SAN BERNARDINO COUNTY READINESS AND REOPENING PLAN

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County of San Bernardino

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Project Collaboration

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Josie Gonzales, Vice Chair, Fifth District
Janice Rutherford, Second District

COVID Taskforce

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City Mayors and Managers

City of Adelanto; Mayor Gabriel Reyes; City Manager Jessie Flores
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City of Barstow; Mayor Julie Hackbarth-McIntyre; City Manager Nikki Salas
City of Big Bear Lake; Mayor Rick Herrick; City Manager Frank Rush
City of Chino; Mayor Eunice Ulloa; City Manager Matt Ballantyne
City of Chino Hills; Mayor Art Bennett; City Manager Benjamin Montgomery
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City of Upland; Mayor Debbie Stone; City Manager Rosemary Hoerning
City of Victorville; Mayor Gloria Garcia; City Manager Keith Metzler
City of Yucaipa; Mayor David Avila; City Manager Ray Casey
Town of Yucca Valley; Mayor Jeff Drozd; Town Manager Curtis Yakimow

Countywide Vision Statement

We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.

We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.

We envision a model community, which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

Glossary

ACS	Alternative Care Facility
ARMC	Arrowhead Regional Medical Center
CDC	Center for Disease Control
COVID-19	SARS-CoV-2 virus which causes COVID-19 Illness
DAAS	Department of Aging and Adult Services
DPH	Department of Public Health
ESRI	Environmental Systems Research Institute
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
ICEMA	Inland Counties Emergency Medical Agency
ICU	Intensive Care Unit
IEHP	Inland Empire Health Plan
IHME	Institute for Health Metrics and Evaluation
IRS	Internal Revenue Service
JPA	Joint Powers Agreement
PA	Physician Assistant
PCR	Polymerase Chain Reaction; technique to take trace amounts of DNA and use them (amplify) to detect or identify disease
PPE	Personal Protective Equipment
PUI	Persons Under Investigation
SNF	Skilled Nursing Facility
SO+S	Skilled Nursing Facility Outreach and Support Taskforce
WARN	Worker Adjustment And Retraining Notification

Executive Summary

San Bernardino County is a County of Action and a County of Vision.

We have faced the COVID-19 pandemic head on. In tandem with direction and guidance received from the State of California and Governor Newsom, as well as through leveraging of local expertise and data, San Bernardino County is confident in our ability to support our residents, businesses, visitors, and employees as we join the world in the battle against COVID-19.

Our Countywide Vision demonstrates that we are forward-looking. We leverage our unique characteristics to maximize the advantages they offer to our communities. We are balanced in our approach, understanding that anything done in isolation puts everything else out of balance. We are transparent and ethical, and strive to allow great ideas and collaboration to grow and thrive. We want the best that life has to offer for our residents and investors. With those values guiding us, it is with this mindset that our Readiness Plan was developed.

In our plan, you will find five main components detailed that demonstrate our ability, our creativity, our strategic and data-driven mentality, and our commitment to collaborate with all knowledgeable sectors to tackle this crisis and prevail.

These five components are:

- Our focus on *Public Health and Safety* as we move to reopen
- Metrics, Measures, Strategies, and Outcomes
- The COVID Recovery Coalition
- The San Bernardino *COVID Compliant Business Partnership Program*
- Our Ongoing Monitoring Strategy

Proceed with Purpose, Proceed with Caution

Public safety is paramount. We will not put our residents at undue risk, neither physically nor financially. We will balance our varied needs to advance our economy and stop the spread of this virus, and we will create an environment where commitment to compliance with local orders is embraced by our residents.

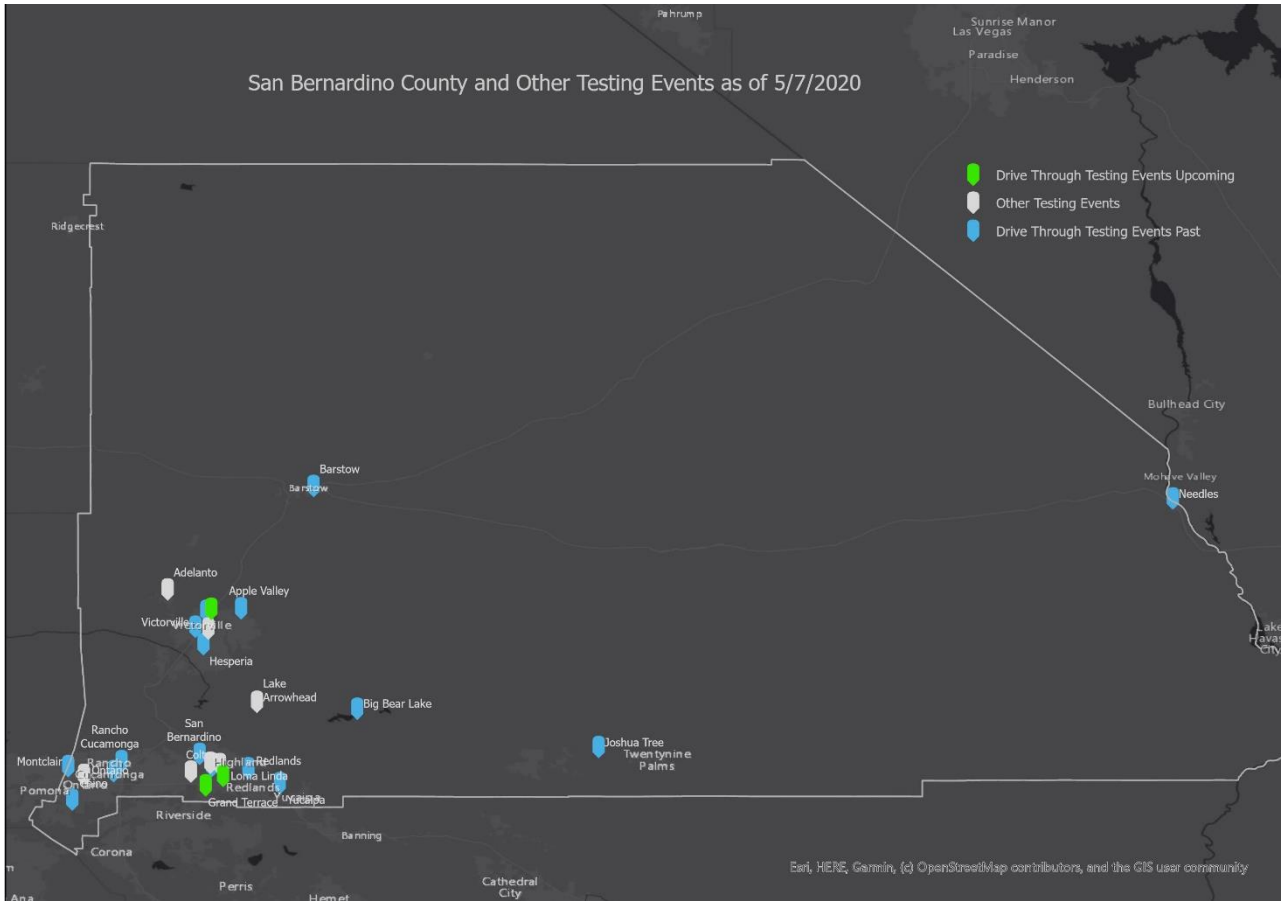
Using ARMC hospitalization metrics as a measuring device, and sharing a similar staged approach as the State, we can proceed with moving through Stages 2a and 2b at an accelerated pace. As we strategically establish and monitor possible warning signs, indicated as Yellow and Red level triggers, we will responsibly ensure we reopen our economy by keeping a finger on the pulse of our primary hospital's ICU utilization, overall census, and other metrics.

Metrics, Measures, Strategies, and Outcomes

We will use data to guide us. As the State has indicated the release of criteria for counties to track and achieve various key data elements, we will focus our efforts to achieve results that align our metrics to meet and exceed those thresholds to the greatest extent feasible.

Since the dawn of this pandemic, County agencies and personnel have worked tirelessly to address the myriad challenges posed by this crisis and protect the public.

- We've tested
  - Over 26,000 tests conducted to date
- We've acquired
  - Significant PPE inventories and access
  - Continued to increase our ventilator counts and capacity
- We've planned
  - Hospital surge capacity has been increased
  - Alternative Care Sites have been set up
- We've implemented
  - *Project Roomkey* and *Great Plates* in place to support our at-risk populations
- We've adapted
  - SNF Task Force created to coordinated with Skilled Nursing Facilities
  - Developed modified Emergency Medical Services (EMS) response plans
  - Developed EMS field treatment sites to manage high numbers of patients



We are committed to continuing these practices as well. In order to ensure the impacts of this virus remain controlled within the County, we intend to continue these efforts to the greatest extent feasible.

COVID Recovery Coalition

As a County government, we are utilizing the direct experience that our cities, businesses, and organizations have gained in dealing with the pandemic in their various sectors. The County Board of Supervisors engaged various government, business, and organizational leaders from throughout the County to participate in the San Bernardino County COVID Recovery Coalition.

Coalition participants have committed to dialoguing with the County leadership as to their experiences, their ideas, their failures, and, most importantly, their successes in adapting their practices to best deal with the COVID pandemic. This is a dynamic process, with some discussions having just commenced while others are ongoing.

The Sectors covered include:

- Government
- Retail
- Hospitality
- Faith-Based
- Manufacturing
- Tourism
- Healthcare
- Education
- Logistics

This Coalition is sharing best practices with both the County and with each other, which are then being used to educate and empower businesses and organizations across the entire County.

COVID-Compliant Business Partnership Program

During these difficult times, the County is committed to supporting our small businesses financially through our COVID-Compliant Business Partnership Program.

Small businesses are the backbone of San Bernardino County. Data shows that we have over 20,000 businesses with 100 employees or less within our borders. Our residents rely on the products and services that the businesses deliver. The employees of those businesses rely on the income and stability their employers provide. The business owners have their own blood, sweat, and tears invested into these businesses, and their livelihoods and families count on their continued success to remain solvent.

The County has committed $30M in direct financial support to businesses operating within the County who have 1-100 employees. Each eligible business can receive up to $2,500 to help get them back on their feet and offset some of the costs incurred as a result of the COVID pandemic. For those who do not meet the eligibility requirements to receive funding, they can still become a partner and participate in the program.

Whether the funding is used for PPE, sanitizing supplies, social distance floor markings, messaging, etc., it's our commitment to our small businesses. In exchange, we require their

Commitment to Compliance. As a COVID-Compliant Business Partner, small businesses will commit to following the State and Local Health Orders and safety guidance. Accountability will be a part of this program, so complaints of non-compliance will be reviewed, monitored and followed up on.

Additionally, through feedback received from the COVID Recovery Coalition, businesses have indicated issues with acquiring the needed PPE for their operations. By becoming a COVID-Compliant Business Partner, businesses will benefit from the County's buying power by giving them the opportunity to obtain PPE from the County at County cost.

Ongoing Monitoring Strategy

We understand that a move to Phase 2 and beyond with reopening of portions of our economy does not mean our foot comes off the gas by way of safety measures. In fact, monitoring, testing, contact tracing, and other means of measuring the current impact of the virus on our County must increase further so we can remain agile in the event of increased transmission.

A comprehensive approach has been established by the County of San Bernardino to monitor the presence of COVID-19 within the community; as well as identify threshold levels to activate a response if needed. Surveillance will continue to ensure metrics and data support our efforts to control transmission as we gradually lift restrictions within our County.

Public Safety and Reopening Strategy

Proceed with Purpose, Proceed with Caution

This Readiness and Recovery Plan is designed to provide the foundation for San Bernardino County residents, businesses, and organizations to reopen in a phased manner with a priority on public health and safety. It provides a framework for coordination of response and recovery efforts within the County in coordination with our local hospitals, state and local governments, regional business partners, and highly talented staff.

Our plan points to hospitalization metrics that support our ability to begin to loosen the closures of businesses in a responsible manner. It also provides thresholds and triggers by which we would know to pause, or even pullback in our reopenings in order to best protect the public against the increased transmission of the virus.

Background

Due to the COVID-19 pandemic, California Governor Gavin Newsom issued the "Stay-at-Home" Order (Executive Order N-33-20) on March 19, 2020, mandating that all Californians "stay home or at their place of residence," until further notice, except for limited activities with exceptions for "essential critical infrastructure workers." After almost two months of an active "Stay-at-Home" order, Governor Newsom announced that on May 8, 2020, the State would begin progression into Stage 2 of reopening and recovery.

Our Readiness and Recovery Plan accomplishes a number of things:

1. Classifies Workplace Risk
2. Places Workplaces into Stages
3. Provides Warning Thresholds by which the County may consider tightening restrictions

The State has moved into Stage 2 based on the State's progress in fighting COVID-19 in a number of categories, such as stabilized hospitalization and ICU numbers and acquiring PPE. In San Bernardino County, combined COVID positive and suspected case numbers have been decreasing recently, and COVID positive cases were relatively flat during the month of April 2020, indicating a flattening of the curve. Hospitalizations and ICU utilization have been below projections during this same time period.

The County has also adopted a number of additional measures to fight and manage COVID-19 including testing, contact tracing, the creation of a Skilled Nursing Facility Task Force, and more, which has assisted in flattening the curve. Most importantly, this shows that our community has done its part to be safe during this time and our efforts have made a significant difference. If we stay the course and keep similar safety measures in place, we will not only be able to phase in our re-openings, but we will also be able to stay open.

With rigorous testing and our community's compliance with safety measures, including physical distancing and the wearing of face coverings, we are confident the County can move in a direction that supports the safety of our residents while allowing our economy to rebuild. With this Readiness and Recovery Plan guiding us, San Bernardino County is ready to reopen, and stay open by ensuring the health and safety of our residents and visitors.

Our Hospitals are Well-Equipped and Ready

In preparation for moving through Stage 2, the below information can be used to assess regional variance criteria.

- *Protection of Stage 1 Essential Workers: Testing and PPE*
    - Testing Capacity – ARMC has been testing patients in the hospital (emergency and in-patient) along with providing community drive-through testing since early April. In late-April, ARMC started conducting serology testing in conjunction with PCR testing for epidemiologic purposes
        - ARMC's goal is to provide testing to 100% of admissions for both the hospital and behavioral health units as well as elective surgeries and maternity. Based on May admissions data to date, that would total an average of 84 tests per day. Due to test kit availability to date, ARMC has been only testing patients that meet clinical criteria, which averages 32 tests per day. Currently, ARMC has the capacity to do in-house testing up to 45 tests per day. With expanded capacity of test kits, ARMC expects our testing capacity to grow for hospital-based operations to meet our goal of an average of 84 tests per day
        - Community testing at ARMC continues Monday – Friday from 8 a.m. – 4 p.m., which has the capacity for 96 tests per day. Due to no-shows, the drive through clinic operations has seen an average of 79 tests per day. ARMC continues to evaluate the no-show rate and overbook appointments to maximize capacity to the 96 tests per day. If test kits become routinely available, ARMC will look to expand drive-through operations doubling the capacity to 192 tests per day
        - ARMC's testing is part of the overall county testing goal of 1.5 tests per 1,000 residents. With 2.17 million people, that is 3,255 tests per day
    - PPE – ARMC currently has more than a 14-day supply and a weekly inventory is taking place to keep track so the buyers can focus on the most critical items. In addition, ARMC has contracts in place to re-purpose the N95 masks and the isolation gowns

Hospital Warning Alert System

As we look to move forward through Stage 2 of reopenings, the County has established a warning system to use to objectively monitor a number of key performance indicators and thresholds/triggers in the event that the reopenings create an increase in transmission of the virus resulting in noted impacts to the hospitals in the following areas.

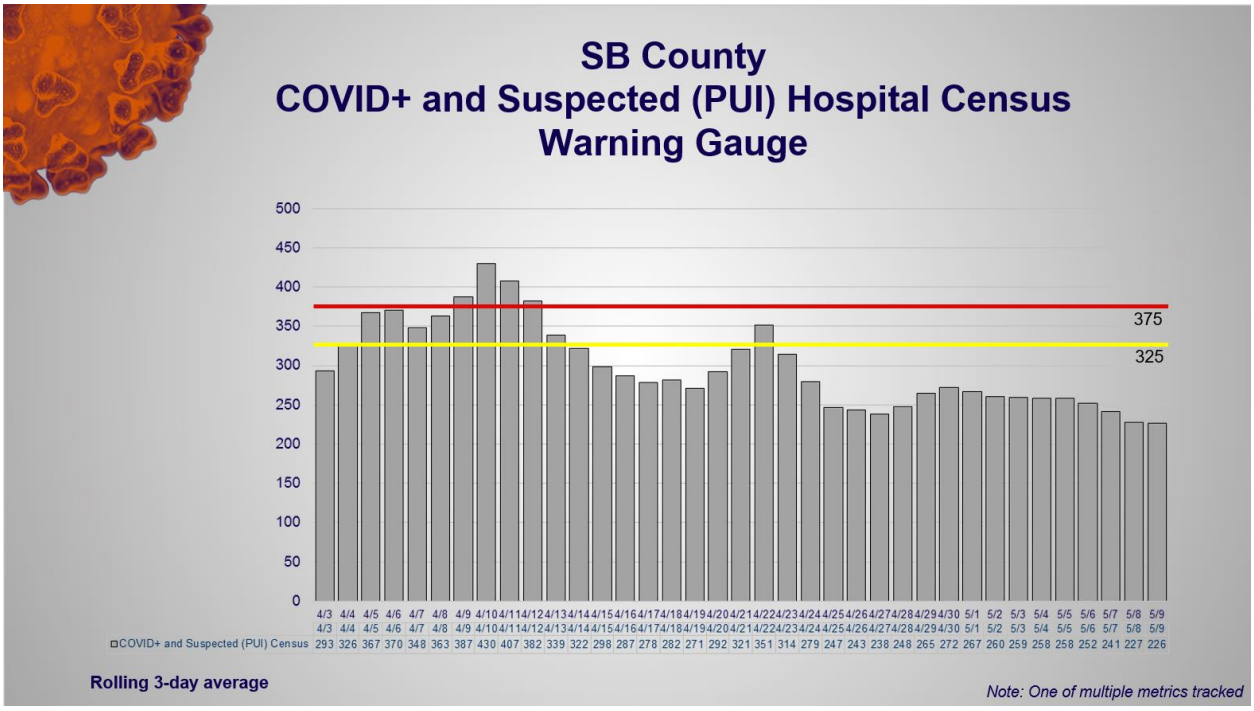
- Triggers for adjusting modifications and hospital capacity at ARMC – There are two levels of alerts:
    - Yellow Alert – This warning level alerts the ARMC and the Public Health team that there is an increase in COVID-19 and suspected PUI census in hospitals
    - Triggers:
        - The daily number of COVID positive and suspected PUI patients in hospitals increases by 75 in a 7-day period (not to include an institutional outbreak; i.e. prison or nursing home)
        - The daily number of COVID positive and suspected PUI patients exceeds 325
        - Overall Hospital ICU Utilization Exceeds 85% and either of the first two points are evident
            - the rate of hospital census growth, or
            - the absolute hospital census
        - Other metrics such as ventilator availability, hospital surge capacity availability are deemed to create a warning alert

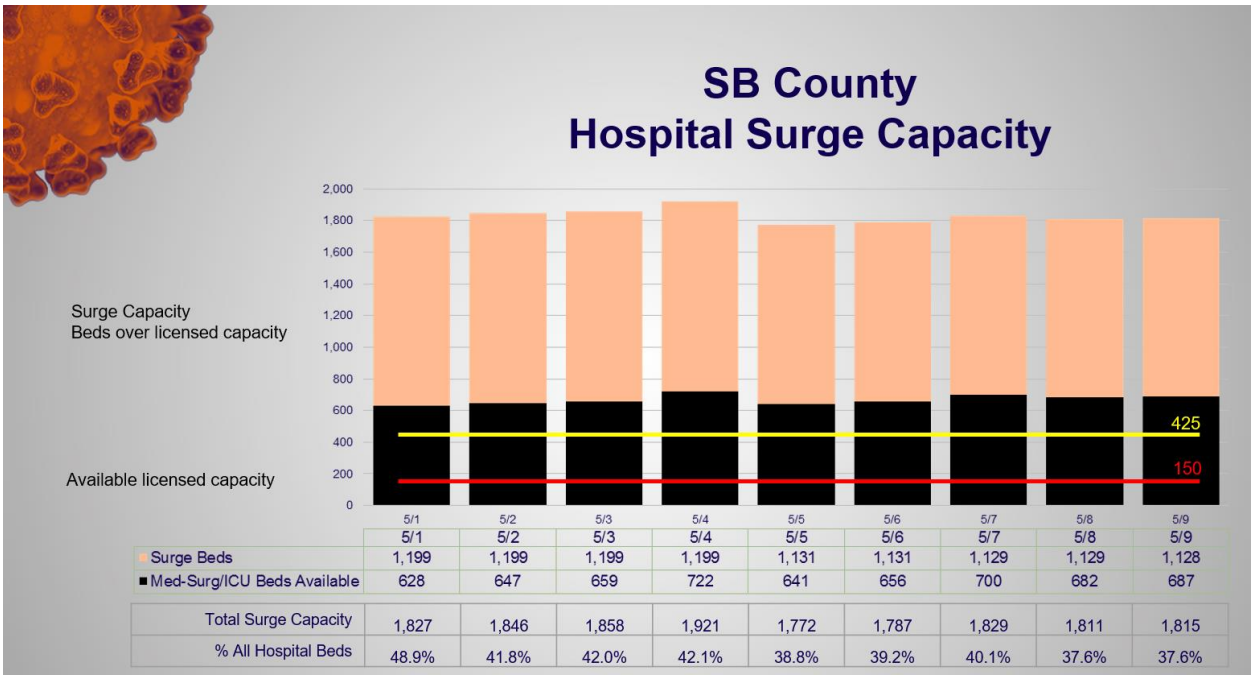
    - Red Alert – A level of high sensitivity requiring recommendations for mitigating actions such as slowing, stopping, or reversing opening activities and/or opening of Alternative Care Sites
    - Triggers:
        - A consistent trend of increased hospital COVID-19 positive and suspected PUI census over a 14-day period that exceeds 375
        - The daily number of COVID positive and suspected PUI patients exceeds 375
        - Overall, ICU Utilization Exceeds 90% and either of the first two points are evident
            - the rate of hospital census growth, or
            - the absolute hospital census
        - Hospitals are activating Surge Plans
        - Other metrics such as ventilator availability, hospital surge capacity availability are deemed to create a Red Alert

- The warning system outlined above will be considered in making decisions to start preparations and, if needed, implement the Alternative Care Site surge capacity

- Lastly, COVID-19 is a novel virus and its presentation has not been seen in more than 100 years. The world's knowledge of this virus is changing almost daily. For this reason, the warning indicators set forth above may change from time to time - either as to the elements themselves or the numeric values within each element

- INDICATORS: The data informing these levels is monitored daily by ARMC. When critical values for these metrics are exceeded at the Yellow Level, ARMC and Public Health leadership will convene and monitor daily until the situation improves. The County Command Center will be notified. When Red Level indicators are breached, the San Bernardino County Board of Supervisors and CAO's office will be alerted immediately





	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	5/9
Surge Beds	1,199	1,199	1,199	1,199	1,131	1,131	1,129	1,129	1,128
Med-Surg/ICU Beds Available	628	647	659	722	641	656	700	682	687
Total Surge Capacity	1,827	1,846	1,858	1,921	1,772	1,787	1,829	1,811	1,815
% All Hospital Beds	48.9%	41.8%	42.0%	42.1%	38.8%	39.2%	40.1%	37.6%	37.6%

Vulnerable Populations

Through the Skilled Nursing Facility Outreach + Support Team (SO+S), San Bernardino County Department of Public Health – in partnership with Arrowhead Regional Medical Center and the Department of Behavioral Health provides expertise and training for those working with vulnerable populations. The SO+S Teams have visited all SNFs with 25 or more beds. The SO+S team is a high-alert team and adjusts the visit schedule based on facility's needs. The SO+S activates to vulnerable populations to provide Personal Protective Equipment (PPE); conduct training on appropriate donning and doffing of PPE; provide information on COVID-19 and lessons about containment measures; provide information on the process for resource ordering, and to Assess supply chain and operational needs.

Low Risk First

The County joins the State in moving away from an essential/non-essential categorization of workplaces and focuses instead on low risk/high risk workplaces. This change allows for an evaluation of workplace conditions for each individual workplace type and groups them into low, medium, and high risk categories. These groupings are based on the potential for transmission depending on the products and services provided, the method of delivery and engagement with customers, the length of time a customer is on site, and the ability to clean and disinfect the workplace.

Three evaluation criteria were chosen based on their relative impact to potential transmission:

Contact Risk – 50% score weighting

- High - Likelihood of customers to make physical contact with another non-family member person or severe lack of ability to social distance
- Med - Social Distancing is not likely to be maintained at all times
- Low - No physical contact with others and social distancing should be able to be maintained

Duration Risk – 30% score weighting

- High - Likely to be in location for more than 2 hours
- Med - Likely to be in location for more than 30 mins. but less than 2 hours
- Low - Likely to be in location for less than 30 mins.

Disinfection Risk – 20% score weighting

- High - Difficult or impossible to keep workplace sanitized and disinfected
- Med - With effort the workplace can be sanitized and disinfected
- Low - Little effort to keep workplace sanitized and disinfected or part of routine business practices already in place

The following table shows the risk categorization for each workplace or activity:

Workplace Category	Overall Risk Level	Contact Risk	Duration Risk	Disinfection Risk
Healthcare				
Hospital/Urgent Care	HIGH	HIGH	HIGH	MED
Skilled Nursing Facilities	HIGH	HIGH	HIGH	MED
Assisted Living Facilities	HIGH	HIGH	HIGH	MED
Home Health Care	HIGH	HIGH	MED	HIGH
Optometry	MED	HIGH	MED	LOW
Dental Facilities	MED	HIGH	MED	LOW
Elective Outpatient Facilities	MED	HIGH	MED	LOW
Other Outpatient Facilities	HIGH	HIGH	MED	MED
Manufacturing				
Manufacturers	MED	MED	MED	MED
Transportation & Warehousing				
Delivery Services	LOW	LOW	LOW	HIGH
Shipment Providers	LOW	LOW	LOW	HIGH
General Warehouse	MED	MED	MED	HIGH
Ride Sharing Companies	MED	MED	MED	MED
Airports	HIGH	HIGH	HIGH	HIGH
Busing Services	HIGH	HIGH	MED	HIGH
Retail				
Clothing Stores	MED	MED	MED	MED
Grocery Stores	MED	MED	MED	HIGH
Auto Centers	MED	MED	MED	HIGH
Hardware Stores	MED	MED	MED	MED
Electronic/Technology Stores	MED	MED	MED	MED
Other Retail Sales	MED	MED	MED	MED
Hospitality and Entertainment				
Hotels and Motels	MED	MED	HIGH	MED
Short Term Rentals	MED	MED	HIGH	MED
Sporting Events	HIGH	HIGH	HIGH	HIGH
Golf Courses	LOW	LOW	HIGH	LOW
Theaters	HIGH	HIGH	HIGH	HIGH
Ski Resorts	MED	LOW	HIGH	HIGH
Grooming Salons	MED	HIGH	MED	LOW
Tattoo and Massage Parlors	MED	HIGH	MED	LOW
Zoos/Animal Exhibits	MED	LOW	HIGH	MED
Fitness Centers	HIGH	HIGH	MED	HIGH
Pool/Aquatic Facilities	HIGH	HIGH	MED	HIGH
Casinos	HIGH	HIGH	HIGH	HIGH
Restaurants	MED	MED	MED	MED
Bars	HIGH	HIGH	MED	MED
Catering Facilities	LOW	LOW	MED	MED
Adult Entertainment	HIGH	HIGH	MED	HIGH
Car Washes	LOW	LOW	LOW	MED
Dog Groomers	LOW	LOW	LOW	MED
Gaming Facilities	HIGH	HIGH	HIGH	HIGH
Faith Based				
Faith Based Facilities	MED	MED	MED	MED
Spiritual Rehabilitation Centers	HIGH	HIGH	HIGH	MED
Wedding Ceremonies	MED	MED	MED	MED
Funerals/Graveside Services	LOW	LOW	MEd	MED
Education				
Day Care	HIGH	HIGH	HIGH	HIGH
Preschool Centers	HIGH	HIGH	HIGH	HIGH
Elementary Schools	HIGH	HIGH	HIGH	HIGH
Junior High Schools	HIGH	HIGH	HIGH	HIGH
High Schools	HIGH	HIGH	HIGH	HIGH
College Campuses/Universities	HIGH	MED	HIGH	HIGH
After School Activities (On Campus)	HIGH	HIGH	HIGH	MED
Libraries	MED	MED	MED	HIGH
Museums	MED	MED	HIGH	MED
Bookstores	MED	MED	MED	HIGH

Reopening Plan

Staged Approach

Our plan is to follow the State's phased approach moving forward, while exercising any discretion allowed to counties, and to our County specifically, based on the solid hospitalization data demonstrated.

A total of Four Stages exist, with the second Stage being broken into "a" and "b" sections. As the County begins to move through these sections, the warning indicators, as discussed in the sections prior, will be closely monitored for adverse reactions to this effort.

Stage 1 – Support and Preparedness

The County has successfully navigated Stage 1, building a strong foundation of Support and Preparedness on which to move forward. The County has a robust essential workforce in place, and we are ready and able to support our economy and residents as we proceed into the next stages.

This is a marathon and not a sprint and we will behave in such a manner, ensuring we check the appropriate boxes and have solid outcomes before we move to future stages.

Stage 2a – Retail (with modifications), Manufacturing, and Warehouses

Stage 2a reopening is effective May 8, 2020, and includes the following workplaces that may reopen:

- Retail
    - Retail stores can open with curbside pickup
        - Customers are not to enter store
        - Staff will bring items to customers who wait in their vehicles
        - Face coverings, and social distancing should be utilized to greatest extend possible
- Manufacturing
- Warehouses

This is in addition to a number of workplaces and businesses that are already allowed to be opened, such as:

- Healthcare
    - Hospital/Urgent Care, Skilled Nursing Facilities, Assisted Living Facilities, Home Health Care, Optometrists, Dental Facilities, Elective Outpatient Facilities and Other Outpatient Facilities

- Transportation & Warehousing
    - Delivery Services, Shipment Providers, Airports and Busing Services
- Retail
    - Grocery Stores, Book Stores, Auto Centers, Hardware Stores, Electronics and Technology Stores
- Hospitality and Entertainment
    - Golf Courses and Dog Groomers
    - Campgrounds, with exception of Group Camps

Stage 2b – In-Store Retail and Dine-In Restaurants with modifications

Stage 2b reopening will be at a date to be determined by the County Board of Supervisors and is focused on low- and medium-risk businesses and activities. All businesses will be highly encouraged to become a COVID Compliant Business Partner and follow the guidelines set forth. Though these will continue to be refined based on guidance and direction provided by the State and through direction provided by the Board of Supervisors, the listing of these businesses and activities include:

- Retail
    - In store with modifications
        - Limit to 50% occupancy
        - Create a safe environment for all with frequent reminders on physical distancing and hygiene
        - Monitor employees for symptoms of COVID
        - Customers and employees wear face coverings
        - Consider the installation of physical protective barriers where physical distancing may not be achievable
        - Use of floor markings to maintain physical distancing in lines
        - Cleaning of carts and other high touch surfaces between uses, including restrooms to the greatest extent possible
- Hospitality and Entertainment
    - Short Term Rentals
        - Rental sanitized after every stay
        - Immediate family only
        - Installation of signage reminding guests about physical distancing and local County safety requirements
    - Restaurants
        - Outdoor dining at capacity, and indoor dining at safe physical distance
        - Create a safe environment for all with frequent reminders on physical distancing and hygiene
        - Use of floor markings to maintain physical distancing in lines
    - Catering Facilities

Stage 3 – Medium Risk

Stage 3 reopening will continue to be refined, as will Stage 2, as continued guidance and direction is released by the State; however, the County currently sees these as medium-risk businesses and activities. As we proceed into this stage, more clarity will be provided surrounding specific business functions and recommendations for action. For planning purposes, the County is considering Stage 3 reopening to include examples such as:

- Grooming Salons
    - Both staff and customers wear face coverings
    - Consider installing barriers between employees and customers where physical distancing cannot be achieved
    - Staff wash hands between every customer
    - Stations fully sanitized between every customer
    - Create a safe environment for all with frequent reminders on physical distancing and hygiene
- Tattoo Parlors
    - Both staff and customers wear face coverings
    - Staff wear gloves and also must wash hands between every customer
    - Stations fully sanitized between every customer
    - Create a safe environment for all with frequent reminders on physical distancing and hygiene
- Zoos/Animal Exhibits/Museums
    - Create a safe environment for all with frequent reminders on physical distancing and hygiene
    - Use of floor markings to maintain physical distancing in lines
- Transportation & Warehousing
    - Ride Sharing Companies
- Hospitality and Entertainment
    - Hotels and Motels
    - Sporting Events, with no in-person audiences
    - Theaters
    - Ski Resorts
    - Conference Centers and Retreats
    - Fitness Centers
    - Pool/Aquatic Facilities
    - Casinos
    - Bars
    - Adult Entertainment
    - Gaming Facilities
- Education
    - Preschool Centers

    - Elementary Schools
    - Junior High Schools
    - High Schools, including in person graduation ceremonies
    - College Campuses/Universities
    - After School Activities (On Campus)
- Faith Based
    - Faith-Based Facilities
        - Maintain safe social distancing
        - Both staff and visitors wear face coverings
        - Commonly touched items are not to be circulated and high touch surfaces should be sanitized after every gathering
    - Spiritual Rehabilitation Centers
    - Wedding Ceremonies
    - Funerals/Graveside Services
- Education
    - Libraries
        - Maintain safe social distancing
        - Both staff and visitors wear face coverings
        - High touch surfaces should be sanitized daily

Stage 4 – The New Normal

Stage 4 reopenings, the final stage, will also continue to be refined as ongoing guidance and direction is released by the State; however, the County currently sees these as the highest-risk businesses and activities. Examples of these include:

- Concert Venues
- Sporting Events with Live Audiences
- Other gatherings with limited or no modifications

County Regional Variation and Flexibility

San Bernardino County is the largest county in the contiguous United States with area covering over 20,000 square miles of land. There are 24 cities in the County and multiple unincorporated areas. The County is commonly divided into three regions:

- Valley: Containing the majority of the County's incorporated areas and the most populous region.
    - This region has the most confirmed COVID positive cases and deaths by region
- Desert: The County's largest region with the most vacant land. 231 cases as of May 5th

- Mountain: Primarily comprised of public lands owned and managed by federal and state agencies
    - This region has the least confirmed COVID positive cases and deaths by region

Within each region are cities and unincorporated areas that highlight the uniqueness of each region. For example, the Mountain Region is home to Blue Jay, which is a small community, spread out across the mountain, which has 0 recorded COVID cases and 0 deaths.

Due to the vast differences in regions, and further, the differences between cities and unincorporated areas within each region, the County is taking a unique staged approach to reopening focused on safe reopenings.

Metrics, Measures, Strategies, and Outcomes

Overview

We will use data to guide us. As Governor Newsom has put into place requirements for counties to track and achieve various key data elements, we will abide by those requirements and ensure our metrics meet and exceed those thresholds.

Testing Overview

We have found that the more data points that come in through testing, the more accurate the model becomes. We have evaluated models on the Federal, State and Local levels. These models change regularly based on the fluidity of the incoming information. The national model (IHME / Washington) model was revised showing lower projections of incidence and mortality. Our local hospitals currently have capacity. The key to improving our data and modeling capabilities is to increase testing for a more accurate view of our situation.

We began nasopharyngeal PCR testing on March 10, 2020. Due to the limited availability of COVID-19 test kits and supplies, the county administered approximately 2,617 tests in March 2020 and 17,347 tests as of April 2020. With the increased availability of supply through commercial laboratories, the County's ability to expand testing throughout the county has increased by 563%.

Mass Testing Strategies

We have identified nine strategies for mass testing that we will be implementing in parallel:

Strategy 1: Mobile Drive-Through Specimen Collection sites

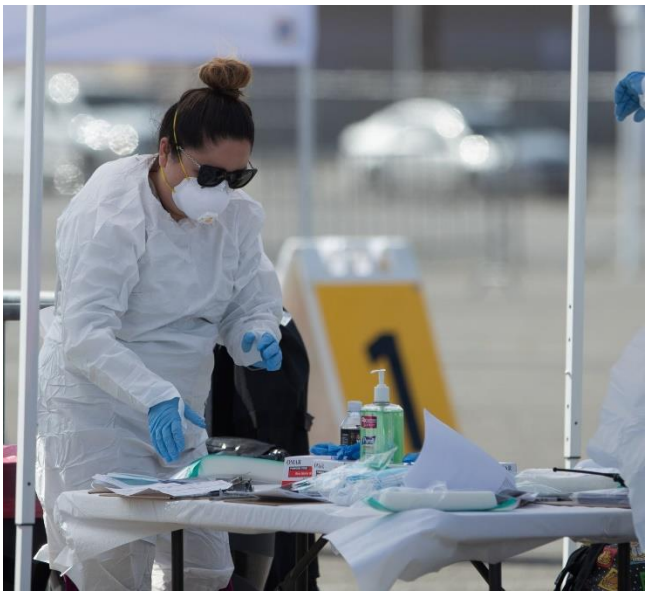
- Rotation of mobile testing sites throughout the county: large testing events can accommodate up to 650 appointments for each event or smaller events that are targeted to subpopulations
- These sites can be deployed to hot spot locations for increased testing needs
- These sites can be developed for a specialized response to vulnerable populations such as senior centers and other congregate facilities to target specific populations

in a smaller, more intimate environment. Public Health will involve Department of Aging and Adult Services to identify needs

- Multiple testing sites are planned for each supervisorial district
- Other target locations for vulnerable populations may include:
    - Places of worship, swap meets, food banks, and meal give away programs
    - Indian Health Services to serve Chemehuevi Indian Tribe, Fort Mojave Indian Tribe, Twenty-nine Palms Band of Mission Indians, Colorado River Indian Tribe, and San Manuel Band of Mission Indians. Public Health will collaborate with the Southern California Tribal Emergency Management Group to reach tribes in the County
    - Homeless Services Programs: Department of Public Health (DPH) will work with the Interagency Council on Homelessness and other homeless providers to offer testing at:
    - Shelters, and other agencies serving homeless populations to conduct outreach, education, and testing

Strategy 2: Stationary Drive-Through Specimen Collection sites.

- Routine operation at a specific site
- County is in the process of establishing two (2) stationary sites in each of the five County supervisorial districts to be operational five days a week
- Provides consistency for residents within each district for testing capabilities
- Scalable model that permits additional clinics based on needs/resources



Strategy 3: Medical Clinics

- Eight (8) County-operated medical clinics have the capacity to perform test services including PCR and serology during patient visits

Strategy 4: Arrowhead Regional Medical Center- Hospital based services

- Hospital utilizes in-house rapid PCR test in emergency department patients based on screening and clinical criteria/decision making

- Hospital utilizes in-house rapid PCR test for all admissions from outside facilities (hospital transfer and skilled nursing admissions, etc.)
- ARMC to utilize PCR testing with Labor and Delivery, GI Laboratory and elective surgeries as part of the plan to re-open surgical operations

Strategy 5: Skilled Nursing/Long-Term Care Facilities

- Through the County's Skilled Nursing Facility Outreach Support (SO+S) team, a comprehensive strategy has been developed for testing of both patients and employees of the 150+ licensed care facilities, including skilled nursing, long-term care, adult care, and other congregate facilities within the County as well as pre-emptive intervention through prospective surveillance of facilities not currently experiencing outbreaks to ensure interventions can be made as early as possible

Strategy 6: First Responders

- First Responders will be serology tested throughout the San Bernardino County Unified Command System. The San Bernardino County Fire Protection District Incident Management Team (IMT) which consists of 20 + city/town fire agencies will work with the County Fire Department to test first responders with serology and/or PCR COVID-19 test swabs
- PCR testing will be completed, as needed based on the workflow designed by the Medical Director for the San Bernardino County Fire Protection District
- Correctional Facilities: Public Health will coordinate with each facility to provide testing supplies to test staff and inmates
    - County facilities- West Valley Detention Center (WVDC), and Central Detention Center (CDC)
    - Chino Institute for Men (CIM) and Chino Institute for Women (CIW)
- Numbers will be provided to the DPH on a regular basis

Strategy 7: General Acute Care Hospital (GACH) Employees (up to 27,000)

- Each hospital within the County will be requested to develop their own testing strategy that meets the needs of their workforce and provide those plans to DPH in the next 15 days
- DPH will institute a supplemental plan to meet the needs of hospital and healthcare employees by providing PCR testing supplies for each GACH for to up 10% of their "first receivers" (or 100 employees, whichever is higher), initially. DPH has First Receiver Mass Prophylaxis Standard Operating Guidelines (SOG)s per hospital that outline this allocation

- DPH will also inquire with each hospital on their desire and ability to implement serology testing for epidemiology purposes. DPH will collaborate with ICEMA to survey the hospitals to determine participation interest
- As specimens are submitted to DPH, additional kits will be supplied after the initial allotment until all workers are able to be tested
- DPH couriers will start delivering to GACHs in early May
- 10,000 PCR and 10,000 Serology kits will be allocated for this effort

Strategy 8: Other High Risk Employees and Public Sector staff

- Establish designated appointment windows at various drive through specimen collection sites within the five supervisorial districts to serve the following high risk employees: front line workers and public sector
- Special testing hours for public sector staff in order to re-open government services
- Court personnel will be will be offered designated testing times coordinated by DPH in anticipation of their opening to public services
- Support county efforts to make broad testing available to county employees
- Services may be offered at:
    - Special Public Health clinic hours including evenings and weekends
    - Government building locations such as DBH, ARMC Clinics
- Military personnel and families: the Department of Defense has provided testing supplies to the Robert E. Bush Twentynine Palms Naval Hospital. Testing numbers will be provided to DPH on a daily basis. Testing criteria is set by the Centers for Disease Control and Prevention. DPH is reaching out in May to other military facilities in the County

Strategy 9: Increase testing among the business sector, colleges, and universities

- Work with large businesses through their wellness centers (e.g. Stater Bros, Amazon, Costco, Sams, and other large scale employers) to encourage testing and offer support as needed
- Colleges and Universities: Public Health has MOUs with the following: California State University of San Bernardino (CSUSB), Crafton Hills Community College, Victor Valley Community College, and Copper Mountain College. DPH will work with higher education institutions to provide testing to their faculty and students

Partnership with CALOES for State Sponsored Testing

On April 20, 2020, San Bernardino County was recognized as one of fifteen counties identified by the State as a "testing desert" and eligible for three state-sponsored testing sites operated by the state procured vendor, OPTUMserve.

The first site, located at Victor Valley College in Victorville opened on May 5, 2020, and has the capacity to administer 132 PCR test per day up to a maximum of 264 test per day.

The second and third sites located at Victorville Activity Center and Adelanto Stadium respectfully, are scheduled to open on May 11, 2020. At maximum capacity, total combined tests administered at these two locations is 528 per day.

Testing Results as of May 11, 2020:

Countywide Summary Table by Location
as of 05/11/2020

Location	Population	Total Tests	Positive Cases	Percent Positive
San Bernardino County	***2,130,609***	***31,784***	***3,015***	***9%***
Chino Area	98,829	1,530	367	24%
Yucaipa	54,472	879	186	21%
Montclair	48,273	304	43	14%
Ontario	177,706	1,829	246	13%
Colton Area	69,683	962	129	13%
Bloomington-Crestmore	23,745	325	42	13%
Fontana Area	241,380	2,735	350	13%
Upland	78,022	851	104	12%
Rialto Area	113,843	1,176	141	12%
Adelanto	35,463	340	38	11%
Highland	55,538	756	84	11%
Redlands Area	82,307	1,607	174	11%
Morongo	3,739	59	6	10%
Chino Hills	81,319	748	74	10%
Joshua Tree	10,105	152	15	10%
Loma Linda	25,408	504	49	10%
San Bernardino Area	231,560	4,122	385	9%
Rancho Cucamonga Area	177,283	1,666	141	8%
Victorville Area	142,528	1,499	119	8%
Hesperia Area	106,933	960	75	8%
Greater Lake Arrowhead	13,650	194	14	7%
Big Bear Lake Area	10,838	148	10	7%
Fort Irwin Area	9,264	30	2	7%
Phelan-Pinon Hills	22,962	135	9	7%
Yucca Valley	25,335	325	15	5%
Apple Valley	82,572	1,035	41	4%
Twentynine Palms Area	27,377	145	5	3%
Barstow Area	25,468	359	9	3%
Mt. Baldy Area	12,591	44	1	2%
Lucerne Valley	6,907	-	-	-
Needles	5,011	-	-	-
Other Locations	15,563	-	-	-

Increase in Testing Capacity

Full implementation of all eight testing strategies and in addition to the partnership with the state-sponsored testing, the optimum number of tests administered per week is 21,975.

Note: Attaining these figures is largely dependent upon the availability of test kits and specimen collection supplies.

Estimated Testing	PCR	Reoccuring Serology*	One-Time Serology	Expanded Drive Through PCR	Expanded Drive Through Reoccuring Serology*
Drive Through Clinics (DPH, CalOES, ARMC)	4,960	2,980 [1]		9,440	5,480
Medical Clinics	300	500			
SNF/LTC (Pending SO+S deployment)	200 [2]	200 [2]			
Hospital Based Testing (in-patient, emergency, etc)	377 [3]	182			
First Responders	1,880 [4]	--	2,350		
Hospital Employees	2,818 [5]	--	27,000		
Other High Risk Employees	2,000 [6]	--	8000		
Total	12,535	3,862	37,350		
Total with Expanded Drive Through				21,975	9,342

[1] CalOES state testing is only PCR and does not include serology testing

[2] Based on average SNF at 100 patients, 2 SNFs per week

[3] Based on average number of beds (215) per hospital (n=18 hospitals) at 25% of beds being tested, Serology based on ARMC only

[4] Based on 25% of the total number of first responders

[5] Assumption based on 10% of First Receivers per DPH plan

[6] Assumption based on 25% of estimated essential employees and variety of departments
*Serology testing on patients is re-occuring, however for employees would be a one-time test

Daily Testing (PCR & Serology)

	Current	Planned
Drive Through Clinics (DPH, CalOES)[1]	925	2,500
Medical Clinics	114	114
SNF/LTC (Pending SO+S deployment)[2]	57	57
Hospital Based Testing (in-patient, emergency, drive-through, employees) [3]	782	850
First Responders[4]	456	1,000
Other High Risk Employees		1,428
Total	2,334	5,949
State of California Requirement (1.5 tests per 1,000 population)	3,255	3,255
Variance	(921)	2,694

[1] Based on DPH 500 per day, plus CalOES State Testing

[2] Assumption based of an average of 100 patients per SNF

[3] Includes hospital based in-patient, emergency, community and employee testing. Results based on 13 of the 17 hospitals reporting

[4] Based on 3 departments completed and currently in progress with three additional departments. First Responders working on agreement to include law enforcement into testing strategies

Serologic Testing

Serologic testing is available at our drive-through specimen collection sites throughout the county including those at Arrowhead Regional Medical Center (ARMC) and offered to patients who receive care from county associated medical clinics. Serologic testing is being offered for epidemiological purposes to better understand the prevalence of SARS-CoV2 virus in the county.

Future Testing Plans

San Bernardino County will be utilizing data from the County dashboard to determine priorities for future testing. Priorities will include:

- Where positive rates are higher than average
- Where there are racial disparities in testing, infection and death
- Where mobility data may show lack of access in specific areas of the County

Together through a collaborative effort, our jurisdiction will continue to expand capacity to test the community who live, and work in San Bernardino County. As lessons are learned and strategies are implemented, testing will be modified as needed to increase efficiency and provide focused approaches throughout the vast County. Communities will be given equal opportunity to reach a testing location within 60 minutes of rural communities and 30 minutes of urban areas.

The County currently has testing sites as follows:

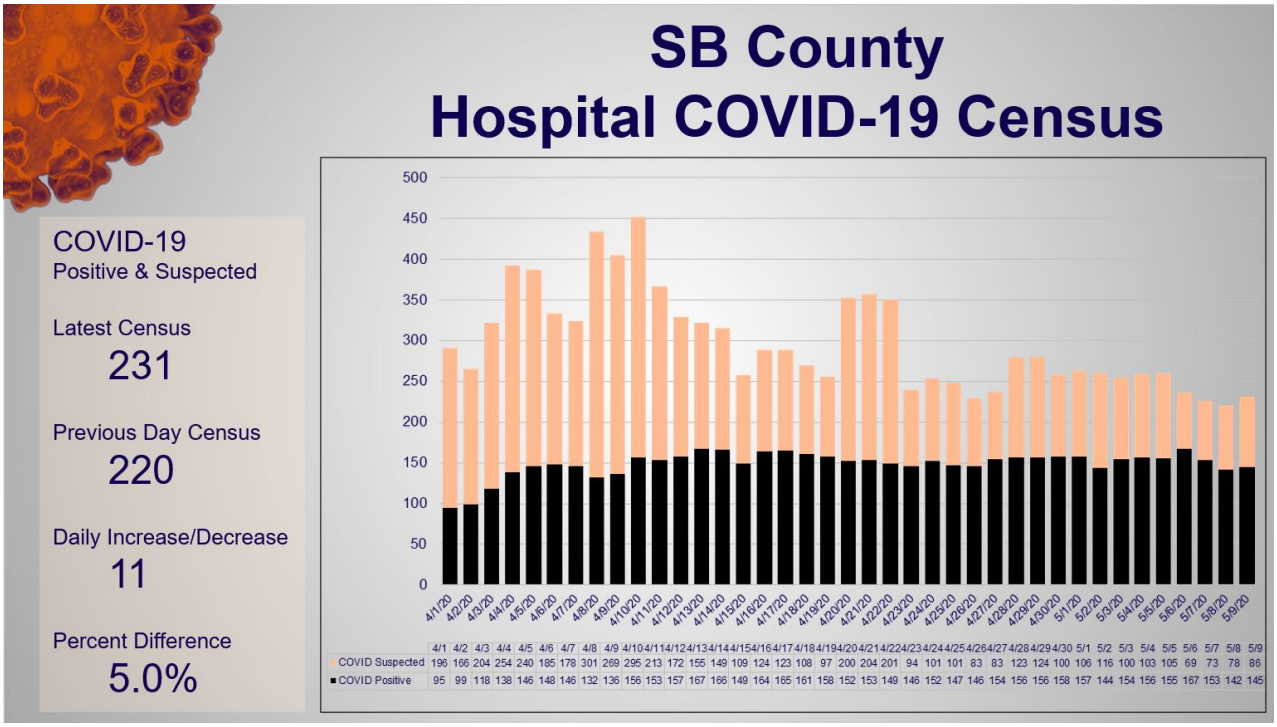
- District 1
    - San Bernardino County Fairgrounds in Victorville, 14800 7th Street, Victorville, CA. 92395
    - Civic Center Park, 14999 Dale Evans Pkwy, Apple Valley, CA 92307
    - Barstow Sports Park- 2800 Mayor Katy, Barstow, CA
    - Hesperia Civic Plaza Park, 15833 Smoke Tree St, Hesperia, CA 92345
    - Colorado Medical Center, 1401 Bailey Ave. Needles, CA
    - Hesperia Health Center- 16453 Bear Valley Rd., Hesperia, CA 92345
    - Adelanto Health Center- 11336 Bartlett Ave., Suite 11, Adelanto, CA
    - Victor Valley Community College- 18422 Bear Valley Rd., Victorville, CA
    - Victorville Activity Center- 15075 Hesperia Rd., Victorville, CA
    - Adelanto Stadium- 12000 Stadium Way, Adelanto, CA
- District 2
    - LoanMart Field, 8408 Rochester Ave, Rancho Cucamonga, CA. 91730
    - Auto Club Speedway- 9300 Cherry Ave., Fontana, CA 92335
    - Mountains Community Hospital's Rural Health Clinic- 29099 Hospital Rd., Lake

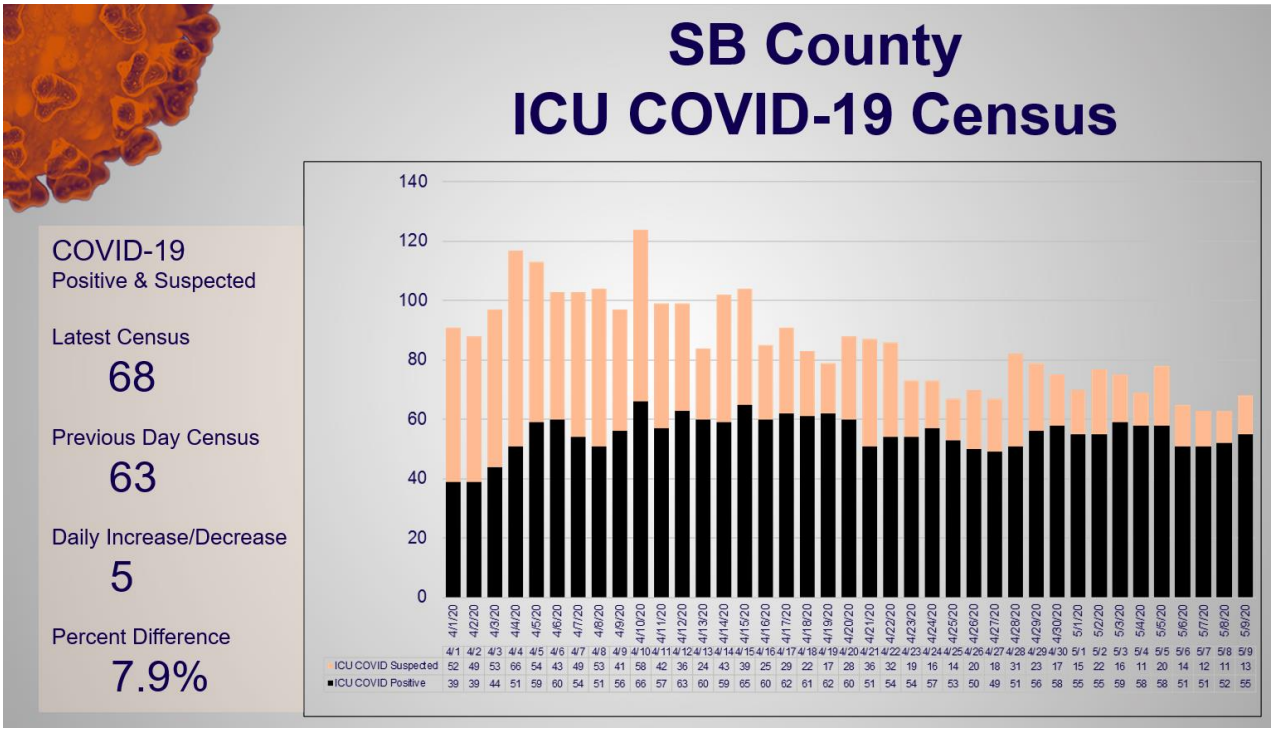
Arrowhead, CA

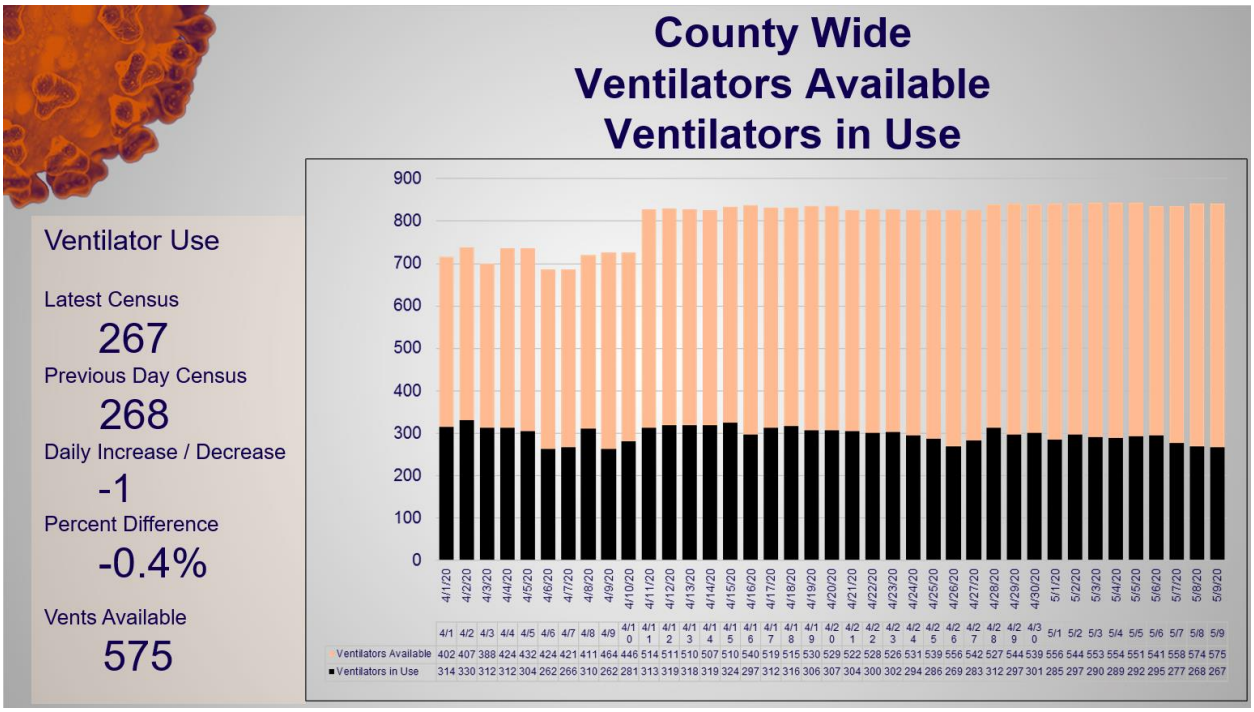
- District 3
  - Bear Valley Community Hospital, 41870 Garstin Dr., Big Bear Lake, CA. 92315 (Fox Farm Lot)
  - Copper Mountain College, 6162 Rotary Way, Joshua Tree CA 92252
  - Crafton Hills College, 11711 San Canyon Rd, Yucaipa, CA. 92399
  - Barstow Sports Park, 2800 Mayor Katy, Barstow, CA 92311
  - Azure Hills SDA Church, 22633 Barton Rd, Grand Terrace, CA 92313
  - Loma Linda Academy, 10656 Anderson St, Loma Linda, CA 92354
  - Citrus Valley High School, 800 W Pioneer Ave, Redlands, CA 92374
  - Lucerne Valley Senior Center, 10431 Allen Way, Lucerne Valley, CA 92356
  - ARMC- 400 N. Pepper Ave., Colton, CA
- District 4
  - Ruben S. Ayala Park, 14225 Central Ave, Chino, CA 91710
  - Montclair Place, 5060 E. Montclair Plaza Ln., Montclair, CA. 91763
  - Toyota Arena, 4000 Ontario Center, Ontario, CA 91764
  - Ontario Health Center- 150E. Holt Blvd., Ontario, CA 91752
- District 5
  - Arroyo Valley High School, 1881 W Base Line St, San Bernardino, CA 92411
  - National Orange Show, 689 S. E. Street, San Bernardino, CA. 92408
  - Public Health Administration, 172 W. Third Street San Bernardino, CA 92415
  - San Bernardino Health Center- 606 E. Mill St., San Bernardino, CA 92408
  - SAC Health Systems- 250 S. G St., San Bernardino, CA

Hospital Utilization

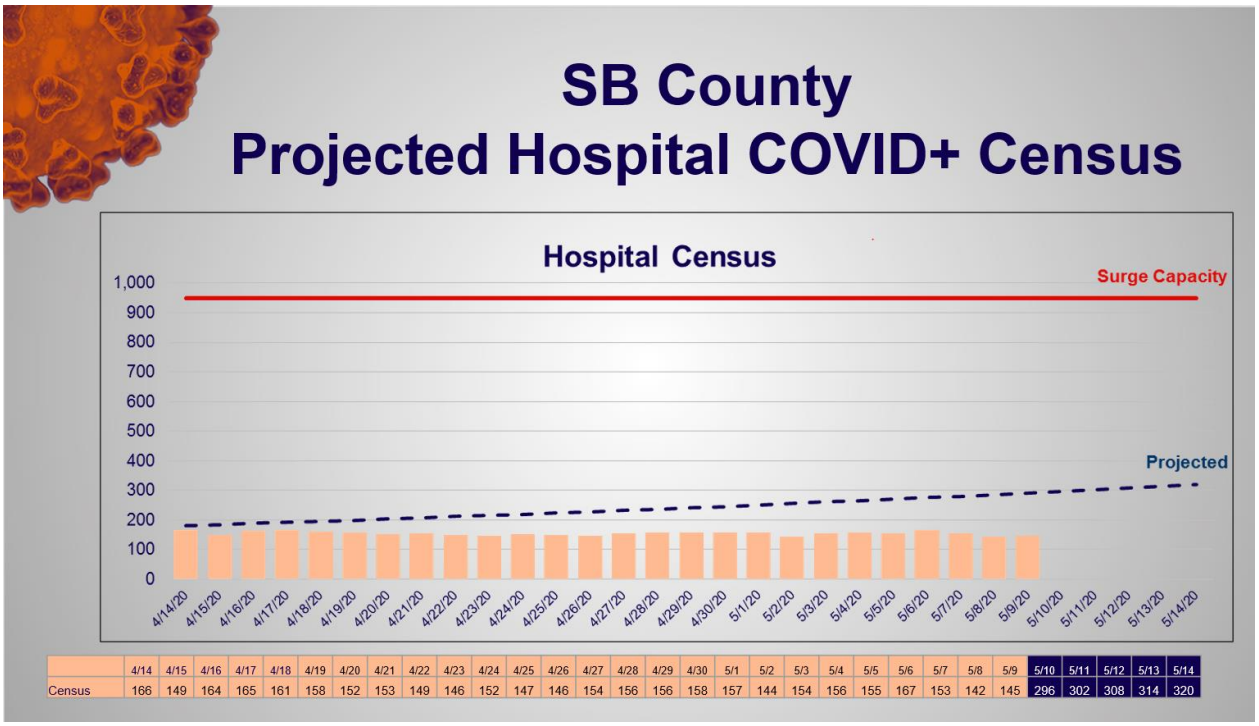
The County's ARMC hospital census for COVID-19 positive and suspected cases combined has in general seen decreasing numbers over the past three weeks as of May 6, 2020. In addition, hospital and Intensive Care Unit (ICU) census for COVID-19 positive only has been relatively flat between the months of April and May 2020. All the while, County hospital census and ICU utilization have been below projections in all categories. For patients requiring ventilators, ARMC reported a generally flat level of activity with more than 500 ventilators available for the period of April 15, 2020 through May 5, 2020.

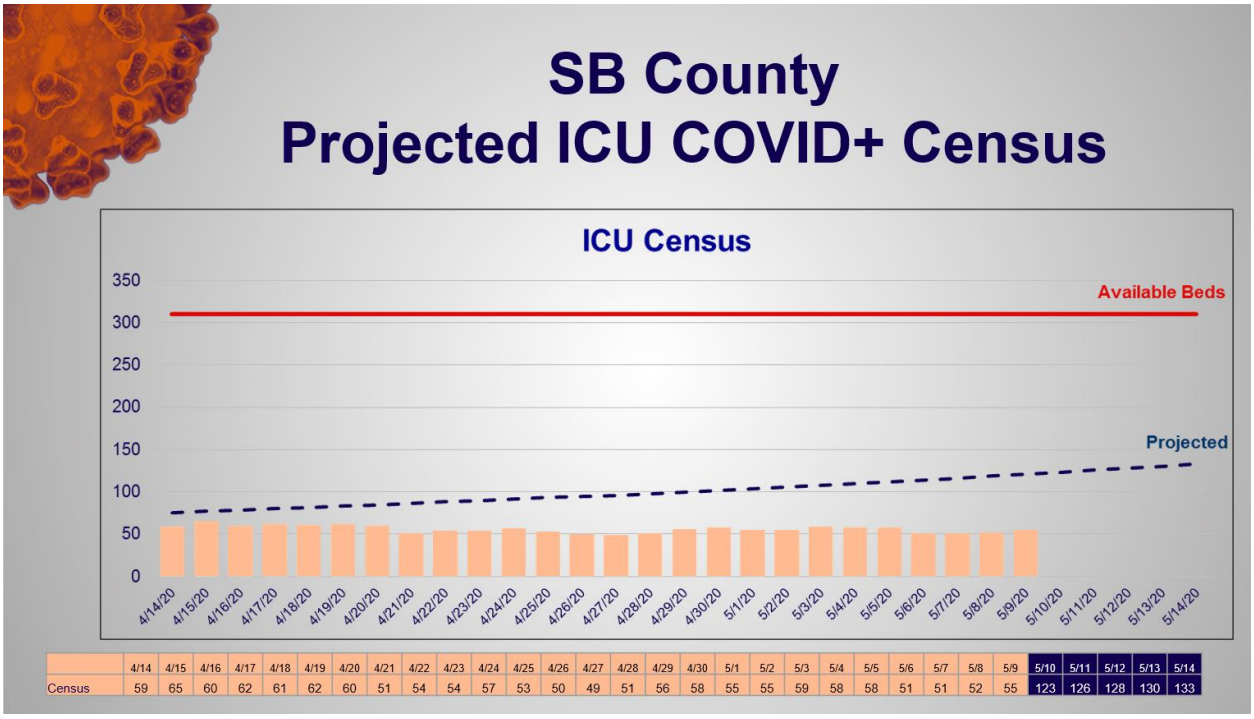

SB County
Hospital COVID-19 Census
COVID-19
Positive & Suspected
Latest Census
231
Previous Day Census
220
Daily Increase/Decrease
11
Percent Difference
5.0%
500
450
400
350
300
250
200
150
100
50
0
COVID Suspected
COVID Positive


SB County
ICU COVID-19 Census
COVID-19
Positive & Suspected
Latest Census
68
Previous Day Census
63
Daily Increase/Decrease
5
Percent Difference
7.9%
140
120
100
80
60
40
20
0
ICU COVID Suspected
ICU COVID Positive



A response to the reduction in elective cases, public fear and anxiety of contracting COVID-19 while visiting hospitals caused a lower volume of Emergency Department activity. Currently, within the County of San Bernardino, hospitals have internal capacity, and are publicizing that it is now safe to re-visit hospitals. In addition, hospitals within the County of San Bernardino have additional surge capacity sufficient to handle current projections.





Personal Protective Equipment

The ICEMA acting as the Medical Health Operational Area Coordinator, has received hundreds of resource requests from local hospitals, skilled nursing facilities, fire

departments, ambulance providers, clinics, and other healthcare providers for PPE. ICEMA places the resource requests with the State via the Regional Disaster Medical Health Coordinator.

The sources of the resources received include the State of California caches and the Federal Strategic National Stockpile.

As of May 5, 2020, ICEMA with the help of the Incident Management Team, has received and distributed:

- 1,500,000 N95 masks
- 100,000 face shields
- 10,000 gloves
- 3,000 gowns

IEHP donated 15 pallets of PPEs on May 5, 2020. Those supplies are in the process of being inventoried, sorted, and prepared for distribution to providers in continued need of PPEs. ICEMA will continue to process resource requests as long as necessary.

Project Room Key

The State of California developed Project Room Key to provide safe isolation capacity for the unsheltered homeless in order to protect them from the coronavirus (COVID-19). COVID-19 is particularly dangerous for those experiencing homelessness. Individuals without stable housing not only face greater difficulty taking preventative actions, but they are often in poorer health than other residents. Unsheltered persons at higher-risk of acquiring the disease include those who are 65 years of age and older, persons of any age with underlying health conditions (i.e. heart disease, lung disease, immunocompromised, diabetes, kidney and liver disease), as well as pregnant women.

In order to combat the spread of COVID-19 and address the needs of the most vulnerable individuals living within our communities, the County, local jurisdictions and housing service providers have collaborated to implement a hotel/motel program through the Project Room Key model to provide temporary housing for persons experiencing homelessness who are most at-risk of contracting COVID-19.

The initial goal of this collaboration is to identify a minimum of 300 hotel/motel rooms throughout the region in multiple jurisdictions as quickly as possible to minimize the spread of COVID-19 in the unsheltered community. Through these efforts, it is the intent of the collaboration to protect the community by limiting the community's exposure to populations that are generally at higher risk of transmitting the virus, while simultaneously protecting the overall health of our unsheltered individuals and families.

One of the County's and the Continuum of Care's top priorities since the COVID-19 outbreak has been to identify sites to house unsheltered homeless persons meeting high risk priorities and quarantine unsheltered homeless persons who are asymptomatic to the virus as well as those who have been diagnosed as COVID-19 positive. This model aims to keep these individuals out of shelters and encampments and lower the risk of exposure to other members of the homeless population by aggressively slowing the virus' spread.

Currently, through these efforts the San Bernardino County Project Room Key Initiative has managed to secure 151 rooms per date and 20 trailers.

The use of these facilities for the unsheltered homeless and medically stable COVID-19 patients will be secured for three (3) months (tentatively ending June 30, 2020) and will terminate upon the rescission of the State Order. Once it has been lifted, those homeless individuals who have not been connected to permanent housing will be diverted to the appropriate homeless services provider and returned to where they were originally staying as identified by the outreach teams who helped place them.

Great Plates Delivered Program

On April 24, 2020, Governor Gavin Newsom announced the launch of a first-in-the-nation Great Plates Delivered program. The program is designed to support adults 65 and older and adults 60-64 who are at high-risk for COVID-19, in staying home and staying healthy by delivering three nutritious meals a day, and also provide essential economic stimulus to local businesses and workers struggling to stay afloat during the COVID crisis.

DAAS will work with multiple local food providers to deliver daily meals to individuals enrolled in the program. DAAS is conducting outreach to senior centers and senior populations to enroll qualified individuals in need, ensuring that cultural and dietary restrictions are taken into consideration. A 24/7 hotline has also been put in place: (888) 743-1485. In addition, DAAS determines which local food providers are eligible to participate in the program. Selection is contingent on the food provider's ability to meet volume, nutritional and cultural needs. The program has been extended until June 10, 2020, which is the timeframe currently approved by FEMA.

Current statistics as of May 5, 2020:

- Number of individuals served: 225
- Number of meals served: 1,680
- Number of restaurants delivering: 5*

*Over 40 restaurants are still in the process of obtaining vendor ID numbers; 12 have vendor IDs and DAAS is currently matching participants to them

Alternative Care Sites

In an effort to manage patients who do not require extensive medical care, the County has developed scalable ACS with the ability to provide care for COVID-negative patients and mild-to-moderate symptomatic and asymptomatic COVID-19 patients. These sites provide initial stabilizing care, triage and distribution of 9-1-1 patients when hospital surge efforts are nearing capacity. Patients are evaluated first at local hospitals and then transferred to an ACS. The ACS activations are based on hospital surge needs. San Bernardino County has mobilized resources from DPH, ICEMA, Department of Behavioral Health, ARMC, Office of Emergency Services - Mass Care and Shelter resources, Information Services Department, and Fleet Services to establish ACS locations throughout the County and ACS site operations are managed through an ARMC-lead medical coalition.
Alternative Care Site Locations:

- Victorville Fairgrounds – 354 Beds
- National Orange Show – 675 Beds – pending demobilization
- Apple Valley Detention Center – 80 Beds – pending demobilization

Skilled Nursing Facilities (SNF) Task Force

ARMC Emergency Medicine Providers and Behavior Health Clinicians worked with ARMC Leadership, ICEMA, the County of San Bernardino Emergency Operations Center, Department of Behavioral Health, and the Public Health Department to form the Skilled Nursing Facility Outreach and Support Taskforce (SO+S). With the support of all taskforce members and agencies, teams of Emergency Medicine PA's and Mental Health staff have begun visiting the 171 Skilled Nursing Facilities within San Bernardino County to provide operations assessments, PPE training and mental health resources. The goal of these SO+S Teams and the Taskforce is to support SNF's in their critical mission of caring for their patients.

COVID Recovery Coalition

Coalition Overview

In an effort to avert the spread of COVID-19 and prevent overwhelming our healthcare system, communities throughout California followed the state guidance to stay-at-home, with only essential businesses continuing to operate. Many of California's thriving businesses have been severely shuttered by the closures, while leaving many Californians to file for unemployment.

Between March 15 and April 18, 2020, a total of 3,675,346 Californians applied for unemployment. This represents 19% of the state's workforce as reported by U.S. Department of Labor. Many of the industry sectors severely affected and impacted by closures in our County include hospitality, retail, and entertainment. At a local level, San Bernardino County immediately mobilized to provide access to resources to provide short-term and other financial assistance to distressed households and the business community by providing access to and technical assistance in unemployment insurance, health and medical support, housing assistance, and provision of goods and services.

In response to the immediate needs of our businesses and community, the Board of Supervisors identified and convened the COVID Recovery Coalition, which was tasked to identify recovery efforts.

The Sectors covered include:

- Government
- Retail
- Hospitality
- Faith-Based
- Manufacturing
- Tourism
- Healthcare
- Education
- Logistics

Coalition Actions

The County's internal recovery team has met with the various industry leaders. The work with the Coalition is ongoing, and the items identified below are a reflection of the discussions with the members to date. The goal of the Coalition is to:

1. Identify Impacts/Implications of COVID-19
2. Recommend Best Practices for Safe Environment
3. Identify Resources to Assist with COVID-19 Recovery

During our initial calls and discussions with Coalition members, the following objectives were outlined as we consider reopening the County:

1. Protecting our communities
2. Allowing for safe reopening
3. Establishing clear expectations for employees and customers

During the conversations, we captured common themes and noted recommendations. With these in mind and sticking to consistent overall themes, we identified several overarching categories, captured challenges and identified potential recommendations to address those challenges, and noted their long-term strategies to consider and incorporate as appropriate.

The first overall theme gathered from the various stakeholder groups included protocols to protect the employees and consumers. Coalition members indicated they would update these recommendations as conditions change, or if guidance from the public health officials leads to the adoption of new protocols.

Below is an outline of the common themes and recommendations for safe reopening articulated by various Coalition members.

- Social Distancing – Employees
- Special Protocols for Home Delivery/Installation Employees
- Social Distancing – Customers
- Hygiene
- Sanitization
- Protective Face Coverings
- Health Screening

Suggested framework to consider based on the feedback we received from the Coalition:

- *Safety:* Procure and provide access to personal protective equipment and hand sanitizer for employees
- *Safe Reentry into Public and Workspaces:* Establish controlled entrance and exit practices to avoid issues with lines and work with the Public Health Department to create processes for checking employees' symptoms
- *Distancing and Conditions:* Evaluate occupancy and capacity to ensure proper physical distancing and keep shifts consistent with the same employees in each rotation or shift
- *Employee training and compliance:* Ensure signage for safety requirements such as hand washing, physical distancing and reporting procedures for employees who become ill
- *Enhanced cleaning and sanitation:* Develop a sanitation plan that includes frequent cleaning of restrooms, workstations and public spaces

Some of the outlined immediate challenges met by businesses with regards to compliance to consider and plan for should include:

- *Rent*: As part of the immediate impacts discussion, landlords and businesses raised concerns regarding their ability to pay rent, and landlords able to collect rent. Some landlords raised concerns regarding big businesses that can pay rent, but expressed will not pay, or not pay in full. And, smaller retailers expressing, lack of access to funding to pay their rent, or requesting specific funding allocations be made considered to support their rent payments
    Recommendation: This portion of the discussion was meant to bring awareness to an issue landlords are having with some retailers. To date, some of the landlords have expressed they are seeing rent payments come in from big retailers, but are concerned about the longevity of small businesses that are still unable to pay their rents due to lack of access to SBA funding provided by the CARES Act. Protection for landlords with some businesses that cannot or will not pay their rents
- *Safety Requirements*: If PPE is part of the requirement for a safe reopening and to establish consumer confidence, some of the businesses have encountered issues with acquiring face mask and hand sanitizer for their employees, in the quantities necessary, or at all
    Recommendation: Establish a regional JPA for purchasing with Riverside County; County purchase PPE supplies and redistribute; or establish regional or county stockpile of PPE to provide business for their reopen or potential recurrence
- *Face Masks/Coverings*: Logistics industry has indicated that wearing facemask in warehouses or where employees will be in high heat areas can be dangerous and cumbersome.
    Recommendation: Develop face mask guidelines as a component of the reopening strategy
- *Communications*: Businesses would like to receive clear and direct communication on what the requirements will be to safely reopen
    Recommendation: Include strategic communications and marketing in our outreach strategy

Based on our preliminary conversations, Coalition members identified some potential long-term strategies to consider as part of the recovery efforts, some strategies to be considered post-pandemic or when appropriate to move our unemployed workforce and economy forward include:

- Assist with short- and long-term financing and business counseling, particularly for small and at-risk businesses and develop programs to support long-term recovery
- Small business development (entrepreneurship start; business loans)

- Workforce development (e.g. workforce retraining in industry clusters; customized curricula)

There is more work to do and we intend to continue to leverage the support and expertise of the Coalition to continue to help inform and guide the County forward into a safe and sustainable recovery.

COVID-Compliant Business Partnership Program

$30 Million in Small Business Funding

Program Overview

The County of San Bernardino understands that every community is comprised of a system of interconnected elements. Faced with complex issues during the 2008 economic downturn, the County worked collaboratively and across city and community boundaries and diverse industries – whether historical, physical, political or otherwise – to be successful in its efforts to rebuild and sustain a high quality of life for its residents and businesses.

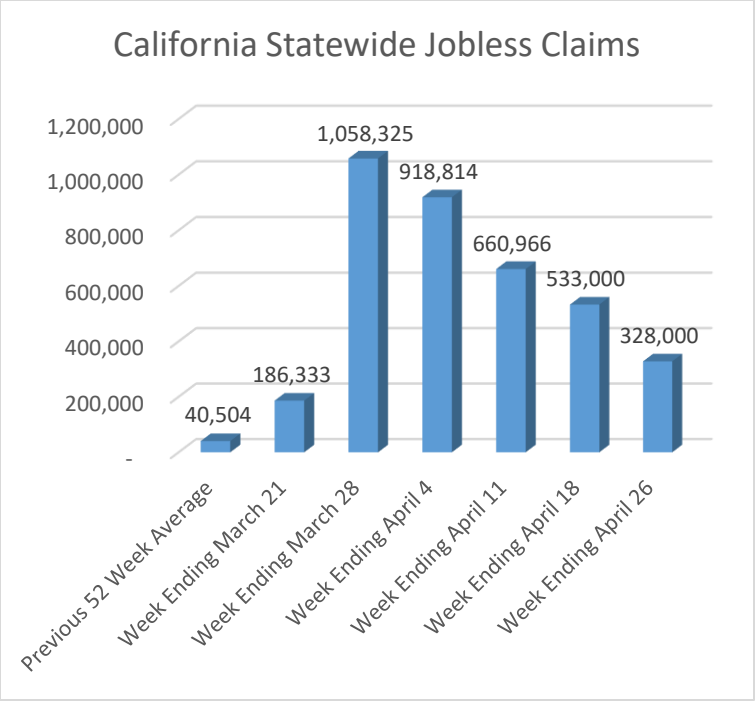
The County placed a call to action for stakeholders interested in creating a vision for the future. This call to action included community meetings, public and business on-line surveys, and public agency collaborations resulting in the creation of a Countywide Vision – a roadmap for the future.

The San Bernardino Countywide Vision includes but is not limited to the following economic components:

> ***"We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.***
>
> ***We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals."***

Today, in the face of an unprecedented economic and health crisis, it is increasingly important for the County of San Bernardino to collaborate, use this vision as its driver, and deliver strategies and resources to support small businesses in our local economy.

The COVID-19 pandemic is having an incredibly significant impact globally and on the County of San Bernardino's small business community resulting in massive layoffs and furloughs. Preliminary data from the State's WARN Report indicates that during the period of March 1, 2020 through April 8, 2020, there were over 1,500 employees laid off or furloughed in San Bernardino County. The following exhibit shows the estimated volume of unemployment insurance claims received throughout California starting the week ending March 21, 2020 through the week ending April 26, 2020. Based on this information, there were an estimated 3.69M unemployment insurance claims received statewide during this timeframe. As a result, this has translated into



Source: State EDD Data

San Bernardino County's unemployment rate increasing from 3.8% to 4.9% from February 2020 to March 2020, respectively. The unemployment rate is expected to increase in subsequent months once additional information is released.

In order to directly support our local small businesses and help ensure ongoing compliance with State and County Health orders and direction, San Bernardino County is implementing the COVID-Compliant Business Partnership Program. This program is intended to support our local small businesses by reimbursing and/or offsetting costs and impacts directly related to complying with COVID protocols for business, and supporting all County businesses by allowing all businesses to participate as a partner and to demonstrate their commitment to compliance with County safety guidelines as well as gain exclusive access to obtain PPE directly from the County at the same cost the County pays. Prior to receiving the allotted funding, small businesses must demonstrate a commitment to compliance with State/County public health orders, and incorporate safety practices and measures in their business operations in San Bernardino County.

The estimated cost for this program is $30,500,000 total, including an estimated $500,000 allocated for administrative expenses.

Benefits of Becoming a COVID-Compliant Business Partner

Businesses that meet small business requirements will:

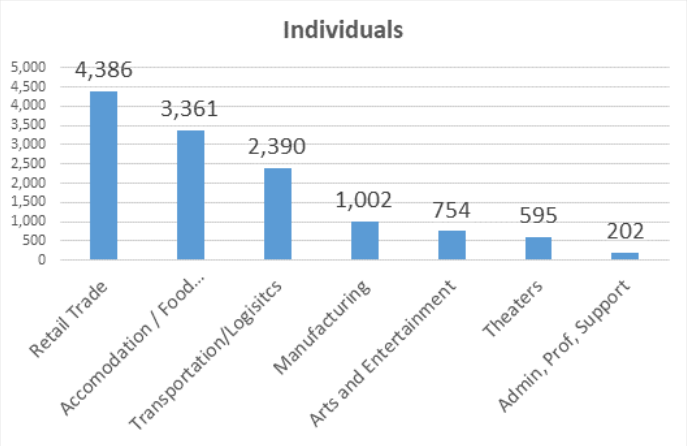
- Collect up to $2,500 in funding from the County of San Bernardino to offset costs and impacts directly related to complying with COVID protocols for business

All businesses that participate will:

- Once it has been determined that a company is a COVID-Compliant Business Partner, they will be issued a "This Business Partner is COVID Compliant" window graphic to recognize the business for its commitment to public health and safety. This acknowledgement is encouraged to be prominently displayed for public view at the business location
- Gain exclusive access to obtain PPE directly from the County at the same cost the County pays

Who Is Eligible for Funding?

Third party data indicates that there are 20,409 businesses (Source: ESRI Data) in San Bernardino County with 1 to 100 employees. The County recognizes that many of these small businesses have been significantly negatively impacted financially as a result of this crisis and we are seeing the potential for layoffs and furloughs, thus having a significant impact on many employees, families, and on the State and local economy if these small businesses fail to recover.



Source WARN Data

The chart shows potential layoffs projected to occur within San Bernardino County, as of April 22, 2020. These numbers are likely to increase as the COVID pandemic progresses.

Eligible Businesses for Funding:

Business must be located in San Bernardino County in operations and priority given to those in business for more than one (1) year and employing at least 1 employee but no more than 100 employees in total. Business must be current on any property tax payments. Priority will be given to businesses that have not received any federal and/or state assistance such as the Economic Injury Disaster Loan (EIDL) and the Paycheck Protection Program (PPP). Non-profit organizations with storefronts are also eligible.

Ineligible Businesses for Funding:

- Businesses engaged in any illegal activity per local, state or federal regulations with federal regulations taking precedence over local or state regulations
- Race tracks, gambling facilities, or adult entertainment
- Home-based businesses
- Businesses with more than 100 FTE employees as of end of 2019
    - Part-time employee = 0.5 FTE
- Businesses who were formed after January 1, 2020
- Non-profit organizations with no storefront

Proposed Funding Structure

The County began accepting applications starting May 14, 2020. Here is the funding structure:

The application deadline is set for August 31, 2020. Based on a target of $2,500 per qualified business location, the program could assist up to 12,000 companies, which equals approximately 60% of small businesses in the County that could receive funding; assuming 12,000 companies apply.

For business owners with multiple locations, the first qualifying business would be eligible for $2,500, with each additional eligible business receiving an additional $1,000 per business.

Business Submission Requirements

1) Complete application
2) Provide copy of current city business license in San Bernardino County and/or documentation substantiating business operations in San Bernardino County such as:
    a. IRS Form W-9
    b. Recent Tax Returns
    c. Bank Statements
    d. Utility Statements
    e. Other documents considered
3) Documentation clearly substantiating number of employees, such as 2019 Payroll Statement

4) Receipts and/or documentation, if applicable, supporting the Workplace Readiness Essentials Checklist
5) Willingness to participating in training and education for COVID safety in their workplaces
6) Commitment to implement County Public Health guidelines in business
7) Agree to a virtual or in-person demonstration of COVID compliant safety measures or provide narrative to what they would need

Application Includes

1) Business Name
2) Owner Information
3) Organization Type (Partnership, franchise, other)
4) Email address
5) Best Phone Number
6) Description and Industry Information (NAICS Code)
7) Location of the business
8) Employee Count
9) Supporting Documentation to substantiate business operations, employee count and COVID-19 health and safety compliance
    a. Business License, IRS Form 2-9, recent tax returns or bank statements
    b. 2019 Payroll Statement
    c. Receipts and/or documentation supporting the Workplace Readiness Essentials List
10) Commitments to COVID Compliance with Training and Education
11) Submission of Narrative, Videos or images of improvements

Approval Process

Upon review of the completed application and submittal of required documents as noted, funds will be issued until exhausted, on a first-come, first-served basis. Once approved, the business will be provided the COVID-Compliant Business Partner window hanger to display. Businesses will be expected to continue to comply with guidelines issued by the State and County regarding COVID-related safety measures. Any complaints received may lead to inspection of business and loss or reduction in funding received.

Workplace Readiness Essentials Checklist

- Please see APPENDIX A: SAFETY GUIDELINES

Next Steps

The County will confirm that the Workplace Readiness Essentials Checklist is adequate and may either use staff or contract with a third party / consultant to assist with application in-take, monitoring and compliance, reporting and disbursement of funds.

Ongoing Monitoring and Containment

A comprehensive approach has been established by the County of San Bernardino to monitor the presence of COVID-19 within the community; as well as identify threshold levels to activate a response if needed. We recognize that if indicators worsen, immediate measures will need to be implemented to ensure a resurgence does not take place, further endangering our residents.

COVID-19 Surveillance

The Department of Public Health is actively collecting and analyzing information on the County's COVID-19 census. This information is integrated into the Department of Public Health's COVID-19 Surveillance Dashboard. Case information is categorized by geographical region to identify hot spot locations. As a collaborative effort, this information in conjunction with hospital census is used to identify the need of additional services such as the Alternative Care Sites, designated hospital beds, and/or special task force efforts to properly respond and minimize the risk of an outbreak.

Contact Tracing

The Department of Public Health in cooperation with the County staff have specialized units that are providing contact tracing services for confirmed COIVD-19 cases. The purpose of these efforts is to trace the process of a confirmed patient's recent history to identify all the persons the confirmed patient was in contact with during the time period in which the person may have been infectious. These investigators then follow up with those identified persons to inform them of the possible exposure to the COVID-19. Patient identity is withheld to maintain confidentiality throughout the process. These efforts help increase precautions of possible exposure to COVID-19 as well as help minimize possible further spread of the virus.

SNF Task Force Efforts

The SNF Task Force has been initiated to reach out to every skilled nursing and congregate living facility within the County of San Bernardino. The intent of these teams is to establish an ongoing relationship with each facility in order to:

- Ensure that each site is equipped with the appropriate PPE
- Ensure staff are properly trained in the usage of PPE
- Ensure staff receive guidance related to professional and personal care specific to COVID-19
- Provide operational guidance to the facility on best practices for treating COVID-19 residents
- Track COVID-19 residents and staff tested and confirmed positive cases

These efforts will help minimize the risk of an outbreak within relationship-established facilities, as well as increased responsiveness and support in the event of an outbreak.

Hospitalizations

Hospitalizations remain a key indicator to the presence of COVID-19 within a community. The County of San Bernardino's Arrowhead Regional Medical Center has established and continues connectivity with all hospital networks within the County. Data from each network is provided on a regular basis in order to monitor the various levels of activity throughout the County. Activity thresholds have been identified as a baseline to activate an appropriate response. Recent projections indicate the network of hospitals within the County has the capacity to meet the demand of a surge. In preparation, the County retains Alternative Care Sites on stand-by for activation; these provide an additional location for care outside of the hospital if needed.

Public Messaging and Education

#SBCountyTogether

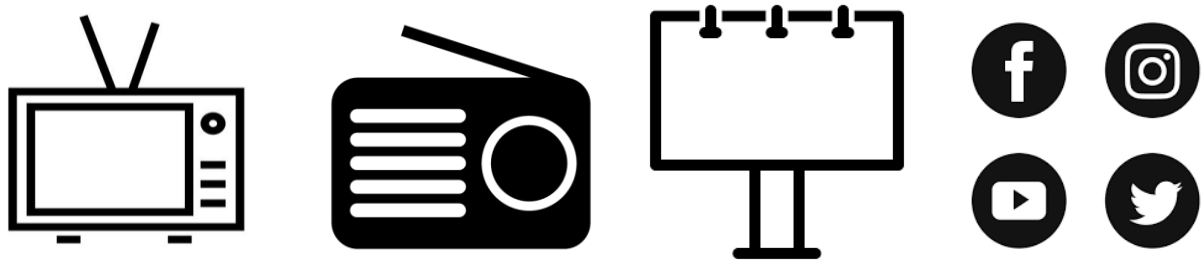
Communication with our residents is key to lowering the risk of transmission and containing the spread of the virus. The County is moving forward with our #SBCountyTogether marketing and messaging plan, in order to assist our residents and visitors with making safety a priority.

The messaging campaign will be clear, simple, and purposed focusing on the solid three methods proven to reduce the spread of the virus:

- Cover your face
- Maintain Physical Distancing
- Wash Your Hands

Partnership

Partnering with Westbound Communications, a regional leading Public Relations and Marketing firm, the County is well positioned to educate our public on safety best practices through a variety of media platforms.



With the idea to grab the attention of viewers, using a consistent and recognizable format, the #SBCountyTogether campaign will be crossing the airways, appearing on major cable television stations, lining the freeways, and blasting social media. The use of Public Service Announcements is also being considered as a way to garner awareness and support for the public safety messaging.

APPENDIX A: Safety Guidelines

Manufacturing

SAFER TOGETHER - Safety Guidelines Manufacturing		Manufacturers
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER		
	Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓
	Adhere to direction/guidance released by County Health Officer	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH		
	Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓
	Implement clear plan for entering and exiting facility	✓
	Provide necessary PPE for workers	✓
	Require Face Covers for All Customers and Staff	✓
	Marked Flows to Direct Social Distancing in Lines	✓
	Temperature checks all entries	Recommended
	Install safeguards – plexiglass, directional arrows, or clearly communicated standards	
	Install high-efficiency air filters or increase ventilation	Recommended
	Market new services including delivery and curbside pickup	Optional
	Post clean sanitation/disinfection instructions and products for shared equipment	✓
	Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓
	Provide disposable paper or plastic workstation covers to reduce contamination	✓
	Install touchless technology at entrances, exits and check-out	Optional
SOCIAL DISTANCING		
	Ensure 6 feet distance	✓
	Stagger break times or consider providing additional break room seating outside	✓
	Rearrange seating areas for extra spacing	
	Establishing alternating days that reduce the total number of employees in a facility at a given time	
	Adapt breakrooms, gathering areas and storage to support social distancing	✓
	Close common areas where personnel are likely to congregate and interact	Recommended
POLICY, RIGHTS, AND NOTIFICATIONS		
	Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓
	Train employees on new customer service standards	✓
	Train employees on new cleaning standards	✓
	Train employees how to use PPE	✓
	Develop standards for product handling, including how it will be turned over to customers upon purchase	✓
	Clearly set employee expectations, with an emphasis on making them feel secure	✓
	Return to work policies	✓
	Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓
	Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓
	HR policies regarding illness, support for caregivers, etc.	✓
	Right to Refuse Public Entrance to Non-Compliant Persons	✓

Educational Services

SAFER TOGETHER - Safety Guidelines Educational Services	Day Care	Preschool Centers	Elementary Schools	Junior High Schools	High Schools	College Campuses & Universities	After School Activities (On Campus)	Libraries	Museums	Bookstores
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER										
Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH										
Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement clear plan for entering and exiting facility	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide necessary PPE for Staff, Students & Customers	Optional	Optional	Optional	Optional	Optional	Optional	Optional	✓	✓	✓
Require Face Covers for All Staff, Students, Patrons & Customers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marked Flows to Direct Social Distancing in Lines			✓	✓	✓	✓	✓	✓	✓	✓
Temperature checks all entries										
Install safeguards – plexiglass, directional arrows, or clearly communicated standards			Optional	Optional	Optional	Optional	Optional	✓	✓	✓
Install high-efficiency air filters or increase ventilation	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional
Market new services including delivery and curbside pickup								Optional		Optional
Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide disposable paper or plastic workstation covers to reduce contamination	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Install touchless technology at entrances, exits and check-out								Optional	Optional	Optional
SOCIAL DISTANCING										
Ensure 6 feet distance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Stagger break times or consider providing additional break room seating outside	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rearrange seating areas for extra spacing	✓	✓	✓	✓	✓	✓	✓	Optional	Optional	Optional
Establishing alternating days that reduce the total number of employees in a facility at a given time								Optional	Optional	Optional
Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Close common areas where personnel are likely to congregate and interact	Recommended	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional
POLICY, RIGHTS, AND NOTIFICATIONS										
Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train Staff on new customer service standards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train employees on new cleaning standards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train employees how to use PPE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop standards for product handling								✓	✓	✓
Clearly set staff expectations, with an emphasis on making them feel secure	✓	✓	✓	✓	✓	✓		✓	✓	✓
Return to work policies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Right to Refuse Public Entrance to Non-Compliant Persons								✓	✓	✓

Faith Based

SAFER TOGETHER – Safety Guidelines *Faith Based Services*		Faith Based Facilities	Spiritual Rehab Centers	Wedding Ceremonies	Funerals/ Graveside Services
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER					
	Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓		
	Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH					
	Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓	✓	✓	✓
	Implement clear plan for entering and exiting facility	Optional	Optional	Optional	Optional
	Provide necessary PPE for Patrons and Staff	✓	✓	✓	✓
	Require Face Covers for All Patrons and Staff	✓	✓	✓	✓
	Marked Flows to Direct Social Distancing in Lines	Recommended	Recommended	Recommended	Recommended
	Temperature checks all entries				
	Install safeguards – plexiglass, directional arrows, or clearly communicated standards	Recommended	Recommended		
	Install high-efficiency air filters or increase ventilation	Optional	Optional		
	Market new services including Delivery, Curbside Pickup & Drive-Thru Services	Optional	Optional	Virtual	
	Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓	✓
	Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	Recommended	Recommended	Recommended	Recommended
	Provide disposable paper or plastic workstation covers to reduce contamination	Optional	Optional		
	Install touchless technology at entrances, exits and check-out	Optional	Optional	Optional	Optional
SOCIAL DISTANCING					
	Ensure 6 feet distance	✓	✓	✓	✓
	Stagger break times or consider providing additional break room seating outside	✓	✓	✓	✓
	Rearrange seating areas for extra spacing	Recommended	Recommended	Recommended	Recommended
	Reduce Occupancy to 50% of Maximum Occupancy	✓	✓	✓	
	Establishing alternating days that reduce the total number of employees in a facility at a given time	Recommended	Recommended	Recommended	Recommended
	Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓	✓	✓
	Close common areas where personnel are likely to congregate and interact	Optional	Optional	Optional	Optional
POLICY, RIGHTS, AND NOTIFICATIONS					
	Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)				
	Train Staff & Volunteers on new customer service standards	✓	✓	✓	✓
	Train Staff & Volunteers on new cleaning standards	✓	✓	✓	✓
	Train Staff & Volunteers how to use PPE	✓	✓	✓	✓
	Develop standards for product handling				
	Clearly set employee expectations, with an emphasis on making them feel secure	✓	✓	✓	✓
	Return to work policies	✓	✓		
	Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓
	Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓
	HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓
	Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓

Healthcare Services

SAFER TOGETHER - Safety Guidelines Healthcare Services		Hospital/Urgent Care	Skilled Nursing Facilities	Assisted Living Facilities	Home Health Care	Optometry	Dental Facilities	Elective Outpatient Facilities	Other Outpatient Facilities
BECOME A	**SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER**								
	Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓	✓	✓	✓	✓	✓	✓
	Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH									
	Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓	✓	✓	✓	✓	✓	✓	✓
	Implement clear plan for entering and exiting facility	✓	✓	✓	✓	✓	✓	✓	✓
	Provide necessary PPE for workers	✓	✓	✓	✓	✓	✓	✓	✓
	Require Face Covers for All Customers and Staff	✓	✓	✓	✓	✓	✓	✓	✓
	Marked Flows to Direct Social Distancing in Lines	✓	✓	✓		✓	✓	✓	✓
	Temperature checks all entries	✓	✓	✓	✓	✓	✓	✓	✓
	Install safeguards – plexiglass, directional arrows, or clearly communicated standards	✓	✓	✓		Recommended	Recommended	✓	✓
	Install high-efficiency air filters or increase ventilation	Optional	Optional	Optional		Optional	Optional	Optional	Optional
	Market new services including delivery and curbside pickup								
	Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓		✓	✓	✓	✓
	Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓	✓	✓		✓	✓	✓	✓
	Provide disposable paper or plastic workstation covers to reduce contamination	Optional	Optional	Optional		Optional	Optional	Optional	Optional
	Install touchless technology at entrances, exits and check-out	Optional	Optional	Optional		Optional	Optional	Optional	Optional
SOCIAL DISTANCING									
	Ensure 6 feet distance	✓	✓	✓	✓	✓	✓	✓	✓
	Stagger break times or consider providing additional break room seating outside	✓	✓	✓	✓	✓	✓	✓	✓
	Rearrange seating areas for extra spacing	✓	✓	✓	✓	✓	✓	✓	✓
	Establishing alternating days that reduce the total number of employees in a facility at a given time	✓	✓	✓	✓	✓	✓	✓	✓
	Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓	✓		✓	✓	✓	✓
	Close common areas where personnel are likely to congregate and interact	Optional	Optional	Optional		Optional	Optional	Optional	Optional
POLICY, RIGHTS, AND NOTIFICATIONS									
	Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓	✓	✓	✓	✓	✓	✓	✓
	Train employees on new customer service standards	✓	✓	✓	✓	✓	✓	✓	✓
	Train employees on new cleaning standards	✓	✓	✓	✓	✓	✓	✓	✓
	Train employees how to use PPE	✓	✓	✓	✓	✓	✓	✓	✓
	Develop standards for product handling, including how it will be turned over to customers upon purchase								
	Clearly set employee expectations, with an emphasis on making them feel secure	✓	✓	✓	✓	✓	✓	✓	✓
	Return to work policies	✓	✓	✓	✓	✓	✓	✓	✓
	Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓
	Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓
	HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓	✓	✓
	Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓	✓	✓	✓	✓

Hospitality & Entertainment

SAFER TOGETHER - Safety Guidelines Hospitality & Entertainment	Lodging		Recreation									Food & Beverage			Other			
	Hotel and Motels	Short Term Rentals	Sporting Events	Golf Courses	Theaters	Ski Resorts	Grooming Salons/Tattoo and Massage Parlors	Zoos/Animal Exhibits	Fitness Centers and Activities	Pool/Aquatic Facilities	Casinos	Restaurants	Bars	Catering Facilities	Adult Entertainment	Car Wash	Dog Groomers	Gaming Facilities
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER																		
Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH																		
Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement clear plan for entering and exiting facility	✓	Optional	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide necessary PPE for workers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Require Face Covers for All Customers and Staff	✓	Optional	Optional	Optional	✓	Optional	✓	Optional	Optional	Optional	✓	Optional	Optional		✓		✓	✓
Marked Flows to Direct Social Distancing in Lines	✓	Optional	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Temperature checks all entries					✓	Optional	Optional	Optional	✓	✓					Optional	Optional	Optional	
Install safeguards – plexiglass, directional arrows, clearly communicated standards	Optional	Optional	Optional	Optional	✓	Optional	Optional	Optional	✓	✓	✓	Optional			Optional		Optional	✓
Install high-efficiency air filters or increase ventilation	✓		✓		✓		Recommended		✓	✓	✓	Recommended	Recommended		Recommended		✓	✓
Market new services including delivery and curbside pickup												✓	✓	✓			✓	
Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Provide disposable paper or plastic workstation covers to reduce contamination			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Install touchless technology at entrances, exits and check-out	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Optional	Recommended	Optional	Optional		Optional	Optional	Optional	Optional
SOCIAL DISTANCING																		
Ensure 6 feet distance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Stagger break times or consider providing additional break room seating outside	Optional	Optional	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rearrange seating areas for extra spacing	Optional	Optional	✓	Optional	✓	Optional	✓	Optional			✓	✓	✓		✓	✓	✓	✓
Reduce Occupancy to 33-50% of Maximum Occupancy	✓		✓	Optional	✓	Optional	✓	Optional	✓	✓	✓	✓	✓		✓		✓	✓
Establishing alternating days that reduce the total number of employees in a facility at a given time									✓									
Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Close common areas where personnel are likely to congregate and interact	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended		Recommended	Recommended	Recommended	Recommended
POLICY, RIGHTS, AND NOTIFICATIONS																		
Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train employees on new customer service standards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train employees on new cleaning standards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Train employees how to use PPE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop standards for product handling, including how it will be turned over to customers upon purch	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clearly set employee expectations, with an emphasis on making them feel secure	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Return to work policies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓	✓	Optional	Optional	✓	✓	✓	✓	✓	✓	✓	✓
HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Retail

SAFER TOGETHER - Safety Guidelines Retail		Clothing Stores	Grocery Stores	Auto Centers	Hardware Stores	Convenient Stores	Gas Stations	Electronics Stores
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER								
	Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓	✓	✓	✓	✓	✓
	Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH								
	Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓	✓	✓	✓	✓	✓	✓
	Implement clear plan for entering and exiting facility	✓	✓	✓	✓	✓	✓	✓
	Provide necessary PPE for workers	✓	✓	✓	✓	✓	✓	✓
	Require Face Covers for All Customers and Staff	✓	✓	✓	✓	✓	✓	✓
	Marked Flows to Direct Social Distancing in Lines	✓	✓	✓	✓	✓	✓	✓
	Temperature checks all entries							
	Install safeguards – plexiglass, directional arrows, or clearly communicated standards	✓	✓	✓	✓	✓	✓	✓
	Install high-efficiency air filters or increase ventilation	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	Market new services including delivery and curbside pickup	Optional	Optional	Optional	Optional			Optional
	Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓	✓	✓	✓	✓
	Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓	✓	✓	✓	✓	✓	✓
	Provide disposable paper or plastic workstation covers to reduce contamination	Optional	Optional	Optional	Optional			Optional
	Install touchless technology at entrances, exits and check-out	Optional	Optional	Optional	Optional	Optional	Optional	Optional
SOCIAL DISTANCING								
	Ensure 6 feet distance	✓	✓	✓	✓	✓	✓	✓
	Stagger break times or consider providing additional break room seating outside	✓	✓	✓	✓	✓	✓	✓
	Rearrange seating areas for extra spacing	✓	✓	✓	✓	✓	✓	✓
	Reduce Occupancy to 50% of Maximum Occupancy	✓	✓	✓	✓	✓	✓	✓
	Establishing alternating days that reduce the total number of employees in a facility at a given time	Optional	Optional	Optional	Optional	Optional	Optional	Optional
	Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓	✓	✓			✓
	Close common areas where personnel are likely to congregate and interact	Optional	Optional	Optional	Optional	Optional	Optional	Optional
POLICY, RIGHTS, AND NOTIFICATIONS								
	Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓	✓	✓	✓	✓	✓	✓
	Train employees on new customer service standards	✓	✓	✓	✓	✓	✓	✓
	Train employees on new cleaning standards	✓	✓	✓	✓	✓	✓	✓
	Train employees how to use PPE	✓	✓	✓	✓	✓	✓	✓
	Develop standards for product handling, including how it will be turned over to customers upon purchase	✓	✓	✓	✓	✓	✓	✓
	Clearly set employee expectations, with an emphasis on making them feel secure	✓	✓	✓	✓	✓	✓	✓
	Return to work policies	✓	✓	✓	✓	✓	✓	✓
	Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓	✓
	Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines					✓	✓	
	HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓	✓
	Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓	✓	✓	✓

Transportation & Warehouse

SAFER TOGETHER - Safety Guidelines Transportation & Warehouse		Delivery Services	Shipment Providers	General Warehouse	Ride Sharing Companies	Airports	Busing Services
BECOME A SAN BERNARDINO COUNTY COVID-19 COMPLIANT BUSINESS PARTNER							
	Prominently display your COVID Compliant Business Partner Window Sign (if a partner)	✓	✓	✓	✓	✓	✓
	Adhere to direction/guidance released by County Health Officer	✓	✓	✓	✓	✓	✓
WORKPLACE CONTROLS FOR SAFETY & HEALTH							
	Adhere to cleaning and disinfecting procedures in accordance with governing authorities and/or best practices	✓	✓	✓	✓	✓	✓
	Implement clear plan for entering and exiting facility		✓	✓		✓	✓
	Provide necessary PPE for workers	✓	✓	✓		✓	✓
	Require Face Covers for All Customers and Staff	✓	✓	✓	✓	✓	✓
	Marked Flows to Direct Social Distancing in Lines		Optional	Optional		✓	
	Temperature checks all entries						
	Install safeguards – plexiglass, directional arrows, or clearly communicated standards				✓	✓	
	Install high-efficiency air filters or increase ventilation		Recommended	Recommended		✓	Recommended
	Market new services including delivery and curbside pickup	✓					
	Post clean sanitation/disinfection instructions and products for shared equipment	✓	✓	✓		✓	✓
	Provide Station to Wash Hands or Alcohol-based Hand Rubs (At least 60% alcohol)	✓	✓	✓		✓	✓
	Provide disposable paper or plastic workstation covers to reduce contamination					✓	
	Install touchless technology at entrances, exits and check-out	Optional	Optional	Optional		✓	Optional
SOCIAL DISTANCING							
	Ensure 6 feet distance	✓	✓	✓		✓	✓
	Stagger break times or consider providing additional break room seating outside	✓	✓	✓	✓	✓	✓
	Rearrange seating areas for extra spacing					✓	✓
	Establishing alternating days that reduce the total number of employees in a facility at a given time						
	Adapt breakrooms, gathering areas and storage to support social distancing		✓	✓		✓	
	Close common areas where personnel are likely to congregate and interact		✓	✓		✓	
POLICY, RIGHTS, AND NOTIFICATIONS							
	Supply at Minimum a Two-Week Supply of Necessary PPE (If Obtainable)	✓	✓	✓		✓	✓
	Train employees on new customer service standards	✓	✓	✓	✓	✓	✓
	Train employees on new cleaning standards	✓	✓	✓	✓	✓	✓
	Train employees how to use PPE	✓	✓	✓	✓	✓	✓
	Develop standards for product handling, including how it will be turned over to customers upon purchase	✓	✓	✓	✓	✓	✓
	Clearly set employee expectations, with an emphasis on making them feel secure	✓	✓	✓	✓	✓	✓
	Return to work policies	✓	✓	✓	✓	✓	✓
	Update Guest and visitor policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓
	Update Employee travel policies to reflect current COVID-19 State and Federal Guidelines	✓	✓	✓	✓	✓	✓
	HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓
	Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓	✓	✓

SAN BERNARDINO
COUNTY