



Carson City's COVID-19 Assessment and Action Plan

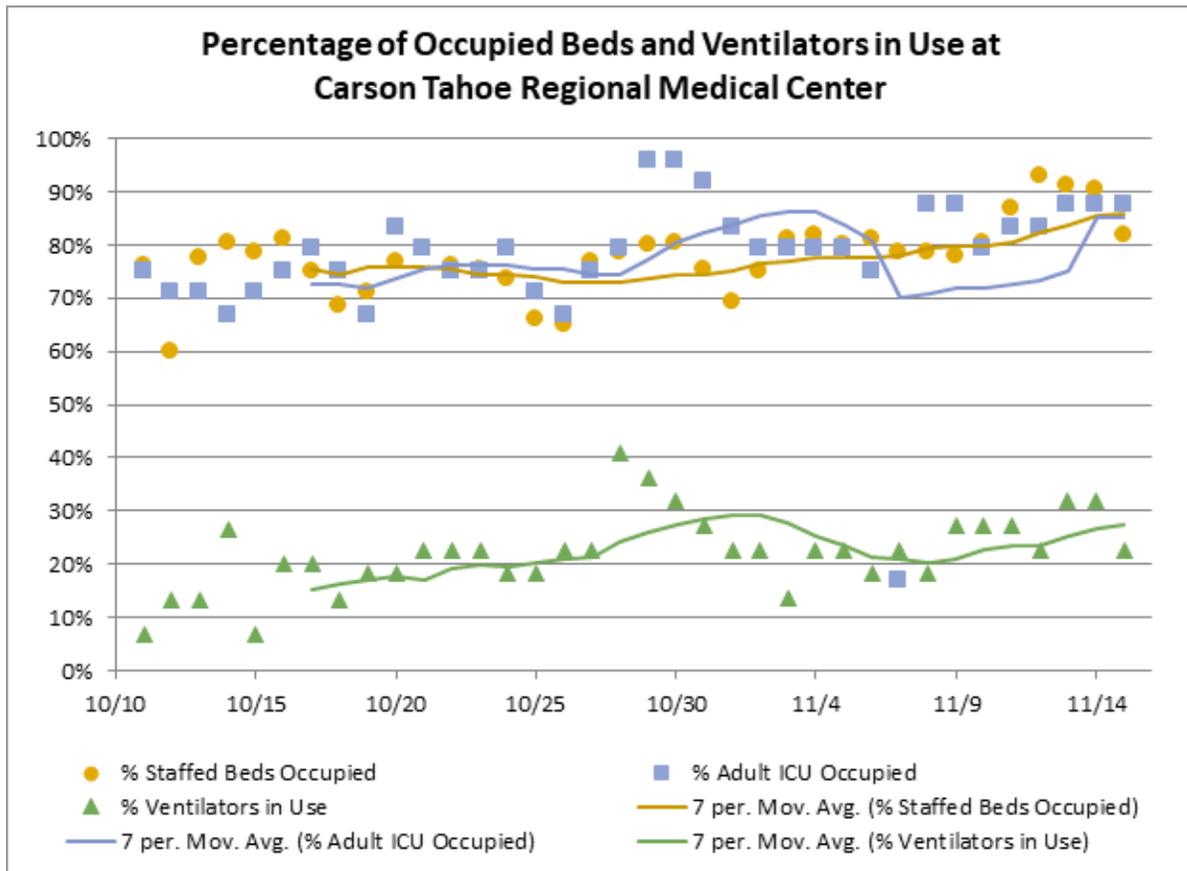
Prepared November 18, 2020

Hospital Status

Analysis of Occupied Beds and Ventilators in Use at CTRMC

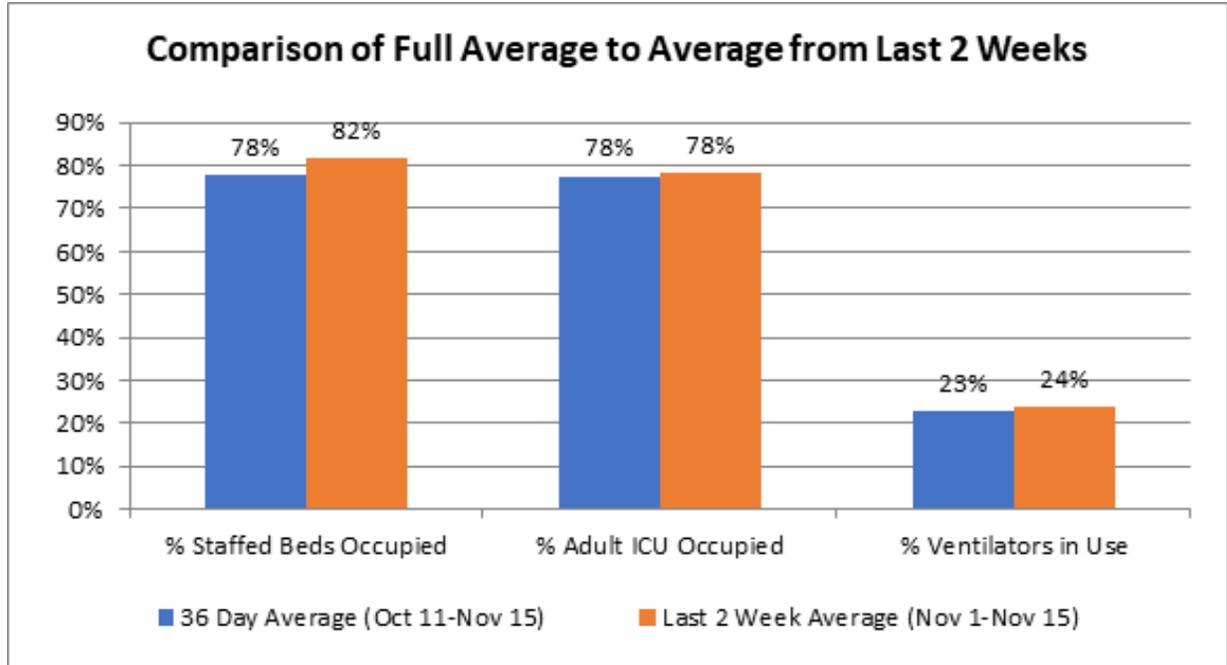
From October 11 to November 15, 2020, Carson Tahoe Regional Medical Center (CTRMC) has had 78% of its staffed medical beds occupied (124 census, 159 total staffed medical beds). Of the 24 adult Intensive Care Unit (ICU) beds available, 78% (19 beds) have been occupied on average. Nevada Hospital Association reports show that CTRMC obtained 7 additional ventilators on October 19, bringing the total ventilator count from 15 to 22. An average of 23% (5 ventilators) have been in-use.

The graph below shows the percentage of staffed medical beds (gold), adult ICU beds (blue), and ventilators occupied/in-use (green) from October 11 to November 15, 2020. The trendlines in corresponding colors are 7-day moving averages, which illustrate a slight increase in the percentage of staffed beds occupied and ventilators in use. The ICU beds occupied have fluctuated over the last 36 days but have still slightly increased.



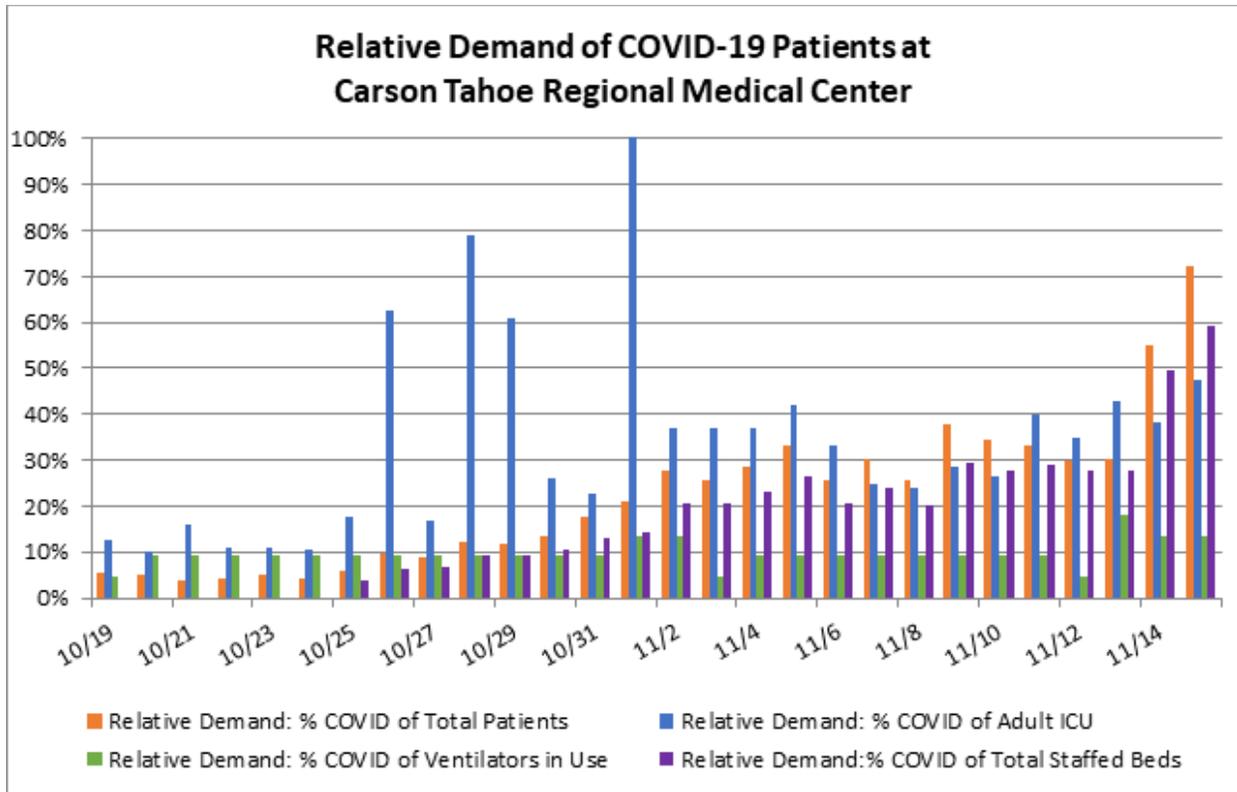
When analyzing the average metrics from only the last two weeks (November 1-15), CTRMC has had 82% of its staffed medical beds occupied (130 census, 159 total staffed medical beds). Of the 24 adult Intensive Care Unit (ICU) beds available, 78% (19 beds) have been occupied on average. Of the 22 ventilators the hospital had for the entire two-week period, an average of 24% (5 ventilators) have been in use.

The graph below shows the percentage increase for staffed beds occupied for the last two-week average (November 1-15) when compared to the average from the entire period of October 11-November 15.



Relative Demand of COVID-19 on CTRMC

While COVID-19 is not the sole cause of the surge in hospital activity, confirmed and suspected COVID-19 positive patients hospitalized at CTRMC have doubled in each of the last two weeks, and greatly impacted overall hospital operations. The graph below shows the relative demand of COVID-19 patients on total hospital census, total staffed beds, total adult ICU beds, and total ventilators in use meaning the percentage of each category that are occupied or in use for confirmed or suspected COVID-19 positive patients. The percentage of COVID-19 patients relative to the CTRMC’s total census has increased from less than 10% at the beginning of the period, to over 35% in the last week. In addition, the percentage of COVID-19 patients relative to the total number of adult ICU patients has slightly increased from around 35% to around 40%.



Challenges Related to Supplies, Staffing, and Medication

The CTRMC Command Team has increased the frequency of their meetings to twice per day due to the recent staffing and supply concerns.

CTRMC reports that staffing has become more challenging due to a higher volume of sick calls from staff combined with higher acuity patients presenting to the hospital; however, as of November 9th, the hospital remains adequately staffed for the current census. The hospital does not have a short-term staffing service but is currently using premium pay (a higher level of pay to hospital employees) to cover shifts as needed. As of November 3, CTRMC has canceled all elective surgeries. This allowed seven Post Anesthesia Care Unit (PACU) nurses to be cross trained and moved from post-surgery care to the ICU to keep up with patient needs.

The hospital also reports they have a limited supply of Remdesivir and metered dose inhalers (MDI), and while both items could quickly become a challenge, the current levels of both medications were fine as of this morning. The hospital also had concerns about the number of available high flow nasal cannula (HFNC) and bilevel positive airway pressure (BiPAP) machines but has been proactive in obtaining several more pieces of equipment through rentals. The hospital has also identified “40 alternative ventilators” including the use of anesthesia and BiPAP machines that could be used as ventilators during crisis standards of care.

Like almost all other facilities, CTRMC is faced with a limited allocation of personal protective equipment (PPE) from vendors. The hospital is able to operate with current levels of PPE but is facing a limited supply of several items due to the allocation and increased need for PPE. The supplies of

medium and large sized gloves are barely able to keep up with current use, and small sized N95 respirators are also running low. Extended use and re-use measures have remained in place since the onset of the pandemic to help conserve PPE. For example, if disposable gowns are not available, the hospital can use reusable gowns using a HOCL disinfectant. This practice has been used in the past and can reduce the disposable gown use to less than 100/day. In addition, CTRMC uses the State contract with the Battelle system to decontaminate and safely reuse N95 respirators.

Hospital Capacity, Surge Planning, and Alternate Care Sites

CTRMC views overall hospital capacity as the number of in-patient beds at the main hospital, which is 144 acute care beds. There are several different levels to their medical surge planning. Staff members are assigned to watch COVID-19 case numbers, bed availability, personal protective equipment (PPE), ventilators, etc. These staff members are empowered to schedule an extra command meeting whenever an issue is identified. If there is a need to admit in-patients to an Alternate Care Site (ACS), a Command Team meeting would be immediately scheduled. The Command Team would make the decision to activate the first phase of their surge plan. The surge plan will be activated when the number of Emergency Department (ED) holds is greater than the expected number of discharges, and when surge beds are needed as additional ED beds. The most “extreme” phase of the surge plan allows for a census of 418 patients. However, in order to surge to this capacity, the hospital would have to implement crisis standards of care, limit documentation, and have most staff work 60 hours per week.

Currently, CTRMC uses long-term traveler staff to cover staffing needs for longer periods, which are usually 12-week contracts. The hospital is currently seeking additional longer-term staff to proactively prepare for a greater surge.

A higher phase surge activation should involve a regional call, as the hospital would transfer patients to an open hospital bed in the catchment area if there were any available, rather than opening an ACS. CTRMC attends weekly calls with the newly redefined Northern Nevada region, which includes the quad counties (Carson City, Douglas, Lyon, and Storey counties) and Washoe County, to discuss surge plans and potential activation of crisis standards of care for all of Northern Nevada, rather than just Carson City or the Quad-County region.

Earlier during the COVID-19 response, CTRMC requested the State Disaster Medical Facility (DMF) tent system for COVID-19 testing (for symptomatic patients, employees, and preoperative patients) and use outside their Emergency Department (ED) stabilizing patients with COVID-like symptoms. After being closed for several months, the DMF tent was reopened last week for triaging ED patients. Lower acuity patients are able to be tended to in the tent, while higher acuity patients are taken inside the hospital’s emergency room. The tent is generally staffed and open every day from 11am-7pm.

Access to Personal Protective Equipment

After polling each department within the city, it appears that Carson City is in good shape concerning PPE. Currently Carson City has enough PPE to operate for 2 months or longer and each department is attempting to order through their existing suppliers. Each department is responsible for ordering replacement supplies needed to complete their mission. The city has a small cache of N95 masks that is currently stored at the Health Department. The Fire Department was fortunate to be awarded an Assistance to Fire Fighters Grant (AFG), in conjunction with our Quad County partners, to purchase PPE supplies through the end of the year. Additionally, Carson City has allocated \$1 million of Coronavirus Relief Funds received from the State of Nevada to purchase personal protective equipment and sanitation supplies for Citywide distribution to ensure the safety of public employees, hospital employees, businesses, patrons, adults and children. To date, the City has procured over \$200,000 in PPE and will continue to order as long as supplies and funding are available.

As the pandemic progresses over time, the City will continue to order PPE through existing vendors. The City also has the option of using the ordering system through the State Division of Emergency Management EOC. The biggest challenge we have experienced is that vendor's supplies are limited, causing delays in receiving certain PPE.

Testing Capacity

CCHHS provides COVID-19 testing to residents of the Quad Counties. For residents showing symptoms, we ask that they call the COVID Hotline Monday through Friday, 8:30am-4:30pm to be scheduled for testing (775-434-1899). Residents without symptoms but still wanting a COVID-19 test can also call the COVID Hotline for testing. At this time, all tests administered by CCHHS are offered at no cost.

Inquiries for testing are prioritized internally. Individuals experiencing symptoms are the top testing priority and are often scheduled the same day for a COVID-19 test at CCHHS. Afterwards, inquiries are then prioritized by exposure to a confirmed positive (within 6 ft. of a known case for 15 minutes cumulative) followed by household contacts.

CCHHS Overview of People Being Tested and Efforts

- November 1st through 7th, CCHHS tested 279 individuals total, 171 of them were residents of Carson City.
- November 8th through 14th, CCHHS tested 252 individuals, 156 of them were residents of Carson City.

Community Based Testing in the Quad County Region

In order to cast a wider net into the community, CCHHS offers Community Based Testing (CBT) events which are rotated between the four counties and are held at 14-day intervals.

Date	Location	Total Tests Administered	Total Carson City Residents
October 10, 2020	Carson High School	283	202
October 14, 2020	Eagle Valley Middle School	180	142
October 21, 2020	Carson Middle School	252	169
October 29, 2020	Mills Park	255	190
	TOTAL	970	703

November 2020

For the month of November, there are eight scheduled CBT events which rotate across the Quad County Region. Of these events two of them are scheduled for Carson City: November 6 and November 17.

Date	Location	Total Tests Administered	Total Carson City Residents
November 6, 2020	Mills Park	356	213
November 17, 2020	Mills Park	Re-scheduled to November 19, 2020 due to high winds	N/A
	TOTAL	356	213

Abbott Testing

Abbot testing is used for individuals that are crucial to the COVID-19 response and Quad-County first responders. For the time period, October 11th – November 14th, 102 Abbott tests have been conducted.

Long Term Care Facilities, Group Homes

CCHHS has assisted a local group home and a memory care facility with testing by providing test kits, transporting test kits to the laboratory for analyses, and the data entry. These facilities did the actual swabbing.

Case Investigation and Contact Tracing

Overview of Case Investigation and Contact Tracing Workforce

Upon receipt of a positive laboratory result through Nevada’s National Electronic Disease Surveillance System (NEDSS) Base System (NBS), Nevada State fax notification, or hospital records, the lead epidemiologist collects and verifies contact information. The ordering facility is contacted to gather missing patient contact information. The laboratory results are sent to the disease investigation department. Contact tracers and disease investigators receive these results and attempt to contact the case through phone calls or text messages. When the patient is successfully contacted, the case’s positive results is reviewed, and a full case investigation is conducted. The contact tracer or disease investigator then creates a case file, and sends the case their Quarantine Rights and Responsibilities, a legal documentation consent form generated by CCHHS. All cases identified as out of jurisdiction and out of state are sent to their residing jurisdiction’s health department. Case reports are sent to the Quad-County Epidemiologist, Quad-County Statistician, Information Officer, and Quad-County Public Health Preparedness Manager.

The testing organization is responsible for notifying their patients of their COVID-19 laboratory results. If patients test positive for COVID-19, it is the facility’s responsibility to inform the patient that they must quarantine, and their local health department will be in contact with them. CCHHS prioritizes patients that have tested at our facility and any CCHHS event when notifying patients of their positive results. Table 1 shows the amount of contact tracers and disease investigators that are staffed during weekdays and weekends.

Table 1. Case Investigation / Contact Tracing Schedule

	Oct. 11- Oct. 17	Oct. 18- Oct. 24	Oct. 25- Oct. 31	Nov. 1- Nov. 7
Monday - Friday				
Supervisors	1	1	1	1
Contact tracers	4	5	5	5
Saturday - Sunday				
Supervisors	1	1	1	1
Contact tracers	3	4	4	4

Quad-County reported cases are monitored daily by the National Guard or contact tracers. Data including the case’s signs and symptoms, medical history, location of isolation, hospitalization admissions and/or discharge information, and any household needs is collected and documented. Cases meeting the Centers for Disease Control and Prevention (CDC) guidelines for release from isolation are submitted to be reviewed by a contact tracer supervisor. If all criteria are met, the supervisor releases the case from isolation. Difficult cases are reviewed and released by the epidemiologist. Recovered

cases are reported to Quad-County Epidemiologist, Quad-County Statistician, Information Officer, and Quad-County Public Health Preparedness Manager. Monitoring of cases from October 17 through November 14, 2020 was conducted by the National Guard each day of the week (Table 2). Upon completion of monitoring cases, National Guard members assist with case investigations.

Table 2. Case Monitoring Schedule

		Case Investigator and Contact Tracers				
		Oct 11 – Oct. 17	Oct. 18- Oct. 24	Oct. 25- Oct. 31	Nov. 1 – Nov. 7-	Nov. 8- Nov. 14
Monday- Friday	National Guard	2	2	2	2	2
Saturday-Sunday	National Guard	1	1	1	1	1

Direct contacts named by cases are documented and reported to Deloitte (the contracted company that contacts close contacts on a daily basis) twice daily. It is Deloitte’s standard operational procedures to contact people named as direct contacts within 24 hours of receiving the report.

CCHHS has hired a Contact Tracing Supervisor who started November 9, 2020 to help with process development and implementation to ensure efficiency in disease investigations and contact tracing. CCHHS also hired three new disease investigators in October and two new disease investigators in November to help with the increase of cases experienced across the Quad County region. Additionally, 2 part-time disease investigators will be hired in the near future.

Percent Positive Cases

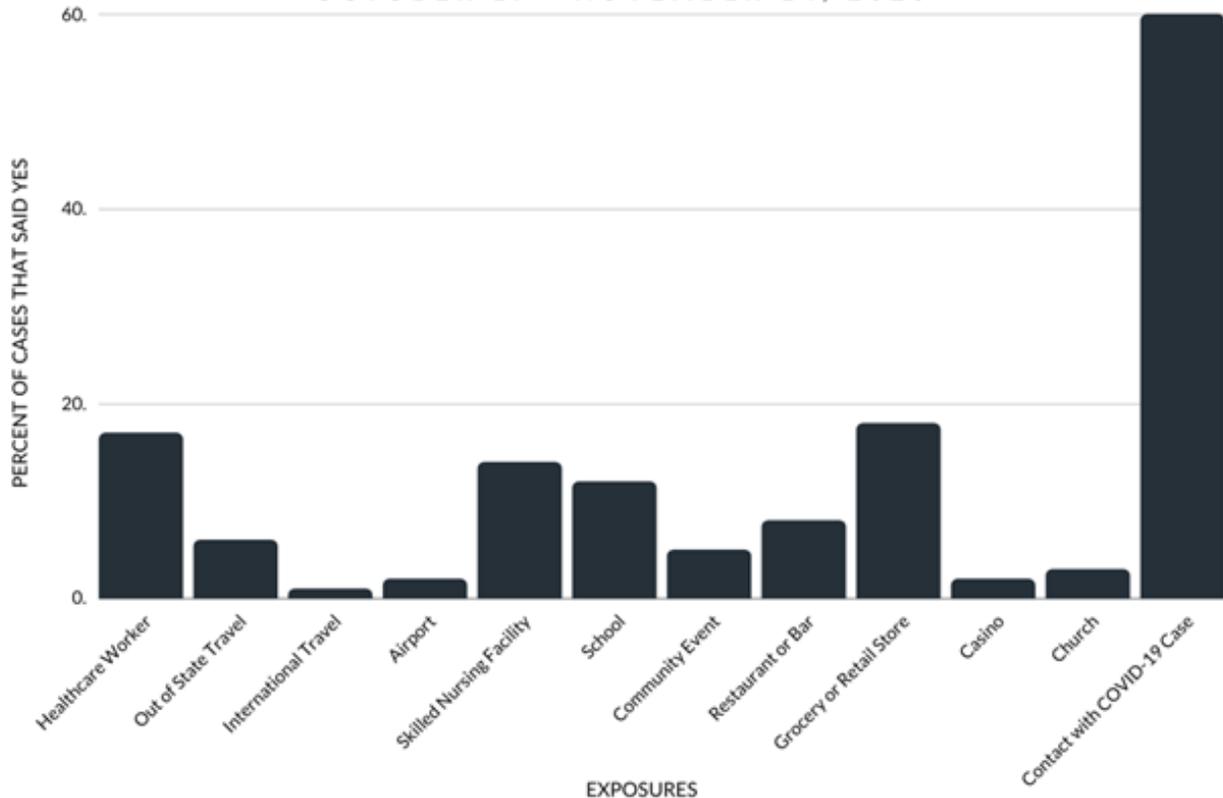
Upon receipt of a positive laboratory result, the disease investigator begins collecting and validating contact information. Many of the laboratory results arrive without the information necessary to begin the case investigation. When data is missing, the ordering facility is contacted for each case to gather this information, included but not limited to phone number and zip code. This often delays the investigation process by approximately one day. Once contact information is received and added, the laboratory result is sent to the contact tracing supervisors. Case investigation data from October 17 through November 14, 2020 was analyzed to determine the length of time between receiving the positive laboratory result and attempted contact of the case. During this period, 37% of cases were successfully contacted within 24 hours, and 77% of cases were contacted within 48 hours.

Overview of Contact Tracing Findings Suggesting High Risk Areas

Case investigation data from October 17 through November 14, 2020 was analyzed in order to identify common exposures among Carson City residents that tested positive for COVID-19 (Graph 1). There were 406 laboratory confirmed COVID-19 cases in Carson City reported during this period. When possible, detailed exposure information was collected from cases. All exposure questions are independent, meaning cases can answer “yes” to each exposure category. The graph below shows the percentage of respondents that said “yes” to each of the exposure categories.

CARSON CITY EXPOSURES

OCTOBER 17 - NOVEMBER 14, 2020



Common Exposures Among COVID-19 Cases in Carson City from October 17 – November 14, 2020

Investigators were able to collect exposure data for COVID-19 cases from October 17 through November 14, 2020. The most common exposures were contact with a COVID-19 case (60%), visiting a grocery or retail store (18%), working in the healthcare industry (17%), and residing or working at a skilled nursing facility (14%). There were three outbreaks during this period. Two outbreaks were at skilled nursing facility or long-term care facility. The final outbreak was at Warm Springs Correctional Center, accounting for twenty-four percent of cases during this period. Carson City is working with the State to get the prison positive cases removed from the community case statistics. Carson City is waiting on a decision from the Governor’s Office.

School transmission has increased slightly since October 18, 2020. CCHHS reports all school related cases to the Carson City School District to help elicit close contacts, determine whether or not the case was present at school while infectious, and to help mitigate further spread.

Overview of Efforts and Interventions in Correctional Facilities

The Nevada State Correctional facilities within Carson City are overseen by the State of Nevada, Department of Corrections. If one of their staff tests positive, the health authority that oversees the jurisdiction in which the individual lives will contact him/her, quarantine and follow up as needed. Contacts will be managed by either the health authority or Deloitte. If one of the inmates test positive, Carson City counts the case. As stated above, Carson City is working with the State to get the prison positive cases removed from the community case statistics and is waiting for the decision from the Governor's Office. The prison does their own investigation.

The Carson City Sheriff's Office is a department of the city and oversees the Carson City Jail. The actions taken are as follows:

- Inmates are either brought in by patrol or walked down from the courts. Each inmate is met by a jail deputy who goes over the COVID-19 intake questionnaire. The inmate's temperature is taken and depending on the answers from the questionnaire and the temperature, the length of the quarantine is determined. If the inmate shows no symptoms, answered no to all of the COVID-19 questions, and has a normal temperature, the inmate is put in for a 48-hour quarantine. If the inmate answered 2 or more of the questions "yes", has symptoms, and/or has a high temperature, the inmate is placed on a 14-day quarantine.
- Each inmate is given a mask upon entering the jail.
- Currently, the jail is using the pre-booking area to house inmates that are in quarantine. Male inmates are then moved to the intake pod to finish quarantine prior to being classified and housed elsewhere. Female inmates are moved to female discipline to finish their quarantine time.
- If multiple inmates are brought in throughout the day and night, they are placed separately in the visitor booths, and/or any empty cell in booking. Inmates are kept separate unless they come in around the same time.
- Inmates stay in quarantine until they are seen by medical and are given the okay to move.
- There is no disruption for inmates to see or talk to their respective attorneys. Currently, inmates can call their attorneys through the phone system and they can visit their attorney through one of the two visitor booths.
- Medical currently sees all inmates for all complaints of sickness. They are treated in the facility or taken to the hospital when medical staff aren't in the facility or they can't handle the situation. For emergencies, Carson City Fire Department (CCFD) is called to respond. CCFD is Carson City's medical transportation service.
- When an inmate leaves a cell, it is immediately cleaned with disinfectant.
- Hand sanitizer is provided to inmates at feeding times.
- Hand sanitizer is provided to attorneys and professional visitors.
- Hand sanitizer is provided to all employees.
- Employees have masks available to them.

Carson City's Juvenile Detention is another city department. In order to minimize exposure to COVID-19 and avoid an outbreak in detention, Juvenile Services has implemented the following:

- All employees are asked to stay home if they are sick and present with symptoms related to COVID-19.
- All visitation is suspended to include parents, attorneys and outside organizations.
- All employees who have official business in the facility are screened before entering the building. They fill out a medical questionnaire and have their temperatures taken.
- All employees are required to wear masks and social distance from staff and juveniles unless an emergency situation arises that needs immediate intervention.
- All juveniles are required to social distance from everyone during all activities.
- Activities that require close contact are suspended.
- The facility is cleaned and disinfected frequently. An Electrostatic cleaning spray was purchased to assist in the disinfecting process.
- Law Enforcement personnel are required to fill out the medical questionnaire and have their temperatures taken before entering the facility.
- New intakes are asked to fill out a medical questionnaire and their temperatures are taken.
- If a new intake is detained, they will be quarantined for 14 days.
- All juveniles in the facility have their temperatures taken twice a day.
- If a staff member has been exposed or has symptoms, they will work from home for 14 days.
- Juvenile Services has required PPE for staff to conduct their duties safely.
- The District Court has contracted with a lab in Reno to test staff.

Juvenile detention has taken a very conservative approach during this pandemic. If there are any questions, staff reach out to the health department for consultation. Staff are tested at a contracted lab in Reno.

Overview of Efforts and Interventions in High-Risk Communities

Homeless Positive Case Intervention

To date, Carson City has had four individuals that fit the definition of homeless that have tested positive for COVID-19 and did not have a place to quarantine. CCHHS has been working with Well Care in Reno as well as our local homeless shelter Friends in Service Helping (FISH) to house individuals testing positive for COVID-19. Most recently, CCHHS worked with the Executive Director of FISH to re-locate healthy individuals to a motel so the shelter could be used for isolation of a COVID-19 positive individual. Another FISH shelter will be used for quarantining any close contacts of the positive individual as determined by the disease investigation.

Schools

CCHHS has been working closely with Carson City School District and the private schools within the City regarding positive cases. We communicate with the schools on a daily basis in collecting data

about ill students and staff. A school liaison was hired to be the contact person for the schools. Additionally, every Friday afternoon we host a video conference call with the superintendents, lead nurses, risk managers, and public information officers for the Quad-County region so we can work through “problems” together and learn from one another regarding best practices. If a COVID-19-related press release is released by the School District, the information is shared with CCHHS for review and approval prior to the press release being disseminated. This collaboration has been in place since early August prior to schools starting back for the fall term.

School transmission has remained relatively low, though there has been a slight increase since October 18, 2020. CCHHS reports all school related cases to the Carson City School District to help elicit close contacts, determine whether or not the case was present at school while infectious, and to help mitigate further spread.

Enforcement

The Quad-County COVID-19 Hotline functions not only to assist callers with scheduling COVID-19 tests and answering questions, but also takes complaints from callers about establishments they feel are not complying with the Governor’s Directives for COVID-19. These calls include anything from establishments that seem too crowded, not enforcing face coverings, not cleaning or disinfecting appropriately, allowing employees to come to work sick, etc. In addition, a small number of complaints have been submitted through the CCHHS Facebook page. All complaints for establishments in the quad counties are documented and addressed using the process described below.

Information collected from the caller includes:

- Caller name and phone number (if not anonymous)
- Establishment name
- Establishment address and county
- Date of caller’s visit to the establishment
- Complaint details

If the complaint fits the criteria for an OSHA investigation (hazard to employees by non-compliance in the workplace by employees or by the public), then the Call Center sends the complaint to the State OSHA Office. If the complaint involves environmental health concerns for establishments that are regulated by CCHHS, the complaint is also sent to the Environmental Health Division. Lastly, if the complaint involves any healthcare or medical facility, the complaint is also submitted to the Bureau for Healthcare Quality and Compliance.

The CCHHS Environmental Health process is as follows:

CCHHS receives COVID-19 complaints concerning regulated facilities including, but not limited to food establishments, childcare facilities and public schools. Complaints are received via phone, email or in person. The Environmental Health staff typically responds to the complaint within 24 to 48 hours, depending on the type and severity. The COVID-19 complaint procedure starts with interviewing the complainant. Several questions are asked pertaining to the issues witnessed and what date/time the

incident occurred. The Environmental Health staff visits the facility and immediately starts to observe any COVID-19 precautions in place (hand sanitizer, signage related to wearing masks in the establishment, employees wearing masks, etc.) within the establishment. Environmental Health staff speak with the onsite manager and notifies them of the reason for the visit and explains what is observed to be out of compliance. Environmental Health staff will perform a follow-up visit to ensure that corrective action has been taken. If corrective action has not been taken, staff will work with OSHA to pursue additional action. Environmental Health staff approach the situation as a consultation and education opportunity with local businesses to stress the importance of following the Governor's Directives and CDC recommendations. In addition to communicating with the business owner, Environmental Health staff give education materials and resources from the CDC and State of Nevada COVID-19 website to help aide with precautions necessary to protect their business, employees and customers.

During the period November 9-13, a complaint was received for Mountain View Health and Rehab which will be forwarded to HCQC and OSHA and a complaint was received for Griffin House Apartments which will be sent to OSHA. An additional complaint came from an employer regarding a positive employee breaking quarantine to go to Las Vegas, which was forwarded to the disease investigator so it can be addressed with the individual.

On November 13, 2020, Carson City held its first Carson City COVID Compliance Task Force meeting in order to discuss efforts to further engage businesses in compliance efforts. The initial Task Force was comprised of Mayor-Elect Lori Bagwell, City Manager Nancy Paulson, Deputy City Manager Stephanie Hicks, Health and Human Services Director Nicki Aaker, Public Health Preparedness Manager Jeanne Freeman, Epidemiology Dustin Booth, Environmental Health Specialist Kandis Harvey, Undersheriff Jerome Tushbant, Community Development Director Lee Plemel in consultation with the District Attorney's Office.

The Task Force discussed ways to create a comprehensive and coordinated approach between all the compliance mechanisms. The Compliance Plan is outlined under the City's Action Plan below. Following the Task Force meeting, City Manager Paulson contacted Nevada Business and Industry Director Terry Reynolds to discuss training available for compliance checks. Mr. Reynolds forwarded the City's request to Victoria Carreon. The City has a webex meeting scheduled with Ms. Carreon, Jess Lankford and Jacob LaFrance on Friday, November 20, 2020 to further discuss training and the City's Compliance Plan.

Overview of Compliance Rates During City Observations

Carson City is in the process of revising the Compliance Plan and will be able to provide more detailed compliance rate information in the future.

City Action Plan

Community Education

The CCHHS Public Information Officer (PIO) is responsible for creating community education materials, monitoring social media, and ensuring messaging aligns with the Governor’s directives and the needs of the community. Through social media analytics and reports, the PIO can determine how the community is responding to various topics, what questions they have, and what misinformation needs to be addressed. Using this information, the PIO develops messaging plans and content to educate the community. To ensure a cohesive, unified message between CCHHS and the state, the PIO participates in weekly Statewide PIO phone calls. These calls allow PIO partners across the state to share pertinent information, their messaging plans for the week, and any messaging or support needed by the state. Collaborating and sharing information with state partners ensures that the messaging aligns across the state and with the Governor’s Directives.

Previously, CCHHS has focused on educating the community on contact tracing. Social media messaging and content was created to teach community members about what contact tracing is, what it involves, why it is done, and how it can slow the spread of infectious diseases such as COVID-19. The main aim of the contact tracing educational campaign was to encourage the community members to answer the call and follow the directions provided by the health authority. This would ultimately reduce the number of contacts lost to follow up. Other CCHHS community education highlighted cloth face coverings; how to wear them, how to create your own, how to remove and clean them, and how cloth face coverings work to slow the spread of COVID-19.

Currently, CCHHS is continuing to promote preventative actions such as wearing a cloth face covering, hand washing, covering coughs and sneezes, practicing social distancing, and staying home when sick. Based on exposure data, CCHHS will use community education to emphasize the importance of staying home when feeling sick to protect friends, family, coworkers, and communities.

Based on current contact tracing investigations, being with an individual that is COVID-19 positive is a major factor in the increase in cases and the positivity rate in our region (60%). As the holidays approach, CCHHS is providing community education related to the holidays, family gatherings, and actions that should be taken to prevent the spread of COVID-19 during these times. This information will be disseminated through social media, a flyer included in the City’s weekly utility bills and to families through the Carson City School District.

In addition to CCHHS’s messaging, the Carson City Manager’s Office also prepared the following community education campaigns:

Media	Date Published	Published to Outlets	Link
Carson City PSA	November 18, 2020	Facebook Nextdoor YouTube Carson Now	https://www.carsonnow.org/story/11/18/2020/carson-city-issues-public-service-announcement-regarding-covid-19-flu-season-constru

		Nevada Appeal Chamber of Commerce	
Thanksgiving CCHHS PR and CDC Handout	November 18, 2020	Facebook Twitter Nextdoor Carson.org	https://nextdoor.com/post/168209414?init_source=copy_link_share https://www.facebook.com/CarsonCityGovernment/posts/3558837394195876
Latino Leader Academy PSA	October 8, 2020	Facebook YouTube Instagram Twitter	https://www.facebook.com/watch/?v=2667711663487769
Mayor's Mask Message	September 4, 2020	Facebook Twitter	https://www.facebook.com/watch/?v=313969863219875
Carson Street Mask Banner	August 27, 2020		
City Hall Mask Message	August 19, 2020	Facebook Twitter Instagram	https://www.facebook.com/watch/?v=338502727287859

Business Posters	Distributed on July 10 to local businesses		https://www.facebook.com/CarsonCityGovernment/posts/3122568241156129?_xts__[0]=68.ARDFnTWH7BU-F3tnwp-d2uMXkApk2rn6QQd5VkpFPT_4REXKIT8USWXHFMwnPj6ZO90DMaaEVFW998nJan3dNNYm77nfD2GiCp3JvCMWCXxOHi0tx-z_F5rXRQqHlqkwD1vo01IX-wtg_NaQ0AGJ8TeD2EfgRUBQ5X8N05Y_ecdH3-o9lNx5fjF19kvv18G7fclarDCgTY0uiO1vPCfIOKnHlxqNH9T38qMRS762OvSb3PQgla-eBOg-U-omVpnNxGE8DtHJ4C744all_l_U0FBjyFSNW4URStsX4XclNjPtaDfqtD56knE2Sda2rZeCmlmqu3RtXEkdVBOJnNtE5UYg&_tn_=-R
Weekly Enjoy Public Art Safely Campaign	Began April 16- May 21	Facebook Twitter Instagram Nextdoor	https://www.facebook.com/CarsonCityGovernment/photos/a.327134820699499/2992487570830864/?type=3&theater
Mayor's Message	May 14, 2020	Facebook Instagram Twitter YouTube Nextdoor	https://www.facebook.com/CarsonCityGovernment/posts/2973248326088122?_tn_=-K-R
Stay Strong a Shared Message	April 17, 2020	Facebook Instagram Twitter Nextdoor YouTube	https://www.facebook.com/watch/?v=2957244501032651
Mayor's Announcement	March 18, 2020	Facebook Twitter YouTube Nextdoor	https://www.facebook.com/watch/?v=2957244501032651

Beginning the week of November 16th, the City will produce weekly videos through the end of the year featuring members of Carson City leadership asking the community to follow the public health guidance such as wearing a face covering and social distancing.

City Operations

Carson City strives to protect the health and safety of its employees and the public at all times, but especially during the pandemic. To that end, the City has exercised, and continues to exercise, diligent care in the implementation of policies and procedures for full compliance with the Governor's directives regarding masks/face coverings and social distancing requirements to mitigate against the spread of COVID-19. Carson City has and will continue to enforce the directives within City operations to ensure the wellbeing of our employees and the public that they serve.

In response to the Governor's recent stay at home request, on November 11, 2020, Carson City Manager Nancy Paulson sent an email to Department Directors and Elected Officials requesting that all in-office staff be reduced in order to maintain social distancing by rotating employees in and out of the office that have the ability to work from home. Critical/essential employees may continue to work in the office. However, employees that remain at work in City offices will need to be masked up at all times unless they are in their private office alone or have an exemption pursuant to the Governor's Directives. All meetings were directed to be held virtually instead of shared spaces if feasible.

The City sent out a press release advising the public that while all regularly scheduled City operations will continue, critical in-person services will be available and emergency services will not be impacted, the City encourages residents to minimize in-person visits to City offices and to alternatively access City services online or telephonically. The City's website home page was updated to provide immediate access to online services and information.

Compliance

Carson City has established a COVID Compliance Task Force in order to create a comprehensive and coordinated approach between all compliance mechanisms. The Task Force will meet weekly to discuss efforts to further engage businesses in compliance efforts. The Task Force will be comprised of the following individuals:

- Mayor-Elect Lori Bagwell
- City Manager Nancy Paulson
- Deputy City Manager Stephanie Hicks
- Health and Human Services Director Nicki Aaker
- Epidemiology Dustin Booth
- Fire Chief/Emergency Manager Sean Slamon
- Deputy Emergency Manager Jason Danen
- Undersheriff Jerome Tushbant
- Community Development Director Lee Plemel
- Carson City Chamber of Commerce Director Ronni Hannaman
- Nevada Builders Alliance CEO Aaron West
- Western Nevada College President Vincent Solis

Carson City will increase compliance activity by increasing efforts to inspect businesses which may be out of compliance based on contact tracing information, prior history, and working in consultation with OSHA and the Nevada Department of Business and Industry. Carson City will conduct weekly

meetings with the Business and Industry team to provide alignment of inspection execution and to ensure local enforcement teams are focused on the right business to improve compliance. Carson City Environmental Health Specialists will continue to inspect those businesses under their current jurisdiction for COVID-19 Compliance. Carson City will also designate an additional staff member (TBD) to conduct inspections of businesses outside of the Environmental Health purview.

Complaints will continue to be received through the COVID Hotline and will be tracked based on location, type and name of business, and violation type. Task Force staff will contact each business when two or more complaints have been received or when they have become aware of a violation through web research (i.e. live music advertised). Environmental Health staff will also be involved in verifying compliance during the normal course of inspections. When there is a violation, the first infraction will result in a notice and education to promote voluntary compliance. The Task Force staff will return the following week to reinspect. If there is a second infraction, a second notice will be provided, and Task Force staff will collaborate with OSHA to pursue additional action.

Large Gatherings

Carson City is not approving special events or street closures on City property where COVID directives cannot be met. Additionally, the City is reviewing special event permits on City and private property for compliance with COVID guidance and has created a COVID checklist (Appendix 1) and decision-making matrix (Appendix 2) for special events/gatherings under 250 people in order to facilitate event operational plans which help prevent the spread of the virus. Among other items the checklist will adhere to the infection prevention principles: maintain social distancing, wear face coverings, and practice good hygiene. The metrics will provide a guide using various parameters such as positivity rates, hospital capacity, etc. to determine when large gatherings should be allowed and at what capacity.

Schools

CCHHS will continue to partner with schools in implementing mitigation strategies and tracking cases. This partnership with the school districts has also enabled CCHHS to quickly identify and notify close contacts to help prevent the spread within schools.

Flu Outreach

CCHHS is increasing the availability of flu vaccinations to the public, in order to decrease flu related surge on hospitals. CCHHS aims to vaccinate more people in Carson City to ease the burden on the healthcare system that the flu presents each year. This is incredibly important during the ongoing pandemic since flu patients and COVID-19 patients utilize many of the same resources while hospitalized. By expanding outreach there is the potential to reach community members that would usually not want or be able to receive a flu vaccination. The most prominent places that CCHHS has vaccinated in the past have been schools; however, with recent changes to school schedules, CCHHS has had to adapt and come up with new ways to implement flu vaccination clinics. One way will be putting on drive-through flu shot clinics in combination with COVID-19 testing in the parking lots of several schools in each of the Quad Counties.

Testing

According to the measurement from the Governor's Office, the Average Number of Tests per Day per 100,000 has been over 300 for the past 2 weeks, which is well above the acceptable testing number. CCHHS' testing plan will continue as planned.

In an attempt to decrease the turnaround time for test results, Carson City explored a couple of other options which have not been viable solutions. Faster test results will enable CCHHS to more quickly identify and notify close contacts to help prevent the spread within the community.

Disease Investigations

CCHHS will continue to recruit and hire an additional 3 part-time Disease Investigators and an Administrative Assistant (AA). The AA will assist with data entry. As part of the testing unit, another AA is being hired to assist with negative test callbacks for the individuals that are tested through CCHHS. In addition, CCHHS is working with the Nevada Resiliency Program to integrate Nevada Resiliency Ambassadors into our positive case monitoring process.

Wastewater and COVID Testing

Carson City has been following industry trends of COVID-19 testing in wastewater. This is starting to become prevalent in the wastewater industry as a way to correlate the presence of the virus in wastewater with its presence in the community. While not a precise indicator of the number of cases in the community, by watching the concentration trends in the samples taken one can generally see whether cases are increasing or decreasing. Carson City has only received results back on two samples and therefore do not have a baseline established yet. However, two additional samples have been sent in and results are pending.

Distribution of PPE Citywide

As stated previously, Carson City has allocated \$1 million of Coronavirus Relief Funds received from the State of Nevada to purchase personal protective equipment and sanitation supplies for Citywide distribution to ensure the safety of public employees, hospital employees, businesses, patrons, adults and children. The City worked closely with the Chamber of Commerce and Culture and Tourism Authority in Carson City to determine needs for the business community. Through a survey, the Chamber determined that businesses want personal protective supplies. Carson City has been purchasing masks (washable and disposable), gloves (differing sizes), hand sanitizer and other sanitation supplies in bulk and distributing them to businesses, as well as to maintain a supply for use of the City. The City is using space in one of its warehouses and hired a part time person to organize and distribute the supplies.

State and Federal Resources Needed

Due to the large number of positive cases that have come from the Warm Springs Prison, the City is requesting that the Nevada Department of Corrections establish a field hospital in an effort to reduce the impact on overall hospital operations at Carson Tahoe Hospital. In addition, the public has been very vocal about Warm Springs cases being included in our statistics and it has been requested that the positive cases from Warm Springs be removed from Carson City's positive case statistics. The City is hoping to get a resolution to this very soon.

The National Guard has been a valuable resource during this response (currently use 2 National Guard for daily monitoring of our positive cases) and especially during testing events. We would like to request that the National Guard's assistance be continued through at least April. We are at a very crucial time and continuing the level of testing is imperative.

Carson City is requesting that the CARES Act money is extended past December 30, 2020. This money has helped with the response in a variety of ways. We have used it to purchase PPE, IT equipment, office furniture, supplies for employees working on the COVID-19 response, disinfecting supplies, staff crucial to the response, moving a mobile office trailer to the Health Department to house the testing nurses, and more.

It has come to our attention that the Nevada System of Higher Education (NSHE) employees are subject to the required employee furloughs that start in January. These employees are very crucial to Carson City's operations. We are requesting that the Governor waive that requirement for the NSHE staff that are working the COVID-19 response.



Appendix 1 Special Events Under 250 People Checklist

Instructions:

This checklist will help event sponsors prepare for a successful event and draft an event-specific operational plan for your use. This checklist is not intended to fully inform you of every provision regarding COVID-19 prevention and mitigation. Knowing those is your responsibility. Your plan must address all elements on the list, even if not applicable. If not applicable, please indicate N/A.

General Event & Venue information (Required):

- Event Coordinator name(s) & contact information, including how they can be reached during the event.

- Event name, location & specific hours of operation (including set up and tear down)

- Who will be attending/participating in the event? (any susceptible or at-risk populations?)

- Designate a primary contact from the event that will be responsible for collecting and retaining contact information (name, phone, email, etc.) for all attendees for 60 days following the gathering or event to assist Carson City Health and Human Services with contact tracing should there be a positive case identified from the gathering or event (If applicable).

Indoor Venue Capacity & Map (If applicable)

- I attest that no more than 250 individuals will be attending the event or 50% of fire code capacity. I have a plan to enforce this and can submit it if asked. (Governor's Directive 33) **Any venue may have up to 50 individuals regardless of capacity so long as social distancing and other requirements can be met (Nevada Guidance for Safe Gathering).
- I attest that I have or will have a map and/or plot plan of the venue that shows the following:

<input type="checkbox"/> Location of booths and/or stages	<input type="checkbox"/> Traffic flow through event
<input type="checkbox"/> Toilet facilities	<input type="checkbox"/> Screening station(s), if applicable
<input type="checkbox"/> Handwashing/sanitizing stations	<input type="checkbox"/> Food service locations

Sanitation Schedule:

- I attest that I am using sanitizers and/or disinfectants from the [EPA "N" List](#).
- I attest that I have individual(s) responsible for sanitizing each area identified including restrooms, concession stands, high-touch items such as door handles, shared equipment, etc.
- I attest that the high touch items and various surfaces/items are sanitized or disinfected regularly.
- I attest that hand sanitizer will be placed throughout the venue, and that individual(s) will be checking frequently to ensure they are not empty and are restocked.

Use of Face Coverings and Personal Protective Equipment (PPE):

- I attest that the face covering requirements for attendees, vendors and performers will be followed.

- I attest that there will be signage in place informing attendees, vendors and performers of the face covering requirements.
- I attest that there is a plan to enforce proper wearing of face coverings. I will be able to submit that plan if asked.
- I attest that PPE is provided for staff to use for sanitizing.
- I attest that there is sufficient face coverings and PPE to distribute to staff.

Registration/Check-in:

- I attest that there is a plan to avoid crowding at the entry or registration point. I will be able to submit that plan if asked.

Social Distancing:

- I attest that I will ensure staff, attendees, vendors, and performers to remain at least 6 ft apart within the venue?

Some suggestions for complying with this are below,

<input type="checkbox"/> Traffic arrows or guides	<input type="checkbox"/> PA reminders	<input type="checkbox"/> Barriers at vendor booths
<input type="checkbox"/> Scheduled entry	<input type="checkbox"/> Informational posters	<input type="checkbox"/> Sections within venue
<input type="checkbox"/> Limit Restroom access/use	<input type="checkbox"/> Use of plexiglass partitions, stanchions, or hedges	<input type="checkbox"/> Separate entrances and exits or staggered entrance and exit

- I attest that I will space performers who are singing, playing wind instruments, engaging in physical activity, or similar performers at least 25 feet away from attendees.
- I attest that there will be adequate signage, announcements or other measures in place to inform attendees, vendors, and performers of the social distancing requirements.

Health Screenings:

- I attest that staff, attendees, vendors, and/or performers will be asked if he/she is experiencing COVID-19 symptoms or has recently been in contact with a person that has tested positive for COVID-19. If yes, I will not allow the individual to attend the event.

Employee/Staff Training & Enforcement:

- I attest that staff are trained on cleaning, sanitizing, and disinfecting.
- I attest that staff will be trained on face covering and PPE use.
- I attest there will be adequate number of staff/volunteers to enforce capacity, social distancing and face covering requirements.

Signature

Date



Appendix 2

Evaluation of Events/Gathering Plans

Carson City, based on the definition within the Governor's Directive #33, will not have large gatherings of more than 250 people. However, in order to mitigate the spread of COVID-19 within our community, a matrix was developed for events and gatherings that take place within our community.

When plans are submitted to Carson City's Business License Department, they will be reviewed by City Departments. Carson City Health and Human Services (CCHHS) is one of the reviewing departments. CCHHS will review for local public health standards to include enforcement of face coverings, social distancing, proper sanitation, and any other measures to mitigate the spread of COVID-19. CCHHS Environmental Health will also review for any food service permitting, if applicable.

The matrix will be used to assess the disease surveillance and hospital capacity at the time of the event. The parameters of the matrix include: 7-day average of new cases within the Quad County region, case investigations/contact tracing capacity, 7 days COVID-19 positivity rate, and hospital capacity as reported by the Nevada Hospital Association and Carson Tahoe Regional Medical Center. The Quad County 7-day average of new cases is used since our disease investigators are responsible for investigations all four counties, not just Carson City. The current capacity of case investigations/contact tracing is important since this determines if cases are contacted and put into isolation and the close contacts need to be identified and put into quarantine in order to stop the spread of the disease. The hospital capacity becomes very important when determining if events or gatherings can be allowed since we know that events or gatherings result in more cases.

The three different levels of trending towards hospital/surveillance capacity are as follows:

Not trending towards hospital/surveillance capacity	Trending towards hospital/surveillance capacity	Approaching or exceeding hospital/surveillance capacity
--	--	--

If the system is not trending towards hospital/surveillance capacity (green) that means CCHHS is doing good with investigations and contact tracing and the hospital does not have any capacity issues at that time. If the system is trending towards hospital/surveillance capacity (yellow) that means CCHHS may be heading towards either investigations and contact tracing capacity and/or the hospital is trending towards capacity. If the system is approaching or exceeding hospital/surveillance capacity (red) that means CCHHS may be experiencing a high level of cases and there is the possibility that the investigators can't keep up or the hospital is trending towards capacity and is in the position of needing to take extra precautions to ensure patients can continue to be admitted.

If one parameter is trending in the “yellow”, then the event planners will be informed that the event/gathering scheduled more than 7 days from the review could be cancelled if the parameters are in the “red”. If the parameters return to “green” for 3 consecutive days, then the event/gathering can proceed as planned.

If two parameters are found to be approaching the “red”, the application will not be recommended for approval. If the Investigations and contact tracing and/or the hospital capacity parameters are in the “red”, the application will not be recommended for approval until the parameters are in the “green” or “yellow” for three consecutive days.

This information along with the current status will be displayed on the City’s website in the near future.

CARSON CITY EVENT/GATHERING DECISION MATRIX			
Parameters	Not trending towards hospital/surveillance capacity	Trending towards hospital/surveillance capacity	Approaching or exceeding hospital/surveillance capacity
7 day average of new cases - Quad County	≤20 new cases per day	21 - 40 new cases per day	≥41 new cases per day
Case investigations/contact tracing capacity	≥85% of contacts, contacted within 48 hours	75-84% of contacts, contacted within 48 hours	≤74% of contacts, contacted within 48 hours
7-day COVID-19 positivity rate (taken from the Governor's Tracking)	≤ 8%	No value	> 8%
Hospital Capacity (staffed beds)	≤80 %	≤90% with all normal services being offered	≤90% and/or elective surgeries and/or procedures are on hold
RECOMMENDED DECISION FOR EVENTS/GATHERINGS			
Up to 25 attendees	Recommend approval	Recommend approval with warning of possible cancellation	Do not recommend approval
26 to 50 attendees	Recommend approval	Recommend approval with warning of possible cancellation	Do not recommend approval
51 to 100 attendees	Recommend approval	Recommend approval with warning of possible cancellation	Do not recommend approval
101 to 250 attendees	Recommend approval	Do not recommend approval	Do not recommend approval
More than 250 attendees	Recommend approval	Do not recommend approval	Do not recommend approval

**Original matrix created by Southern Nevada Health District. Matrix values have been adjusted for our community.

***Surveillance – public health data for infectious diseases used to prevent and control disease