Guest Services Director to all guests using their email from their pre-registration form.
- The information from guests will be summarized and reviewed each week.
- If we discover from the feedback that a guest developed COVID-19 upon returning home, Guest Services Director will immediately contact the guest leader and instruct him or her to inform all members of the group and encourage them to get checked and to self-quarantine.
- The Guest Services Director will also immediately inform all staff members of the situation and then assess next steps with the Executive Director.

2. Staff feedback

- An evaluation by staff will be conducted once a week to assess the progress of this plan in maintaining the health of all persons at the Ridge.

3. Action = Based on guest and staff feedback and changes in COVID-19 restrictions, adjustments to this plan, our policies, protocols, and procedures will be made before the next group arrival and communicated immediately to all those involved.

IV. STRATEGIC PLAN

After three months of feedback and adjusting of these plans, the Rolling Ridge staff will begin to adapt this control plan and develop our long range strategic plan to maintain safe operating procedures and emergency plans. Items that will need to be continually refined include:

- Rolling Ridge policies and protocols to ensure the health of all who are on our grounds
- Rolling Ridge Employee COVID-19 Handbook integrated into the full Employee Handbook as health procedures
- Rolling Ridge Emergency Plan
- Improved communication with guest group leaders to ensure the health and safety of all guests and staff

V. FOLLOW UP

Please refer any questions or comments about this Control Plan or any other policies, procedures, and protocols related to Rolling Ridge's reopening to Executive Director, Lawrence Jay at lawrence.jay@rolling.org. Thank you.

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APPENDIX: Our Emergency Plan - Rolling Ridge reacting quickly to COVID-19

What if someone arrives onsite with symptoms of COVID-19?

The individual will be sent home immediately by guest group leader. He or she will not be allowed past the registration table.

What if a guest is violating one of the Rolling Ridge protocols?

- It is the responsibility of the guest group leader to protect the health of the group and ensure that every member of the group follows the onsite protocols of Rolling Ridge. Guests should monitor each other and the group needs to create a culture of safety when together.
- If an employee sees a guest violating a protocol, he or she will politely remind the guest of the public protocol. The staff member will inform the host who will remind the group leader to remind the group members of the protocols in place.
- If a guest consistently violates the protocols and is considered a risk to the other members of the group or the Rolling Ridge staff, the concerned individual should first speak to the guest. If the concerned individual does not believe that the guest understands the seriousness of his/her actions, the concerned individual should then speak to the guest group leader. The guest leader in consultation with the Rolling Ridge staff may ask the guest to leave the premises if there is no notable change in behavior. Rolling Ridge seeks to provide a safe and healthy environment for our guests and expects all guests to cooperate with our new COVID-19 protocols for the benefit of the greater good.

What if a guest repeatedly refuses to wear a mask in public?

If after repeated reminders, a guest refuses to wear a face covering in public spaces, he or she will be asked to depart the grounds of Rolling Ridge. Wearing face coverings is part of our new protocol and until further notice, all must comply to protect the safety of all on grounds.

What if someone develops symptoms of COVID-19 while onsite?

1. The guest leader will inform the Rolling Ridge host immediately. The host will notify the Guest Services Director.
2. The guest with symptoms will be immediately quarantined to his/her room until he/she can depart for home.
3. Staff will immediately disinfect all areas that the sick guest was in.
4. The guest leader will contact the sick guest's family immediately.
5. The guest leader will inform members of the group that they have been exposed to someone who has developed symptoms of COVID-19 and upon returning home, should quarantine for 14 days.
6. Upon the group's departure, Rolling Ridge will initiate a deep clean before the arrival of the next guest group.

What if a guest has a complaint about the COVID-19 protocols or lack of cleanliness or sanitation while onsite?

1. The guest should immediately contact the Rolling Ridge host.
2. The host will determine what needs to be done to correct the situation immediately and then bring to the attention of the senior staff onsite.

3. The senior staff onsite will provide a thorough report about the incident to the Executive Director
4. Either the Executive Director or Guest Services Director will follow-up with the guest and/or guest group leader within 24 hours of the incident report.

What if someone develops symptoms of COVID-19 after leaving the Ridge?

1. The guest should immediately quarantine and inform the group leader of what has happened, the timeline, and when symptoms developed.
2. The guest leader should immediately notify the Rolling Ridge Director of Guest Services and report the timeline, when symptoms developed for the sick guest, and what bedroom the guest stayed in and which bathrooms were used.
3. The guest leader should also immediately inform members of the group that they have been exposed to someone who has developed symptoms of COVID-19 and should quarantine for 14 days. If symptoms develop, he or she should let the group leader know so the leader can track the infection.
4. When notified the Guest Services Director will immediately contact the Executive Director to develop a plan to inform staff and any groups that may have been on site during or immediately after.
5. Rolling Ridge will initiate a deep clean before the arrival of the next guest group.