



CLAY COUNTY

PUBLIC HEALTH CENTER



CCPHC Public Health Emergency Order

County of Clay Public Health Emergency Order Amended 06152020

WHEREAS, the **Clay Public Health Emergency Order Amended 05312020** was enacted on May 31st, 2020; and

WHEREAS, an amendment to that order has become necessary so that Clay County's Order accounts for Governor Parson's Order that was expired on June 11, 2020.

NOW, THEREFORE, under the power vested in me under appropriate local, state and federal regulations and other enabling provisions, I, Gary E. Zaborac, Director of Public Health for the Clay County Public Health Center and Health Officer for the County of Clay do hereby order the following:

That all parts of **Public Health Emergency Order Amended 05312020** dated May 31st, 2020, remain in place with the following exceptions:

- All business and organizations, occupancy restrictions are relaxed to 50% of the entity's authorized building/fire code occupancy.
- Gatherings including but not limited to, religious services, weddings, funerals of 50% of listed occupancy may continue provided physical distancing is maintained.
- Relaxing the maximum allowable attendance at mass gatherings to 250 provided physical distancing is maintained.
- Public/Neighborhood Association Pools are limited to 50% of the bather load within the pool enclosure

and is set to begin 12:01 A.M., June 16th, 2020 and set to expire on 12:01 P.M., Sunday, July 5, 2020.

It is so ordered this 15th day of June 2020.

Director of Public Health

Clay County Public Health Center

Clay County Recovery Plan

This framework is built upon the guidance outlined in *National Coronavirus Response: A road map to reopening* by the American Enterprise Institute. Although outlined as a state-level response, the principles and approaches largely apply to community-level decision making. It's important to recognize our communities, businesses and residents on their dedication and collaboration to reduce the spread of COVID-19 through these challenging times. How quickly and effectively the community can reopen is directly related to the spread of COVID-19, which depends on the community's response. When all rules and guidance in each step are followed, the likelihood for a more rapid reopening occurs. When rules or guidance are not followed, the reopening process is likely to take significantly longer and shelter in place orders may become necessary again.

There are a few key points that will affect the recommendations moving forward:

1. There is still much about COVID-19 that we do not know. We do not know whether this will end up being seasonal. We do not know if an infection offers some measure of immunity and if yes, how much. This plan is based on the best information that is currently available and may change as our knowledge improves.
2. Once the orders are lifted, especially when social distancing and gathering size requirements are relaxed, that will most likely cause an increase of varying magnitudes in COVID-19 spread. How the orders are lifted is a key determinant.
3. **It will be up to our local businesses and to our community members to rigidly follow the plan as we slowly phase in reopening our communities.** Failure to follow the guidance in the plan will set us back in our progress. We must understand that we may need to again implement the same or even stricter measures if we find evidence that wide-spread transmission is detected. After every phase, we will conduct surveillance to measure community impact.
4. Until a vaccine or other therapeutic interventions become available some level of social distancing will be required.

5. Universal Precautions and Basic “must-do” tasks in all phases

- a) Our citizens should wear masks/ face coverings whenever they are out in the community. They must also continue wash hands frequently, refrain from touching their faces and continue to practice staying 6 feet away from others.
- b) Continue to encourage residents to avoid crowds and limit close physical interactions.
- c) Continue to encourage citizens to not embark on unnecessary travel and to restrict travel to areas with high transmission of coronavirus. Quarantine requirements should remain in place for those that travel.
- d) Continue to restrict visits to our long-term care facilities.
- e) Continue to encourage high-risk residents, e.g. those with immune disorders, elderly, to continue to ‘stay at home’ as much as possible.
- f) Protect our vulnerable populations.

Within the plan, there are four phases:

Phase 1: Slow the Spread

Phase 2: Recovery - Reopen Slowly Community by Community

Phase 3: Establish Protection Then Lift All Restrictions

Phase 4: Rebuild Our Readiness for the Next Pandemic

Although we are currently and squarely in Phase 1 of our region’s COVID-19 response, we should be constantly looking to take steps to emerge from the crisis and resume a more normal life while preventing steps backward in the fight against COVID-19. As a community, the response of not only our jurisdiction, but that of the region, will determine the course of the disease. As such, the document will address Clay County. This planning document will focus on the current state of our community/region as well as look forward to providing guidance and framework on how we move into Phase 2.

Phase 1: Slow the Spread

Over the past few weeks, case counts have steadily climbed in Missouri and have begun to reach many rural counties. Most counties within Northwest Missouri now have confirmed cases of COVID-19. Clay County has 155 cases and 2 deaths as of April 23rd. The Local Public Health System and our community partners continue to work to increase capabilities in ways to slow the spread of COVID-19. Over the last week, testing capabilities in the county have increased due to these efforts.

Within Phase 1, there are 8 recommendations:

- Maintain Physical Distancing
- Increase Testing Capacity and Rapid Results
- Ensure Functioning of the Health Care System
- Increase Supply of Personal Protective Equipment
- Implement Comprehensive COVID-19 Surveillance Systems
- Massively Scale Contact Tracing and Isolation and Quarantine
- Offer Voluntary Local Isolation and Quarantine
- Encourage the Public to Wear Masks/ face coverings

Maintain Physical Distancing

Community leaders in Clay County Missouri have taken a proactive role in community mitigation strategies. Seven counties in the KC Metro bi-state and the City of Kansas City Missouri have adopted preemptive stay-at-home orders that may vary in length: Cass, Clay, Jackson, and Platte in Missouri and Johnson, Leavenworth, and Wyandotte in Kansas. Currently, all of Missouri is under a stay-at-home order until May 3rd by way of an order from Governor Parson. The stay-at-home orders limit communities to only have business deemed essential to operate, residents to stay at home except for the provision of essential services, and all community interactions to adopt appropriate social distancing strategies.

Increasing Testing Capacity and Rapid Test Results

Testing capacity has also increased in recent weeks. With improvements in testing capacity in the coming weeks, all tests results should be returned in less than 72 hours. This significantly increases the ability to isolate cases, investigate case contacts and reduce the risk of community spread. Within the region, there are now at least six jurisdictions with mobile test sites: Johnson, Leavenworth, and Wyandotte in Kansas and Clay, Platte and Jackson County in Missouri. While these steps have helped move towards adequate testing, there is still more work to be done. While testing is becoming available throughout the region, the capacity of these test sites still needs to be increased. Going forward, testing strategies will need to adjust based on testing availability and the spread of COVID-19.

Ensure Functioning of the Healthcare System

Healthcare has taken preventive measures to reduce the risk of infection by placing increasingly more stringent visitor restrictions. This helps to protect medically fragile individuals. Hospitals and healthcare throughout the region have reduced or eliminated elective procedures, increasing bed capacity in response to COVID-19. Additionally, across the region, hospitals are communicating directly and frequently with local public health on new cases to improve the local response to positive cases of COVID-19.

Increase the Supply of Personal Protective Equipment

The Office of Emergency Management (OEM) and the Missouri Department of Health and Senior Services (DHSS) are continuing to work to get additional PPE for healthcare, first responders and long-term care facilities. The current understanding is that PPE availability is low but stable for healthcare and first responders, but some long-term care facilities had experienced shortages previously.

Implement Comprehensive COVID-19 Surveillance Systems

Disease surveillance, which is a key element of combating any infectious disease, is best facilitated by community testing, diagnosis, and epidemiology. Creating streamlined testing locations, with enough tests and rapid results being core elements to effective testing. With the anticipated increasing of testing availability and 1-3 day processing, comprehensive surveillance can remain in place, unless the spread of disease exceeds the capacity of either testing or public health epidemiology services. Currently, the system is operating within capacity.

Large Scale Contact Tracing and Isolation and Quarantine

Local public health agencies are increasing capacity for conducting epidemiological services for COVID-19 cases. Additional staff and volunteers will need to be trained as needed to increase capacity to conduct these processes locally and throughout the region where local public health agencies are under-resourced and underprepared for the enormity of the task. Public health is currently seeking partnership with healthcare to provide additional capacity to the region to ensure all contacts to cases take necessary quarantine precautions to slow the spread of disease.

Offer Voluntary Local Isolation and Quarantine

Clay County Public Health Center is also facilitating the establishment of a medical needs shelter, which will allow for voluntary isolation and quarantine for individuals with insecure housing. The facility and resources have been secured but staffing for the facility is still pending.

Encourage the Public to Wear Masks/ Face Coverings

CDC recommends that people wear a cloth face covering to cover their nose and mouth in the community setting. This is an additional public health measure people should take to reduce the spread of COVID-19 **in addition to** (not instead of) social distancing, frequent hand cleaning and other everyday preventive actions. A cloth face covering is not intended to protect the wearer but may prevent the spread of virus from the wearer to others. This would be especially important in the event that someone is infected but does not have symptoms. A cloth face covering should be worn whenever people must go into public settings (grocery stores, for example). Our focus remains on people staying home when symptomatic and using physical distancing strategies to slow the spread of the virus. The cloth face coverings recommended are not surgical masks or N-95 respirators. That personal protective equipment continues to be reserved for healthcare workers and other first responders.

Triggers for Moving to Recovery Phase

As the community has responded to COVID-19, there has been a constant drive to be nimble, focusing on embracing changes that have created improvements and efficiencies. As the community prepares to reopen, it must have confidence that it is prepared to do so. Following the response plan, the community should not proceed into the Recovery Phase until the following four elements are achieved:

1. Sustained reduction in cases for at least 14 days
2. Hospitals are able to treat all patients with COVID-19 without crisis standards of care
3. All symptomatic people can be tested
4. Public health can maintain active case and contact isolation and monitoring

In response to these triggers, public health and healthcare are working to develop metrics to inform community leaders of the current standing regarding each of these elements.

Sustained reduction in cases for at least 14 days

As the community and region have passed the first month of disease, data is becoming available to inform our understanding of the spread and progress of the disease. Through the beginning of our community's response, there has been cautious optimism that we have been able to avoid the explosive growth of the disease that some communities have experienced. During the latter part of March, the progress of the spread of disease appeared to increase. During the third week of April, the occurrence of new cases has begun to slow down. Due to the strong community response, Clay County has only 155 positive cases (93 KCMO residents and 62 non KCMO residents). Recent data suggests that a flattening of the curve is occurring. Clay County Public Health Center will continue to closely monitor and report relevant metrics on this progress on an ongoing basis.

Hospitals are able to treat all patients with COVID-19 without crisis standard of care

With continued growth of total and active cases within the community, comes increasing pressure on the healthcare system. This is a primary concern and focus on the community's response to COVID-19. Exceeding this capacity has a detrimental effect on the community. Currently, hospitals have been able to treat all patients with COVID-19.

All symptomatic people can be tested

Testing has significantly improved since the start of the outbreak in our region. During the first few weeks, testing was extremely limited and the turnaround time for results was exceedingly long (with some test results taking greater than two weeks). More recently, testing capacity has improved and the turnaround time for results has significantly decreased. Using a combination of government and private laboratories, test results are provided between 1 and 3 days. Currently however, there is insufficient testing availability to meet the need for all symptomatic people to be tested. As the community is reopened, more testing and quicker test results is likely needed, especially throughout the region. If test results can be produced in less than 24 hours, through more local testing capacity, it will help accomplish both of these needs.

Public health can maintain active case and contact isolation and monitoring

Currently, public health can maintain active case and contact isolation and monitoring. As was previously discussed, our department will be taking steps to increase the capacity to conduct epidemiology activities in response to COVID-19. Currently, it is estimated that our department can investigate up to 15 new cases a day. However, with our efforts to significantly increase testing, case investigation, isolation, and quarantine will require significant enhancements in our capacity which we are actively working on improving.

Regional Considerations

As Clay County move towards reopening the community, the spread of and response to COVID-19 throughout the region must be taken into consideration. There are differing capacities and capabilities throughout the region to effectively respond to the testing, public health, healthcare, and community needs to combat COVID-19. As such, community leaders and policy makers will need to review information beyond Clay County. Data on the spread of disease and other key measures can be found for KC Metro region on the Mid America Regional Council (MARC) website: www.preparemetrokc.org

Phase 2: Recovery - Reopen Slowly Community by Community

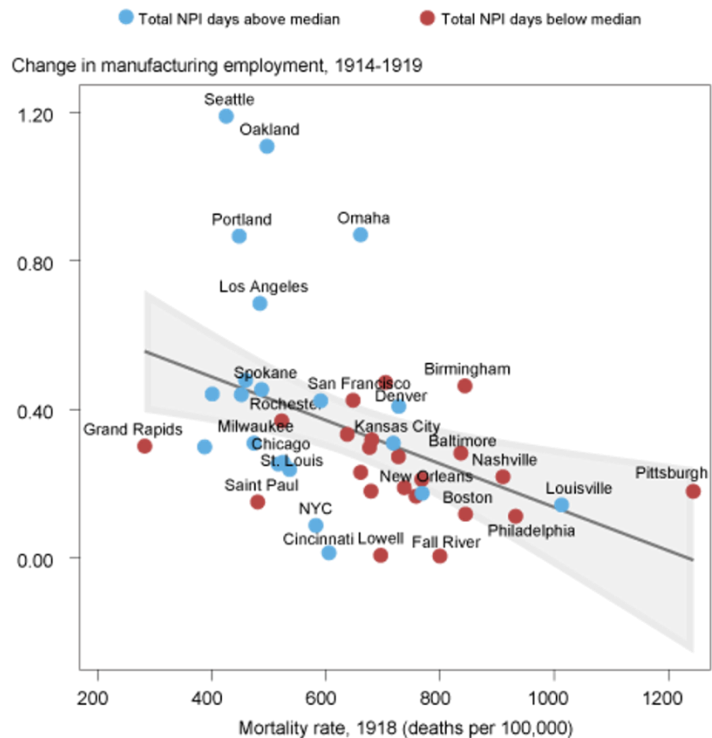
During Phase 2, the community will take steps to reopen and recover, while still implementing multiple measures to check the spread of disease. When reopening the community, it is vital that it occurs with ultimate regard for maintaining life and reducing morbidity while balancing the vital need to restart the economy. **If a community is reopened too aggressively, the virus can spread quickly, overwhelming the healthcare and public health systems, nullifying much of the work and community sacrifice that has been made.** If reopened too slowly and conservatively, it will become increasingly more challenging for the economy to recover, making the long-term impact of the virus even more devastating. It is also important that individual communities and counties across the KC Metro area take these steps in a coordinated manner, adjusting as needed.

Throughout the duration of Recovery, vigilant surveillance of available data is required. Using data to drive decision-making in reopening the community will allow for a balanced, responsive approach.

Within implementation of the Recovery Phase there are three key elements:

- Adjust physical distancing strategies
- Maintain focus on testing, isolation strategies and healthcare
- Individual and corporate responsibility

1918 Flu Pandemic Depressed the Economy, but Public Health Interventions Did Not



Sources: Employment data from U.S. Census Bureau; mortality and NPI data are taken from Markel et al. (2007).

Notes: Dots represent city-level 1918 influenza mortality and manufacturing employment growth around the 1918 Flu Pandemic. Blue (red) dots denote cities with non-pharmaceutical intervention days above (below) the median during the fall of 1918.

Adjust Physical Distancing Strategies

Prior to the current statewide stay-at-home order, there were multiple phased-in actions taken by local jurisdictions to increase physical distancing. A similar, stepwise approach is required as communities are reopened. The following outlines several recommended steps in this continuum. Movement through each step will be determined by the spread or containment of disease. **The length of each step within Recovery will vary. It is suggested that each step be at least four weeks but may last as long as several months.** The success of this plan is dependent upon the dedication and efforts of communities, businesses and residents to follow these strategies. If the spread of COVID-19 increases to unacceptable levels, the recommendation is to move backwards through the steps up to and including resuming a stay at home order. **Throughout the steps, physical distancing standards must be applied, which includes remaining physically separated by 6 feet at all times and frequent disinfecting of surfaces of common areas and in between groups' use of a space.** During Recovery, travel outside of the community and region should only occur for essential activities.

Step 1: Reopen business and organizations with occupancy limitations, no mass gatherings

Step 1 begins to relax the community mitigation strategies to cautiously resume some normal community activities while keeping many measures in place to limit physical interactions and the spread of disease. **Individuals at high risk should continue to stay at home and not interact with others except for vital activities.**

Current essential, non-retail businesses and organizations will continue operations. All nonessential businesses that are not engaged in retail sales can reopen provided employees maintain Social Distancing Requirements and wear protective face coverings. Businesses must encourage working from home as much as possible.

All businesses engaged in retail sales, gyms and restaurants can reopen provided that Social Distancing Requirements are maintained and that occupancy to the public must limit the number of customers in each retail location to the following standards based on the workplace's fire code occupancy:

- For smaller locations (less than 10,000 square feet), they must maintain 25 percent or less of the authorized occupancy;
- For larger locations (10,000 square feet or greater), they must maintain 10 percent or less of the authorized occupancy.
- See chart beginning on page 13 for further guidance

All businesses and organizations must continue to apply physical distancing strategies in all facilities. Face masks/ coverings are to be used by employees. When possible, operations should be conducted remotely.

Additional business guidance includes, but not limited to:

Restaurants/Bars - May continue to offer delivery, drive-through, curbside pickup and take-out services. See chart on page 13 for further risk management reduction strategies

Gyms and Fitness Studios – Limiting direct physical contact. See chart on page 13 for further risk management reduction strategies

Barber Shops/Hair Salons/Nail Salons – See chart on page 13 for further risk management reduction strategies

Churches, Synagogues, Mosques and Other Houses of Worship – For in person services follow the building/ fire code occupancy requirements and social distancing strategies listed above and/or continue alternate worship practices especially for high risk populations

Weddings/Funerals – Weddings/funerals are not allowed in Step 1 of this order and will be evaluated in Step 2

Public/Neighborhood Association Pools – Limited to 25% of the bather load within the pool enclosure

Childcare or Other Dependent Services - Can provide child care for working families provided they comply with Missouri Department of Health and Senior Services regulations and take reasonable actions to comply with Social Distancing Requirements, and provided that:

1. childcare must be carried out in stable groups (“Stable” means that the same ten or fewer children are, to the greatest extent possible, in the same group each day);
2. children shall not change from one group to another in the same day;
3. if more than one group of children is cared for at one facility, each group shall be in a separate room and groups shall not mix with each other; and childcare providers shall remain solely with one group of children in the same day, and providers will remain separated at all times (no breaks or off time together).

Event/Mass gatherings: Mass gatherings are not permitted. A mass gathering is any gathering of 25 or more individuals in a location where physical interaction is possible, whether spontaneous or scheduled.

Step 2: Reduce limitations for businesses and organizations, reintroduce limited mass gatherings

Step 2 begins June 1st through a date that is still to be determined. It is expected that this step will last a minimum of four weeks and possibly longer. During this step it is important to continue to wear a face covering and practice social distancing. **The goal is to not return to a stay at home order, however if at any time COVID-19 disease rates demonstrate the need return to those measures, this Public Health Order will be amended.**

Step 2 continues the reopening of communities by relaxing the occupancy limitations and begins to resume mass gatherings on a limited basis. All interactions within the community are required to maintain physical distancing strategies. High risk individuals should continue to limit interactions to those that are considered essential.

Business/Organizations:

All other business and organizations, occupancy restrictions are relaxed to 50% of the entity’s authorized building/fire code occupancy. **All businesses and organizations must continue to apply physical distancing strategies in all facilities. Face coverings are to be used by employees. When possible, business operations should still be conducted remotely allowing employees to work from home.**

Events/Mass gatherings: Mass gatherings of less than 250 individuals in a location where physical interaction is possible, whether spontaneous or scheduled may resume. All mass gatherings are required to apply physical distancing standards, and if physical distancing standards cannot be met, the gathering must be postponed or cancelled.

Churches, Synagogues, Mosques and Other Houses of Worship, – For in person services, 50% of the building/fire code occupancy is allowed in the facility. Alternate worship practices continue to be encouraged especially for high risk populations.

Weddings/Funerals – 50% of listed occupancy may continue provided physical distancing is maintained

Public/Neighborhood Association Pools – Are limited to 50% of the bather load within the pool enclosure.

Youth Sports

- No youth sports are allowed for children 5 years old or younger
- Non-Contact youth sports practice and games may resume following mass gathering restrictions of 50% occupancy or 50 people, whichever is less.
- Contact Sports
 - o Practice or training with no contact is allowed. Controlled practice size is limited to stable groups of 25.
 - o *Target date for full contact practice to resume with stable groups is June 22nd.
 - o *Target date for games and tournaments to resume is July 24th.

*Target dates or requirements are subject to change based upon COVID-19 disease rate data as these dates approach.

	*Non-Contact Sports	Basketball	Volleyball	Soccer	Football and Rugby	Field and Roller Hockey / Lacrosse	Ultimate Frisbee
Individual or Controlled small group training	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed
Controlled Clinics and Camps	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed
Controlled Practices	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed
Modified Rule Games	Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed
Modified Rule Tournaments	Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed
Sports for children 5 years old or younger	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed
*Non-Contact Sports Include: Swimming, Baseball, Softball, T-ball, Coach Pitch, Tennis, Gymnastics, Pickleball, Golf and Disc Golf							

Step 3: Remove limitations for business, expand mass gatherings, reopen schools

Step 3 allows for further reopening of the community. Interactions throughout the community need to continue to maintain physical distancing strategies. With the increase in physical interactions, individuals and organizations must increase the focus on personal protection through hand hygiene, respiratory etiquette, and self-isolation with symptom onset. High risk individuals should continue to limit interactions to those that are considered vital.

Business: Businesses must continue to apply physical distancing strategies in all facilities whenever possible. All occupancy restrictions for businesses are removed. When possible, business operations should be conducted remotely.

Event/Mass gathering: Mass gatherings of less than 100 individuals in a location where physical interaction is possible, whether spontaneous or scheduled may resume. The limitation of 100 individuals pertains to all individuals at an event or location and cannot be increased by separating individuals into smaller groups at the location (e.g. different rooms or fields). All mass gatherings are required to apply physical distancing standards, and if physical distancing standards cannot be met, the gathering must be postponed or cancelled.

Schools: All schools are permitted to reopen. Physical distancing and personal protection strategies should be applied to full capability.

Step 4: Expand mass gatherings

Step 4 takes a final step in reopening the community with restrictions, relaxing the maximum allowable attendance at mass gatherings to 250. Step 4 will be maintained until a transition to Phase 3 is achievable. High risk individuals should continue to limit interactions to those that are considered vital.

Business: Businesses must continue to apply physical distancing strategies in all facilities. All occupancy restrictions for businesses are removed. When possible, business operations should be conducted remotely.

Event/Mass gathering: Mass gatherings of less than 250 individuals in a location where physical interaction is possible, whether spontaneous or scheduled may resume. The limitation of 250 individuals pertains to all individuals at an event or location and cannot be increased by separating individuals into smaller groups at the location (e.g. different rooms or fields). All mass gatherings are required to apply physical distancing standards, and if physical distancing standards cannot be met, the gathering must be postponed or cancelled.

Schools: All schools have reopened. Physical distancing and personal protection strategies should be applied to full capability.

Maintain Focus on Testing, Isolation Strategies and Healthcare

As the community engages in Step 1 – Step 4 of Recovery to reopen the community, there is an ongoing need to maintain focus on the following:

- testing is available to everyone who is symptomatic
- individuals with COVID-19 and their contacts are isolated
- healthcare has adequate capacity to treat individuals needing care

Testing supplies and laboratory services must be able to maintain turnaround time of testing of less than 72 hours, with a goal of less than 24-hour turnaround. This will provide public health and healthcare with information needed to respond to the disease and provide community leaders with accurate and timely information for decision making.

Public health must maintain the increased capacity to conduct epidemiological processes. As efficiency and effectiveness permits, public health and healthcare should implement initiatives to provide targeted and rapid testing and containment strategies with newly identified cases. These approaches may prove beneficial to limit the spread of disease.

During Recovery, healthcare will continue to treat the symptoms and secondary effects of the disease. Therapeutic modalities will be introduced as they become available. Significant progress in treatment may also encourage the reopening of the community.

Individual and Corporate

During Phase 2's implementation of reopening the community, **individual and corporate responsibility is the most important component, and the most challenging to ensure.** The major assumption throughout Recovery is that the success and continued reopening depends on large-scale compliance with the guidance that has issued. **While community leaders are responsible for determining the timing and implementation of reopening, the full adoption of the spirit behind the steps is incumbent upon everyone.**

Businesses, associations, churches, and organizations must take responsibility for taking appropriate measures for their employees, members, and patrons. Applying physical distancing strategies including the limitations of occupancy, maintain a six-foot distance, providing remote accessibility, and not allowing anyone with symptoms to be present will greatly affect the community's wellbeing.

It is each of our own individual decisions and actions that will ultimately determine the spread of COVID-19. Diseases are fueled by sick people in contact with healthy people and insufficient hygienic practices. We also know that people can spread disease up to 48 hours before becoming symptomatic. Choosing to abide by requirements and recommendations at each step of community reopening will allow communities to more quickly emerge from the impacts of COVID-19. When we focus on the community's response and recovery, not just ourselves, we all benefit.

Adjusting the Response and Trigger for Phase 3

How quickly and effectively the community can reopen is directly related to the spread of COVID-19, which depends on the community's response. When all rules and guidance in each step are followed, the likelihood for a more rapid reopening occurs. When rules or guidance are not followed, the reopening process is likely to take significantly longer. The progression of COVID-19 will be monitored by public health officials and community leaders. When the spread of disease is slow or reduced progression into and through Recovery will occur. **If the spread of disease is rapid or hits elevated levels that exceed hospital capacity, it is likely that the community will have to regress with reopening the community and may include an additional stay at home order.**

When the community has sustained a low level of COVID-19, allowing it to progress through the steps of Recovery, there are three triggers that could prompt movement into Phase 3 and then Phase 4:

- availability of a vaccine
- widespread availability testing and effective treatment
- minimal active cases

Phase 3: Establish Protection Then Lift All Restrictions

Phase 3 will introduce long-term solutions to mitigate the spread of disease and lift all restrictions associated with COVID-19.

Phase 4: Rebuild Our Readiness for the Next Pandemic

Phase 4 will introduce long-term capacity and resource building to ensure our communities are ready to respond to the next pandemic or significant health event.

More detailed plans for transitioning into both phases will be developed as the time nears.

Business Risk Management Reduction Strategies

Business group	Risk Criteria 1 (Contact Intensity)	Risk Criteria 2 (Number of Contacts)	Risk Criteria 3 (Modifiable Activities)	Consensus Risk Category	Risk Management reduction strategies
Restaurants/Bars	Medium	High	Medium	1	Staff use masks/ face coverings and gloves, physical distancing, reduce number of chairs/ tables to ensure 6-ft distancing measure
Bars w/no food service	High	High	Medium	3	Staff use masks/ face coverings and gloves, reduce number of chairs/ tables to ensure 6-ft distancing measure
Salon, spas and other personal care industries	Medium/High	Low	Medium	1	Staff and clients wear masks/ face coverings; operate by appointment only; clients stay in their cars until it's their turn; frequent handwashing and disinfection; reduce number of chairs to ensure 6-ft distancing measure
Retailers	Low	Medium	Medium	1	Staff wear masks/ face coverings, Maintain social distancing of workers as much as possible. Adjust the layout of common areas including cash registers to maintain 6 feet of distance between workers. Perform enhanced cleanings daily.

Gyms/fitness studios	Medium	Medium	Medium	2	Staff wear masks/ face coverings, maintain social distancing and limit direct physical contact of patrons and workers as much as possible. Adjust the layout of exercise areas to maintain 6 feet of distance between patrons. Perform enhanced cleanings daily.
Theaters, museums and other indoor leisure and entertainment spaces	Medium	High	Medium	2	Staff wear masks/ face coverings, maintain social distancing of workers and patrons as much as possible; maintain 6 feet of distance between patrons. Perform enhanced cleanings daily.
Outdoor large venues (concerts, sports)	High	High	Medium	3	Social distancing should be maintained as much as possible. Enhanced cleaning should happen at least daily.
Indoor large venues (concerts, sports)	High	High	Low	3	Social distancing should be maintained as much as possible. Enhanced cleaning should happen at least daily.