

Salt Lake City International Airport

Air Service Development Recovery Plan

May 2020



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DRAFT

EXECUTIVE SUMMARY

In response to the unprecedented impact of COVID-19 on the global economy and specifically the aviation industry, the Salt Lake City International Airport's (SLC) Air Service Development (ASD) staff has established the following Air Service Development Recovery Plan (ASDRP). The purpose of the plan is to develop an air service strategy that will guide the airport to recovery through the following four cornerstone initiatives: **airport, airline, community and consumer**. The objective of the plan is to restore passenger air service at SLC to pre-pandemic levels as quickly and strategically as possible, returning the hub as the superior air access point for Utah and the Intermountain West.

The immediate impact of COVID-19 has been substantial for the aviation industry. Public air travel has been brought to almost a virtual standstill, leaving passenger airlines across the globe scrambling to survive. In April alone, passenger traffic in the United States fell by upwards of 95% compared to 2019 levels with May down 91%. Airlines have been forced to reduce their flight schedules dramatically providing only minimal air service. Airports, who once had bustling terminals and active runways, are now left quiet and near empty.

While little is known about the long-term impact of the pandemic, the course-altering change it will have on the world of aviation is more certain. In the thick of this evolution, air service development will play a crucial role for airports as they work hand in hand with their airline partners and respective communities to rebuild the economy.

This plan is aligned with the State's economic recovery plan, *Utah Leads Together*, which provides the direction and resources local businesses need to re-open the economy while still

practicing safe health protocol for the balance of the pandemic. ASD intends to integrate the economic phases identified in the State's plan including urgent, stabilization and recovery.

As introduced earlier, ASD will implement four cornerstone initiatives, namely airport, airline, community and consumer, which are designed to fortify the foundation of air service development at SLC and create an environment where airlines can recuperate and thrive.

The airport initiative focuses on internal projects and opportunities within the airport facility while the airline initiative is directed toward strengthening trusted relationships with airlines and helping them return to profitability. Building upon stakeholder partnerships, including the creation of an Air Service Development Committee (ASDC), is prioritized in the community initiative while executing a Strategic Marketing Plan encouraging air travel is included in the consumer initiative.

The ASDRP is a community plan and the implementation thereof will forge positive results even during this most turbulent time. To achieve that success, SLC will rely heavily on the continued support of its community partners who play a critical role in air service development.

This plan will also be fine-tuned as the future of aviation becomes clearer, though the foundational initiatives will remain in place. Moving forward, ASD will remain acutely aware of the ever-changing aviation landscape by acquiring data from the most reliable sources and staying active in the aviation community enabling the airport to make informed and timely decisions.

INTRODUCTION

A FOREVER CHANGED AVIATION INDUSTRY

The ASDRP is developed with important considerations in mind. First, there is little doubt that the global aviation industry has been forever changed by this pandemic. According to a recent report from the U.S. Travel Association and Oxford Economics, air transportation in the United States will experience almost \$100 billion in lost spending in 2020 alone.¹

Though the full impact of the pandemic remains unknown, the airport's route to recovery will certainly require adaptation and innovation in order to accommodate the "new normal" in air travel. Already the aviation industry is implementing new safety standards to protect the traveling public's health and build passenger confidence.

TRAVEL BEHAVIORS WILL CHANGE

As a result of the pandemic, it's expected that consumers will be more hesitant to fly, especially internationally, even after travel restrictions are lifted. Throughout the course of this health crisis, filling airplanes will remain a struggle until passengers are confident they will be protected from significant health threats while onboard. Airlines, airports and other aviation entities will need to continue to perform new and enhanced sanitation procedures to ensure the public that it is safe to fly.

During this time of economic distress, it is anticipated that both business and leisure travel will be reduced dramatically. As expendable income diminishes, vacations and visits to friends and family will be deferred. Business travel practices will likely shift as corporate budgets tighten, workforces shrink and working remotely becomes more commonplace.²

However, it's not practical to assume all travel will cease as some essential job

responsibilities simply cannot be conducted virtually. According to a recent poll by the Global Business Travel Association (GBTA), 61% of respondents indicated that they expected domestic business travel to resume in the next two to three months with 51% expecting international travel to resume in the next three to six months.³

UTAH'S STRONG & DIVERSE ECONOMY

Fortunately, Utah has a strong and diverse economic environment, which puts the state in a strong position to recover at an accelerated rate compared to others. According to a report from Moody's Analytics, Salt Lake City and Provo were both recently listed in the top 10 U.S. metros best positioned to recover from the pandemic.⁴

Additionally, Utah's quick implementation of preventative measures during COVID-19 has effectively slowed the spread of the virus and helped minimize the negative consequential effect on the state's economy. Utah has in place a robust, community-engaged, economic reactivation plan that outlines a cautious, step-by-step strategy to reopen the economy beginning May 2020.

THE CARES ACT

In March 2020, U.S. Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act which appropriates \$25 billion for passenger airlines and \$10 billion for airports. In order to receive the funds, airlines must agree to various conditions including no employee furloughs or pay cuts and maintaining a minimum level of air service at all the carrier's served airports (with few exceptions) beginning April 1, 2020 through September 30, 2020.

While it is unknown how airlines will operate following this period, they will no longer be held to the same terms held under the CARES Act. This may

¹ Oxford Economics, *The Impact of COVID-19 on the United States Travel Economy*, April 2020.

² Reed, Dan., *Coronavirus Won't Kill Leisure Or Business Travel, But It Will Change Them Significantly, Perhaps Forever*, Forbes, April 2020.

³ GBTA, *Coronavirus Poll Results*, April 28, 2020.

⁴ Bloom, Laura Begley., *Ranked: The 10 US Cities Best Positioned To Recover From Coronavirus (And The 10 Worst)*, Forbes, May 2020.

result in even more network adjustments depending on the economic circumstances at the time.

AIRLINE'S ROUTE TO RECOVERY

Each airline's route to recovery will be unique. Legacy hub and spoke carriers such as Delta and United have publicly noted that they will emerge smaller and recovery will probably be choppy and sluggish.⁵ This will most likely result in the reduction of services across their entire network, but hubs that had unsatisfactory performance levels prior to the pandemic may not survive. Legacy carriers will be forced to combine resources to their strongest hubs and routes.

While it is unlikely that Delta will eliminate its hub at SLC, the role the hub plays in Delta's network strategy may be modified. Route suspensions and reductions could be prolonged or even discontinued. Long, thin routes from SLC that overfly other Delta hubs may not return for some time as the airline works to consolidate and fortify each hub's respective network. Examples of these types of routes include Cleveland, Columbus, Fort Lauderdale, Pittsburgh and Tampa.

Like legacy carriers, it's probable that low-cost carriers such as jetBlue and Southwest will also emerge smaller and will need to reprioritize their networks. The strongest and most critical focus cities will receive the most attention. For instance, Southwest recently announced they have reduced

point-to-point flying by instead funneling those passengers through their focus cities in effort to maximize flight operations. It can be expected that this practice will continue until demand recovers enough to restore point-to-point routes.

For SLC, this means Southwest may extend the suspension of routes such as Burbank, Dallas-Love, Sacramento and San Diego as passengers can be flown to those markets through other focus cities such as Denver, Las Vegas and Phoenix.

Ultra-low-cost carriers (ULCCs) such as Spirit and Frontier – that focus almost solely on point-to-point leisure traffic – will rebuild their networks as demand warrants. In a period of economic recovery, consumers typically save any expendable income they have and avoid taking vacations or trips to visit friends and relatives. Until this behavior reverses, ULCCs may struggle to regain momentum, though other opportunities could emerge such as taking advantage of routes other carriers abandoned where demand may still exist.

In all cases, airlines will exhaust every effort to make and conserve cash. Cost-saving measures such as retiring older, less efficient aircraft have already begun at American and Delta⁶ and warnings of potential employee layoffs have been alluded to by multiple carriers when the CARES Act obligations end in September.⁷ In the end, airlines will need to right-size their operations to the current economic environment in order to survive.



⁵ Baratti, Laurie., *Delta CEO Says Recovery Could Take Two to Three Years*, Travel Pulse, April 2020.

⁶ Russell, Edward., *American Airlines' Boeing 767s, 757s among 80 planes that won't fly again after the pandemic*, The Points Guy, April 2020.

⁷ Isidore, Chris., *Airlines say massive job cuts are inevitable after bailout money dries up*, CNN Business, May 2020.

UTAH LEADS TOGETHER

INTEGRATED PLAN

The ASDRP incorporates guidance identified in the state’s plan for economic recovery- *Utah Leads Together*. As a major asset for Salt Lake City and the State of Utah as well as a critical component of the national air transportation system, it is critical for the SLC to align its strategies in order to achieve the most productive results. A concerted effort to help strengthen the economy and remain a trusted community partner will have far-reaching effects for the airport.

STATE PLAN OVERVIEW

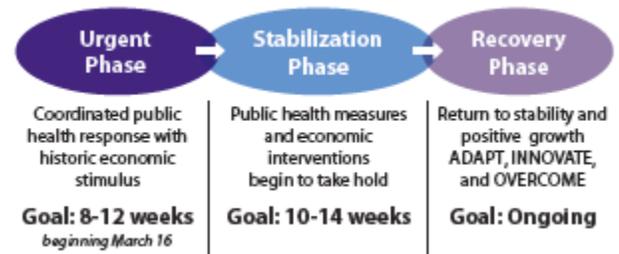
The goal of the state’s program is to provide Utah businesses and residents clear and specific direction for Utah’s health and economic recovery. It gives the tools and guidance needed to transition through the identified three economic phases which are urgent, stabilization and recovery.

During the urgent phase, SLC experienced sharp declines in air and passenger traffic as the virus spread and travel restrictions were put into place. This resulted in passenger numbers at the airport to go from a record high to a record low in just a matter of weeks. Airlines made dramatic reductions to their networks to mitigate the drop in demand including a 50-70% decrease at SLC for April and May.

During the stabilization phase, ASD expects the decline in air traffic to flatten as passenger demand steadies and/or begins to slightly tick up. The aviation industry has begun implementing new operational and safety standards and airlines will

continue to reassess their networks as the new reality begins to set in.

Finally, during the recovery phase, passenger confidence is likely to increase, and the economy will start showing signs of revival. According to the state’s plan, it could take until spring 2022 at the earliest before the recovery process ends and the economy is functioning at pre-pandemic levels (see Exhibit A in Appendix).



Overlaying the economic phases, the state has implemented a color-coded health guidance system which includes four levels of activity: red, orange, yellow and green. According to the plan, “Each level is guided by a rigorous measurement system so policymakers can safely determine when a different color of health guidance applies. Each level of guidance after red becomes progressively less restrictive and more economically engaged” (see Exhibit A & B in Appendix).

ASD will utilize these tools and closely follow the progress of Utah’s economic reactivation when directing SLC’s air service strategy. ASD will also remain informed about other regional, national and international economic trends that will affect passenger demand and the aviation industry.



AIR SERVICE PORTFOLIO PRE-PANDEMIC

SUMMARY

In 2019, SLC handled nearly 27 million passengers, a 5% increase over 2018, making it the 23rd busiest and one of the fastest growing airports in the United States. As of February 2020, SLC was served by nine domestic and international carriers with nonstop service to 104 destinations in the U.S., Canada, Mexico and Europe.

Delta Air Lines, the airport's largest carrier, operates its fourth largest and only Intermountain

hub at SLC representing 72% of the airport's total seat share. Prior to the pandemic, Delta publicized that SLC was their fastest growing hub in the United States and that service to Seoul-Incheon, Korea was probable once the new terminal was completed.⁸

Followed by Delta, Southwest and American are the airport's second and third largest carriers in terms of seat share at 10% and 5% respectively.

DESTINATIONS BY CARRIER – YEAR-END FEB 2020

Airline	Destinations	Destination Total	Daily Flights	Daily Seats	Seat Share
Aeromexico	Guadalajara	1	1	99	0.2%
Alaska	Los Angeles, Portland, San Francisco, San Diego, Seattle	5	10	1,079	3%
American	Charlotte, Chicago O'Hare, Dallas/Ft. Worth, Los Angeles, Philadelphia (seasonal), Phoenix	6	17	2,228	5%
Delta	Albuquerque, Amsterdam, Anchorage (seasonal), Aspen, Atlanta, Austin, Baltimore, Billings, Boise, Boston, Bozeman, Burbank, Butte, Calgary, Cancun, Casper, Cedar City, Charlotte, Chicago O'Hare, Cincinnati, Cleveland, Cody (seasonal), Colorado Springs, Columbus, Dallas/Ft. Worth, Denver, Des Moines, Detroit, Elko, Eugene, Fort Lauderdale, Fresno, Grand Junction, Great Falls, Helena, Honolulu, Houston-Intercontinental, Idaho Falls, Indianapolis, Jackson Hole, Kahului, Kalispell, Kansas City, Las Vegas, Lewiston, London-Heathrow, Long Beach, Los Angeles, Madison, Medford, Mexico City, Milwaukee, Minneapolis/St. Paul, Missoula, Montrose (seasonal), Nashville, New Orleans, New York-JFK, Newark, Oakland, Oklahoma City, Omaha, Ontario, CA, Orange County, Orlando, Palm Springs, Paris-De Gaulle, Pasco, Philadelphia, Phoenix, Pittsburgh, Pocatello, Portland, OR, Puerto Vallarta, Raleigh/Durham, Rapid City, Redmond, Reno, Sacramento, San Antonio, San Diego, San Francisco, San Jose Del Cabo, San Jose, CA, Santa Barbara, Seattle, Spokane, St. George, St. Louis, Sun Valley, Tampa, Toronto, Tucson, Tulsa, Twin Falls, Vail/Eagle, Vancouver, Washington-Dulles, Washington-National, West Yellowstone (seasonal)	100	252	29,852	72%
Frontier	Atlanta, Austin (seasonal), Denver, Las Vegas, Phoenix	5	4	799	2%
jetBlue	Boston, Fort Lauderdale, Long Beach, New York-JFK, Orlando	5	8	1,150	3%
KLM	Amsterdam (seasonal)	1	0.25	72	0.2%
Southwest	Baltimore, Burbank, Chicago-Midway, Dallas-Love, Denver, Houston-Hobby (seasonal), Las Vegas, Los Angeles, Oakland, Phoenix, Sacramento, San Diego, San Jose, St. Louis	14	29	4,335	10%
United	Chicago O'Hare, Denver, Houston-Intercontinental, Los Angeles, Newark, San Francisco	6	21	1,903	5%
	TOTAL	104	342	41,517	

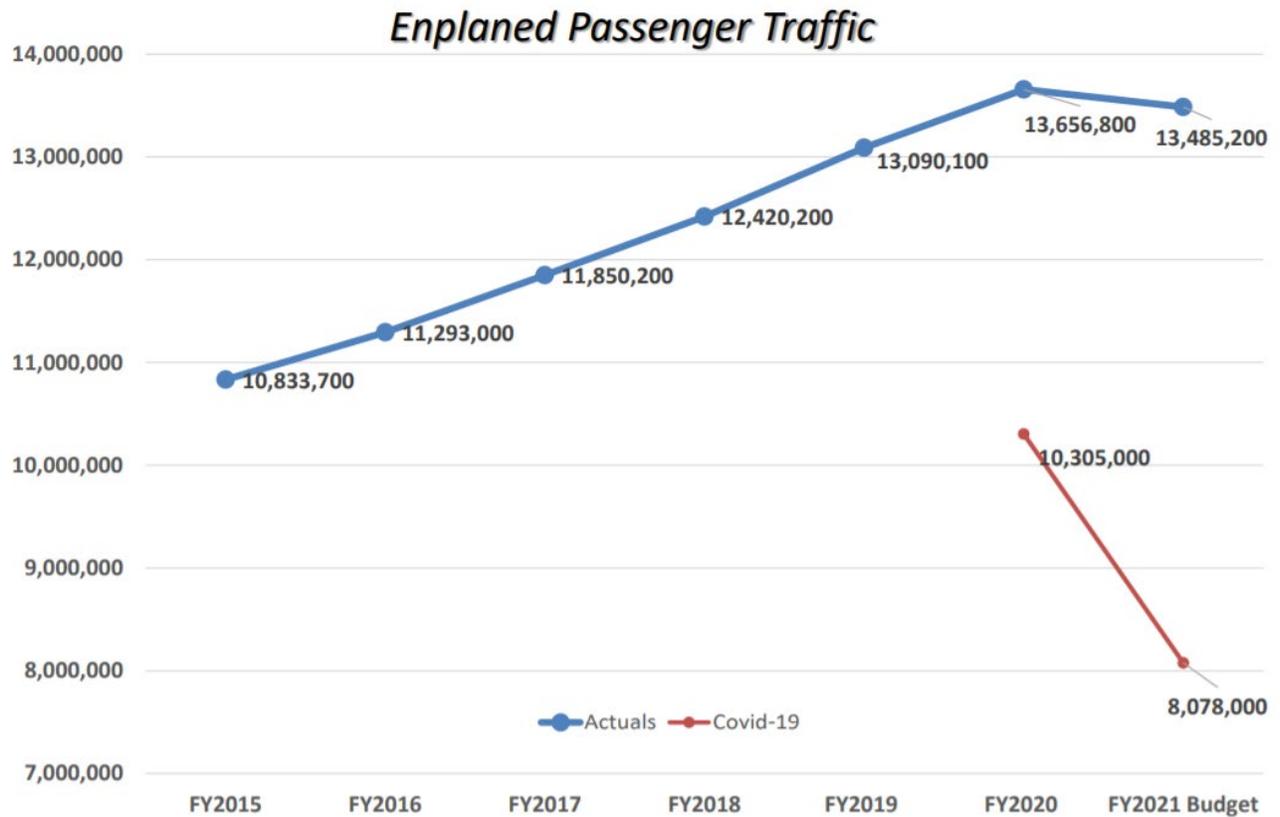
Source: Schedule data via Diio Mi

⁸ Davidson, Lee., *Delta Air Lines sees continuing growth in Salt Lake City, including nonstops to Asia when new airport is complete*, The Salt Lake Tribune, June 2019.

ENPLANEMENT FORECAST

SLC's revised FY 2021 budget projects enplanements to be down nearly 25% in FY2020 and 40% in FY2021. It is generally estimated in the aviation industry that restoring air service to 2019 levels is expected to take years.

The role that air service development will play on commercial service airports has never been more crucial than it will during this recovery period.



Source: Salt Lake City Department of Airports



SCENARIOS FOR PASSENGER TRAFFIC RECOVERY

PROTRACTED RECOVERY

In an outlook provided to ASD by InterVISTAS, the airport’s air service consultant, four scenarios have been identified for global and local passenger traffic recovery. The scenarios range from various forms of what is known as the “V” curve, to a newly added “W” curve.

In Table I, the predictions are presented on a global scale and do not represent SLC specifically. However, they do provide a general outlook on the

how the travel industry may respond. In Table II, the predictions are shown on a local scale for SLC.

According to the outlook, it is believed that the “Protracted Recovery” scenario is the most probable, with a 73% loss in global passenger traffic in 2020 and a full recovery by late 2022, early 2023. This scenario also accounts for the rate at which different parts of the world can control the outbreak with the overall belief that international traffic will recover more slowly.

Table I - Global

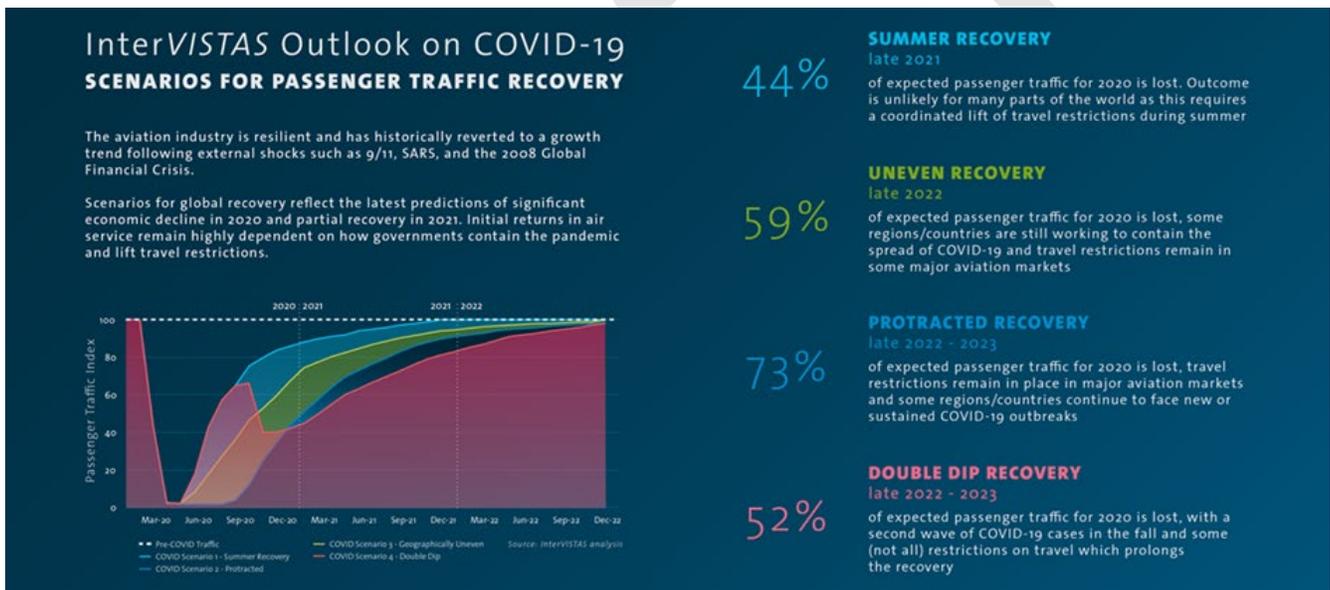
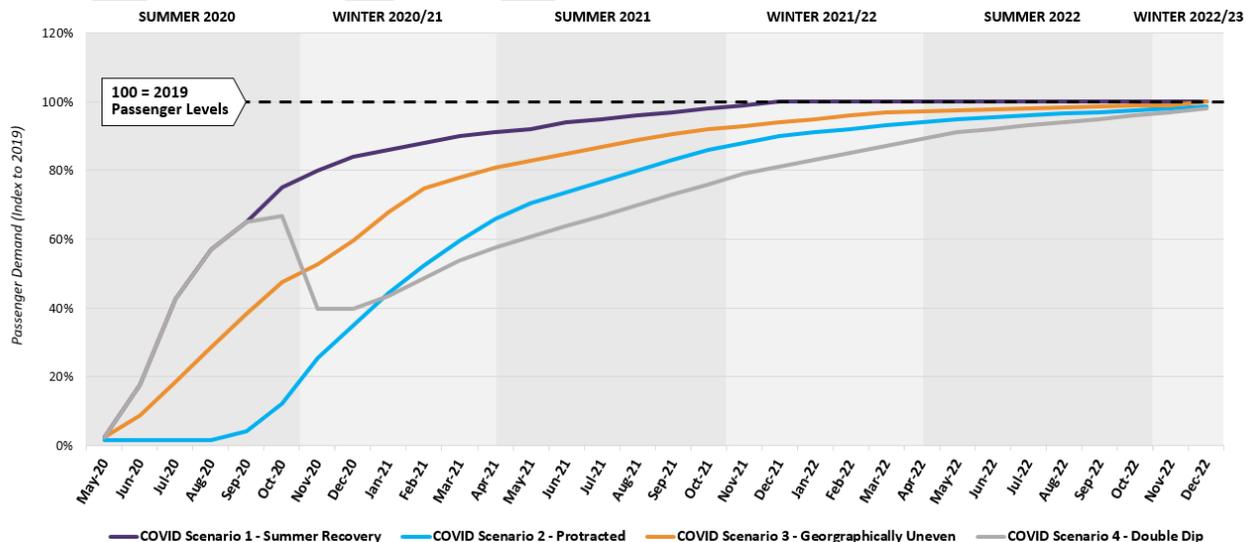


Table II - SLC

Source: InterVISTAS



Source: InterVISTAS

AIR SERVICE RECOVERY PLAN CORNERSTONE INITIATIVES

AIRPORT INITIATIVE

DEVELOP RECOVERY SCENARIOS

Due to the unpredictable nature of how aviation will recover from COVID-19 and the economic recession, ASD will continue to develop a series of recovery scenarios for passenger and air traffic. These scenarios will be determined by the most accurate available data provided by airlines, peer airports, industry associations and publications, online software and subscriptions and market intelligence from community partners and stakeholders. These scenarios will not only help ASD chart a course but will allow the airport to make prompt corrective action as needed.

CONDUCT PASSENGER & ROUTE ANALYSIS

Since the pandemic has affected each industry differently, the recovery process for each will be equally unique. For instance, business travel in one sector may respond more rapidly than business travel in another. Travel at virus hotspots may take more time to respond compared to travel at lesser affected areas.

Therefore, ASD will conduct passenger profile analysis to better understand the behaviors of its customers. This analysis will be built upon passenger data from an aviation market intelligence software subscription and other data sources such

as the airport's consultant, community stakeholders and the ASDC. The results of this analysis will help ASD identify the travel needs a specific group industry and then work to meet those needs accordingly.

ASD will also perform route performance analysis, which will allow the airport to better understand the health of its network prior to the downturn. The analysis will help ASD prioritize routes in future discussions and route proposals to airlines.

EXPLORE ADDITIONAL COST SAVINGS OPPORTUNITIES

During the recovery period, it will be critical for SLC to identify additional cost saving opportunities as it weathers the storm. ASD will work closely with its colleagues at the airport to explore potential options, which will not only help the airport's finances, but could translate to savings for the airlines.

In fall 2020, SLC begins taking on debt for the Airport Redevelopment Program (ARP). In order to fund this debt repayment, the airport will be relying heavily upon airline revenues. However, during a time of economic recession, it will be important to reduce the burden to airlines as much as possible.



AIRLINE INITIATIVE

ENGAGE WITH AIRLINE PARTNERS

When the market begins to stabilize, ASD will engage with airline partners and share its recovery plan. ASD recognizes that the route to recovery is a collaborative effort and that airlines will need as much support as possible as they begin rebuilding their airlines and respective networks. Confidence and trust will be imperative during such a complex process.

LEARN EACH AIRLINE'S RECOVERY PLAN

From these interactions as well as other trusted sources, ASD will also learn each airline's individual recovery plan and what the airport's role is in that plan. This will be an effective way for ASD to align its strategies with the airline's and enable a streamlined plan toward revival.

ATTEND KEY INDUSTRY CONFERENCES & AIRLINE HEADQUARTERS

When appropriate, ASD will begin attending essential aviation and travel industry conferences such as JumpStart, Routes Americas, Routes Europe, etc., as well as scheduled airline headquarter meetings. This real-time, face-to-face contact with airline partners is essential to establishing a trusted, working relationship and

charting the way forward. In addition, attending these conferences will allow the airport to engage with other industry personnel and obtain critical market intelligence provided at associated workshops, panel discussions, speaking events, trade shows, etc.

While attending, ASD will be prepared to address SLC's current concerns with airlines in addition to having route performance and proposal discussions. As needed, ASD will also utilize its air service consultant to develop route proposals, route forecasts and other presentations.

BEGIN PROPOSING RESTORED AIR SERVICE

As the stabilization phase ends, ASD will focus efforts on restoring air service. This will be accomplished by integrating airline route proposals with valuable economic data from community stakeholders that airlines would otherwise not have access to. Since detailed passenger statistics won't be immediately available, ASD will rely on these other data sources for updated information that can be communicated to airlines.

ASD's priority during this period is to restore air service levels as wisely and expeditiously as possible especially to key markets that have been reduced, suspended or discontinued.



COMMUNITY INITIATIVE

FORM AIR SERVICE DEVELOPMENT COMMITTEE

To promote community support for SLC and specifically for the ASDRP, ASD will create an Air Service Development Committee (ASDC). The purpose of the committee is to create a coalition among airport stakeholders with the resolution of re-establishing, growing and acquiring new air service at SLC. Initially, however, the primary focus of the committee will be to restore air service at the airport back to 2019 levels as well as addressing new opportunities that may arise.

Members of the committee will include leaders throughout the community as well as inside the airport whose organization/industry relies heavily on SLC for air travel, whether for employees or clientele. Some of these organizations SLC has already established successful partnerships with such as EDCUtah, GOED, Salt Lake Chamber, Silicon Slopes, Ski Utah, Utah Office of Tourism, Visit Park City, Visit Salt Lake and other businesses and travel associations.

Members will be expected to attend quarterly meetings where they will represent their organization and industry, provide market intelligence and collaborate with other community partners. They may also be asked to participate in special projects such as data collection, route proposals, airline hosting, survey distribution, community engagement and special events.

The committee will be chaired by Executive Director, Bill Wyatt, but will be managed by ASD.

COMMUNICATE WITH AIRPORT STAKEHOLDERS

ASD will plan on utilizing the airport's current contact list portal (Constant Contact) to distribute air service-related material to airport stakeholders. Such information would include meeting notices, calendar reminders, newsletters,

route announcements, surveys and other pertinent updates. These messages will ensure that SLC's stakeholders remain informed and speak with one voice.

MONITOR ECONOMIC TRENDS

As a global hub for one of the largest airlines in the world, SLC's success not only depends on the revitalization of the local economy, but the regional, national and global economy as well. Therefore, ASD will track local, national and international economic trends to identify new and returning opportunities.

Since the top ten feeder markets at SLC represent more than half of all the airport's connecting passengers, ASD will pay special attention to the economic health of spoke markets such as Boise, Las Vegas, Los Angeles, Portland, Reno and Seattle. Markets that have been suspended from the airport such as Nashville, Newark and Washington D.C. will also be tracked.

Restoring SLC's international portfolio will also be a top priority. However, due to international travel restrictions and the expected hesitancy to travel abroad, ASD is prepared for international travel to rebound more slowly.

MAINTAIN SITUATIONAL AWARENESS

As the aviation industry stabilizes and begins to recover, new best practices will emerge, and new policies and procedures will be applied. Maintaining situational awareness and seeking innovative and adaptive solutions during this evolutionary period will be vital. ASD will remain engaged with the airport's industry colleagues, its memberships with ACI-NA, AAAE and other organizations to stay informed, achieve targets and keep in front of the recovery curve.

CONSUMER INITIATIVE

IMPLEMENT STRATEGIC MARKETING PLAN

Restoring passenger confidence in the safety of air travel will be paramount once travel restrictions are lifted and the risk of contracting disease is reduced. To help accomplish this, ASD will join forces with SLC's Communication & Marketing department to implement a Strategic Marketing Plan to inform the community that it is safe to fly and encourage them to do so.

The SLC Fly Healthy Promise plan will also highlight the benefits of The New SLC and how the airport is making the passenger experience a safer one. This includes the formation of a COVID-19 Task Force and the implementation of new and extensive sanitation and safety procedures airport wide. It will go hand in hand with the airport's media strategy to effectively distribute the messaging throughout the community and other key markets.

PROMOTIONAL & ENGAGEMENT OPPORTUNITIES

In addition to this marketing plan, it will be equally important for SLC to engage with

consumers to instill excitement about air travel again. In a time when in-person contact has been reduced, the airport will explore other opportunities to personally engage with its customer base. These might include hosting virtual tours of The New SLC, e-mail and social media contests, in-airport coupons, etc., as permitted.

MONITOR CONSUMER TRENDS

As noted earlier, traveler behaviors have already begun to change due to the pandemic, including consumer behavior. Priorities for passengers may shift, travel party size may vary, vacations to crowded markets may diminish, nonstop options might increase in priority and more cheaper flights could be sold. To meet the ever-changing needs of the airport and airline customers, ASD will stay on top of consumer trends and adjust the ASDRP as needed.



TIMELINE & EVALUATION

12-MONTH TIMELINE



EVALUATION

During the stabilization economic phase, it may be challenging to achieve quantifiable targets such as enplanement growth or route restoration due to the unpredictable nature of COVID-19 and subsequent economic impact. In this regard, ASD will monitor the development of airline strategies over time and align its targets accordingly. Other goals identified in the timeline will be measured both quantifiably and qualitatively. Key benchmarks will include the creation of the ASDC, vigorous stakeholder and consumer engagement and the implementation of a strategic marketing plan.

The ASDRP is subject to continual refinement as the future of aviation industry and

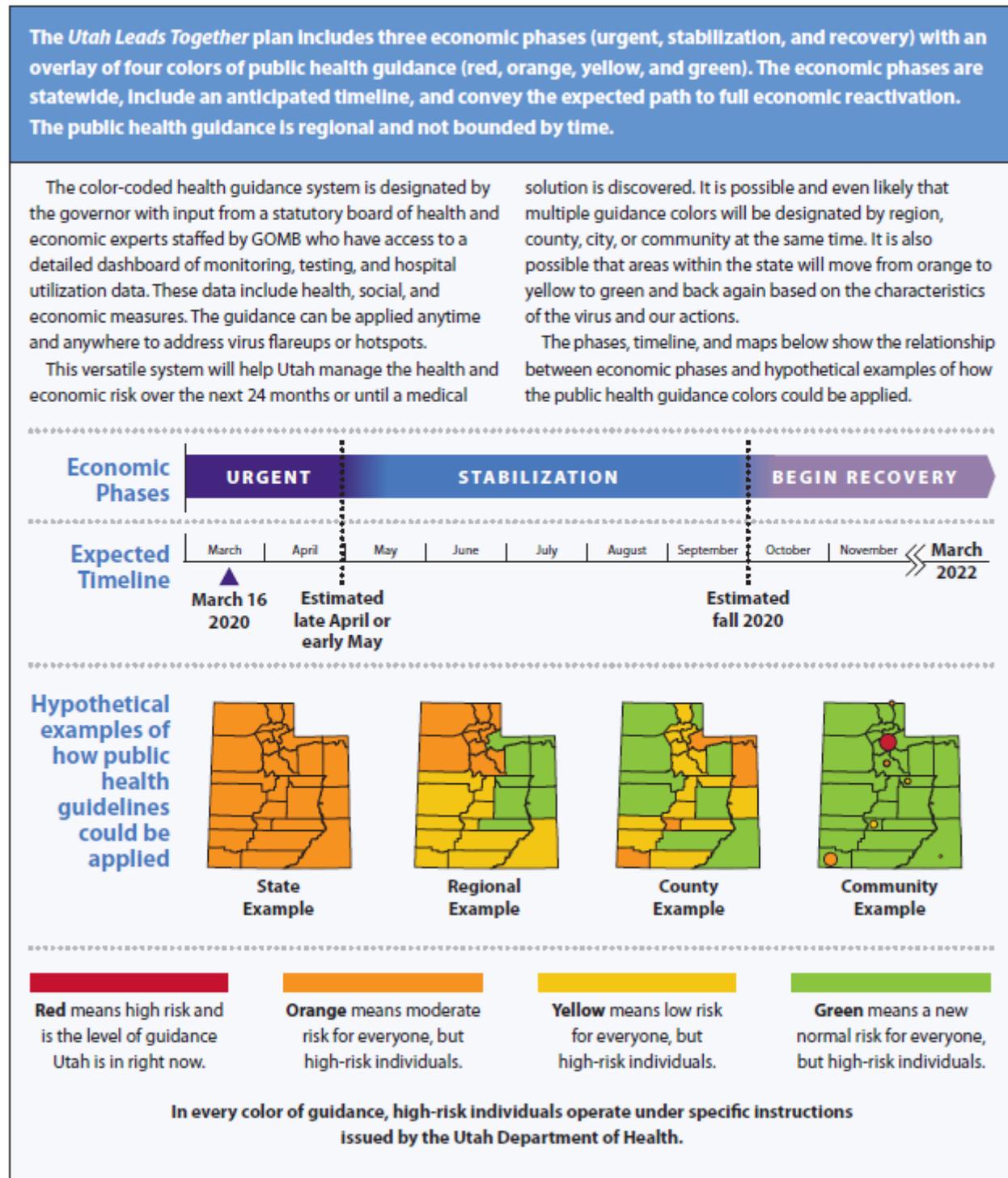
the economy becomes clearer. ASD will remain nimble throughout the recovery process and adapt its strategies to meet the needs of its airline and community partners.

ASD is confident that the implementation of this plan will forge positive results even during this most turbulent time. By reinforcing the foundational make-up of air service development, SLC will rise above COVID-19 and other economic distress. As with previous crisis that have altered the aviation landscape, so too is this pandemic expected to transform the aviation industry, which will rebound to make SLC an even stronger economic engine.



EXHIBIT A

Figure 5: Economic Phases and Health Guidance



Source: State of Utah Economic Response Task Force

EXHIBIT B

Figure 6: Industry Summary of Color-Coded Health Guidance

Initial recommendations of Economic Response Task Force

Select Industry	High Risk	Moderate Risk	Low Risk	New Normal Risk
General Employer Guidelines	Employers exercise extreme caution, with employees working remotely, evaluating workforce concerns, and enacting strategies to minimize economic impact. Businesses that necessitate on-site work should monitor workforce for symptoms and well-being.	Employers exercise extreme caution, with employees working remotely, evaluating workforce concerns, and enacting strategies to minimize economic impact. Businesses that necessitate on-site work should monitor workforce for symptoms and well-being.	Employers encourage flexible working arrangements (rotating shifts, remote, etc.). Comply with distancing guidelines. Increased cleaning regimen of high-touch areas. Monitor employees for symptoms and well-being.	All businesses are open and operating under stricter hygiene and cleaning regimen. Monitoring health of workforce and customers.
Restaurants & Food Service	No dine-in service and extreme caution taken in food prep. Physical distancing maintained. Curbside pickup, takeout, and delivery only. Contactless payment encouraged. Create safe environment for staff.	Takeout/delivery options preferable. Dine-in services allowed with extreme precaution. Follow strict guidelines for physical distancing and staff monitoring. Contactless payment encouraged. Create safe environment for staff.	Dine-in services allowed with precaution. Follow strict guidelines for physical distancing and staff monitoring. Create safe environment for staff.	Dine-in restaurants operating under proper safety precautions for staff & customers.
Retail (Including grocery stores & pharmacies)	Essential retail (e.g. grocery) create safe environment for customers & staff w/ frequent reminders on distancing and hygiene. Monitor patrons and employees for symptoms. Employees wear face coverings.	Create safe environment for customers & staff w/ frequent reminders on distancing and hygiene. Monitor employees for symptoms. Employees wear face coverings.	Exercise discernment, establishing principles for safe environment & public trust. Monitor employees for symptoms and encourage face coverings.	Operate under heightened hygiene & cleaning standards. Monitor employees for symptoms.
Hotel, Tourism, & Accommodations	Limited operations. Take extreme precaution for staff & guests.	Take precautions with shared spaces, w/ increased cleaning regimen. Self-serve buffets closed. Employees wear face coverings.	Businesses take precautions with shared spaces. Increased cleaning regimen	Industry open w/ precautions for staff & guests.
Events & Entertainment	In-person operation of this industry is allowable under strict social-distancing restrictions, increased cleaning regimen and group size must allow for all distancing guidelines to be followed within each event venue.	In-person operation of this industry is allowable with strict social-distancing requirements and increased cleaning regimen. Operational protocols in place to ensure safe distancing restrictions are met.	In-person operation of this industry is allowable with strict social-distancing requirements and increased cleaning regimen. Operational protocols in place to ensure safe distancing restrictions are met.	Large groups allowed. Mass gatherings follow proper safety procedures & precautions for monitoring symptoms.
Personal Services	Extreme limitations	Operate under strict hygiene protocols. Service provider & customer must wear face coverings. Meticulous monitoring of symptoms.	Operate under strict hygiene protocols. Service provider & customer must wear face coverings. Meticulous monitoring of symptoms.	Industry open with strict hygiene regimen and symptom monitoring.
Home Repair	Strict hygiene & reduced group interactions. Monitor symptoms of staff.	Strict hygiene & reduced group interactions. Monitor symptoms of staff.	Strict hygiene. Monitor symptoms of staff.	Increased hygiene.
Gyms	Fitness centers & gyms are closed.	Fitness centers & gyms are recommended to be closed. If open, fitness & gyms should follow space & cleaning guidance.	Fitness centers & gyms open with specific space and cleaning supply guidance.	Gyms open with some cleaning supply guidance.
Construction/ Manufacturing	Strict hygiene & reduced group interactions. Monitor symptoms of staff.	Strict hygiene & reduced group interactions. Monitor symptoms of staff.	Strict hygiene. Monitor symptoms of staff.	Increased hygiene.
Day Care	Enhanced cleaning and distancing protocols. No symptomatic children.	Enhanced cleaning and distancing protocols. No symptomatic children.	Enhanced cleaning & distancing protocols. No symptomatic children.	Enhanced cleaning. No symptomatic children.

Source: Utah Governor's Office of Management Budget and Utah Department of Health
For detailed industry-specific guidelines, visit coronavirus.utah.gov.

Source: State of Utah Economic Response Task Force