

SAN BERNARDINO COUNTY READINESS AND REOPENING PLAN



MAY 7, 2020

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Project Collaboration

San Bernardino County Board of Supervisors

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Robert A. Lovingood, First District
Dawn Rowe, Third District

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

COVID Taskforce

Gary McBride, Chief Executive Officer
John McMahan, Sheriff
Leonard X. Hernandez, Chief Operating Officer
Michelle Blakemore, County Counsel
William Gilbert, ARMC Administrator
Penny Alexander-Kelley, Chief Assistant County Counsel
Josh Candelaria, Director of Governmental and Legislative Affairs
Tom Lynch, EMS Administrator
David Wert, Public Information Officer
Matthew Erickson, Chief Financial Officer
Diana Alexander, Deputy Executive Officer
Valerie Clay, Deputy Executive Officer
Dena Fuentes, Deputy Executive Officer
Robert Saldana, Deputy Executive Officer
Luther Snoke, Deputy Executive Officer
Kelly Welty, Deputy Executive Officer
Bob Windle, Labor Relations Chief
Soua Vang, Interim Director Economic Development

LeAnna Williams, Director of Risk Management
Daniel Munoz, Emergency Services Manager
Michael Ramirez, Supervisor Emergency Services Officer
Dan Munsey, Fire Chief
Diane Rundles, Human Resources Director
Shannon Dicus, Undersheriff
Lana Tomlin, Assistant Sheriff
Robert Wickum, Assistant Sheriff
Carrie Gilbreth, Managing Partner, Westbound Communications
Christopher Perez, Partner, Westbound Communications
Patrick Scalzitti, Community Services Group Operation and Finance Chief
CaSonya Thomas, Assistant Executive Officer, Human Services
Trudy Raymundo, Director of Public Health
Corwin Porter, Assistant Director of Public Health
Sandy Harmsen, Director, Workforce Development

Project Team

Justine Rodriguez, Public Relations & Marketing ARMC Public Information Officer
Ginger Roosa, Principal Administrative Analyst
Pamela Williams, Principal Administrative Analyst
Andrew Goldfrach, FACHE, COO ARMC

Maral Hernandez, Government and Legislative Affairs Analyst
Kristina King, Executive Administrative Assistant
Ken Johnston, Quality and Compliance Officer

San Bernardino County Readiness and Recovery Plan

Medical and Public Health Team

Dr. Erin Gustafson, MD, Acting County Health Officer

Dr. Rodney Borger, MD, FACEP, Chairman, Emergency Medicine, ARMC

Troy W. Pennington DO, MS, FAAEM, Diplomate of EMS, EMS Fellowship Director, ARMC

Associate Clinical Professor of Emergency Medicine

Sharon Wang, DO, MSHPE, Infectious Disease, ARMC

City Mayors and Managers

City of Adelanto; Mayor Gabriel Reyes; City Manager Jessie Flores

Town of Apple Valley; Mayor Scott Nassif; Town Manager Doug Robertson

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 Highland; Mayor Larry McCallon; City Manager Joe Hughes

City of Loma Linda; Mayor Phill Dupper; City Manager T. Jarb Thaipejr

City of Montclair; Mayor Javier John Dutrey; City Manager Edward Starr

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City of Ontario; Mayor Paul Leon; City Manager Scott Ochoa

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City of Redlands; Mayor Paul Foster; City Manager Charles Duggan, Jr.

City of Rialto; Mayor Deborah Robertson; City Manager Rod Foster

City of San Bernardino; Mayor John Valdivia; City Manager Teri Ledoux

City of Twentynine Palms; Mayor Joel Klink; City Manager Frank Luckino

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
IRS	Internal Revenue Service
JPA	Joint Powers Agreement
PCR	Polymerase Chain Reaction; technique to take trace amounts of DNA and use them (amplify) to detect or identify disease
PPE	Personal Protective Equipment
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

Public Safety Focused Purpose When Reopening

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.

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

San Bernardino County Readiness and Recovery Plan

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.

San Bernardino County Readiness and Recovery Plan

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.

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.

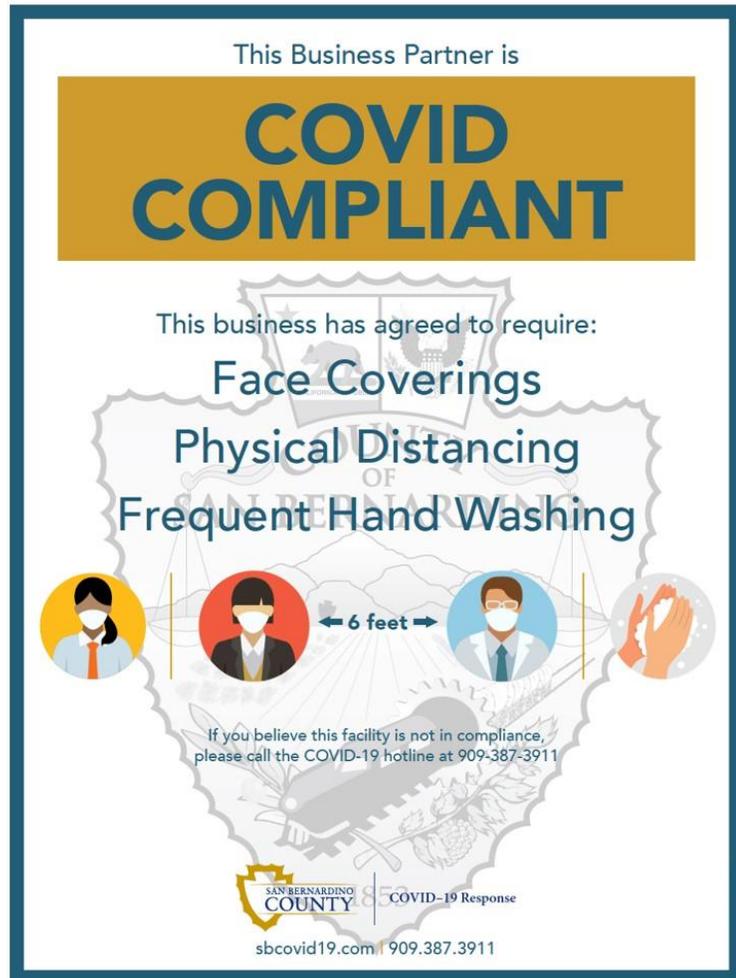
Additionally, through feedback received from the COVID Recovery Coalition, businesses have indicated issues with acquiring the needed PPE for their operations.

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



San Bernardino County Readiness and Recovery Plan

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

PENDING BOARD OF SUPERVISORS DIRECTION

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 eight strategies for mass testing that we will be implementing in parallel:

Strategy 1: Mobile Drive-Through Specimen Collection sites

- Rotation of mobile clinic sites throughout the County
- These sites can be deployed to hot spot locations for increased testing needs

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- 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

Strategy 2: Stationary Drive-Through Specimen Collection sites.

- Routine operation at a specific site
- Currently in the process of establishing stationary sites in each of the five County supervisorial districts
- 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 County-operated medical clinics have the capacity to perform test services during patient visits

Strategy 4: Arrowhead Regional Medical Center- Hospital based services

- Hospital utilizes in-house rapid PCR test on 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 SO+S team, a comprehensive strategy has been developed for testing of both patients and employees of the hundreds of skilled nursing 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

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Strategy 6: First Responders

- First Responders will be serology tested through the San Bernardino County Unified Command System
- PCR testing will be completed, as needed based on the workflow designed by the Medical Director for the San Bernardino County Fire Protection District

Strategy 7: Hospital Employees

- Each hospital within the county shall develop their own testing strategy that meets the needs of their workforce and provide those plans to Department of Public Health (DPH) in the next 30 days
- DPH will institute a supplemental plan to meet the needs of hospital and healthcare employees by providing PCR supplies and kits for each hospital for up to 10% of their “first receivers” (or 100 employees, whichever is higher)
- DPH will also inquire with each hospital on their desire and ability to implement serology testing for epidemiology purposes

Strategy 8: Other High Risk Employees

- 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, public health contact tracers, detention center employees, social workers and other essential employees at high risk of infection

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.

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Testing Results as of May 5, 2020:

Location	Population	Total Tests	Positive Cases	Percent Positive
San Bernardino County	2,130,609	24,414	1799	7%
Bloomington-Crestmore	23,745	184	24	13%
Adelanto	35,463	226	29	13%
Fontana Area	241,380	2,159	255	12%
Ontario	177,706	1,275	147	12%
Rialto Area	113,843	1,047	115	11%
Phelan-Pinon Hills	22,962	73	8	11%
Highland	55,538	556	60	11%
Montclair	48,273	353	38	11%
Chino Hills	81,319	593	62	10%
Hesperia Area	106,933	632	63	10%
San Bernardino Area	257,135	2,466	244	10%
Victorville Area	142,528	915	84	9%
Colton Area	69,683	737	62	8%
Rancho Cucamonga Area	177,283	1,496	113	8%
Upland (Population: 78,022)	78,022	639	48	8%
Chino Area	98,829	747	53	7%
Redlands Area	82,307	1,205	79	7%
Loma Linda	25,408	380	24	6%
Big Bear Lake Area	10,838	49	3	6%
Apple Valley	82,572	535	30	6%
Yucaipa	54,472	728	36	5%
Barstow Area	34,705	172	8	5%
Morongo	3,739	44	2	5%
Greater Lake Arrowhead	10,090	33	1	3%
Other Locations	11,998	68	2	3%
Yucca Valley	25,335	269	6	2%
Mt. Baldy Area	8,374	57	1	2%
Joshua Tree	10,105	116	1	1%
Fort Irwin Area	11,748	18	0	0%
Lucerne Valley	6,907	50	0	0%
Needles	5,011	21	0	0%
Twentynine Palms Area	28,356	119	0	0%

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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 test administered per week is 21,780.

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

Estimated Testing	PCR	Reoccurring Serology*	One-Time Serology	Expanded Drive Through	
				PCR	Reoccurring 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

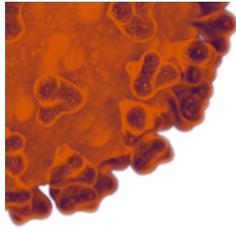
*Serology testing on patients is re-occurring, however for employees would be a one-time test

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.

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.

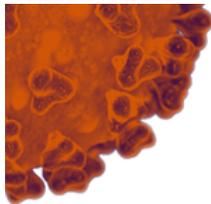
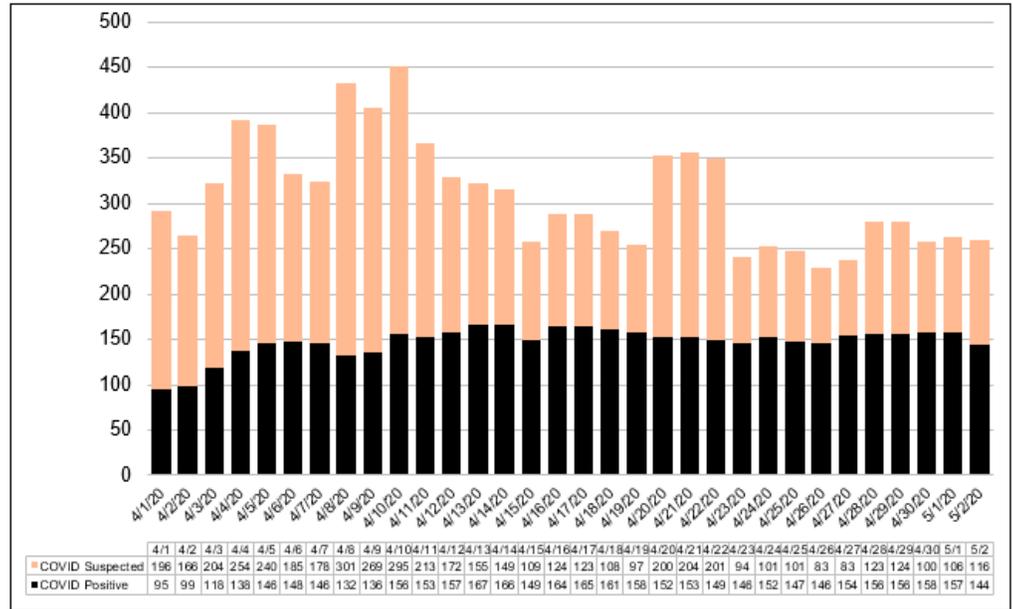


COVID-19
Positive & Suspected

Latest Census
260

Previous Day Census
263

SB County Hospital COVID-19 Census



Ventilator Use

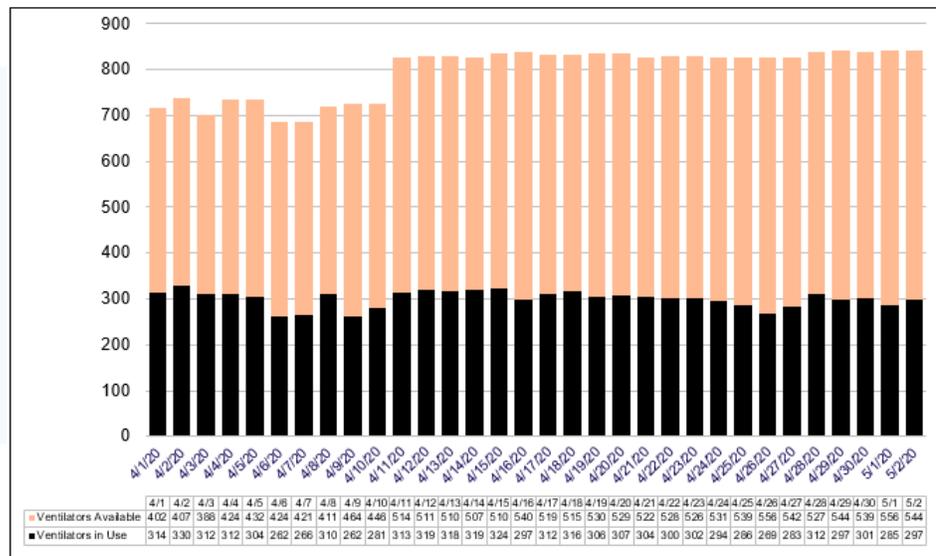
Latest Census
297

Previous Day Census
285

Daily Increase / Decrease
12

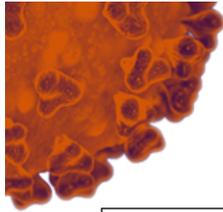
Vents Available
544

County Wide Ventilators Available Ventilators in Use

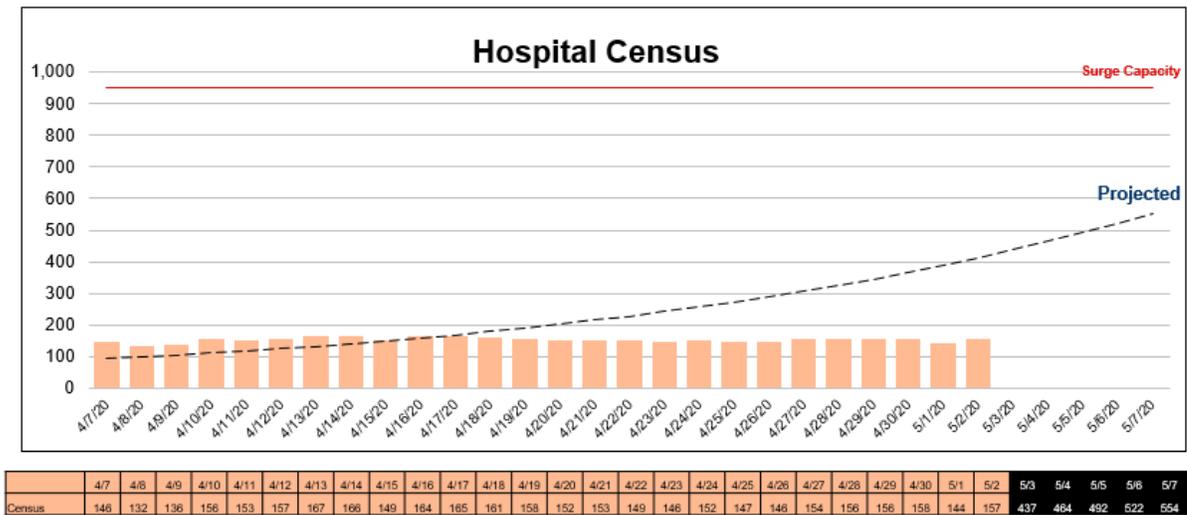


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A response to the reduction in elective cases, public fear and anxiety of contracting COVID-19 while visiting hospitals caused a lower volume of Emergency Department activity. Currently, within the County of San Bernardino, hospitals have internal 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.



SB County Projected Hospital COVID Census



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

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- 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

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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:

San Bernardino County Readiness and Recovery Plan

- 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 PAs 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 SNFs 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

San Bernardino County Readiness and Recovery Plan

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

San Bernardino County Readiness and Recovery Plan

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 face mask 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)

San Bernardino County Readiness and Recovery Plan

- 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:

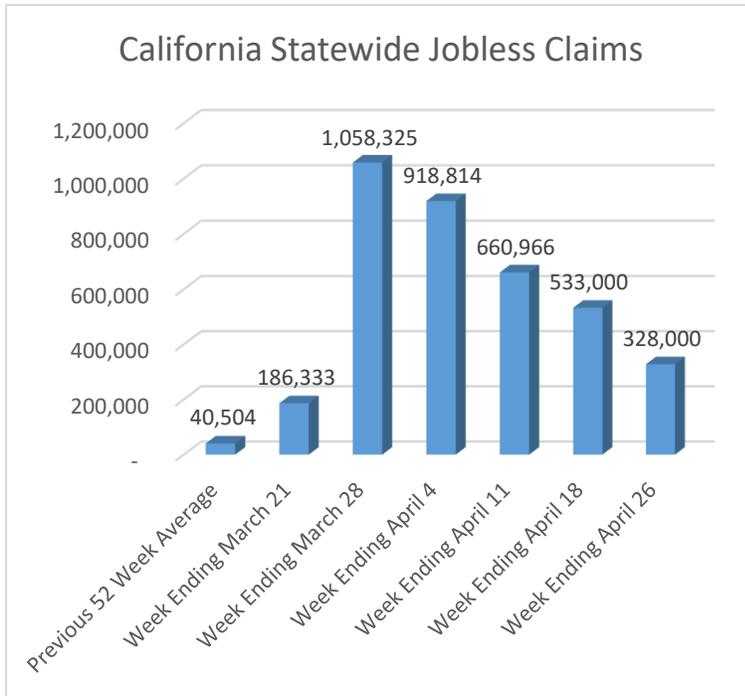
***“We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county’s unique advantages and provide the jobs that create countywide prosperity.*”**

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

San Bernardino County Readiness and Recovery Plan



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. 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 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
- Once it has been determined that a company is a COVID-Compliant Business Partner, they will be issued



San Bernardino County Readiness and Recovery Plan

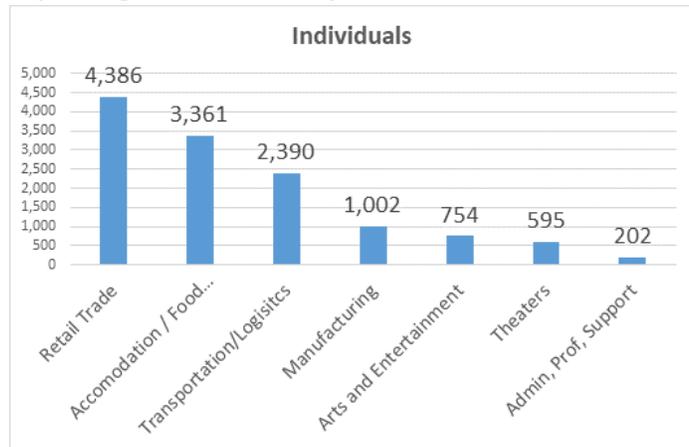
a “This Business Partner is COVID Compliant” window graphic to recognize the business for its commitment to public health and safety. This acknowledgement is encouraged to be prominently displayed for public view at the business location

- Gain exclusive access to receive PPE directly from the County at County cost

Who Is Eligible?

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 business fail to recover.

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.



Source WARN Data

Eligible Businesses:

Business must be located in San Bernardino County in operations for a minimum of three (3) years and employing at least 1 employee but less than 100 employees in total under 1 (one) individual's or group's ownership. Business must be current on any property tax payments, income tax must be current in the last two (2) years, and have no outstanding code or land use violations. 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).

Ineligible Businesses:

- 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
- Financial, lending and investment institutions
- Insurance companies
- Home-based businesses
- Businesses with more than 100 FTE employees as of end of 2019
 - Part-time employee = 0.5 FTE

San Bernardino County Readiness and Recovery Plan

- Non-profit organizations

Proposed Funding Structure

The County can tentatively accept applications starting June 1, 2020. Here is the proposed structure for Round 1 and 2:

Application Round 1

The application deadline would be set for July 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 would receive funding, assuming 12,000 companies apply.

Application Round 2

In the event funding remains after Round 1 is complete, Round 2 funding would commence with a target application deadline of September 30, 2020. The amount per qualified business location is to be determined subject to availability of any unused funding.

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 supporting the Workplace Readiness Essentials Checklist
- 5) Commit to training and education for COVID safety in their workplaces
- 6) Implement County Public Health guidelines
- 7) Agree to a virtual or in-person demonstration of COVID compliant safety measures

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

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- 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

Approval Process

The online application is to be developed with a third party consultant. 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 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 of San Bernardino District Attorney's Office and Public Defender have specialized units that are providing contact tracing services for confirmed COVID-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.

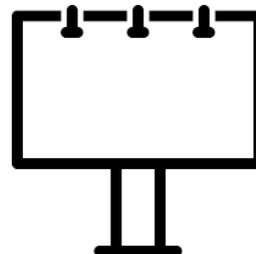


The messaging campaign will be clear, simple, and purposed focusing on the solid three methods proven to reduce the spread of the virus:

- 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.



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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		Recommended
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		
Reduce Occupancy to 25-33% of Maximum Occupancy		
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		✓

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Faith Based

SAFER TOGETHER - Safety Guidelines Faith Based Services		Faith Based Facilities	Spiritual Rehab Centers
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
	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
	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
	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
	Provide disposable paper or plastic workstation covers to reduce contamination	Optional	Optional
	Install touchless technology at entrances, exits and check-out	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
	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
	Adapt breakrooms, gathering areas and storage to support social distancing	✓	✓
	Close common areas where personnel are likely to congregate and interact	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	✓	✓

San Bernardino County Readiness and Recovery Plan

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	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
Reduce Occupancy to 25-33% of Maximum Occupancy								✓	✓	✓
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								✓	✓	✓

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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	✓	✓	✓	✓	✓	✓	✓	✓
Reduce Occupancy to 25-33% of Maximum Occupancy				Optional	Optional	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	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	✓	✓	✓	✓	✓	✓	✓	✓

San Bernardino County Readiness and Recovery Plan

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 practices	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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	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	Recommended	Recommended	Optional	Optional	Optional	Optional	✓	
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	Optional	Optional	Optional	Optional	Optional	Recommended	Optional	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 25-33% 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	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	✓	✓	✓	✓	✓	✓	✓	✓	Optional	Optional	✓	✓	✓	✓	✓	✓	✓	✓	
HR policies regarding illness, support for caregivers, etc.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Right to Refuse Public Entrance to Non-Compliant Persons	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

San Bernardino County Readiness and Recovery Plan

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 25-33% 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	✓	✓	✓	✓	✓	✓	✓

San Bernardino County Readiness and Recovery Plan

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					✓	✓
	Reduce Occupancy to 25-33% of Maximum Occupancy						✓
	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	✓	✓	✓	✓	✓	✓

