SECOND/FUTURE WAVE

COVID-19/INFLUENZA PANDEMIC PREPAREDNESS PLAN

JULY 2020

Planning increases the likelyhood that the City of Riverside will be able to continue service operations during a global health crisis.

Prepared by:
City of Riverside

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INTRODUCTION

PURPOSE

The Advance Planning Section of the Emergency Operations Center (EOC) developed this COVID-19 Second/Future Wave Pandemic Preparedness Plan (Plan) to assist City leadership. COVID-19 is a respiratory disease caused by a novel (new) coronavirus, first detected in China in November 2019, and now detected in almost 140 countries, including the United States. The Plan defines citywide objectives and strategies for managing the impacts of any second/future waves of COVID-19/Influenza-like pandemic events (Second/Future Waves) in the City of Riverside. Second/Future Waves are unpredictable and can have consequences on human health and economic well-being worldwide. Advanced planning and preparedness are critical to help mitigate the impact of Second/Future Waves.

PLANNING PRINCIPLE

The Plan ensures the well-being of residents, employees, businesses, and visitors to the City of Riverside by limiting the spread of COVID-19 during any and all Second/Future Waves.

SCOPE

The Plan defines coordinated strategies for whole community preparedness and response actions related to Second/Future Waves within the city of Riverside. The Plan supports existing Riverside public health and emergency plans by applying fundamental principles to the specific needs and challenges of future waves. This Plan should be used by City departments and community partners to refine or create new procedures to manage Second/Future Waves.

The Plan will be continually updated and revised as conditions dictate, and resources change. However, users of the Plan must be prepared to:

- Customize the content based on the circumstances presented by the specific incident;
- Regularly evaluate the effectiveness of implemented actions throughout each incident; and
- Adapt actions accordingly.

AUTHORITY

The Plan is a hazard specific-annex of the 2011 City of Riverside Emergency Operations Plan updated in 2017 and references Riverside University Health System Public Health Influenza Response Plan (2017). Actions within the Plan will be consistent with National Incident Management System (NIMS) and Standardized Incident Management Systems (SIMS).

PLANNING ASSUMPTIONS AND PRINCIPLES

The City of Riverside has based this Plan on several key assumptions and principles that include:

- A percentage of City employees will become ill from COVID-19 and be unable to report to work. An additional percentage of employees will be unable to work based upon self-isolation, sick family members, and fear of possible infection.
- Educational institutions and childcare facilities will close for extended periods of time forcing City employees to stay home to care for their children.
- The government will not be able to perform all functions and provide all services at full capacity throughout the duration of the pandemic.
- Any City office may be closed due to staffing shortages or limited community quarantine.
- The City of Riverside may make alternate facilities available for staff to implement physical distancing protocols.
- An indeterminate number of people in the community will be unable to reach City offices to conduct normal business activities.
- Confusion within the community and demand for information could overwhelm our existing communications systems.
- Vendors may be unable to provide services or deliver supplies.
- Travel will be restricted for some periods of time, both within and outside the community.
- Pandemic-related financial impacts, possible community-wide stress, and enhanced opportunities will increase security risks.
- The pandemic will cause a serious economic downturn, the scope, and duration of which are impossible to predict.
- The healthcare system will be impacted during the pandemic due to illness, deaths, and fear-driven absenteeism.
- There will likely be disruptions to supply or shortages of critical medical products in the U.S. Also, an increased market demand and supply challenges for personal protective equipment (PPE) products may occur.
- City businesses in all sectors may be forced to close, in part or entirely, for differing periods during the pandemic.

OBJECTIVES OF THE PLAN

When this Plan is implemented, the intention is to minimize the impact of Second/Future Waves in the City of Riverside and to protect our residents, employees, and visitors' health by limiting the number of illnesses and deaths, thereby achieving the City's objective to:

- Protect health, safety, and welfare;
- Maintain government functions;
- Minimize social disruption; and
- Minimize economic losses.

EMERGENCY OPERATIONS CENTER (EOC)

EOC ACTIVATION

The City's Emergency Organization (EO) will provide the primary direction, control, and coordination for the second/future wave of COVID-19. The primary activities and functions will continue to be supported by a declaration of local emergency, which provides the legal basis for necessary emergency operations. The City's EO will be established, when needed, to manage the activities associated with a Second/Future wave. The decision to activate the City's EO will be made by the Director of Emergency Services/City Manager. Activation of the EO occurs upon receipt of official warning of impending or threatened emergency, or upon the proclamation of local emergency. All or such portions of its organization as the Director of Emergency Services may direct, shall be called into service. The Emergency Operations Center (EOC) may be activated at the request of any division or City Department and upon the concurrence of the Director of Emergency Services, notwithstanding the absence of a proclamation of local emergency. Representatives from all levels of government involved in the second/future wave response will be present in the City's EO.

PHYSICAL/VIRTUAL EOC

Direction, control, coordination, and management of Second/Future Wave operations within Riverside will be flexible and adaptable based on severity and guidance from local public health authorities. The EOC is the physical location where coordination of information and resources occurs. Transition to the City's EO will occur as directed by the City Manager/Director of Emergency Services. The EOC may or may not be physically activated during a pandemic or Second/Future Wave. Social distancing, by reporting virtually, should be implemented, thereby potentially reducing the staff physically located at the EOC.

SITUATIONAL SUMMARY AND INFORMATION

Riverside University Health System's Department of Public Health (RUHS-PH) is the lead agency in coordinating countywide public health and emergency medical response. The City's EO, working in conjunction with RUHS-PH will distribute situational summaries and essential information to ensure all reasonable measures are taken to limit the spread within the City.

SEVERITY LEVEL INDEX

Severity levels in this Plan are based upon doubling rates (number of days for the confirmed infected virus case count to double) data provided by the RUHS-PH. The severity scale is based upon the following assumption (Table1):

Table 1 – Severity Level Index

Severity Level	Doubling Rate
MILD	6 days plus
MODERATE	4 to 6 days
SEVERE	Fewer than 4 days

EOC ACTIVATION LEVELS

EOC activation levels in this Plan are based upon the COVID-19 Severity Level Index (Table 1). The Director of Emergency Services or Assistant Director of Emergency Services has the ability to adjust activation levels and staffing based upon the following assumption (Table 2).

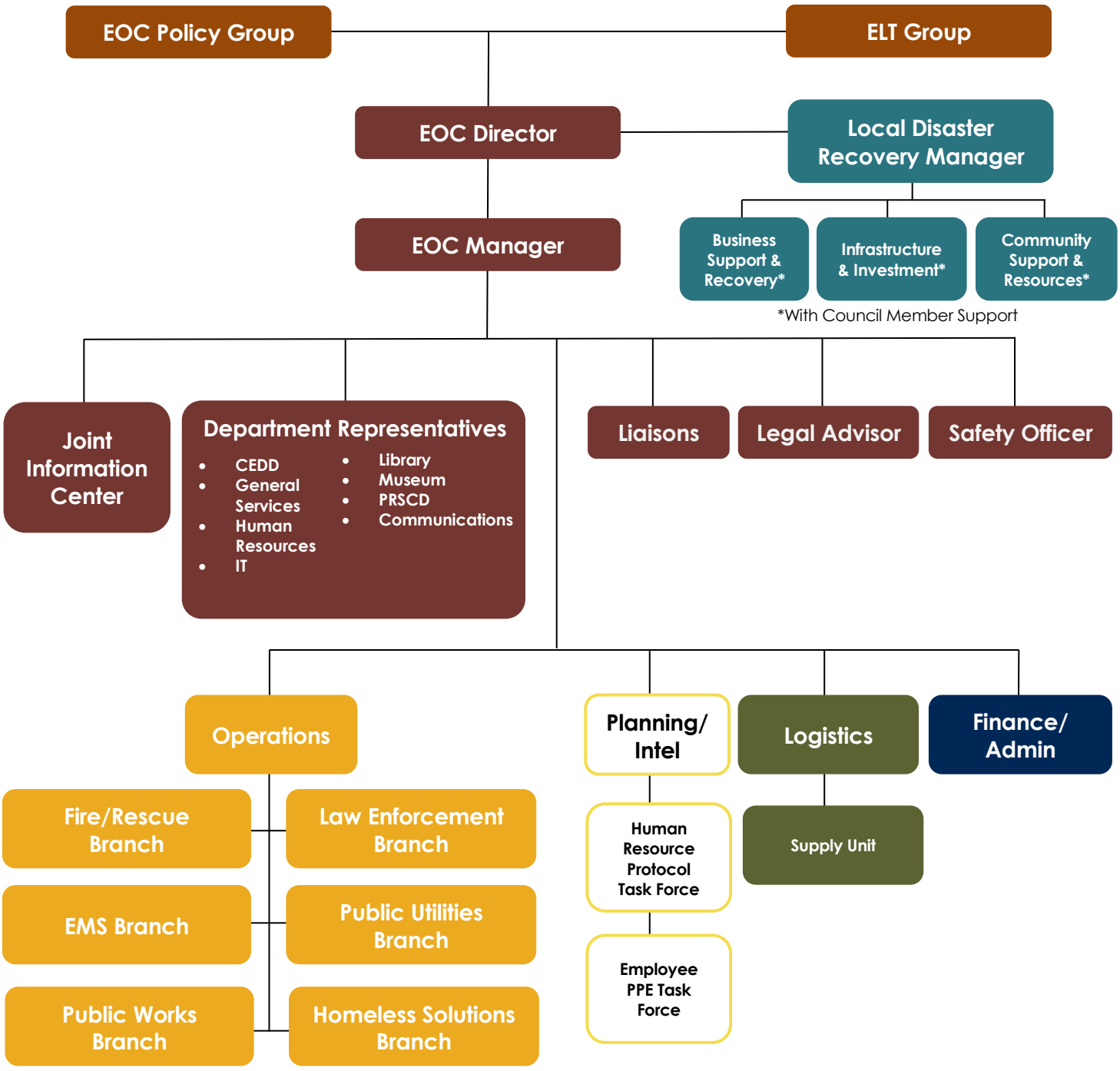
Table 2 – EOC Activation Levels

Severity Level	EOC Activation Level
MILD	Level 3
MODERATE	Level 2
SEVERE	Level 2 with extended staffing

ORGANIZATIONAL CHART

Figure 1 is the organization chart for an activated EOC in the City. The organization chart is continually monitored and modified as needed over time. The Advanced Planning Unit will continuously reach out to departments for revisions and needs assessments.

Figure 1 – EOC Organizational Chart



PLAN ACTIVATION

TRIGGER EVENTS

The following events should be considered trigger events for implementation of all or portions of this Plan:

- The United States Federal Government, through their official agencies, issues a pandemic declaration for the United States; and/or
- The State of California, through the Office of the Governor or other official State Office, issues a pandemic declaration for the State; and/or
- The County of Riverside Public Health Department issues a pandemic declaration and directive to implement a response plan; and/or
- The City Council, or City Manager of the City of Riverside or his/her designee, proclaims a Local Emergency related to a pandemic for the City of Riverside.

PANDEMIC CRISIS ASSESSMENT

Upon activation of a pandemic crisis, the City will:

- Make an initial risk determination to define the extent of the crisis and what portions of the Plan need to be implemented based on that analysis.
- Contact other government officials, community leaders, regional partners, or other resources as necessary to accomplish the objectives of this Plan.
- Meet on a scheduled or as-needed basis, at least daily either in-person, by telephone, or video conference, to continually assess the severity of the crisis, the efficacy of the State, County, and City response, and the changes needed to implement additional elements of the Plan.

COVID-19 DECISION MAKING FLOWCHART

The following flowchart depicts the decision-making process in the event of Second/Future Waves. Each portion of the chart is explained in further detail within this Plan.

Figure 2 - Second/Future Wave Decision-Making Flowchart

Second/Future Wave is announced by Riverside County Public Health, State of California Department of Public Health and/or United States Center for Disease Control

Establish – Employee PPE Task Force
Establish – Human Resource Protocol Task Force

Release COVID-19 PPE and Begin Procuring Replacements

MILD SEVERITY LEVEL	MODERATE SEVERITY LEVEL	SEVERE SEVERITY LEVEL
EOC – Activated Level 3	EOC – Activated Level 2	EOC – Activated Level 2 with Extended Staffing
INTERNAL		
Implement alternative work schedules / work locations Implement alternative telecommuting policy to essential exempt employees Issue Proclamation of Local Emergency Order (if not currently in place)	Expand alternative work schedules / locations Consider Disaster Service Worker assignments Expand alternative telecommuting policy to essential non-exempt employees Consider issuing orders to temporarily address City regulations for residents, businesses, and essential workers	Maximize alternative work schedules/locations Implement Disaster Service Worker assignments Consider minimum staffing order Maximize alternative telecommuting policy to all employees Implement orders to temporarily address City regulations for residents, businesses, and essential workers
EXTERNAL		
Postpone all events with expected attendance above 250 individuals Businesses implement "No Mask, No Service" policies and consider adjusted hours Implement Business COVID-19 "Mild" Physical Distance Action Plan Close park playgrounds Close senior centers, community centers, museums (public), and libraries Suggest voluntary home isolation Implement media campaign and outreach to vulnerable populations Implement Physical Distance media campaign Introduce virtual inspections when feasible Request the State to temporarily relax or suspend state-mandated regulations that may impede or limit the operation of critical government operations under a declaration of emergency	Postpone all events with expected attendance above 50 individuals Businesses implement reduced business hours Businesses reduce occupancy limits to 50% Food services transition to delivery, takeout, and curbside pick-up only Enforce Business COVID-19 "Moderate" Physical Distance Action Plan Restrict non-essential City services Limit public access to City facilities Close parks, trails, and parking lots Implement "Stay in Place, Maintain Your Space, Cover Your Face" campaign Require virtual inspections and electronic plan submittal	Limit gatherings to 10 individuals or less Enforce business COVID-19 "Severe" Physical Distance Action Plan including business closures Restrict City services not deemed "emergency services" Close City facilities to public access Implement emergency Stay at Home Campaign

FRAMEWORK FOR ISSUING ORDERS

With a triggering event of Second/Future Waves, the Director of Emergency Services should reference the following Riverside Municipal Codes, and issue orders based upon the severity index found in Table 3:

- 9.20.050 – Director of Emergency Services Powers and Duties
- 9.20.060 – Declaration of Local Emergency
- 9.20.260 – Power of the City Council

Table 3 – Order Issuing Index

Severity Level	Orders
MILD	Issue Proclamation of Local Emergency Order (if not currently in place)
MODERATE	Consider issuing orders to temporarily address City regulations for residents, businesses, and essential workers
SEVERE	Implement orders to temporarily address City regulations for residents, businesses, and essential workers

Table 4 summarizes the orders issued by the City of Riverside during the initial COVID-19 pandemic:

Table 4 – List of Orders

Order Number	Common Name
CVD-2020-001	Proclamation of Local Emergency
CVD-2020-002	Bars, Breweries, Wineries & Restaurants Order
CVD-2020-003	Suspension of Utility Shutoffs
CVD-2020-004	Permits Extension Order
CVD-2020-005	Minimum Staffing Order
CVD-2020-006	Suspension of Delivery Restrictions
CVD-2020-007; Resolution No. 23558	Protections for Essential Workers

PERSONAL PROTECTIVE EQUIPMENT (PPE)

REQUIRED SAFETY EQUIPMENT

The health and well-being of City employees during Second/Future Waves requires appropriate Personal Protective Equipment (PPE). During the initial wave of the pandemic, limited supply chains of COVID-19 related PPE added complexity to protecting essential City workers. City services can function most effectively during Second/Future Waves if the City pre-plans and stocks the PPE levels required to provide essential services.

EMPLOYEE PPE TASK FORCE

During Second/Future Waves, the City Safety Officer, pursuant to OSHA guidelines and CDC recommendations, will provide the identified PPE, as required. Upon a triggering event, the City Safety Officer, along-with representatives from all Departments, will establish an Employee PPE Task Force to evaluate and determine the required PPE for each employee.

SAFETY STOCK LEVELS

The City will identify the products or supplies needed, the sources from which to obtain, and will work to maintain an inventory of those items. These Safety Stock levels are based on Department outreach and by evaluating regularly-reported burn rates of COVID-19 PPE during the initial wave. Table 5 details the COVID-19 initial response monthly usage rates, and the Second/Future Wave Safety Stock levels.

Table 5 – Safety Stock Levels

Item (unit of measurement)	COVID Response Average Monthly Usage	Second/Future Wave Safety Stock Level
Nitrile Gloves Blue (boxes)	375	1,200
Nitrile Gloves Orange (boxes)	111	350
Latex Gloves White (boxes)	67	200
N95 Mask (each)	1,683	5,000
P-100 Mask (each)	236	700
Surgical Mask (each)	1,952	6,000
Disposable Gowns (each)	430	1,300
Tyvek Suit (each)	40	150

Item (unit of measurement)	COVID Response Average Monthly Usage	Second/Future Wave Safety Stock Level
Safety Glasses (each)	292	1,000
Face Shields (each)	100	300
1890 Dura Mask/Dust Mask (each)	517	1,500
Ammonia (gallons)	134	400
Bleach (gallons)	170	500
Disinfectant Cleaner (cans)	258	800
Disinfectant Spray, Hospital Grade (cases)	167	500
Disinfectant Wipes (tubs)	239	700
Hand Sanitizer, 8 fl. Oz. (bottles)	578	2,000
Hand Sanitizer, mini (each)	430	1,000
Hydroxy-clean General Cleaner (gallons)	36	100
Facial Tissue (boxes)	104	300
Toilet Tissue (rolls)	842	2,500
Thermometers (each)	75	75

EMERGENCY OPERATIONS CENTER LOGISTICS SECTION

During any Second/Future Waves, the above-identified PPE will be processed, supplied, procured, and distributed only by the Emergency Operations Center Logistics Section to ensure appropriate PPE are available for City staff to provide essential services.

MAINTENANCE AND INVENTORY

Responsible departments with caches of COVID-19 PPE will perform regular maintenance to ensure all equipment is maintained and in reliable working order. This includes rotating stock to ensure expiration dates are current and battery powered equipment is ready for use.

HUMAN CAPITAL

ESSENTIAL SERVICES AND OPERATION CONTINUNITY

The employees of the City of Riverside are a vital component in accomplishing the objectives of this Plan – maintaining government functions, minimizing social disruption, and minimizing economic losses. City staff and services have the best chance of continuing effectively during Second/Future Waves if the City pre-plans safe and effective use of human capital. Additionally, the combination of this Plan along-with the Safe Return to Work Framework (Attachment 1) will provide guidelines to enhanced employee wellness.

ALTERNATIVE STAFFING ORDER AND CONTINUITY OF SERVICES

Upon the direction of the Director of Emergency Services/City Manager and City Council, the City could implement an alternative staffing order to help prevent Second/Future Waves from interrupting City operations. This alternative staffing order would help ensure employee health, safety, and welfare while maintaining core government functions, minimizing social disruption, and minimizing economic loss.

The alternative staffing order may be phased-in based on the category of the pandemic, with the most severe category resulting in the most restrictions on levels of staffing. Alternative staffing orders may include: Flexible work schedules, alternative work locations, assigning staff to perform as Disaster Service Workers, alternative work assignments, or other variations necessary to keep employees safe while maintaining government functions and ensuring fiscal responsibility.

FLEXIBLE WORK SCHEDULES AND LOCATIONS

Flexible work schedules, including alternative work hours, work locations, and telecommuting are determined by individual departments and divisions and approved by the City Manager. Supervisors and managers will manage these work schedules accordingly. Once alternative staffing plans are defined and communicated to City employees, any City employee requesting deviation must do so in writing to the Department Head for approval. The Department Head will recommend an appropriate schedule for a City employee to best fit the needs of the City during an event.

The Department Head may require City employees to change work schedules and/or locations to reduce the risk of the COVID-19/Influenza virus spreading at the worksite and ensure physical distancing.

ALTERNATIVE STAFFING/LOCATION INDEX

Alternative staffing/location orders in this Plan are based upon the COVID-19 Severity Level Index (Table 1). The Director of Emergency Services/City Manager and City Council have the ability to implement an Alternative Staffing/Location order based upon the following assumption (Table 6).

Table 6 – Alternative Staffing/Location Index

Severity Level	Alternative Staffing/Location Order
MILD	Implement alternative work schedules/work locations
MODERATE	Expand alternative work schedules/locations Consider Disaster Service Worker assignments
SEVERE	Maximize alternative work schedules/locations Implement Disaster Service Worker assignments Consider minimum staffing orders

GUIDELINES FOR CITY EMPLOYEE WELLNESS

Patients with COVID-19 have experienced a wide range of reported symptoms ranging from mild symptoms to severe illness. These symptoms may appear 2-14 days after exposure to the virus. As additional information becomes available on symptoms and ways the virus spreads, this Plan will be updated. As of the preparation of this Plan, symptoms may include:

- Fever with or without chills 99.9 degrees or greater
- Productive/uncontrolled cough lasting more than two weeks
- Shortness of breath or difficulty breathing
- Chills with or without repeated shaking
- Muscle pain
- Headache
- Prolonged sore throat
- Influenza or COVID-19 like illness fever and cough, shortness of breath
- Diarrhea associated with acute illness
- Loss of taste or smell

COVID-19 is thought to spread through close, personal contact. People who are infected often display symptoms of the illness, but many people may be asymptomatic and may still spread the virus. As of the preparation of this Plan, known ways to spread the virus include:

- Close contact with another person (within 6 feet);
- The transfer of respiratory droplets produced when an infected person coughs, sneezes, or talks. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs;
- Transferring the virus to a person's face, nose, mouth or possibly eyes by way of touching infected droplets resting on a surface.

PHYSICAL DISTANCING

Physical distancing, also called social distancing, of at least 6 feet minimizes human-to-human contact in peak phases of a pandemic. Physical distancing means keeping space between yourself and other people who live outside of your home. Keeping space between individuals is one of the best tools to avoid being exposed to a virus and slowing its spread.

Physical distancing can be achieved in numerous ways. For City programs and services, the initial recommended strategy is to increase the use of technologies to reduce physical contact when feasible. Additional options may include telecommuting, alternative work schedules, and/or staggering/repurposing the use of City-owned buildings in order to minimize gatherings of any number. This approach requires reliable communication networks, remote or web access, and necessary hardware so City employees can both continue to work and provide services while staying protected health-wise. When implemented to reduce contact between personnel, physical distancing includes, but is not limited to:

- Avoiding in-person meetings by use of a telephone, video conferencing, web meetings, and e-mail, even when co-workers are in the same facility. If an in-person meeting is required, employees should remain a minimum of 6 feet apart.
- Avoiding or eliminating travel to other businesses, external meetings, work-related social gatherings, conferences, and workshops.
- Wherever and whenever possible, operating City facilities in multiple shifts, providing an interval time between shifts to arrive and depart, ventilate/clean the facility, and minimize face-to-face contact.
- Increasing telecommuting options, as approved by and under supervisory direction.
- Avoiding public transportation.
- Avoiding communal lunch periods (bring lunch from home to avoid restaurants), communal coffee breaks, and communal smoke breaks.
- Practicing basic hygiene tools such as washing hands with warm water and soap for 20 seconds. If it is not possible to do so, use hand sanitizer.

EMPLOYEE SELF-WELLNESS CHECKS

All City employees are responsible for their own health. It is essential that City employees be aware of safety and prevention practices while at work. This includes: Wearing a face covering while in close proximity of other employees (less than 6 feet) or when working with the public, avoiding close contact when deemed unnecessary, washing hands often, covering the nose and mouth when sneezing and/or coughing, and washing hands with warm soap and water for 20 seconds immediately thereafter. Hand sanitizers may also be available in all workspaces and should be used as needed throughout the workday. City employees should remind colleagues of these important steps as required. All residents, customers, and vendors entering the workplace should be reminded of these steps to help maintain a safer work environment for all.

If a City employee is experiencing flu-like symptoms, they must notify his or her immediate supervisor and go home. If the employee is unable to contact the supervisor, they must notify a coworker and contact the supervisor as soon as is practical. The City employee's absence will be noted. If applicable, the employee will be provided proper leave documents as approved by the Human Resources Department.

To further ensure continuity of operations of essential functions during Second/Future Waves, employees will be asked to undergo self-screening each day for signs of possible illness prior to entering City facilities. Details are outlined in pre-stablished Self-Screening Guidelines.

WORKSITE DECONTAMINATION

If a work area needs to be decontaminated due to COVID-19, the following CDC recommendations should be applied:

- Close off areas used by the person who is sick;
- Clean and disinfect all areas used by the person who is sick such as offices, bathrooms, common areas, vehicles, and shared electronic equipment.
    - Utilize Fire Department's advanced UV and sterilization solutions, if available
- Once the area has been appropriately disinfected it can be reopened for use.
- If more than 7 days have passed since the person who is sick, visited, or used the facility, additional cleaning and disinfection is not necessary.

* These decontamination procedures are in addition to the routine cleaning and disinfection practices used to maintain a healthy work environment.

HUMAN RESOURCE PROTOCOL TASK FORCE

Upon activation of this Plan, it is imperative for a Human Resource Protocol Task Force to be established. Led by the Human Resources Department Head, this team will then develop and distribute the latest employee exposure procedures based on ever-evolving Centers for Disease Control and Prevention (CDC) guidelines.

TECHNOLOGY

TELECOMMUTING AND ALTERNATIVE WORK SCHEDULES

During Second/Future Waves, the City Manager/Director of Emergency Services may expand the use of telecommuting and/or alternative work schedules, as appropriate, to prevent spread. Department Heads will identify and recommend a plan for qualifying employees. The City Manager will review and provide approval authority for such plans.

INNOVATION AND TECHNOLOGY DEPARTMENT

Recognizing that the Information and Technology (IT) Department is a critical function on which essential City services will rely, the City will instruct the Chief Innovation Officer (CIO) to ensure the availability of at least one City employee to back up each essential IT staff member's critical skill. The CIO will achieve back-up support through cross-training, if possible, or through the hiring of contract personnel, if necessary.

Additionally, the CIO, in conjunction with the Second/Future Wave Planning Committee, will review the Plan to identify critical systems and determine the appropriate steps needed to ensure reliable essential services. Individual or joint steps may include:

- Secure back-up support from hardware and software vendors who could provide remote support for IT functions for the City if the primary staff are unable to do so;
- Strengthen computer and data security to address the vulnerabilities Second/Future Waves could create;
- Assess the need for back-up for all essential equipment; and
- Review all existing security programs to ensure their effectiveness and to enhance those programs, as needed, to cope with the heightened security risks anticipated in any/all Second/Future Waves.

TECHNOLOGY SUPPLIES

Each Department will identify their critical equipment, materials, and supplies needed for telecommuting, alternative work schedules, and alternative work locations and relay to IT via proper internal processing protocols. Departments, in consultation with IT, should pre-plan and procure required equipment in advance of any or all Second/Future Waves. Each Department must ensure equipment is not being taken off-site without written approval and inventory tracking in place. IT will be responsible for maintaining, releasing, and assigning equipment to authorized employees.

TELECOMMUTING INDEX

Alternative telecommuting work schedules are based upon the COVID-19 Severity Level Index. The City Manager/Director of Emergency Services, working along-with the CIO and Human Resources Department, has the ability to implement alternative telecommuting policy based upon the following index (Table 7).

Table 7 – Alternative Telecommuting Work Schedule Index

Severity Level	Alternative Telecommuting Policy
MILD	Implement alternative telecommuting policy to essential exempt employees
MODERATE	Expand alternative telecommuting policy to essential non-exempt employees
SEVERE	Maximize alternative telecommuting policy to all employees

BUSINESS AND COMMUNTIY

SAFE CONTINUITY OF SERVICE

During the Second/Future Waves, ensuring the safety and well-being of Riverside's businesses and communities is essential. Local business owners, employees, patrons, and community members look to their employer, community, and government leaders for information and guidance. Addressing their concerns openly and transparently is paramount. The goal during the Second/Future Waves is to protect public health while providing resources for business continuity and economic stability.

NON-PHARMACEUTICAL INTERVENTIONS

During Second/Future Waves, non-pharmaceutical interventions (NPIs) will be used by businesses to slow the spread of the epidemic. NPIs aim to reduce the risk of transmission by decreasing the probability of contact between infected and uninfected persons and decreasing the likelihood that contact will result in infection. Examples of NPIs may include staying home when sick, covering coughs and sneezes with a tissue, and washing hands often with soap and warm water for 20 seconds.

These measures are principally prevention tools intended to minimize and mitigate possible spread and consequences of any event, particularly while waiting for a vaccine to be manufactured and/or distributed to the public.

RECOMMENDATIONS FOR NPI IMPLEMENTATION

Federal, State, and County officials, including the Riverside County Public Health Officer, may order the implementation of NPIs during Second/Future Waves. Based upon orders and recommendations, the City Manager/Director of Emergency Services may also implement NPIs as the principal means of disease control until adequate supplies of vaccine or antiviral medications are available.

COVID-19/INFLUENZA/PANDEMIC ACTION PLAN

To ensure the health, safety, and welfare of local business owners, employees, patrons, and community members while minimizing economic losses during Second/Future Waves, businesses are encouraged to have a COVID-19/Influenza Pandemic Action Plan outlining mild, moderate, and severe mitigation levels.

NPI SWITCHES AND INDEX

NPIs are used during different stages and multiple times during Second/Future Waves. NPIs do not "cleanly" fit into one particular stage. The need for NPIs to be used during an outbreak, and perhaps multiple times, give rise to the concept of an NPI "switch." NPI switches can be turned on, dimmed, or turned off based on timing, severity, and current recommendations from the California Department of Public Health (CDPH) or CDC.

NPI switches are based upon the COVID-19 Severity Level Index (Table 1). The City Manager/Director of Emergency Services, working with City leaders and management, has the ability to implement NPI switches identified in Table 8.

Table 8 – Pandemic Categories

Category	Switches
Mild	Postpone all events with expected attendance above 250 individuals
	Businesses may implement "No Mask, No Service" policies and consider adjusting hours
	Implement Business COVID-19 "Mild" Social Distance Action Plans
	Close park playgrounds
	Close senior centers, community centers, museums (public), and libraries
	Suggest voluntary home isolation
	Implement media campaign and outreach to vulnerable populations
	Implement Social Distance media campaign
	Introduce virtual inspections when feasible
	Request the State to temporarily relax or suspend state-mandated regulations that may impede or limit the operation of critical government operations under a declaration of emergency
Moderate	Postpone all events with expected attendance above 50 individuals
	Businesses implement reduced business hours
	Businesses reduce occupancy limits to 50%
	Food services transition to delivery, takeout, and curbside pick-up only
	Enforce Business COVID-19 "Moderate" Social Distance Action Plan
	Restrict non-essential City services
	Limit public access to City facilities
	Close parks, trails, and parking lots
	Implement "Stay in Place, Maintain your Space, Cover your Face" campaign
	Require virtual inspections and electronic plans submittal
Severe	Limit gatherings to 10 individuals or less
	Enforce business COVID-19 "Severe" Social Distance Action Plan
	Restrict City services not deemed "emergency services"
	Close City facilities to public access
	Implement emergency Stay at Home campaign

COMMUNICATIONS

COMMUNICATIONS

Accurate and timely information is vital during a health emergency or disaster to manage impact to the community. Clear, concise communication and messaging about critical decisions are essential for employees, vendors/suppliers, and the public to understand the situation. The City will use a variety of methods to communicate key messages during Second/Future Waves.

The City Manager/Director of Emergency Services or their designee will lead the City's response during Second/Future Waves. They will give overall direction for the community response based on the City's Plan and the day-to-day contingencies. The City will work closely with RUHS-PH to get the latest information on the pandemic.

JOINT INFORMATION CENTER/EXTERNAL COMMUNICATIONS

The Joint Information Center (JIC) will be activated during Second/Future Wave responses and will be responsible for the dissemination of internal and external communications. The City of Riverside JIC will work through the Joint Information System (JIS) with the Riverside Operational Area JIC and with other governmental districts' Public Information Officers.

The Riverside JIC, if activated, or Riverside Public Information Officer, will take the lead role for the coordination and dissemination of Second/Future Wave COVID-19 response information to the public. External communications will include:

- State, County, and local orders.
- Adjustments or closure of City facilities.
- Use of the City's 311 call system as a resource to disseminate and receive public information.
- Use of the event-specific City website to compile accurate information and resources for distribution to the public.
- Timely and accurate use of a variety of communication channels to communicate COVID-19 related actions and information including but not limited to RiversideAlert, RiversideTV, City's website, social media platforms, City mobile applications, email. digital signage, etc.
- The placement of relevant information about any or all Second/Future Waves on RiversideTV and RiversideTV crawl.
    - Whenever possible or necessary, information will be provided in various languages, with open captions, closed captions, and/or ASL interpreting.

- Targeted communications to all populations including but not limited to:
    - Seniors, teenagers, low income populations, non-English speakers, non-digital audience, and others with access and functional needs.
- Public education and outreach using a variety of accessible formats to ensure the entire affected population is reached, when possible.

Table 9 includes links to communication materials which could be utilized to inform the public when various NPI switches are implemented.

Table 9 – External Communication Strategy

Category	Switches	Link to Materials
Mild	Postpone all events with expected attendance above 250 individuals	
	Businesses may implement "No Mask, No Service" policies and consider adjusting hours	
	Implement Business COVID-19 "Mild" Social Distance Action Plans	
	Close park playgrounds	
	Close senior centers, community centers, museums (public), and libraries	
	Suggest voluntary home isolation	
	Implement media campaign and outreach to vulnerable populations	
	Implement Social Distance media campaign	
	Introduce virtual inspections when feasible	
	Request the State to temporarily relax or suspend state-mandated regulations that may impede or limit the operation of critical government operations under a declaration of emergency	

Category	Switches	Link to Materials
Moderate	Postpone all events with expected attendance above 50 individuals	
	Businesses implement reduced business hours	
	Businesses reduce occupancy limits to 50%	
	Food services transition to delivery, takeout, and curbside pick-up only	
	Enforce Business COVID-19 "Moderate" Social Distance Action Plan	
	Restrict non-essential City services	
	Limit public access to City facilities	
	Close parks, trails, and parking lots	
	Implement "Stay in Place, Maintain your Space, Cover your Face" campaign	
	Require virtual inspections and electronic plans submittal	
Severe	Limit gatherings to 10 individuals or less	
	Enforce business COVID-19 "Severe" Social Distance Action Plan	
	Restrict City services not deemed "emergency services"	
	Close City facilities to public access	
	Implement emergency Stay at Home campaign	

INTERNAL COMMUNICATIONS

The Riverside JIC, if activated, or the Riverside Public Information Officer will be responsible for the organization and structure of internal City communications. Internal communications address key issues such as:

To alleviate fears both before and during any and all Second/Future Waves, and to dispel rumors and the spread of misinformation, the City will communicate to City employees the latest and most accurate information regarding the pandemic. Actions may include:

- Immediately inform employees on any minimal staffing orders and closure of City facilities.
- Distribute posters/flyers containing accurate and up-to-date information about the situation including any requirements to use face coverings and physical distance.
- Relay information to City employees through e-mail, and direct mailings to their homes.
- Ensure City employees update their personal information, so current home addresses, personal emails and phone numbers are on file for use of RiversideAlert.
- Place the COVID-19/Influenza Pandemic Preparedness Plan and the COVID-19 Screening Guidelines on City's intranet website.
- Activate a City employee Emergency Information Line phone number with updated messaging.
- Work with lead and partner agencies to gather and disseminate information on personal and family preparedness. The information will assist City employees in taking care of themselves and/or family members who may become ill.

Table 10 summarizes the internal communication efforts that occurred during the First Wave. These efforts will be used to develop any future communication efforts needed for Second/Future Waves.

Table 10 – Internal Communication Strategy

Topic	Medium	Message	Link to Materials or Video
COVID-19 Employee Letter	**Direct Mail**	**Update message from CM**	
Local Emergency Declaration	**RiversideAlert Message** **Exchange Email**	**The City of Riverside has proclaimed a local emergency in response to the COVID-19 pandemic and has closed most city government buildings to the public including, City Hall, libraries, senior centers and community centers. For more info, visit RiversideCA.gov/COVID-19**	

Topic	Medium	Message	Link to Materials or Video
Stay Home Order	RiversideAlert Message Exchange Email	Residents to Heed Governor's Order to Stay Home: The City of Riverside encourages residents to heed Governor's order to stay home. Full release: RiversideCA.gov/COVID-19. An important message from PRD Chief Larry Gonzalez can be viewed on YouTube.	
Message from City Manager	RiversideAlert Exchange Email	Dear City Team, I want to take a couple of minutes to share with you a personal message during this unprecedented and challenging time	
Face Coverings	RiversideAlert Exchange Email	Here is some updated information regarding recent recommendations for covering your face	
Face Coverings Now required	RiversideAlert Exchange Email	Riv.Co Pub Health orders everyone to wear face covering when leaving home, including essential workers	
Message from City Manager: Employee health & safety	RiversideAlert Exchange Email	Please take a moment to watch my brief video regarding employee health and safety	
Message from City Manager: Confirmed COVID-19	RiversideAlert Exchange Email Additional email to targeted/affected employees Hard copy of email and looping video in affected location	Human Resources has confirmed that a City of Riverside employee has COVID-19.	

PLAN MAINTENANCE

The City has, and will continue to, refer to other Plans and information on best practices in preparing for a pandemic. The City will review and update this Plan in conjunction with any amendment to the Emergency Operations Plan, thus ensuring accurate information and effective procedures are maintained while managing operations during a pandemic.