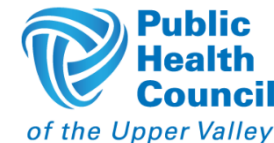


# Welcome

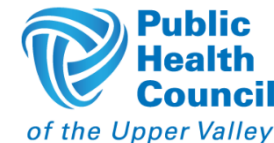
## Returning To Work: Navigating COVID-19 Challenges During Re-opening

*Please let us know you are here: Type your name, and organization into CHAT*



# Today's Program

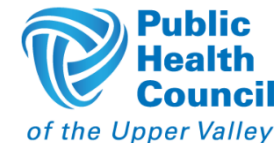
- Welcome & Overview of Format
- Didactic Presentations
  - Sally Kraft (D-H): COVID-19 Disease Control
  - Rudy Fedrizzi (VT Dept of Health): VT & NH State Guidance
  - Beth Rattigan (DRM): Legal Considerations Related to Vaccine Mandates
- Case Presentations & Discussion
  - Melissa Carlson (Mascoma Bank): Chief Human Resources Officer
  - Lori Hildbrand (Hanover Coop): Director of Administrative Operations
  - Andrew Winter (Twin Pines): Executive Director
- Wrap Up



# Etiquette:

- Respect each other's opinions
- Share the space/air time
- Acknowledge that we're all doing the best we can
- Recognize that we all have different situations and supports
- Be courteous -- no name calling, no shaming, no blaming

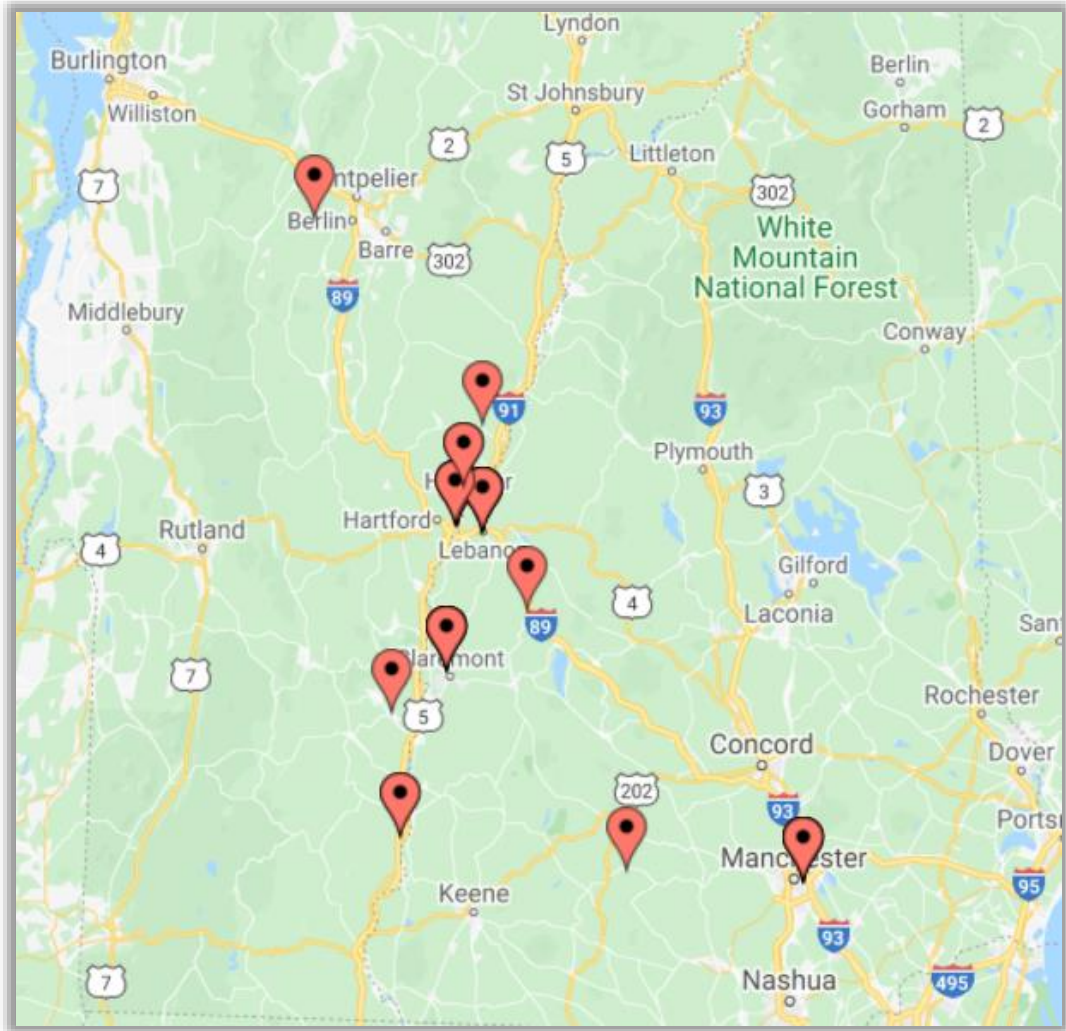
We may not be able to answer all questions in the time we have, but we will collect your questions and provide follow up and resources post session.



# Participant Demographics

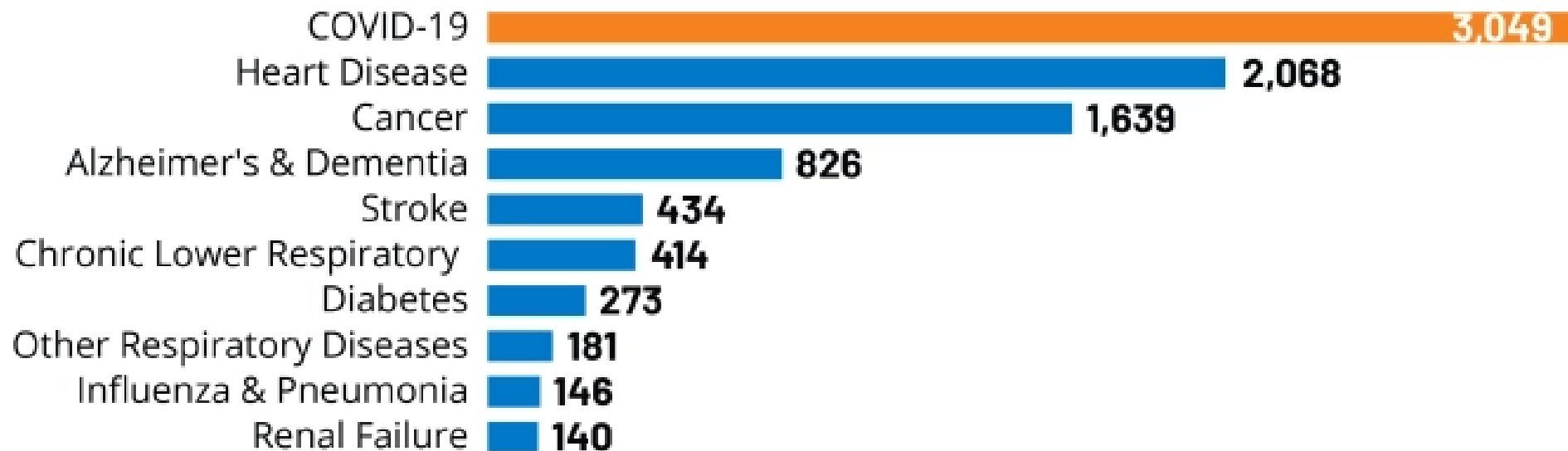
Total Registrants: 36

Community Services	14
Education	3
Social Services	3
Finance	2
Libraries	2
Other	12



# COVID-19 is the Number One Cause of Death in the U.S. in Early 2021

Average daily deaths in the U.S. from COVID-19 (Jan. 2021)  
and other leading causes (2020)



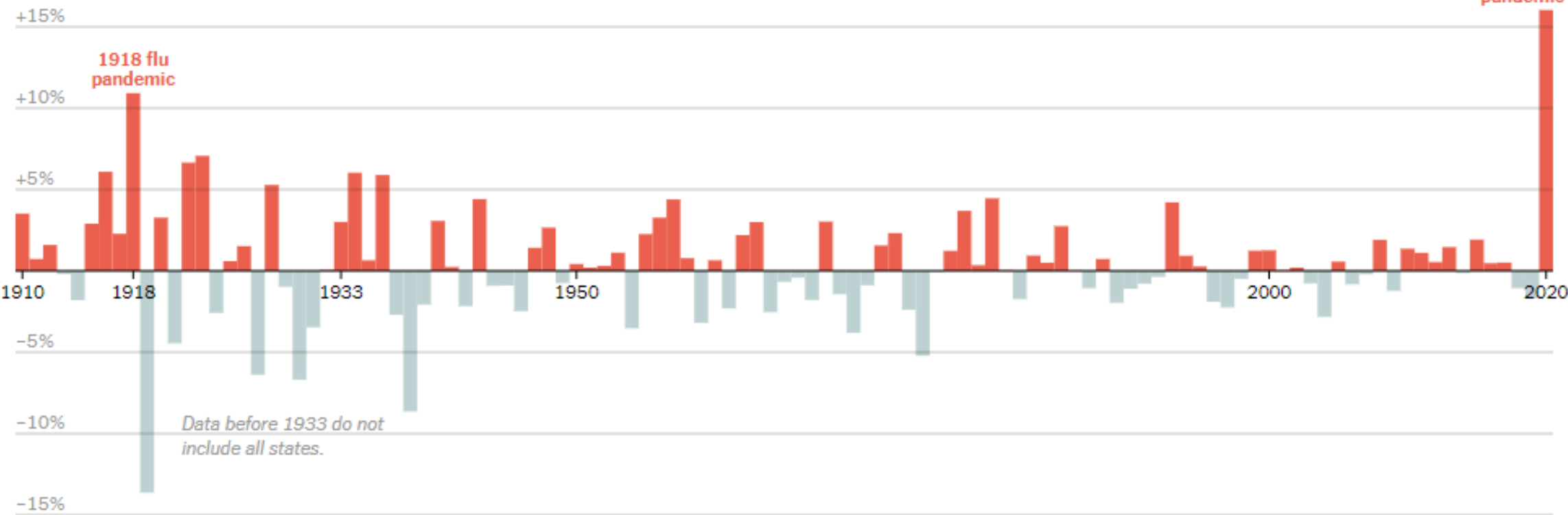
NOTES: The COVID-19 mortality rate is the daily average for January 2021 through January 26, 2021 using the KFF COVID-19 Tracker data. Mortality rates for causes other than COVID-19 are the average of Morbidity and Mortality Weekly Report (MMWR) weeks 1-52 in 2020 reported by CDC. Heart disease refers to all circulatory diseases except stroke. Accidents are not included in the data source, but typically rank as the 3rd leading cause of death.

SOURCE: KFF analysis of 2020 CDC mortality data

Peterson-KFF

**Health System Tracker**

Death rate **above** and **below** normal in the U.S.

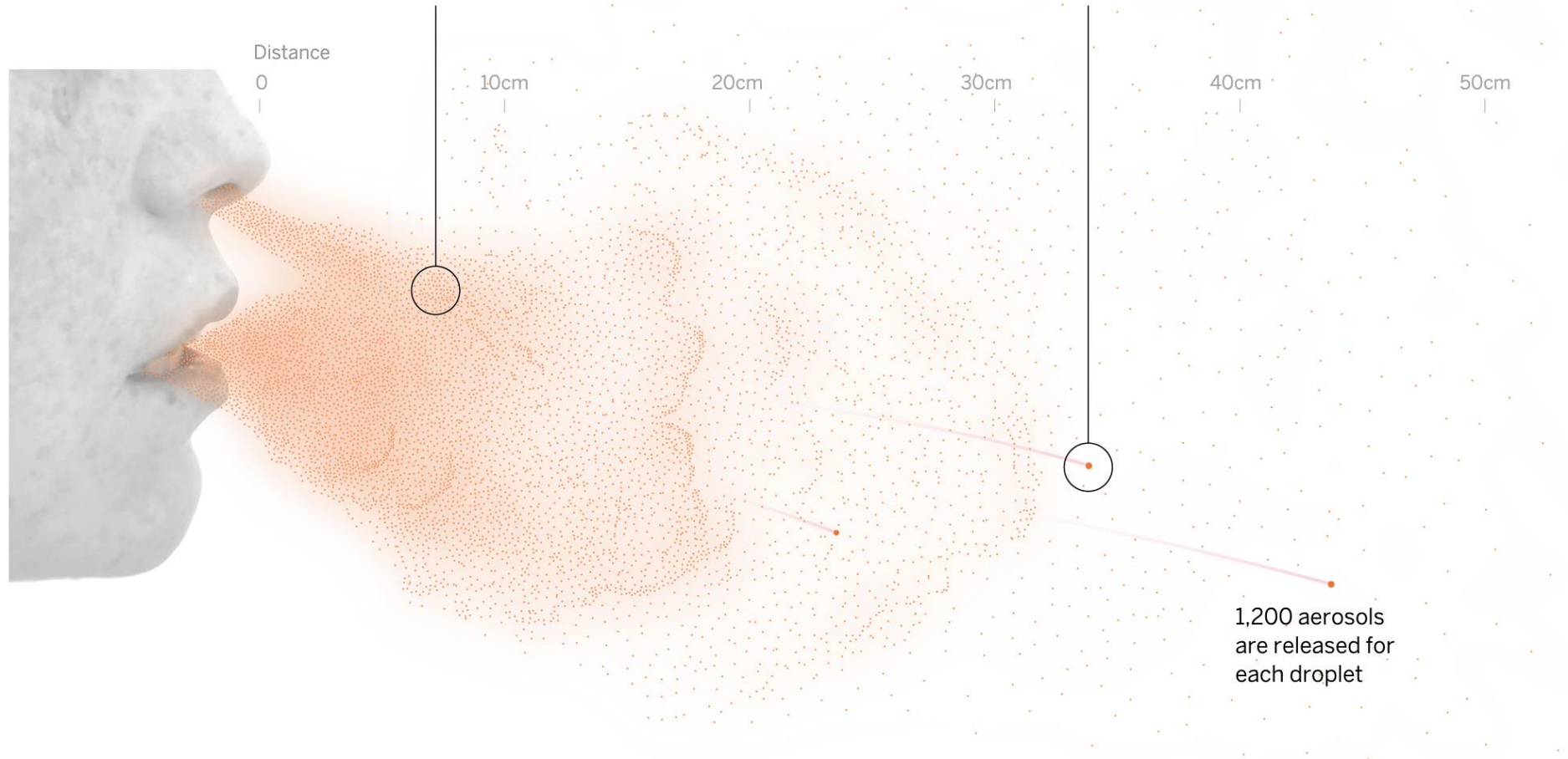


## Aerosols

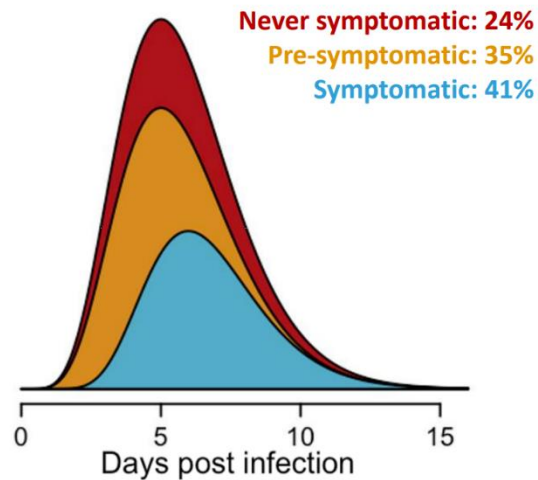
These are respiratory droplets that are less than 100 micrometers in diameter that **can remain suspended in the air for hours**

## Droplets

These are particles that are larger than 300 micrometers and, due to air currents, **fall to the ground in seconds**



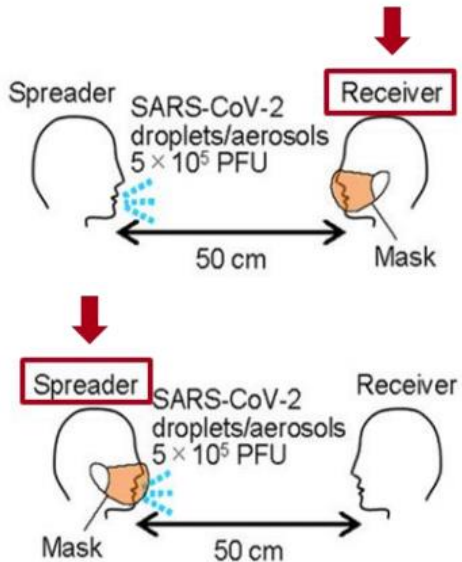




# Masks Work



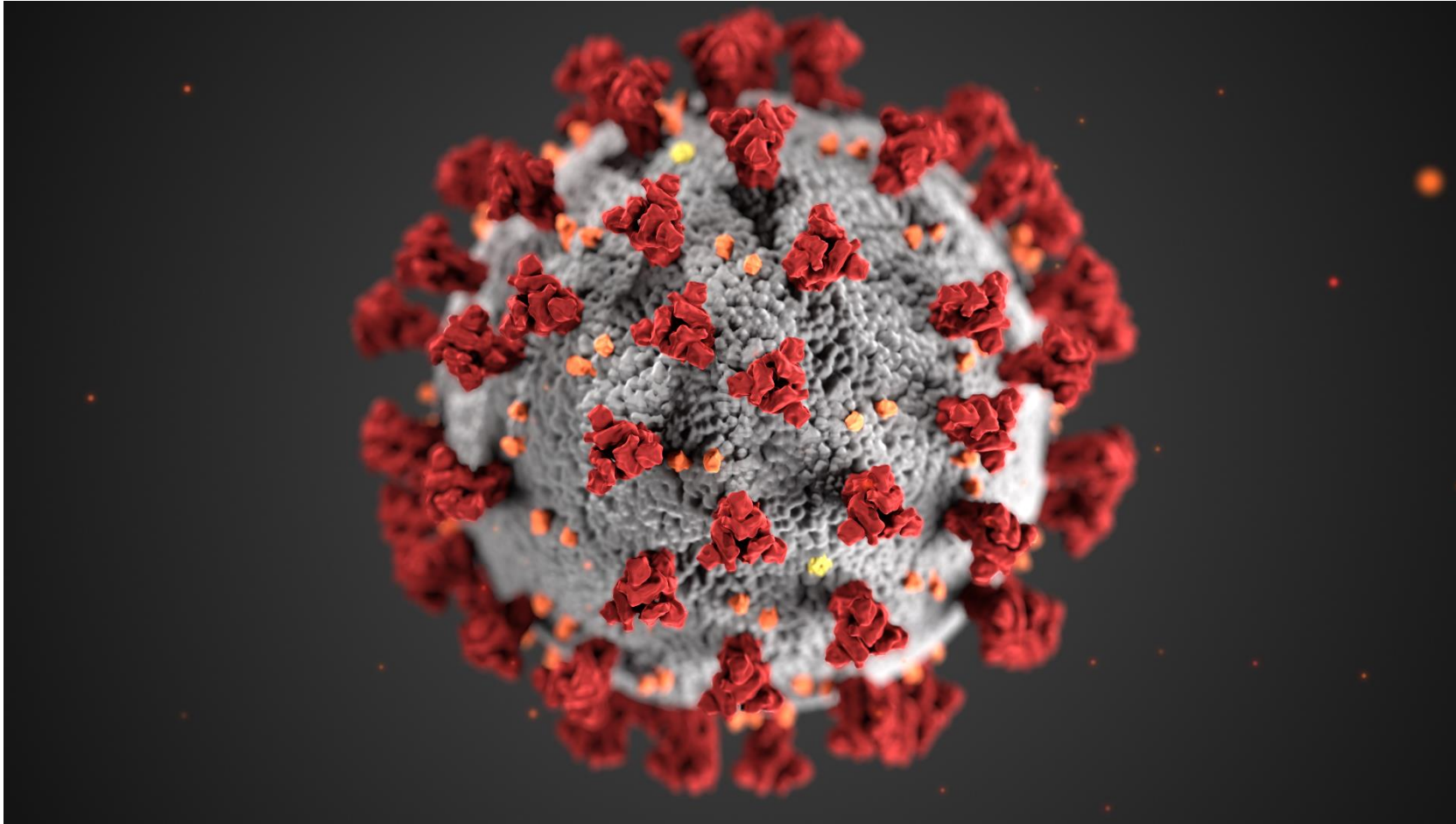
- **>50% of infections transmitted from people who are not exhibiting symptoms**
- Masks noted to reduce risk of COVID-19 transmission ~80%, if both “spreader” and “receiver” are masked
  - No significant difference between cotton masks and surgical masks, if both wearing
- Maintaining a 6 foot distance also reduces risk of COVID-19 transmission by ~80%

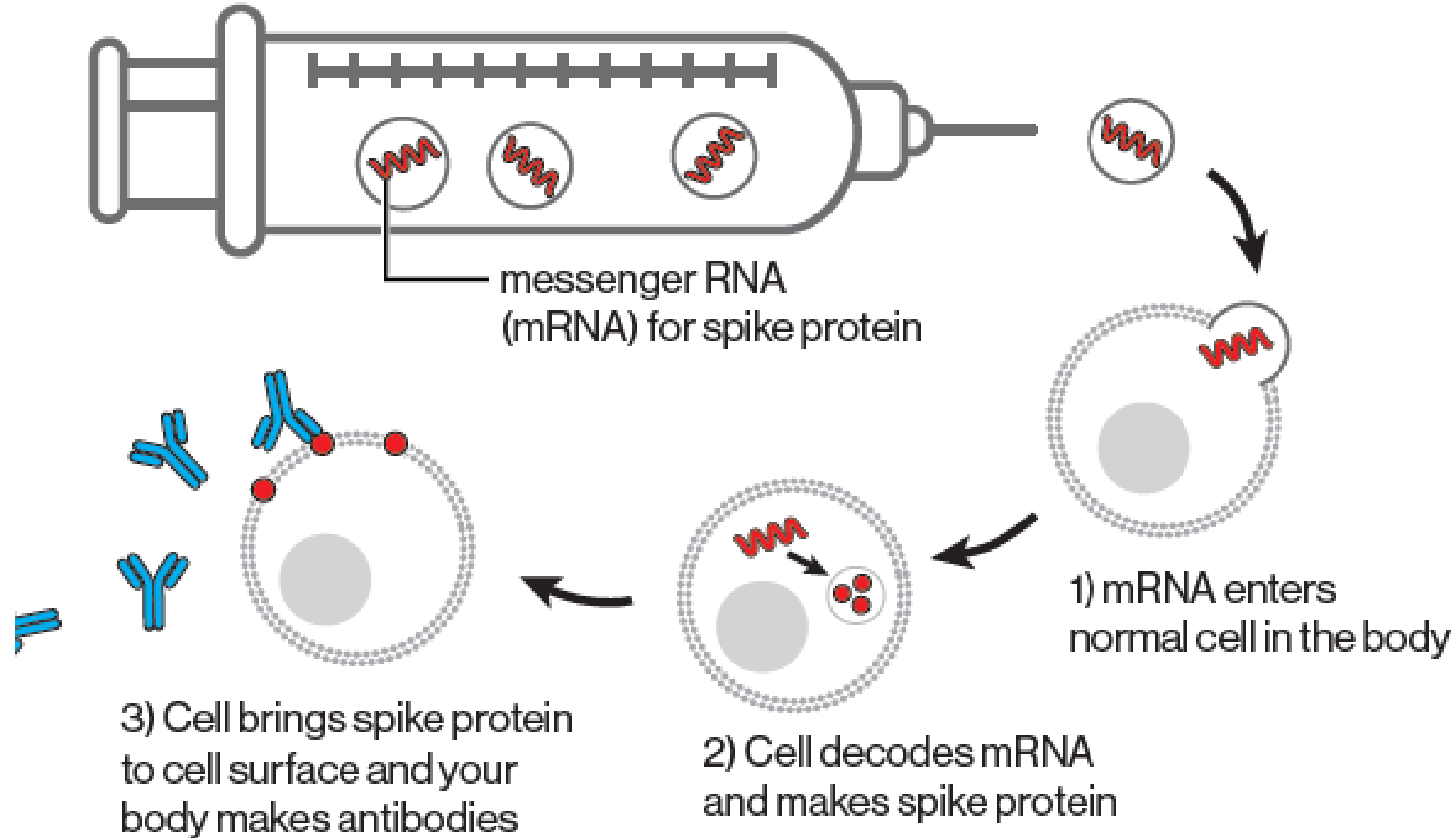


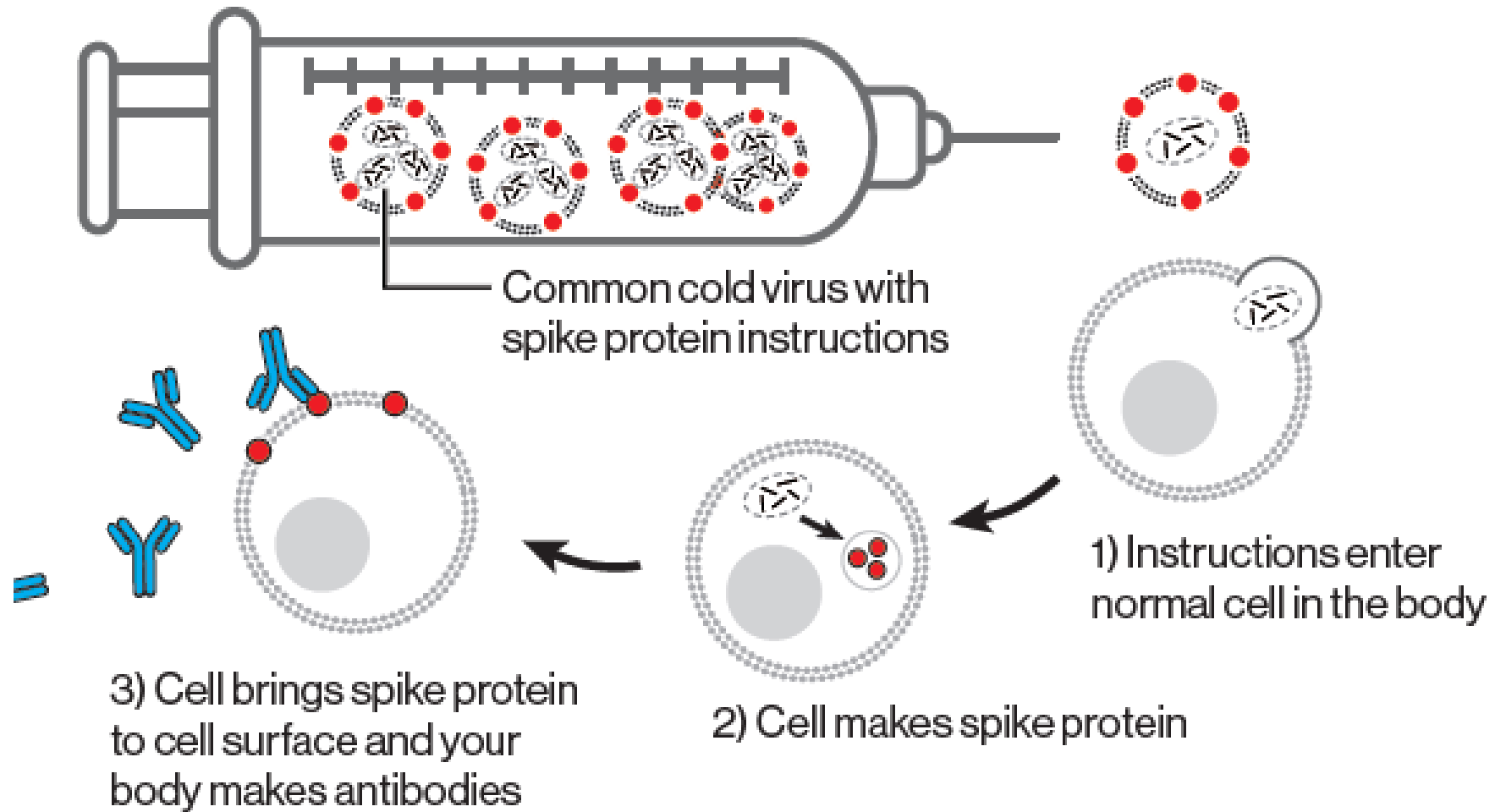




Vaccine Brand Name	Who Can Get this Vaccine <sup>[1]</sup>	How Many Shots You Will Need	When Are You Fully Vaccinated?
<a href="#">Pfizer-BioNTech</a>	People 12 years and older	<b>2 shots</b> Given 3 weeks (21 days) apart <sup>[2]</sup>	2 weeks after your second shot
<a href="#">Moderna</a>	People 18 years and older	<b>2 shots</b> Given 4 weeks (28 days) apart <sup>[2]</sup>	2 weeks after your second shot
<a href="#">Johnson &amp; Johnson's Janssen</a>	People 18 years and older	<b>1 shot</b>	2 weeks after your shot









# Percent of Adults Who Have Received COVID-19 Vaccine

State	Percent of population who have received one or more doses	Percent of population fully immunized
Vermont	71%	57%
Maine	64%	56%
New Hampshire	60%	50%

Public Health experts estimate we may need 90% of our population to be immunized in order to achieve herd immunity

# Common concerns about COVID-19 vaccines

## Concern

## Fact

The vaccines were developed so fast, they aren't safe

Vaccines were developed using all the same safety requirements as all vaccines. The administrative delays for approval were streamlined and reduced.

I can get COVID-19 from the vaccine.

You cannot get COVID-19 from the vaccine. It is common to have some side effects from the vaccines including a sore arm, headache, fatigue, fever. These symptoms last 1-2 days and are signs that your immune system is reacting as it should!

If I had COVID-19, I don't need the vaccine

Immunity developed from infection may wane over time. Reinfection can occur. Vaccination is recommended even if you had COVID-19 in the past.

COVID-19 will alter my DNA and can impact fertility or cause miscarriage.

The vaccines do not interact with your DNA. Vaccines will not impact fertility. COVID-19 **disease** is dangerous in pregnant women and associated with pre-term birth.

The Janssen vaccine (J&J) is less effective and causes blood clots.

The Janssen vaccine is 100% effective preventing hospitalization and death from COVID-19. A rare clotting disorder, thrombotic thrombocytopenia syndrome (TTS) has been associated with the vaccine at a rate of 7 cases per **million** vaccinations. You are twice as likely to be struck by lightning than to develop TTS from the vaccine. 16% of people with COVID-19 disease develop clots.



# VT Guidance for Reopening Businesses

The state agency responsible for informing businesses on current rules and regulations regarding COVID is ACCD

STATE OF VERMONT

## Agency of Commerce and Community Development



The VT COVID-19 Business Resource Center can be accessed at:

<https://accd.vermont.gov/covid-19/business>

Any business, organization, or operator is free to take additional safety precautions for the health and safety of its employees and consumers.

ACCD produces a periodic newsletter to update subscribers to changes :

**Stay Informed:** Subscribe to our [COVID-19 Economic and Community Response Newsletter](#) to receive business- and community-related updates from ACCD.

The [Vermont Forward](#) reopening plan provides a framework for a phased return to unrestricted [travel](#), [business operations](#), and [event gatherings](#). It's anticipated that Step 4 will be reached (80% of eligible Vermonters with at least one dose of vaccine) by week's end

**Vermont Forward Plan** <https://www.vermont.gov/vermont-forward#gsc.tab=0>

STEP 4		
BUSINESS OPERATIONS	GATHERINGS AND EVENTS	MASKS AND PHYSICAL DISTANCING
<a href="#">Universal guidance</a> encouraged for all sectors	No capacity restrictions	<b>REVISED</b> Encouraged if unvaccinated

# More VT Resources

- If you have inquiries related to the business or organizational impacts of COVID-19, please contact ACCD through our dedicated email address: [commerce.covid19@vermont.gov](mailto:commerce.covid19@vermont.gov).
- Consider how the re-opening process and operational changes might impact compliance with the Americans with Disabilities Act (ADA). The health and safety guidance provided by ACCD does not negate any obligations as outlined by the ADA. Refer to [A Primer for Small Business](#) for additional information.
- Find [unemployment insurance, workforce development, and workplace safety information](#) for employees and employers from the Vermont Department of Labor.
- Find the [list of employer and business guidelines](#) from the U.S. Centers for Disease Control (CDC).
- The Vermont Department of Health provides [resources for businesses to operate safely](#), including information about what to do if you learn of a positive case at your business

# NH Guidance for Reopening Businesses

<https://www.nheconomy.com/businessfaqs/business-guidance-snapshot>



Foreign Direct Investment | Sell To The Government | Office of International Commerce



Search the site...



WHY NEW HAMPSHIRE

MOVE

START

GROW

ABOUT US

## Business Resources

Business Guidance Snapshot

Business Resources

Re-Opening Task Force

Ask a Question

## Business Guidance Snapshot

### Guidance Updates

**MASK MANDATE:** State wide mandate ended 4/15/2021, city/town mandates may still be in place. Masks are recommended

**TRAVEL:** Domestic travelers to NH are no longer required to quarantine.

**VACCINATION STATUS:** NH Residents 16+ can register (4/2/2021)

**Concerns, Questions and Complaints Hotline:** Department of Justice, [EO40issues@doj.nh.gov](mailto:EO40issues@doj.nh.gov) or 603.271.1225

### UNIVERSAL GUIDANCE

#### GOLF COURSES (effective 4/2/2021)

- See Addendum A in Universal Guidance.
- Rental clubs and sharing clubs permitted.
- Group play of more than four are permitted.

#### RETAIL (effective 4/2/2021)

- See Addendum A in Universal Guidance.
- Follow Restaurant and Food Service Guidance where applicable.

#### LODGING (effective 4/2/2021)

- See Addendum A in Universal Guidance.

Information for all NH businesses as well as their partners to help ensure all those involved have correct and up-to-date information about this outbreak at:

<https://www.covid19.nh.gov/resources/businesses>



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Legal Issues in Brief:  
Vaccination and Masking Update

# Vaccinations

- Employers may ask employees if they are vaccinated;
- Employers may require proof of vaccination card;
- Employers can mandate vaccination, but exceptions for medical, pregnancy and religious reasons are required.
- Vaccination Incentives can be offered; if employer administers the vaccine, the incentive cannot be so large as to be considered “coercive”
- Employers cannot offer an incentive for family members to obtain the vaccine.

Beth Rattigan



# Masking

- OSHA says follow CDC until further notice: Vaccinated individuals do not need to wear masks or social distance
- For the time being, CDC recommends continued daily screening
- OSHA also has guidance about not differentiating between vaccinated and unvaccinated employees re: masking policy;
- Honor system for masking is likely best;
- Employers who want to explain why some are not wearing masks beware: handing out stickers that say “Vaccinated” is **not** recommended

Beth Rattigan

# Keep in mind:

- Beware of Disparate Impact of Policies
- Consider Reasonable Accommodations
- Treat Vaccination Records Confidentially

Beth Rattigan

# Mascoma Bank Case: **Better Together**

- Background** 386 employees, 28 branch locations across New Hampshire and Vermont  
Operations Center in White River Junction, VT and HQ in Lebanon, NH  
Transitioning to a **hybrid work model on September 1**. Employees will be working with their managers to confirm a work classification by July 30.
- **On site:** Roles that always require on site work. (40%)
  - **Remote:** Roles that can be performed remotely, full time. (10-20%)
  - **Hybrid:** Roles that are performed both on-site and remote. Staff that work a hybrid schedule must identify a “primary location”, where they will consistently work a minimum of 3 days a week. (40-50%)
    - Hybrid on site location will maintain a dedicated workstation or office.
    - Hybrid remote location will work in an available ‘hotel workspace’ while on site.

## **Challenge**

How do you **maintain a strong culture** and mitigate concerns about **fairness and flexibility** with on-site and remote/ hybrid Team Members?



Mascoma  
Bank

# Hanover Co-op Food Stores and Service Centers

Hanover and Lebanon, NH and White River Junction, Wilder and Norwich, VT

- ❑ We have about 375 employees. About 75% of our employees are customer-facing, providing customer service to our members/shoppers on a regular basis.
- ❑ Our employees work in 8 locations:
  - ❑ 4 grocery stores, 2 auto service centers, one commercial production kitchen and one central office.
- ❑ 83% of our employees are full time, working 30 hours or more each week.
- ❑ We are a cooperative and are member owned.

Our greatest challenge is **how to restructure our COVID-based policies while upholding our obligation to protect the health and safety of our employees and the communities we serve.**

We have made the decision not to mandate vaccinations for employees out of respect for personal choice. And, for everyone's protection, we will continue to require all who enter our locations wear a face covering while there. The question is **how do we balance that with the requests of some of our member owners to drop the mask requirement for those who are fully vaccinated and mandate vaccinations for all Co-op employees.** If we were to relax the face covering requirement per the latest recommendation from the CDC, and allow our vaccinated visitors to enter without a mask, do we still require our employees to wear a face covering, vaccinated or not? If so, is that fair to them?



## Who is Twin Pines Housing?

[www.twinpineshousing.org](http://www.twinpineshousing.org)

- A nonprofit affordable housing developer and property manager
- **Nearly 540** rental units at 24 properties, and **56** Shared-equity homeownership properties
- **25** member staff including project development, property management, and resident support services staff
- **Staff is responsible for:** leasing, rent collection, maintenance, service provision and overseeing new property development

**Question:** How do we reopen the common areas of our properties given the differing guidance and restrictions from state and local governments? Prefer to have a consistent policy across properties, but operate in many towns across two states.

*Our mission is to increase access to quality housing and supportive services to meet the pressing and long-term needs of the Upper Valley community.*

# Thank You

