



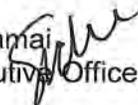
County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

June 8, 2020

To: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Janice Hahn

From: Sachi A. Hamai 
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

CORONAVIRUS (COVID-19) - A CAUTIOUS, RESPONSIBLE REOPENING OF COUNTY FACILITIES AND A PHASED TRANSITION TO ROUTINE OPERATIONS FOR OUR WORKFORCE

As a result of the COVID-19 public health emergency, the Los Angeles County (County) Board of Supervisors tasked the Chief Executive Office – Office of Emergency Management with developing a framework to be utilized by County departments as guidance to safely reopen County buildings to the public once the County was able to successfully “flatten the curve.”

The purpose of the reconstitution framework is to assist County departments in moving towards reopening their facilities. The guidance in this document is in accordance with the current County Public Health Order dated May 29, 2020. The framework allows flexibility for each department to reopen facilities and resume operations in a modified manner using a phased approach. Upon receipt of the framework, Departments will develop department-specific plans and resume public facing operations in County facilities, at the recommended opening of no earlier than July 6, 2020. As public health information is updated, departments should be flexible and adapt accordingly to be consistent with the updates.

All departments were provided a copy of the Workforce Reconstitution Framework concurrently. If you have any questions or need additional information, please contact Kevin McGowan at (323) 980-2261 or via e-mail at kmcgowan@ceooem.lacounty.gov.

SAH:FAD:AC
KM:LL:SK:lac

Attachment

c: Executive Office, Board of Supervisors
County Counsel

County of Los Angeles



WORKFORCE RECONSTITUTION FRAMEWORK



Face Covering



Social Distancing



Handwashing



Workplace Sanitation

CONTENTS

Contents 1

A Message from the CEO 2

Thank You 3

Background..... 4-5

Purpose 6

Objectives..... 7-8

Proposed Recovery Timeline 9

Short Term Objectives

 County Departments 10-21

 Chief Executive Office (CEO) and Department of Human Resources (DHR)..... 22

 Office of Emergency Management (OEM) 23

Mid Term Objectives..... 24-28

Long Term Objectives 29-30

Attachment 1 – County Reconstitution Framework Workplan

Attachment 2 – Operational Guidelines for Phased Workplace Occupancy

Attachment 3 – COVID-19 FAQs for Managers

Attachment 4 – All County-Owned and Leased Space

Attachment 5 – Leased Multi-Use Office Space and Service Centers

Attachment 7 – Finance Memo

Attachment 8 – Departmental Recovery Toolkit



A MESSAGE FROM THE CEO

A MESSAGE FROM CHIEF EXECUTIVE OFFICER SACHI A. HAMAI

As you know, we are moving to reopen Los Angeles County as safely and swiftly as possible, thanks to our successful collective efforts to “flatten the curve” of COVID-19 through physical distancing, cloth face coverings and staying at home as much as possible. Now, following weeks of teleworking and other innovative practices that have enabled us to continue serving our residents during this pandemic, the County is prepared to carefully reopen County facilities to the public and our employees in a phased approach. This is an exciting milestone and we are committed to ensuring the safety of our employees and the public every step of the way.

Our decisions on how and when to reopen facilities will continue to be based on data-driven recommendations from local, state and federal authorities. In order to maintain the gains we have made in slowing down the infection rate and protecting the health of our employees and customers, we must continue to develop new business practices—including teleworking and flexible scheduling—and to institute safety guidelines and protocols for all County employees and clients. We recognize that you may be returning to a very different work environment, so we ask for your patience, flexibility and understanding as we become accustomed to this new normal in our workplace.

As always, I want to express my gratitude for your continued dedication to public service, which is literally saving lives in our communities. And I want to thank you in advance for your partnership as we navigate through the phased reopening of County buildings and services.



THANK YOU

We would like to thank the County Reconstitution Workgroup Teams who began meeting in April 2020 to provide guidance and recommendations.

Workgroup team leaders include the following:

New Normal Workgroup

*Fesia Davenport – Chief Executive Office
Mark Pestrella – Department of Public Works*

New Assignments Workgroup

*Lisa Garrett – Department of Human Resources
Steven Robles – Chief Executive Office
Leslie Luke – Chief Executive Office*

Asset Management Workgroup

*Amy Bodek – Department of Regional Planning
David Howard – Chief Executive Office*

Employee Support Workgroup

*Keith Knox – Treasurer-Tax Collector
Tim Pescatello – Chief Executive Office*

Financial Recovery Workgroup

*Amy Clarke – Chief Executive Office
Leslie Foxvog – Department of Human Resources
Matt McGloin – Chief Executive Office*

Information Technology Workgroup

*Selwyn Hollins – Internal Services Department
William Kehoe – Chief Information Officer*

Justice Workgroup

*Ricardo Garcia – Public Defender
Rodrigo Castro-Silva – County Counsel*

A special thanks to OEM – County Emergency Operations Center (CEOC) and Disaster Service Workers (DSW) that assembled the Workforce Reconstitution Framework.

Please direct any questions, comments, or concerns to reconstitution@ceo.lacounty.gov

BACKGROUND

In anticipation of lifting of the COVID-19 'Safer at Home' orders, Los Angeles County is planning a cautious, responsible reopening of County facilities and a phased transition to routine operations for our workforce.

AREAS OF FOCUS



Staffing &
Safety



Facility
Adjustments



Training &
Support



Messaging &
Communication



Fiscal
Guidance

As a result of the COVID-19 public health emergency, Los Angeles County's workforce underwent a rapid change in daily operations in March 2020. More than 40,000 County employees transitioned to partial or full telework from home during the COVID-19 response, and over 2,000 employees took on new roles as DSWs in support of a variety of response activities.

BACKGROUND

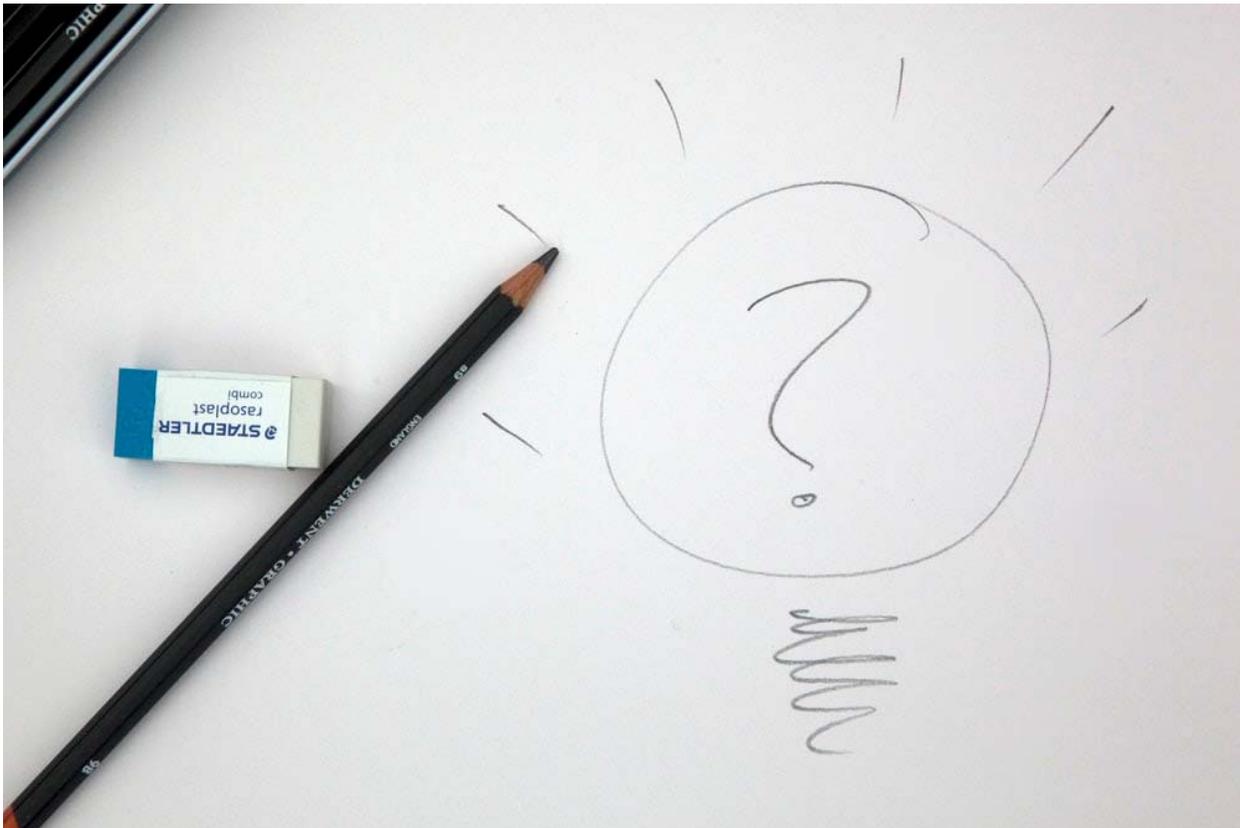
This pandemic has allowed the County to reevaluate our day-to-day operations and given us the opportunity to rethink and re-envision how we will provide services to our residents in a new normal environment. As we continue to develop plans to reopen, we must remain committed to our first priority - the health and safety of Los Angeles County employees and our clients. Incorporating physical distancing, use of personal protective equipment (PPE), and heightened awareness of personal hygiene, and sanitation will be part of this new normal plan.



The Board of Supervisors tasked the CEO - OEM with developing a framework to be utilized by County departments as guidance to safely reopen County buildings to the public. This guide was established with the collaboration of all County departments.

PURPOSE

The purpose of this document is to provide a reconstitution framework and guidance to assist Los Angeles County departments in moving towards reopening their buildings to the public.



The guidance in this document is in accordance with the current Los Angeles County Public Health Order dated May 29, 2020. The framework allows flexibility for each department to reopen facilities and resume operations in a modified manner using a phased approach. As public health information is updated, departments should be flexible and adapt accordingly to be consistent with the updates.

OBJECTIVES

Departments shall use the guidance in the reconstitution framework to develop department-specific plans and resume public facing operations in County facilities, at the recommended opening, no earlier than July 6th, 2020. The guidance consists of planning considerations that County departments should include when developing plans such as office operations, field operations, staffing and employee support (e.g. childcare and eldercare services), employee engagement, facility adjustments, information technology, and finance.

Additional planning considerations should include, but not be limited to:

- Federal and State actions – Consider the impact of Federal and State actions to your programs. Consider what neighboring county agencies are implementing.
- Organizational structure – In redesigning processes (office operations, field operations, facilities staffing and telework), organizational structures may need to change to provide for adequate supervision and oversight.
- Departmental policies and processes –Policies and processes should continue to evolve as the need of the current situation evolves. Monitoring and measuring your operations to re-evaluate and adjust plans and processes is essential to optimizing your service delivery. Embrace digital government and increase utilization of information technology (IT).
- Phased approach – A methodical approach to expanding public interactions while maximizing digital service delivery will need to be consistent with Department of Public Health (DPH) guidelines.
- Communication – Internal and external messaging to all staff and the people we serve is critical to success. Timely share useful information.

OBJECTIVES

- **Fiscal awareness** – All levels of government programs and the economy will continue to be under fiscal duress for some time. County departments must assess the viability of funding streams, strategize, plan, track, record, and act to mitigate revenue reduction impacts and potential staffing reductions.
- **DSW Program** – Departments that risk fiscal difficulties should assess phased essential service needs and transition staff to DSW assignments to address County priorities.



The guidance contained in this document provides a starting point for departments to build upon. Departments need to use the guidance to assess their operations, evaluate staffing levels, work with vulnerable employees, rethink new work area configurations, determine workflow redesigns, and define new policies and processes to provide quality service delivery in the new normal. Let's stay vigilant and prepare for a safe reopening.

PROPOSED RECOVERY TIMELINE

Disaster recovery is not a static process and the County will need to be nimble to adjust to workforce needs and the evolving workplace. As such, this reconstitution plan has been broken down into short term, mid term, and long term actions for both line departments and central agencies.

Response Phase – Ground Zero

- Focused on immediate emergency activities
- County facilities closed to the public
- Essential employees on-site and in DSW roles
- Assigned telework to workforce where available (approximately 1/3 of workforce)

Short Term Recovery – First 90 Days

- Assess County workplaces, staff scheduling, and work schedules for needed adjustments to support a phased return of staff
- Identify alternative service delivery methodologies that will provide cost savings, increase efficiency and mitigate challenges to employees
- Develop a unified communication strategy for the returning County workforce
- Provide training and resources to support change management
- Transition DSWs back to their primary worksite

Mid Term Recovery – 4 months to 12 months post-COVID

- Enhance employee assistance program offerings and mental health support services
- Assess impact of COVID-19 on critical departmental operations
- Determine long-term usage of DSWs to fill department needs
- Augment departmental remote operation and tele/video-conference capabilities

Long Term Recovery – 18 months to 3 years post-COVID

- Revise the DSW program (i.e. training, process, guidance, etc.)
- Establish telework readiness goals and metrics for each department
- Provide ongoing training and resources to employees and managers

SHORT TERM: COUNTY DEPARTMENTS

STAFFING & SAFETY

As the County departments begin to reopen their facilities and expand daily operations to the public, departments should plan and implement safety protocols, and monitor implementation to ensure compliance with the guidelines. Health and safety guidance may change in near future, so it's important for department management to be vigilant and monitor latest official public health guidance and information.

- Evaluate staff functions to identify which positions can continue to be performed either to accommodate social distancing or implement a new work model.
- Identify employees who would fall under vulnerable employee category and evaluate options for meeting their needs



For the purposes of this report, vulnerable employees are defined as the following (this is not all encompassing and may change based on new public health guidelines):

- 65+ age group
- Pregnant women
- Employees with underlying health conditions that pose a high risk of complications if exposed to COVID-19
- Employees with disabilities who cannot adhere to recommended preventive measures
- Employees who have family members in quarantine, isolation or hospitalization

SHORT TERM: COUNTY DEPARTMENTS

Additionally, employees who have job assignments not compatible with telework (e.g. public-facing, high-interaction, home visitation, etc.) may have an elevated risk of exposure.

- Appoint a high-level manager as a Departmental Telework Coordinator to address challenges to working remotely, develop a telework improvement plan, and assess telework as an alternative for vulnerable populations
- As a reminder, engage the departmental ADA Coordinator to ensure that people with disabilities are appropriately accommodated



OBJECTIVES FOR SUPPORTING VULNERABLE EMPLOYEES IN THE COUNTY WORKFORCE

- Protect the health and well-being of all the County employees by mitigating exposure to COVID-19
- Remain flexible and responsive to employee needs and concerns while maintaining County business functions
- Identify Countywide options (e.g. telework, alternate work schedules, and different assignments, etc.) to mitigate issues and proactively meet the needs of vulnerable employees
- Ensure the uninterrupted delivery of services to the public by identifying an alternate service delivery methodology that enables employees to continue to work effectively

SHORT TERM: COUNTY DEPARTMENTS

STAFFING & SAFETY (*continued*)

- Use a phased approach to bring staff back to the physical workplace
 - Timing should be informed by implementation of physical distancing guidelines, completion of any necessary modifications to the physical workspace, and acquisition of personal protective equipment (PPE) and other safety/sanitation supplies
 - Identify criteria and prioritize the return of staff based on operational needs and physical space
 - Assess if staff could rotate between remote and onsite work on alternate days to create physical distancing
 - Continue offering telework, flex scheduling, staggered shifts, COVID leaves, and Families First Coronavirus Response Act (FFCRA)/Family and Medical Leave Act (FMLA) leave
 - Work with DHRM's and departmental HR staff (payroll, leave, employee relations) to ensure FFCRA leave requests are granted appropriately

- Communicate your plan
 - Outline expected transition timeframe
 - Provide an avenue for employees, particularly those in vulnerable categories, to address concerns and discuss options (e.g. immediate manager, the departmental human resource manager, etc.)

- Employees who show signs of sickness should stay at home (refer to Appendix A, Guidance for Field Staff)

- Symptoms may include:
 - Fever
 - Cough
 - Chills and muscle pain
 - Shortness of Breath or difficulty breathing, etc.

- Refer to Attachment 8 Departmental Recovery Toolkit for additional information



SHORT TERM: COUNTY DEPARTMENTS

STAFFING & SAFETY (*continued*)

- Inform staff and the public of the following behaviors in offices/facilities and areas where people congregate (See Attachment 2 – Operational Guidelines for Phased Workplace Occupancy):
 - Maintain 6 ft. physical distancing
 - Require the use of face coverings
 - Encourage frequent handwashing or, if soap and water are not readily available, use of hand sanitizer that contains at least 60% alcohol



- Evaluate the need for expanded office/service hours to accommodate staggered work shifts and/or decreased client foot traffic (see Attachment 2 – Operational Guidelines for Phased Workplace Occupancy)
- Discontinue business-related nonessential travel to locations with ongoing COVID-19 outbreaks. Regularly check Centers for Disease Control and Prevention (CDC) travel warning levels at: www.cdc.gov/coronavirus/2019-ncov/travelers
- Develop policies and guidance to protect your staff involved in cleaning and disinfecting public counters and frequently touched spaces (see Attachment 2 – Operational Guidelines for Phased Workplace Occupancy)
- If testing is needed, locations of Coronavirus testing sites can be found at: www.covid19.lacounty.gov/testing/

SHORT TERM: COUNTY DEPARTMENTS

STAFFING & SAFETY (continued)



- Department management should consult with the Internal Services Department (ISD) and the CEO – Office of the Chief Information Officer (OCIO) regarding IT needs and initiatives to prepare and effectively transition into post-COVID-19 work environments
 - ISD and OCIO are leading the County’s efforts to assist the CEO – OEM and the County of Los Angeles to safely enable departments and employees to manage IT systems risk and leverage IT systems resilience with necessary tools and support, in order to resume county operations and service delivery methods
 - ISD and OCIO are working towards:
 - Establishing a new Cybersecurity organizational structure to defend the County against threats
 - Assessing and identifying technology gaps (including County devices, networks, IT systems and telework requirements and protocols) are needed to support their business operations

SHORT TERM: COUNTY DEPARTMENTS

FACILITY ADJUSTMENTS

Social distancing is one of the most effective measures of slowing the infection according to current public health guidelines. This guidance requires some adjustments to most County offices and facilities.

- Consider office space needs and occupancy limitations when planning to reopen the workplace. The plan should be based on identified functions that can continue to be performed remotely, work schedules, service delivery methodology, and customer/client interface
- Evaluate existing physical office/facility space including workspace configurations and determine if adjustments are needed to maintain social distancing and work place sanitation (see Attachment 2 – Operational Guidelines for Phased Workplace Occupancy for additional details)



SHORT TERM: COUNTY DEPARTMENTS

FACILITY ADJUSTMENTS *(continued)*

- Assess workplace policies and practices for necessary adjustments
 - Develop and implement a facility-specific Workplace Repopulation Plan for physical and procedural changes structured to coincide with building classifications (occupancies and uses) as outlined in the Los Angeles County Building Code, ADA Standards for Accessible Design, and to maintain health & safety standards (see Attachment 2 – Operational Guidelines for Phased Workplace Occupancy)
 - Consider appointing a senior-level COVID facility monitor to oversee facility modifications, communication of changes and monitor compliance. For shared office/facility space, each department is encouraged to assign a liaison facility monitor to develop and implement the facility-specific Workplace Repopulation Plan
 - Work with ISD or facility management on cleaning in accordance with requirements established by DPH and CDC

- Define your plan for customers/clients once building is open and post signs as needed to inform the public of recommended social distancing and PPE/face-covering guidelines, including pictograms to assist individuals with cognitive and intellectual disabilities



SHORT TERM: COUNTY DEPARTMENTS

FACILITY ADJUSTMENTS (*continued*)

- Department management should consult and collaborate with CEO Real Estate Division on potential cost savings opportunities through renegotiating lease and utilizing teleworking options
 - The County, Asset Management Working Group, consisting of the Directors of Regional Planning, Children and Family Services and Public Social Services, with support from the CEO Asset Management Branch, developed the following two lists for your reference:
 - Refer to Attachment 4 – All County-Owned and Leased Space by Department
 - Refer to Attachment 5 – Leased Multi-Use Office Space and Service Centers by Department



- Initial purchases for COVID-19 related facility/workspace modifications and/or configurations, PPE including face coverings and gloves, hand hygiene and sanitation supplies will be centralized through CEOC
- Department management should consult and collaborate with CEO Real Estate Division on potential cost savings opportunities through renegotiating lease and reducing space needs through teleworking options

SHORT TERM: COUNTY DEPARTMENTS

TRAINING & SUPPORT

- Provide training to employees in the following areas (refer to Attachment 2 – Operational Guidelines for Phased Workplace Occupancy for more details):
 - New social distancing requirements
 - Safety and sanitation
 - How to recognize potential symptoms
 - Responses to potential exposure
 - Teleworking policies and protocols
 - How to handle confidential information, if any.
 - IT Security policies
 - Daily work schedules (e.g. how to check-in/out)

- Advise employees of available resources for childcare services



SHORT TERM: COUNTY DEPARTMENTS

MESSAGING & COMMUNICATION

- Establish and maintain COVID-specific webpages on each Department's Intranet for employees to find and access Department and Countywide resources



- In collaboration with labor unions, develop outreach channels to welcome back employees to the workplace and inform them of expectations/obligations when returning to their pre-COVID assigned work location
- Departments should inform the public/clients about:
 - Face masks/covering requirements
 - Social distancing guidelines
 - Occupancy limits
- Provide accessible messaging (including traditional/social media)
- Provide effective communication access to employees and consider multiple formats, such as accessible videos that include American sign language (ASL), captioning, voiceover, transcripts, and audio descriptions
- As a reminder, ensure websites are accessible to people with disabilities, including the use of captioned videos and alternative tags for readability by those who use screen readers or other assistive technologies

SHORT TERM: COUNTY DEPARTMENTS

FISCAL GUIDANCE

- Track all costs and claim appropriately under relevant and appropriate funding streams
 - Code all timesheets, services & supplies, intra/inter departmental billings, capital assets, and all expenditures that you be deemed eligible with appropriate Project and Task Codes
 - Departments are asked to report ALL eligible, and potentially eligible costs, regardless of anticipated funding sources to maximize cost recovery
 - Continue coding, and reporting as previously instructed by OEM & Auditor-Controller (A-C)
 - Use the codes previously issued by OEM and DHR to capture labor, other expenditures, Department Service Orders (DSO), and encumbrances
 - Identify any Non EM2001 project codes, and make corrections in eCAPS or eHR any exceptions require OEM approval
 - Add project codes to separately report COVID-19 programs (testing, IT purchases, etc.); MUST roll up to EM2001 (Major Project Code)
 - Report equipment costs by processing a “CH” document in eCAPS and use Project Codes and use acceptable rates
 - Ensure that non COVID related tasks or commodities are excluded in COVID contract or services & supplies
 - Code revenues: work with the A-C to establish, and use COVID-19 revenue source codes

- Note:
 - Departments cannot use both CARES and FEMA
 - Refer to Attachment 6, CARES Act Decision Tree for more detail



SHORT TERM: COUNTY DEPARTMENTS

FISCAL GUIDANCE (*continued*)

- Report back:
 - Report the codes you use to A-C and CEOC Finance Section to help with financial reviews
 - Report programs or costs that are/can be funded by other grants \$1 for \$1
- For FY 20-21, review indirect cost positions.
 - Determine if positions are now a direct cost or a percentage of direct cost to COVID-19 funding
- Analyze your data, and review eCAPS and eHR transactions to see what is missing and make the necessary corrections
- Ensure that DSW time is not split between grant funded and FEMA eligible work
- Flag questionable/potentially eligible costs and elevate issues to Financial Recovery Group for determination
- Refer to Attachment 7 – A-C Accounting Division Memo issued to Administrative Deputies & Fiscal Officers for additional details
- Risks to Consider
 - If not coded COVID-19 then NOT auditable: Adjustments months from now will appear suspicious and be further scrutinized
 - If not coded COVID – 19 then NOT reportable to BOS and CEO: Workgroup & A-C will be challenged to give program credit where due
 - If not coded COVID – 19 then funded by NCC and absorbed in budget: Risk future budget trends skewed by COVID – 19 costs
 - If coded COVID – 19 but not properly documented: may be determined in – eligible during audit for CARES, FEMA or other funding sources



SHORT TERM: CEO AND DHR

MESSAGING & COMMUNICATION

- Deliver clear and unified messaging about returning to the workplace and transitioning to the 'recovery' phase
 - Messaging for all County employees
 - Communication and guidance specific to supervisors/managers
 - Communication and guidance specific to Departmental Human Resource Managers

- Deliver clear and unified messaging about how the County is supporting vulnerable employees and any changes to the traditional workplace being considered



TRAINING & SUPPORT

- Provide resources for education, information, training (i.e. onboarding orientation for reconstitution) and support for transitioning back to the traditional workplace
- Provide departments and employees with continued guidance and support on the FFCRA and discretionary leaves
- Develop guidance on how to assess the needs of vulnerable employees
- Develop informational resources for available Employee Assistance Programs that managers and supervisors can use to support employees who have experienced personal loss, illness, trauma or anxiety as a result of COVID-19

SHORT TERM: OEM

Overall Objective: Review the current activation of the DSW Program by incorporating departmental feedback; examining current documentation, forms, and procedures; and aiding employees.

- Track environmental impact of widespread telework usage by County employees through use of Geographic Information System (GIS) or ISD's coworking registration platform
- Continue to manage DSW placements to best meet emergency response needs
 - Identify and coordinate DSWs to meet staff requests related to the COVID-19 response and recovery activities
 - Capture pertinent information about deployments to share with departments/employees in the recruitment phase
 - Establish DSW tiers distinguishing between generalized and specialized positions
 - Track, maintain, and share DSW data
 - Respond to DSW assignments, questions, and issues
- Survey County departments for long term DSW needs due to staff and volunteer reductions or new service requirements (e.g. contact tracing, etc.)
 - Coordinate with departments to address staff and volunteer worker reductions in critical, essential, and public facing operations
 - Research the possibility of using DSWs or temporary employees to meet the gaps caused by staff and volunteer reductions
- Review current DSW operations, processes, forms, and training



MID TERM: COUNTY DEPARTMENTS

Overall Objective: As departments move towards expanding their public services, departments need to anticipate and plan for the next phase within four months to a year.



- Continue to manage DSW placements to best meet emergency response needs
- Remain flexible and responsive to employee needs and concerns while maintaining County business functions
- Review business operations that were impacted by COVID-19; develop a plan to reinstate or redesign service delivery
 - Incorporate any changes or improvements to service delivery gleaned from changes during the shelter-in-place directives
- Evaluate solutions for effective continuity of business operations while adjusting to decreased or adjusted budget
 - Consider cross-training staff to accommodate absences due to school closures, extended emergency operations or hiring freezes
- Identify the vacancies that could potentially be filled by DSWs during recovery phase

MID TERM: COUNTY DEPARTMENTS

- Identify job functions and duties conducive to teleworking
- Identify cross training that may be accomplished in departments to allow for job sharing, desk sharing, or rotational telework options



- Identify obstacles or barriers to teleworking (e.g. lack of performance measures, IT or other resources, etc.) for specific job functions and develop solutions
- Develop and document performance measures to better evaluate the impact of telework
 - Quality of work
 - Completed assignments
 - Ability to meet deadlines
 - Customer satisfaction

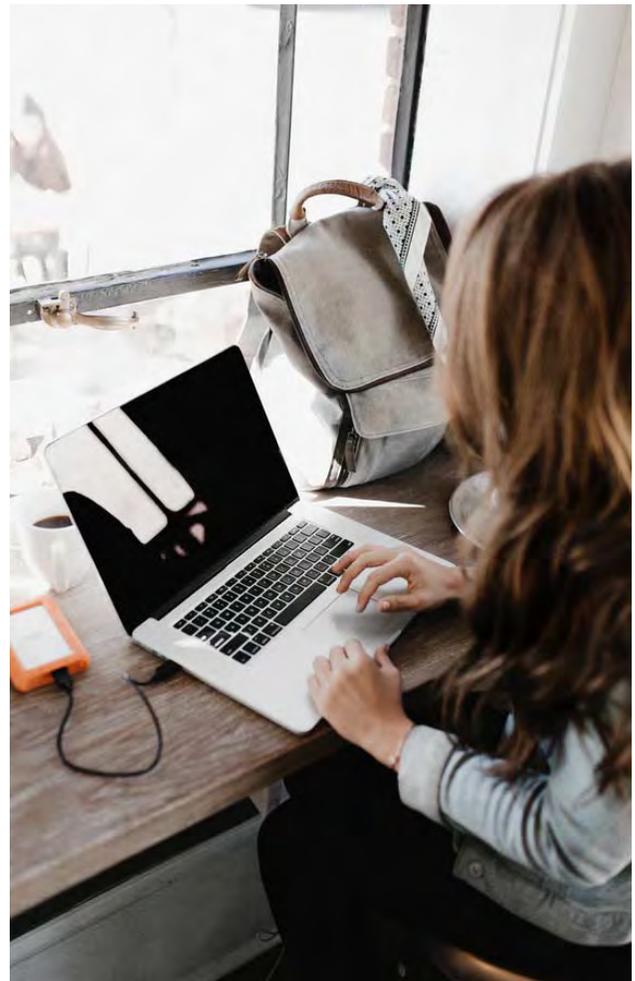
MID TERM: COUNTY DEPARTMENTS

- Identify communication pathways (e.g. daily calls, weekly logs, etc.) for remote employees and managers who may not have in-person interface
- Identify and evaluate teleworking tools for departments to ensure consistency across the County and reduce burden on departmental budgets such as:
 - WebEx, Skype, Office 365 Applications, Jabber, headsets, and cell phones
- Establish ongoing committees at each Department to communicate health information and facilitate business operations in the COVID-19 environment
- Create and disseminate simplified policies and procedures to expedite implementation of telework, alternate, and non-traditional work schedules for County employees
- Develop options on how to transition and close out FFCRA leave requests prior to 12/31/20 statutory deadline. Work with DHR to develop notifications about termination of FFCRA leave provisions
- Continue to leverage CEOC for PPE acquisition
- Develop trainings guides/videos for proper use of PPEs and establish guidelines by job class/function



MID TERM: CEO AND DHR

- Continue to manage DSW placements to best meet emergency response needs
- Continue to leave open avenues for addressing concerns, such as the DHR Employee Hotline and the DHR COVID-19 inbox for resolution with departments
- Continue to hold special recovery or post-COVID-19 forums with departmental human resource managers, labor unions, and other stakeholders to keep communication current
- Offer webinars to train managers on the resources available to support employee mental health
- Deliver enhanced training, resources, tools and guidance for remote supervisors to better ensure accountability and enhanced communication
- Assess the County's options to employ telework monitoring tools (e.g. Time Doctor, Teramind, ISD's Co-working Registration Platform, etc.)
- Develop a set of tools and specific training to assist managers in increasing communication, connectivity, and collaboration while managing teleworking teams
- Continue to assess Departments' ability to reduce lease space footprint due to teleworking
- Collaboratively develop a DSW transition/demobilization plan and review/revise the current DSW request forms



MID TERM: OEM

Overall Objective: Research and identify opportunities for DSWs to fill long term departmental gaps resulting from reductions in staff and volunteers due to impacts of COVID-19.

- Collaboratively develop DSW transition and demobilization plan
 - Consider transitioning DSWs from revenue-generating departments or grant funded activities when County services resume
 - Identify which DSWs are on probationary status and determine the impacts of the assignment on their probationary period
 - Develop uniform communication (email/letter/certificate) to thank DSWs for their service



- Identity long term DSW deployment needs by department (e.g. Contact Tracers for DPH, Project Roomkey volunteers for the Homeless Initiative, etc.)
 - Develop a model to support rotations and transitions of DSWs for long term deployments
 - Determine the impacts of long term DSW assignments and possible options/alternatives

LONG TERM: COUNTY DEPARTMENTS

- Continue to collaboratively review and revise the current DSW Request Form
- Continue to collaboratively develop DSW transition and demobilization plan
- Determine how DHR can collaborate more closely with departments on understanding responsibilities and responding to vulnerable populations in the workplace, State and Federal law, leave policies, and new and/or upcoming legal requirements
 - Develop Human Resource workgroups for larger departments
 - Designate a DHR liaison for smaller departments



- Assess the feasibility of allowing employees to utilize not yet accrued time (i.e. negative balance until accrued) in advance for a limited amount of time (i.e. 40 hours) for sick or paid time off in case of a school closure or contagion illness period (e.g. flu season)
- Develop a rotational/shared staffing model for temporary workers to create operational efficiencies
- Develop a database of all employees with an emphasis on skills needed in a disaster or emergency

LONG TERM: OEM

Overall Objective: Revamp the DSW Program by incorporating lessons learned from the recent activation and develop new training modules for departments. Memorialize findings with guidance documents.

- Continue to collaboratively develop a DSW transition and demobilization plan
- Review DSW activation program and identify areas of improvements
 - Review processes from day-to-day activities up to and including how to request, provide and communicate with departments and employees
 - Assess any gaps in current forms, processes, and communication
- Review and update current DSW Training with lessons learned



- Develop new DSW Program Guidelines
 - Develop processes for communication between Requesting and Providing departments and the DHR Department Operations Center on extensions or demobilizations
 - Establish a process to monitor deployments; track release dates; communicate with Requesting and Providing departments to verify release date; and initiate extension or demobilization
- Update DSW website with forms, guidance, and resources as a one stop location for all DSW actions
- Develop a component of onboarding employees to clarify their role as DSWs and review expectations

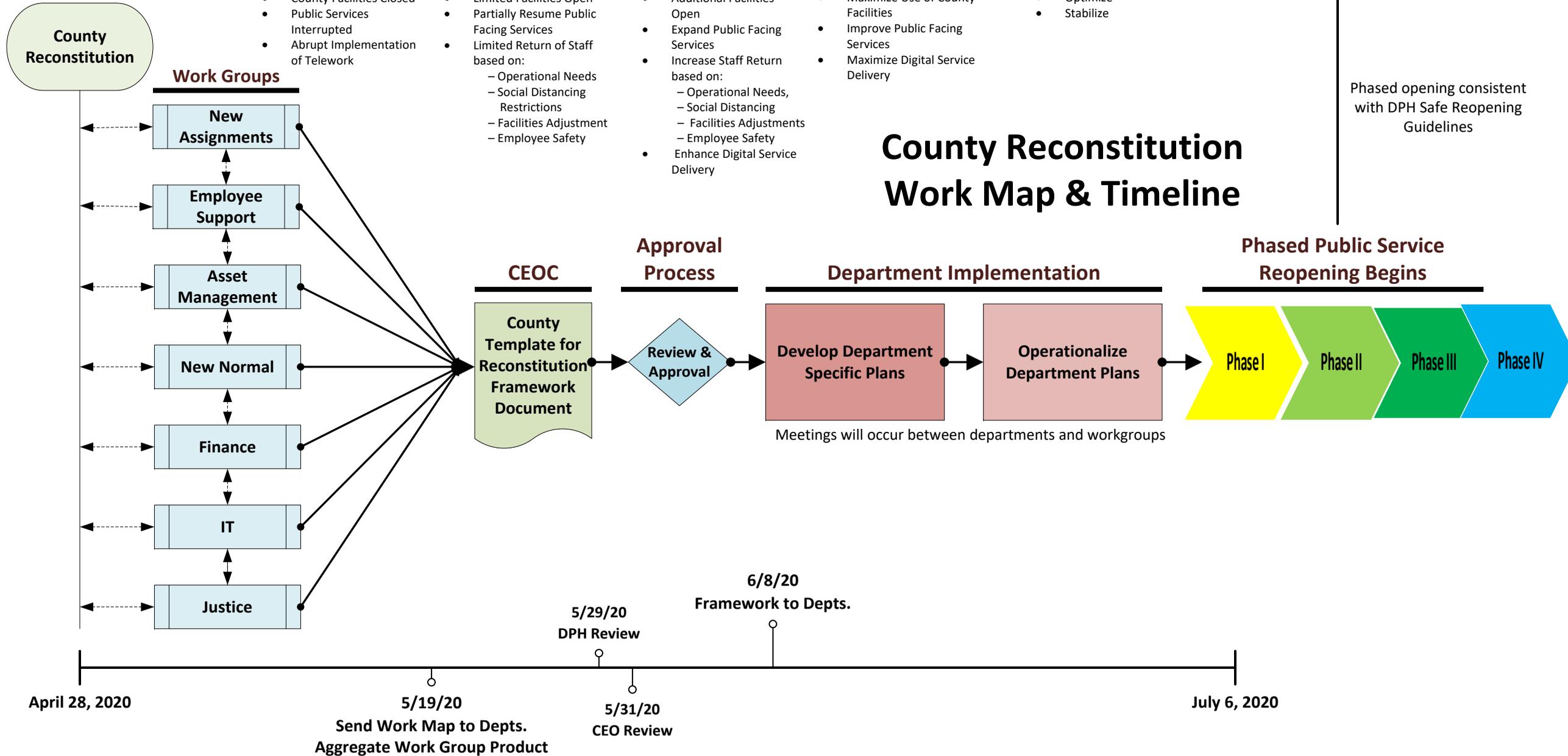
Four-Phase Approach to Reopening Los Angeles County Public Services



- Current State: Closed**
 - County Facilities Closed
 - Public Services Interrupted
 - Abrupt Implementation of Telework
- Phase I: Soft Reopening**
 - Limited Facilities Open
 - Partially Resume Public Facing Services
 - Limited Return of Staff based on:
 - Operational Needs
 - Social Distancing Restrictions
 - Facilities Adjustment
 - Employee Safety
- Phase II: Expansion**
 - Additional Facilities Open
 - Expand Public Facing Services
 - Increase Staff Return based on:
 - Operational Needs,
 - Social Distancing
 - Facilities Adjustments
 - Employee Safety
 - Enhance Digital Service Delivery
- Phase III: Maximization**
 - Maximize Use of County Facilities
 - Improve Public Facing Services
 - Maximize Digital Service Delivery
- Phase IV: New Normal**
 - Optimize
 - Stabilize

Phased opening consistent with DPH Safe Reopening Guidelines

County Reconstitution Work Map & Timeline



COVID-19

ROADMAP TO RECOVERY



Face Covering



Social Distancing



Handwashing



Workplace Sanitation

Operational Guidelines for Phased Workplace Occupancy

Los Angeles County Workforce Recovery Plan



Operational Guidelines for Phased Workplace Occupancy



May 14, 2020

Purpose

The purpose of this document is to provide health and safety guidance for workplace occupancy as Los Angeles County prepares to safely repopulate and embark on economic recovery. Emphasis is placed on strict adherence to safe health practices established by the Los Angeles County Public Health Officer (Health Officer) to maintain safe social distancing and to limit the spread of infection.

Information contained in this document, including example strategies to maintain safe physical distancing and to limit the spread of infection, are provided as a reference only and shall not be construed as Health Officer directives.

Health Safety Standards

The following health safety standards established by the Health Officer must be observed in all phases of repopulation.



Social Distancing

A. Physical Distancing

- Maintaining 6 feet distance from other people.



Face Covering

B. Personal Protective Equipment

- Wearing a face covering over one's nose and mouth per Public Health criteria.



Handwashing

C. Personal Hygiene

- Washing your hands often with soap and water for at least 20 seconds.
- Avoiding touching your eyes, nose, and mouth.
- Covering your cough or sneeze with a tissue, or your elbow (not your hands).



Workplace Sanitation

D. Sanitation of frequently touched surfaces



Implementation of Physical and Procedural Changes to Maintain Health Safety Standards

The following steps are intended to help guide the evaluation of individual buildings and sites in the development of facility-specific repopulation plans. It is the responsibility of each building owner/proprietor/tenant to ensure proper protocols are implemented at their facility to maintain social distancing, limit the spread of infection, and comply with Health Officer orders..

1. Prepare a diagram of existing building layout and outdoor grounds.

If construction plans are not available for the building floors, prepare diagrams with dimensions to accurately depict the existing building and grounds layout and configuration. Making these drawings to a fixed scale (example: 1 inch = 20 feet) will assist you later in developing a facility-specific Workplace Repopulation Plan (Step 3).

2. Fully assess building layout and outdoor grounds, note areas with physical constraints and other limitations that may create challenges in maintaining social distancing.

Analysis of the existing building layout and surrounding grounds is necessary to determine what changes or alterations, either physical or procedural, should be made to meet the standards set by the Health Officer. It is important to be aware of the type of building occupancy/use of individual areas within the facility as different uses pose unique challenges to adhering to the health safety standards and may require unique solutions. For example, an “assembly” occupancy, such as an auditorium or commission chamber, may require different solutions than “business/office” occupancies (employee workstations, small meeting rooms), or “restaurant” occupancies (kitchens, food courts).

Attachment 1, BUILDING OCCUPANCY CLASSIFICATIONS, OCCUPANT LOAD EXAMPLES, AND REPOPULATION STRATEGIES, should be referenced to determine the maximum occupant loads allowed under the Health Officers phased approach to opening Los Angeles County safely. The attachment is organized by Building Code occupancy classifications and provides example strategies to meet physical distancing and infection control requirements. Example strategies are intended as guidelines for potential inclusion in a building-specific repopulation plan.

It is critically important to examine the various building elements, in conjunction with typical facility operations and employee population, to determine how best to maintain the Health Officer's safe social distancing standards.

The following are common workplace areas where occupants/visitors may be in particularly close proximity to each other, which may pose challenges in meeting the Health Officer's social distancing standards. These should be reviewed in detail in addition to any other elements that are unique to the facility.

- Entrances and exits,
- Entrance lobbies,
- Elevator lobbies,
- Elevators,
- Hallways/interior corridors,
- Stairwells,
- Restrooms,
- Employee work stations/office spacing and configuration,
- Conference rooms, and
- Cafeterias.

In addition to social distancing, maintaining a sanitized work environment is also paramount to limiting the spread of infection. Identifying areas or features throughout the facility where hygiene strategies will need to be applied is critical. These areas/features include, but are not limited to, the following:

- Common surfaces that will need to be frequently cleaned such as handrails, doorknobs, elevator push buttons, conference room surfaces, and common copier machines;
- Shared keyboards, remote controls, desks, and other work tools and equipment; and
- Communal areas that are not typically occupied by more than one person at a time.



3.

Develop a facility-specific Workplace Repopulation Plan

The Workplace Repopulation Plan should fully describe protocols that will be taken to ensure the health and safety of building occupants and visitors by maximizing physical distancing and infection control in conjunction with the orders of the Health Officer. The Plan should include but is not limited to descriptions of:

- Physical and/or procedural alterations needed if the occupant load within a building element is too great to meet physical distancing standards. This could include, but is not limited to:
 - Continuing teleworking programs;
 - Modifying / staggering employee schedules;
 - Providing partitioning to separate occupied areas;
 - Implementing one-way traffic flows in hallways, interior corridors, etc.;
 - Removing, rearranging, or making furniture or fixtures “out of order” if distancing or sanitation cannot be maintained; and
 - Regularly updating policies and protocols to ensure continued safety of employees and customers.

Note: It is important that any permanent or temporary physical alterations do not interfere with required fire or other emergency building exiting plans or Americans with Disability Act access requirements.



- Sanitation practices that will be implemented to ensure that frequently touched common surfaces in the workplace are disinfected on a regular basis. Attention should also be given to areas that are not typically occupied by more than one person at a time, such as communal lounge furniture, to ensure that they are disinfected or simply taken “out of order” when proper disinfection is not possible.

Attached are the following sanitation reference documents:

- Attachment 2: A matrix that provides recommendations on the cleaning and disinfection of rooms or areas occupied by those with a suspected or confirmed case of COVID-19 (Coronavirus)
- Attachment 3: Guidelines for COVID-19 (Coronavirus) Disinfecting/ Cleaning.

4.

Assess Employee Travel

Travel guidelines should be assessed and modified as needed to reflect standards that minimize close interaction with others as much as possible. Strategies to achieve maximum distancing include, but are not limited to:

- Encouraging telecommuting programs.
- Utilizing virtual platforms and technology to avoid in-person meetings.



5.

Inform/Train employees

Once physical and procedural alterations are made, employees and the public must be made aware of all new requirements. Strategies to inform employees include::

- Conducting an initial orientation of employees prior to the first building repopulation and resuming of work.
- Conducting additional employee orientations when Health Officer orders are updated.
- Provide a mechanism to educate all building visitors/patrons of the safety protocols upon entering the building.
- Providing adequate signage where necessary and appropriate. Too many signs and placed in the wrong locations may cause the public and employees to miss key information.
- Reinforcing recommendations with appropriate directions and actions if non-compliance is observed.

Other resources

In addition to the guidance provided in this document, there are other sources of information that can be utilized to develop a facility-specific repopulation plan. Attachment 4 provides links to other useful county, state, and federal websites.



Face Covering



Social Distancing



Handwashing



Workplace Sanitation



Attachment 1

Building Occupancy Classifications,
Occupant Load Examples, And Repopulation Strategies



Attachment 1 – BUILDING OCCUPANCY CLASSIFICATIONS, OCCUPANT LOAD EXAMPLES, AND REPOPULATION STRATEGIES

The following table includes sectors as published in Los Angeles County Department of Public Health (DPH) guidelines, occupancies and uses as defined in the California Building Code, and examples for determining full and partial occupant loads within a building. Please note that most government facilities will fall under the Sector of Businesses/Offices.

Example strategies included below are based on the Health Officer Order to maintain safe physical distancing and to limit the spread of infection. The information can be utilized as part of the process for re-opening a workplace to employees, and to the public. To the extent the DPH has issued applicable Reopening Protocols or other Guidance, such DPH Protocols or other Guidance should be utilized.

Please consult the following link for current DPH information : <http://publichealth.lacounty.gov/media/Coronavirus/>

Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
Business Offices	<p><u>B – Business</u></p> <ul style="list-style-type: none"> • Airport traffic control towers • Animal hospitals, kennels and pounds • Civic administration • Electronic data processing • Payment centers • Laboratories • Mailrooms • Print shops 	<p><u>Example calculation of maximum occupant load for an office building with 5,000 square feet of office space, 300 square feet of conference rooms and 500 square feet of public counter waiting area:</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> • Office – 100 square feet/occupant • Conference room – 15 square feet/occupant • Waiting area – 15 square feet/occupant 	<p><u>Building Alterations</u></p> <ul style="list-style-type: none"> • Queuing Areas: Establish as needed, near locations where people typically congregate (e.g. exits/entrances, elevators, escalators, stairwells, concessions, restrooms, etc.) to meet physical distancing requirements.



Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
	<ul style="list-style-type: none"> Professional services (architects, attorneys, dentists, engineers, physicians) Training and skill development not in an academic program (tutoring centers, martial arts studios, gymnastics studios) <p>S – Storage</p> <ul style="list-style-type: none"> Aircraft hangar (storage and repair) Motor vehicle repair garages Parking garages, open or enclosed Storage not classified as a hazardous occupancy <p>H – Hazard</p> <ul style="list-style-type: none"> Manufacturing, processing, generation or storage of materials that constitute a physical or health hazard in quantities in excess of those allowed in control areas or containment in Building Code 	<p>For 100% occupant load: $5,000 \text{ square feet}/100 + 300 \text{ square feet}/15 + 500 \text{ square feet}/15 = 50 + 20 + 33.3 = 103$ occupants</p> <ul style="list-style-type: none"> 25% occupancy = 25 occupants 50% occupancy = 51 occupants 75% occupancy = 77 occupants 	<ul style="list-style-type: none"> Materials such as tape, signage, ropes, or cones may be used to provide direction, so that lines can be formed with physical distance in place. Utilize outdoor space to form queues as needed. Utilize employees (building security or otherwise) to enforce proper queuing. <p>• Elevator Maximum Capacities: Modify, as needed, to maintain social distancing requirements.</p> <ul style="list-style-type: none"> Note: The total amount of employees and/or visitors that need to use the elevators during the peak time, and the size and average travel rate of the elevator can directly influence whether there is a need to queue people in elevator lobbies, building lobbies, or elsewhere; or alter employee or visitor schedules. <p>• Doors: Equip with touch-free, automatic technology if possible.</p>



Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
Childcare	<p><u>E – Educational</u></p> <ul style="list-style-type: none"> Day care facilities more than six children without overnight stays <p><u>R – Residential</u></p> <ul style="list-style-type: none"> Child care facilities that provide accommodations for six or fewer clients of any age for less than 24 hours. 	Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona_virus) for specific number of allowable occupants in each recovery phase.	<ul style="list-style-type: none"> Furniture and Fixtures: Remove, rearrange, or take “out of order” as needed, to meet physical distancing requirements. <ul style="list-style-type: none"> Includes movable furniture such as office chairs, permanent/semi-permanent furniture such as restaurant booths or office cubicles, and bathroom fixtures. Eliminate face-to-face seating configurations lacking sufficient barriers. Bathrooms: Limit number of individuals allowed to occupy at any one time. Consider separate employee bathrooms not for use by the public. Break Rooms/Lounges: Limit number of individuals allowed to occupy at any one time to easily maintain at least six feet of separation between persons at all times. Hallways and Corridors: Establish one-way paths of travel, as needed, to maximize physical distancing.
PreK-12 Schools	<p><u>E – Educational</u></p> <ul style="list-style-type: none"> Educational facilities more than six persons at any given time through 12th grade 	Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona_virus) for specific number of allowable occupants in each recovery phase.	
Healthcare Settings	<p><u>B – Business</u></p> <ul style="list-style-type: none"> Ambulatory care facilities serving six or fewer patients Outpatient clinics <p><u>I – Institutional</u></p> <ul style="list-style-type: none"> Detoxification facilities Health care facility for more than five patients incapable of unassisted self-preservation Hospitals Nursing homes Psychiatric hospitals 	Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona_virus) for specific number of allowable occupants in each recovery phase.	



Los Angeles County Workforce Recovery Plan



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Congregate Living facilities	<p><u>R – Residential</u></p> <ul style="list-style-type: none"> • Apartments • Assisted living facilities (residential care facilities, congregate living health facilities, group homes) • Boarding houses • Congregate residences • Convents • Dormitories • Hotels/motels • Live/work units • Lodging houses • Social rehabilitation facilities (halfway houses, community correctional centers, community treatment programs, alcoholism or drug abuse recovery or treatment facilities) 	<p>Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona-virus) for specific number of allowable occupants in each recovery phase.</p>	<ul style="list-style-type: none"> • Public Areas and Counters <ul style="list-style-type: none"> ○ Install plastic barriers at service counters and high-interaction areas where feasible. ○ Regulate customer flow in compliance with Los Angeles County Department of Public Health and Centers for Disease Control and Prevention guidelines. ○ Relocate public counters as needed. • Payment Systems: Offer contactless payment systems, if possible. • Workstations: All workstations are separated by at least six feet.
Therapeutic and peer support groups	<p><u>B – Business</u></p> <ul style="list-style-type: none"> • Clinics • Offices <p><u>A – Assembly</u></p> <ul style="list-style-type: none"> • Conference rooms • Community halls • Lecture halls 	<p>Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona-virus) for specific number of allowable occupants in each recovery phase.</p>	<p><u>Workplace Policies and Practices to Protect Employee Health</u></p> <ul style="list-style-type: none"> • Employee Schedules: <ul style="list-style-type: none"> ○ Strategically stagger arrival and departure times to reduce queuing needs.



Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
Arts and Cultural Venues	<p>A – Assembly</p> <ul style="list-style-type: none"> • Art galleries and museums • Greenhouses for the conservation and exhibition of plants for public access • Theaters 	<p><u>Example calculation of maximum occupant load for a museum with 5,000 square feet of exhibit gallery, 500 square feet of cafe and 1,000 square feet of office:</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> • Exhibit gallery – 30 square feet/occupant • Assembly w/o fixed seating – 15 square feet/occupant • Office – 100 square feet/occupant <p>For 100% occupant load:</p> <p>5,000 square feet/30 + 500 square feet/15 + 100 square feet/100 = 166.6 + 33.3 + 10 = 210 occupants</p> <ul style="list-style-type: none"> • 25% occupancy = 52 occupants • 50% occupancy = 105 occupants • 75% occupancy = 157 occupants 	<ul style="list-style-type: none"> ○ Strategically stagger break and lunch times to ensure that that six feet between employees can be maintained in break/lunch rooms at all times. ○ Allow frequent breaks to allow employees to wash their hands. ○ Modify days of the week employees report to work to strategically stagger when people are occupying any given floor of the building. ○ Allow employees who can carry out their work duties from home to do so. Reconfigure work process to increase opportunities for employees to work from home.
Entertainment venues	<p>A – Assembly</p> <ul style="list-style-type: none"> • Restaurants, cafeterias and similar dining facilities • Symphony and concert halls • Theaters 	<p><u>Example calculation of maximum occupant load for a theater or entertainment venue with 500 fixed seating</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> • Assembly with fixed seating – use the number of seats for occupant load 	<ul style="list-style-type: none"> ○ Vulnerable staff (those above age 65, those with chronic health conditions) are assigned work that can be done from home whenever possible.



Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
		<p>For 100% occupant load:</p> <p>500 occupants</p> <ul style="list-style-type: none"> • 30% occupancy = 150 occupants • 50% occupancy = 250 occupants • 75% occupancy = 375 occupants 	<ul style="list-style-type: none"> ○ Instruct employees not to come to work if sick and to follow DPH guidance for self-isolation if applicable
Sporting Events	<p>A – Assembly</p> <ul style="list-style-type: none"> • Gymnasiums • Indoor/outdoor swimming pools • Indoor/outdoor tennis courts 	<p>Refer to the Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/corona_virus) for guidance at each recovery phase</p>	<ul style="list-style-type: none"> • Cleaning and Disinfecting: <ul style="list-style-type: none"> ○ Increase custodial personnel or services. ○ Declutter spaces throughout the office (e.g., tops of file drawers) and reconfigure furniture to facilitate easy cleaning.
Conventions/Large Events	<p>A – Assembly</p> <ul style="list-style-type: none"> • Art galleries and museums • Community halls • Exhibition halls • Greenhouses for the conservation and exhibition of plants for public access • Gymnasiums • Lecture halls • Symphony and concert halls • Theaters 	<p><u>Example calculation of maximum occupant load for a convention center with 10,000 square feet of exhibit halls and 1,000 square feet of dining area</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> • Exhibit hall – 30 square feet/occupant • Assembly w/o fixed seating – 15 square feet/occupant 	<ul style="list-style-type: none"> ○ Provide hand sanitizer, disinfectant wipes, and traditional cleaning supplies at multiple locations in the workplace. ○ Provide disposable tissues and receptacles. ○ Increase attention to environmental cleaning and maintenance of air flow. ○ Provide more frequent circulation of air in enclosed spaces. Make sure the



Los Angeles County Workforce Recovery Plan



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		<p>For 100% occupant load:</p> <p>10,000 square feet/30 + 1,000 square feet/15 = 333.3 + 66.6 = 400 occupants</p> <ul style="list-style-type: none"> • 25% occupancy = 100 occupants • 50% occupancy = 200 occupants • 75% occupancy = 300 occupants 	<p>Heating, Ventilation, and Air Conditioning is in good working order. Building systems such as plumbing and HVAC, which may have been out of use for an extended period, should be checked for their ability to be put back in service. For additional information, refer to https://www.cdc.gov/coronavirus/2019-ncov/php/building-water-system.html</p>
Individual/families	<p>R – Residential</p> <ul style="list-style-type: none"> • Apartments/condos • Houses/townhomes • Live/work units 	<p>Refer to Los Angeles County Department of Public Health instructions (http://publichealth.lacounty.gov/media/coronavirus) for specific number of allowable occupants in each recovery phase.</p>	<ul style="list-style-type: none"> ○ Disinfect break rooms, restrooms and other common areas frequently.
Youth Activities and Team Sports	<p>A – Assembly</p> <ul style="list-style-type: none"> • Arenas / stadiums • Gymnasiums • Indoor/outdoor swimming pools • Indoor/outdoor tennis courts • Skate parks 	<p><u>Example calculation of maximum occupant load for skate parks with 10,000 square feet of skate park and 2,000 square feet of viewing deck</u></p> <p>Occupant load factors:</p> <p>Skate park – 50 square feet/occupant</p> <ul style="list-style-type: none"> • Deck – 15 square feet/occupant <p>For 100% occupant load:</p> <p>10,000 square feet/50 + 2,000 square feet/15 = 200 + 133.3 = 333 occupants</p> <ul style="list-style-type: none"> • 25% occupancy = 83 occupants • 50% occupancy = 166 occupants • 75% occupancy = 249 occupants 	<ul style="list-style-type: none"> • Other Employee Protections: <ul style="list-style-type: none"> ○ Upon being informed that one or more employees test positive for, or has symptoms consistent with COVID-19 (case), establish a plan or protocol to have the case(s) isolate themselves at home and require the immediate self-quarantine of all employees that had a workplace exposure to the case(s). The plan should consider a protocol for all



Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
Libraries	<p><u>A – Assembly</u></p> <ul style="list-style-type: none"> Libraries 	<p><u>Example calculation of maximum occupant load for a library with 3,000 square feet of reading area, 2,000 square feet of book stack area, and 1,000 square feet of staff office</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> Reading rooms – 50 square feet/occupant Stack area – 100 square feet/occupant Office – 100 square feet/occupant <p>For 100% occupant load: $3,000 \text{ square feet}/50 + 2,000 \text{ square feet}/100 + 1,000 \text{ square feet}/100 = 60 + 20 + 10 = 90$ occupants</p> <ul style="list-style-type: none"> 25% occupancy = 22 occupants 50% occupancy = 45 occupants 75% occupancy = 67 occupants 	<p>quarantined employees to have access to or be tested for COVID-19 in order to determine whether there have been additional workplace exposures, which may require additional COVID-19 control measures.</p> <ul style="list-style-type: none"> Symptom checks are conducted before employees enter the workspace, to include a verbal check-in concerning cough, shortness of breath or fever and any other symptoms the employee may be experiencing. Consider a temperature check. Employees wear a cloth face covering at all times during the workday when in contact or likely to come into contact with others or when in common areas.
Outdoor parks and recreational facilities	<p><u>A – Assembly</u></p> <ul style="list-style-type: none"> Arenas Gymnasiums Outdoor swimming pools Outdoor tennis courts Skating rinks 	<p><u>Example calculation of maximum occupant load for an outdoor aquatic center with 7,500 square feet of swimming pool</u></p> <p>Occupant load factors:</p> <ul style="list-style-type: none"> Swimming pool – 50 square feet/occupant 	<ul style="list-style-type: none"> Wash face covering daily. Minimize or eliminate sharing of office supplies, equipment and workspaces.



Los Angeles County Workforce Recovery Plan



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		<p>For 100% occupant load:</p> <p>7,500 square feet/50 = 150 occupants</p> <ul style="list-style-type: none"> • 25% occupancy = 37 occupants • 50% occupancy = 75 occupants • 75% occupancy = 112 occupants 	<ul style="list-style-type: none"> ○ Consider gloves for employees handling mail, packages or deliveries. <p><u>Measures to Ensure Social (Physical) Distancing:</u></p> <ul style="list-style-type: none"> • Instruct employees to maintain at least six feet distance from the public and from each other, except as necessary.
Beaches	<p><u>U – Utility and Miscellaneous</u></p> <ul style="list-style-type: none"> • Restrooms 	<p>Refer to Los Angeles County Department of Public Health guidance (http://publichealth.lacounty.gov/media/corona_virus) for specific number of allowable occupants in each recovery phase</p>	<p><u>Other Measures to Ensure Infection Control:</u></p> <ul style="list-style-type: none"> • Common Areas and Frequently Touched Objects: Clean common areas and frequently touched objects on a frequent basis using EPA-approved disinfectants. • Frequently Touched Items: Offer hands-free devices for waste baskets, lamps, soap dispensers and other items, if possible. • Face Covering: Public (adults and children over the age of 2) must wear face covering, unless a respiratory condition or other medical condition makes use of a mask hazardous.



Face Covering



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Workplace Sanitation

Los Angeles County Workforce Recovery Plan



Sector	Building Code Occupancies & Uses	Occupant Load Factors and Examples ^{1, 2, 3}	Example Strategies to Meet Physical Distancing and Infection Control Requirements, applicable to all Sectors, Occupancies, and Uses ⁴
			<ul style="list-style-type: none"> • Deep Cleaning: Hours are modified if needed to permit periodic, deep cleaning of the workplace. • Hand Sanitizer: Hand sanitizer, tissues and trash cans are available to the public at or near the entrance of the workplace. • Packages: Packages delivered to the site are inspected and disinfected to the extent feasible on arrival. • Food: Prohibit the sharing of communal food in the workplace. Remove or place in “out of order” self-service food stations to eliminate multiple people touching the same service utensils or directly touching food. <p><u>Communication and Education</u></p> <ul style="list-style-type: none"> • Employee/Public Communication: Increase along with workplace postings regarding new strategies being implemented.



Face Covering



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Handwashing



Workplace Sanitation

Los Angeles County Workforce Recovery Plan



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			<ul style="list-style-type: none"> ● Post signs: Provide signs to encourage frequent handwashing, with illustrations to demonstrate correct handwashing technique, and to practice social (physical) distancing. ● Online Messaging: Provide clear information online (e.g., website, social media) about operation hours, required use of face coverings and other relevant information. ● Promote practices for social (physical) distancing <ul style="list-style-type: none"> ○ Discourage handshakes and promote alternative methods for greeting. ○ Consider discontinuing the use of any equipment with touch-screen features. ○ Hold virtual meetings to avoid groups of people in close contact.

¹. Occupant load is determined in accordance with Chapter 10 of the California Building Code at the time of Certificate of Occupancy. You may also refer to permit records to obtain the occupant load for your building or business.

². Occupant load is calculated based on occupant load factors in Chapter 10 of the California Building Code.

³. Occupant load factors and percentage-based occupancies are provided as reference only and shall not be construed as Health Officer directives.

⁴. Example strategies included as additional guidance in implementing distancing and sanitation efforts.



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Social Distancing



Handwashing



Workplace Sanitation



Attachment 2

Cleaning & Disinfection Matrix

Novel Coronavirus (COVID-19)

Novel Coronavirus (COVID-19) Disinfecting Cleaning Guidelines

Los Angeles County Department of Public Health

This guidance provides recommendations on the cleaning and disinfection of rooms or areas. These guidelines are focused on non-healthcare facilities such as schools, institutions, offices, daycare centers, businesses, and community centers that do not house persons overnight. These guidelines are not meant for cleaning in healthcare facilities, households, or other locations where specific guidance already exists. <http://ph.lacounty.gov/media/Coronavirus/>

Additional Considerations

- a) Employers should develop policies for worker protection and provide training to all cleaning staff on-site prior to providing cleaning tasks. Training should include when to use PPE, what PPE is necessary, how to properly don (put on), use, and doff (take off) PPE, and how to properly dispose of PPE.¹
- b) Employers must ensure workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with OSHA’s Hazard Communication standard (29 CFR 1910.1200).¹
- c) Employers must comply with OSHA’s standards on Bloodborne Pathogens (29 CFR 1910.1030), including proper disposal of regulated waste, and PPE (29 CFR 1910.132).¹

	Routine Cleaning	Enhanced Cleaning	Deep Cleaning
Description	Regular cleaning practices implemented.	Routine cleaning practices PLUS additional cleaning and disinfecting of high touch surfaces during a communicable disease outbreak to prevent illness.	Routine and enhanced cleaning PLUS specialized cleaning of the space occupied by a person suspected or confirmed positive (+) for a communicable disease.
Personal Protective Equipment (PPE)	If chemicals are used, wear gloves to protect hands.	Wear gloves PLUS splash goggles if there is a risk of splash. ¹ Be sure to refer to Safety Data Sheets or follow the instructions on the chemical label.	Wear gloves, splash goggles, face shield, gowns/coveralls, respirator if there is a risk of splash. ¹ Be sure to refer to Safety Data Sheets or follow the instructions on the chemical label.
Disinfectant	Use everyday janitorial cleaning supplies and disinfectants for regular surfaces such as floors, tables, desks, counters, sinks, toilets, and other hard-surfaced furniture and equipment.	Use routine cleaning disinfectants or other approved disinfectants ¹ for regular surfaces PLUS an EPA-registered disinfectant approved for viral/bacterial pathogens for high-touch surfaces.	Use an EPA-registered disinfectant approved for emerging pathogens. ²

Novel Coronavirus (COVID-19) Cleaning & Disinfection Matrix

Los Angeles County Department of Public Health

	Routine Cleaning	Enhanced Cleaning	Deep Cleaning
Cleaning Actions	<p>Perform the following practices:</p> <ul style="list-style-type: none"> a) Dust hard surfaces b) Damp wipe hard surfaces free of debris c) Wet mop floors d) Vacuum carpet and mats 	<ul style="list-style-type: none"> a) Perform routine cleaning actions PLUS increase the frequency of cleaning and disinfecting of high touch non-porous objects/surfaces throughout the building. b) Clean with warm water and soap/detergent. Disinfect high-touch non-porous surfaces at least daily. c) Clean visible stains/debris on porous surfaces (e.g. carpet, rugs, furniture, and drapes) with appropriate cleaners indicated for use on the material. 	<ul style="list-style-type: none"> a) Close off the space/area used by the ill occupant and wait up to 24 hours before entering if practical.¹ b) Open outside doors and windows in the ill occupant's area to increase air circulation if possible.¹ c) Perform routine and enhanced cleaning actions PLUS thoroughly clean and disinfect ALL non-porous surfaces especially the high-touch surfaces (e.g. desk, table, hard-backed chair, doorknob, light switch, handle, computer, keyboard, mouse, telephones) in the ill occupant's space/office. d) For porous surfaces (carpet, sofa, chair, rug, and drapes) in the ill occupant's space/office, remove visible contamination, clean with appropriate cleaners, and disinfect with a liquid/spray indicated for use on the material. e) Once thorough cleaning and disinfection have been completed space can be reoccupied.

1. CDC Coronavirus Disease 2019 (COVID-19) Environmental Cleaning and Disinfection Recommendations <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html>

2. EPA, List N: Disinfectants for Use Against SARS-CoV-2 <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2>



Face Covering



Social Distancing



Handwashing



Workplace Sanitation



Attachment 3

Disinfecting Cleaning Guidelines

Novel Coronavirus (COVID-19)

Novel Coronavirus (COVID-19) Disinfecting Cleaning Guidelines

Los Angeles County Department of Public Health

Guidelines For COVID-19 (Coronavirus) Disinfecting/Cleaning

Purpose

The purpose of this communication is to identify and establish guidelines that safely and effectively reduce the risk of COVID-19, and address/neutralize contaminated areas. These guidelines are aligned with the Department of Public Health's guidance on cleaning and disinfecting.

COVID-19 IF/THEN MATRIX

The following matrix was developed in conjunction with and aligned to the Department of Public Health standards to determine the cleaning protocol necessary.

COVID-19 IF/THEN MATRIX	Then enhanced cleaning is recommended and will suffice	Then deep cleaning is needed
If COVID-19 Positive Asymptomatic ▼		
▶ AND employee came in office within 7 day		X
▶ OR, the area can be vacated for 7 days or more,	X	
If COVID-19 Positive Symptomatic ▼		
▶ AND employee came in office within 7 days		X
▶ AND, the area has to be immediately functional,		X
▶ OR, the area can be vacated for 7 days or more,	X	
▶ AND employee was last in the office more than 7 days ago	X	

Novel Coronavirus (COVID-19) Disinfecting Cleaning Guidelines

Los Angeles County Department of Public Health

Guidelines For COVID-19 (Coronavirus) Disinfecting/Cleaning

Enhanced Daily Cleaning & Deep Cleaning Matrix

	Enhanced Cleaning	Deep Cleaning
Description	Routine cleaning practices PLUS additional cleaning and disinfecting of high touch surfaces during a communicable disease outbreak to prevent illness.	Routine and enhanced cleaning PLUS specialized cleaning of the space occupied by a person suspected or confirmed positive (+) for a communicable disease.
Personal Protective Equipment (PPE)	Wear gloves PLUS splash goggles if there is a risk of splash. ¹ Be sure to refer to Safety Data Sheets or follow the instructions on the chemical label.	Wear gloves, splash goggles, face shield, gowns/coveralls, and respirator/mask. Refer to Safety Data Sheets or follow the instructions on the chemical label.
Disinfectant	Use routine cleaning disinfectants or other approved disinfectants ¹ for regular surfaces PLUS an EPA-registered disinfectant approved for viral/bacterial pathogens for high-touch surfaces.	Use an EPA-registered disinfectant approved for emerging pathogens. ²

1. CDC Coronavirus Disease 2019 (COVID-19) Environmental Cleaning and Disinfection Recommendations <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html>
2. EPA, List N: Disinfectants for Use Against SARS-CoV-2 <https://www.epa.gov/pesticide-registration/list-n-disinfectants-useagainst-sars-cov-2>



Face Covering



Social Distancing



Handwashing



Workplace Sanitation



Attachment 4

Other Resources

Novel Coronavirus (COVID-19)



Face Covering



Social Distancing



Handwashing



Workplace Sanitation



Attachment 4 – Other Resources

Author	Description	Resource Link
Los Angeles County Department of Public Health	Variety of Coronavirus information, including the latest Health Officer Order, Los Angeles County’s roadmap to recovery, reopening protocols, and social distancing guidance	http://www.publichealth.lacounty.gov/media/Coronavirus/
State of California	Statewide industry guidance to reduce risk	https://covid19.ca.gov/industry-guidance/
State of California Division of Occupational Safety and Health	Cal/OSHA Guidance on Requirements to Protect Workers from Coronavirus	https://dir.ca.gov/dosh/coronavirus/Health-Care-General-Industry.html
Centers for Disease Control and Prevention	Return to Work Practices and Work Restrictions	https://www.cdc.gov/coronavirus/2019-ncov/hcp/return-to-work.html
Centers for Disease Control and Prevention	Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes	https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html
Centers for Disease Control and Prevention	Cleaning and Disinfection Frequently Asked Questions	https://www.cdc.gov/coronavirus/2019-ncov/faq.html#Cleaning-and-Disinfection

Coronavirus Disease (COVID-19)

If you manage a workplace of any kind, you may have concerns about how to handle issues related to COVID-19 among your staff and/or your clients or customers. Listed below are answers to questions we've received from managers of public agencies and private companies about confirmed or suspected cases of COVID-19 at their worksites.

If you would like more information about novel coronavirus disease (COVID-19) or the most recent updates on the virus, please visit the Department of Public Health (DPH) website:

<http://www.publichealth.lacounty.gov/media/Coronavirus>.

1. I manage a county office with a large workforce. An employee shows up sick. They don't know if they have the virus – their symptoms are mild, and they inform me about their illness before spending time with other staff.

Send the sick employee home right away. If they have symptoms of serious illness such as trouble breathing, pressure or pain in chest, bluish lips or appear confused, call 9-1-1. If the symptoms are mild, ask employee to call their doctor for medical advice. Consider alternative work options like teleworking or other arrangements to work remotely if the employee is able to do so. Guidance about home care for people with respiratory illnesses like COVID-19 can be found at <http://publichealth.lacounty.gov/acd/docs/HomeisolationenCoV.pdf>

Other employees should assess their previous contact with the symptomatic employee.

- If they have had close contact with the symptomatic employee while that person had symptoms or within two days (48 hours) before symptoms appeared, they need to go home and start a 14-day period of self-quarantine. Close contact is defined as any contact closer than 6 feet for more than 10 minutes OR unprotected exposure to body fluids, for example when a person coughs or sneezes close by or when two people share a drink or eating utensil.
- Employees who have not had close contact with symptomatic employee while that employee had symptoms or during the two days prior to the start of symptoms can stay on the job. Do remind them to follow general steps to prevent the spread of respiratory infections. All managers should promote frequent handwashing, discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, remind employees to practice social distancing by maintaining a six-foot person-to-person distance, advise them to clean and disinfect frequently touched objects and surfaces, and actively encourage them to stay home if they are sick.

2. What if it is a customer or client who shows up with symptoms of illness?

If your worksite gets customer or client traffic, make it easy for visitors to practice good hygiene and respiratory etiquette. Post signs requesting that people who are ill visit you online. Provide tissues, trash receptacles, and no-touch hand sanitizer dispensers near entrances. And make sure your employees follow social distancing guidance, keeping a safe six feet between themselves and visitors whether or not they seem sick. If your employee must be closer to the customer, make sure they minimize time together to less than 10 minutes.

Coronavirus Disease (COVID-19)

After the customer or client leaves, use cleaning chemicals with EPA-registered disinfectant labels with claims against emerging viral pathogens to wipe down doorknobs/push bars, elevator buttons, restroom doors, etc. that the visitor may have touched.

3. An employee calls in to report that they have tested positive for COVID-19. They didn't have any obvious symptoms when they were on the job, but they work closely with other people and may have exposed them to COVID-19. What steps do I need to take?

This employee must stay home and self-isolate. If they continue to have no symptoms, they must be home for at least 10 days after their test. If they develop symptoms at some point, they have to self-isolate for at least 10 days from their test PLUS at least 3 days after recovery. Recovery means that fever is gone for 72 hours (3 days) without the use of fever-reducing medications and respiratory symptoms (e.g. cough, shortness of breath) have improved.

Individuals without symptoms that test positive are considered to be infectious from the date of the test. Employees who have been in close contact with an individual known to be infectious at the time of contact must self-quarantine at home for 14 days from the point of contact. This applies whether their infected coworker never developed symptoms or developed symptoms after being tested. If the test showed that they were infected with COVID-19 when they were at work, the 14 day quarantine rule applies.

A close contact is any person who was within 6 feet for more than 10 minutes of the ill individual or had unprotected direct contact to body fluids of the ill employee (e.g. cough or sneeze on face or sharing of a drink or a food utensil).

Do note that you cannot legally tell other employees who is sick. It is a violation of patient rights to reveal private medical information about someone. Employees may guess who the infected person is, but even if they do it is illegal for you to divulge that information. That said, there are steps you can take to protect your other workers and your customers:

- Assess who has had close contact as described above with this employee, on the job, during breaks or at lunch. Those individuals are at risk and should home quarantine for 14 days from the time of their last close contact with the infected worker while the worker was known to be infectious (via test or symptoms) with COVID-19. If employee who had contact does not get sick within fourteen days, the time span over which the disease generally appears, they can come back to work safely. In the meantime, they may be able to work remotely. Employees can learn more about home-quarantine after exposure from a Department of Public Health guide for people exposed to COVID-19 (<http://publichealth.lacounty.gov/acd/docs/COVHomeQuarantine.pdf>).
- Thoroughly clean and disinfect equipment and surface in the workplace that the employee may have touched, such as doorknobs/push bars, elevator buttons, restroom doors, copiers or other office machines, etc. Use cleaning chemicals with EPA-registered disinfectant labels with claims against emerging viral pathogens.

If one of your other employees develops symptoms while in quarantine, then they should follow the return to work guidelines noted above (10 days after symptoms started and 3 days after fever has resolved and symptoms improved).

Coronavirus Disease (COVID-19)

4. One of our employees is a suspected case of COVID-19 but hasn't been tested.

In this situation, you would follow all of the same steps outlined above for an employee who tested positive for COVID-19. During the current COVID-19 outbreak it is likely that many people with cold and flu-like symptoms have COVID-19. Most people do not need to see a doctor or get a test for COVID-19 because they will have a mild illness and get better at home. As above, the employee needs to self-isolate while any colleagues who had close contact remain home for a full 14 days following their last contact with the infected person while that person was symptomatic or in the two days (48 hours) before the onset of symptoms. To help us avoid overburdening the health system, you should not require a healthcare provider's note either to justify the absence of an employee who is sick with respiratory disease or to permit the employee to return to work.

5. One of our employees was exposed to COVID-19 after interacting with a member of the public – a customer, client or business associate – who contacted us to report that they'd found out they were infected. What steps do I take? What about other people besides staff who may have been exposed?

Review your employee's interaction with the visitor. If the employee was within 6 feet of the ill individual for more than 10 minutes or had unprotected direct contact to respiratory secretions of the ill individual (e.g. cough or sneeze on face), the employee should stay home in quarantine for 14 days from the date of the contact. As in previous scenarios, you may be able to offer telework as an option. Do check to see if other employees were exposed and may also meet the criteria for home quarantine. If no one on your staff had close, prolonged contact with the infected visitor you do not need to take any steps to protect staff other than continued infection control.

However, even if the staff are safe, other customers may have been close to the visitor, and you should take steps to protect them. Remember that this may have occurred on an outdoor line to get into your facility, on a line inside your facility, in a waiting room outside your office, or at a standing desk where customers stood side-by-side to fill in forms or carry out other business. If you know the identities of people who visited your facility at the same time and may have had close contact with the infected individual, you should contact them and inform them that they need to home quarantine. Please refer them to the DPH guidance on home quarantine listed at <http://publichealth.lacounty.gov/acd/docs/COVHomeQuarantine.pdf>. If you do not know the identities of people who may have been exposed, the next best thing is to post a notice on your website or social media page, letting people who visited your facility when the infected person was there know about the risk and the need to monitor their health – refer them to DPH guidance for exposed individuals at <http://www.publichealth.lacounty.gov/media/Coronavirus/docs/about/FAQ-Exposure.pdf>

Coronavirus Disease (COVID-19)

6. I manage a government social service agency that served clients at our offices until we were instructed to close and now does home visits to serve especially vulnerable clients. One of our clients has a confirmed case of COVID-19.

If you served this client at your office, you will need to find out who had close contact (less than six feet, more than 10 minutes) with them at any time while the client had symptoms and in the two days (48 hours) before the client's symptoms appeared. As in the previous scenario (Number 5), you need to review who on your staff had contact with the sick individual and for how long. Those with prolonged contact will need to home quarantine.

If you have served this client at home during the symptomatic period or within two days before their symptoms appeared, the risk would be to their home visitor. The home visitor should home quarantine for 14 days from the last contact with the ill client, again with the option to work from home. Other staff of your program may continue with regular work assignments.

7. I direct a public safety agency. One of my employees worked while ill and exposed other frontline public safety workers. I can't send them all home – what do I do?

As with any sick employee, this individual must stay home and self-isolate until at least 10 days have passed after the symptoms first appeared AND at least 3 days after recovery. Recovery means that fever is gone for 72 hours (3 days) without the use of fever-reducing medications and respiratory symptoms (e.g. cough, shortness of breath) have improved.

Meanwhile, identify those co-workers or members of the public with whom the sick employee came into close contact (closer than six feet, more than 10 minutes) while the employee had symptoms as well as two days (48 hours) before the symptoms appeared. Instruct the close contacts to quarantine themselves for 14 days from the date of last contact. If this directive causes staffing shortages that will increase overall public risk, exposed employees who show no signs of illness may return to work with twice-daily temperature and symptom checks and wearing protective masks. Infection control guidance should be carefully reviewed, to prevent exposed individuals from putting additional coworkers or members of the public at risk.

8. I am the director of a homeless shelter that provides overnight accommodation to 50 people. One of our frequent guests spiked a high fever and became very short of breath and had to be transported by ambulance to a hospital last night. What should I do to protect staff and other guests?

Steps should be taken immediately to identify other guests who had close contact with the infected individual while symptomatic or in the two days (48 hours) before the onset of symptoms. This could include those who were near the individual in line to enter, those who sat within six feet or otherwise came into close contact during an evening meal, and those in beds within a six-foot radius of the person's bed. Anyone with close contact should be quarantined from other guests to the extent feasible. A separate bedroom with an individual toilet for each individual would be the best solution; if that is not feasible, other means of separating exposed individuals from others should be implemented. You can find suggestions for creating a protected space in the document called "Guidance for Homeless Shelters" on the Department of Public Health website.

Coronavirus Disease (COVID-19)

If it is impossible to adequately isolate exposed guests, contact the Department of Public Health Quarantine and Isolation Intake Call Center for Persons Experiencing Homelessness at (833) 596-1009 to see if there are beds available at that site and if the guests you are concerned about meet eligibility guidelines.

Exposed staff should also be sent home to home quarantine if at all possible. If that is not feasible, exposed staff should be equipped with masks and instructed on social distancing guidelines and general infection control. Every feasible effort should be made to limit client contact.

9. I manage a retail business. We have done a good job managing entry into the store so we don't get crowds, but how should we practice social distancing between staff and customers at the cash register?

Public health guidance around social distancing aims for a space of 6 feet and contact of no more than 10 minutes between any two people. In general, the briefer the contact, the better. You should aim to comply as closely as possible on both counts. Consider placing markers on the floor near the register in your store to keep the paying customer at the far end of the conveyor belt with other customers 6 feet back from them. Each customer would then need to come forward only when it is time to bag purchases and pay. An alternative, in case it is hard to get customers to comply with the 6-foot guideline, is to set up a see-through barrier at each register that physically separates the cashier from the customer. You are encouraged to make use of any strategy you can to reduce close face-to-face contact between staff and between customers and staff.

Attachment 4

ALL COUNTY-OWNED AND LEASED SPACE BY DEPARTMENT (VIA CAMPS DATA)

Department	Ability to Reduce						
	(%)	Sum of Gross SQFT	Sum of DEP-Annual-Cost	Sum of Q2 Space Saved	Sum of Q2 Cost Savings	Sum of Q4 Space Saved	Sum of Q4 Cost Savings
Agricultural Commissioner/Weights & Measure	0.0%	108,727 \$	238,755.24	0 \$	-	0 \$	-
Alternate Public Defender	0.7%	151,792 \$	917,761.03	990 \$	26,967.60	0 \$	-
Animal Control	0.0%	112,566 \$	59,379.23	0 \$	-	0 \$	-
Arts and Culture	0.0%	10,358 \$	348,028.80	0 \$	-	0 \$	-
Assessor	12.1%	449,314 \$	3,007,174.20	54,524 \$	821,400.00	0 \$	-
Auditor-Controller	11.4%	187,847 \$	2,699,258.02	21,500 \$	531,197.28	0 \$	-
Beaches and Harbor	0.0%	135,657 \$	118,541.89	0 \$	-	0 \$	-
Board of Supervisors	0.0%	218,384 \$	6,577,325.24	0 \$	-	1,556 \$	36,000.00
Chief Executive Office (CEO)	5.1%	353,366 \$	9,231,407.04	17,971 \$	451,166.15	0 \$	-
Chief Medical Examiner Coroner	0.0%	116,372 \$	87,529.47	0 \$	-	0 \$	-
Child Support Services	21.6%	343,007 \$	8,826,925.62	74,238 \$	1,972,065.54	13,266 \$	284,123.26
Children and Family Services	0.0%	1,807,036 \$	41,679,862.14	0 \$	-	186,555 \$	4,463,196.50
Consumer & Business Affairs	26.9%	53,892 \$	148,803.46	14,480 \$	148,803.46	0 \$	-
County Counsel	22.1%	148,705 \$	1,237,071.23	32,884 \$	1,222,671.23	27,146 \$	1,131,097.56
District Attorney	8.5%	1,206,562 \$	3,332,028.40	102,791 \$	704,233.79	96,108 \$	406,742.41
Fire Department	0.0%	1,522,851 \$	7,032,041.13	0 \$	-	0 \$	-
Health Services	0.0%	11,843,831 \$	9,979,142.00	0 \$	-	0 \$	-
Human Resources	24.5%	88,200 \$	2,071,110.68	21,617 \$	784,341.42	21,617 \$	784,341.42
Internal Services	0.0%	5,043,579 \$	3,526,055.00	0 \$	-	0 \$	-
Mental Health	0.3%	1,318,024 \$	20,630,688.81	4,375 \$	99,723.96	2,983 \$	42,639.28
Military and Veterans Affairs	0.0%	67,268 \$	24,725.08	0 \$	-	17,139 \$	-
Museum of Art	0.0%	1,020,545		0 \$	-	0 \$	-
Museum of Natural History	0.0%	549,846 \$	105,850.80	0 \$	-	0 \$	-
Parks and Recreation	0.0%	1,370,138 \$	5,654,600.48	0 \$	-	0 \$	-
Probation	0.0%	756,713 \$	3,319,893.48	0 \$	-	229,759 \$	1,027,978.21
Public Defender	22.5%	573,017 \$	2,407,164.35	128,754 \$	724,709.97	174,582 \$	828,129.86
Public Health	10.2%	1,133,321 \$	15,402,535.08	115,373 \$	2,059,928.34	239,480 \$	4,932,504.96
Public Library	1.3%	1,235,777 \$	1,147,993.78	16,138 \$	1,484.34	17,140 \$	1,256.29
Public Social Services	3.4%	3,296,498 \$	66,040,831.10	113,084 \$	267,740.37	576,395 \$	13,160,951.78
Public Works	0.0%	2,832,404 \$	3,284,744.05	0 \$	-	0 \$	-
Regional Planning	3.5%	68,433 \$	542,232.34	2,377 \$	-	9,509 \$	-
Registrar-Recorder	0.0%	451,144 \$	3,027,086.09	0 \$	-	0 \$	-
Treasurer and Tax Collector	4.4%	305,432		13,317 \$	-	0 \$	-
Workforce Development, Aging and Community Services	2.5%	1,960,140 \$	1,360,428.91	49,723 \$	1,282,741.29	40,669 \$	1,104,825.09
Grand Total		40,840,746 \$	224,066,974.17	784,136 \$	11,099,174.74	1,653,905 \$	28,203,786.63
Percentage Savings				1.9%	5.0%	4.0%	12.6%

Attachment 5

LEASED MULTI-USE OFFICE SPACE AND SERVICE CENTERS BY DEPARTMENT (VIA CAMPS DATA)

Department	Ability to Reduce						
	Office Space (%)	Sum of Gross SQFT	Sum of DEP-Annual-Cost	Sum of Q2 Space Saved	Sum of Q2 Cost Savings	Sum of Q4 Space Saved	Sum of Q4 Cost Savings
Agricultural Commissioner/Weights & Measure	0.0%	3,456	\$ 146,340.12	0	\$ -	0	\$ -
Alternate Public Defender	2.8%	35,298	\$ 917,761.03	990	\$ 26,967.60	0	\$ -
Animal Control	0.0%	2,449	\$ 59,379.23	0	\$ -	0	\$ -
Arts and Culture	0.0%	10,358	\$ 348,028.80	0	\$ -	0	\$ -
Assessor	36.9%	100,349	\$ 3,007,174.20	37,000	\$ 821,400.00	0	\$ -
Auditor-Controller	33.3%	64,656	\$ 2,070,600.70	21,500	\$ 531,197.28	0	\$ -
Beaches and Harbor	0.0%	2,116	\$ 118,541.89	0	\$ -	0	\$ -
Board of Supervisors	0.0%	42,015	\$ 6,577,325.24	0	\$ -	1,556	\$ 36,000.00
Chief Executive Office (CEO)	41.6%	43,152	\$ 9,231,407.04	17,971	\$ 451,166.15	0	\$ -
Chief Medical Examiner Coroner	0.0%	1,135	\$ 54,000.00	0	\$ -	0	\$ -
Child Support Services	21.0%	297,210	\$ 8,346,699.30	62,423	\$ 1,972,065.54	6,947	\$ 284,123.26
Children and Family Services	0.0%	1,566,272	\$ 41,679,862.14	0	\$ -	169,387	\$ 4,463,196.50
Consumer & Business Affairs	100.0%	4,999	\$ 148,803.46	4,999	\$ 148,803.46	0	\$ -
County Counsel	99.7%	30,699	\$ 1,237,071.23	30,606	\$ 1,222,671.23	27,146	\$ 1,131,097.56
District Attorney	23.1%	74,645	\$ 2,452,358.86	17,224	\$ 704,233.79	9,997	\$ 406,742.41
Fire Department	0.0%	154,448	\$ 6,873,549.63	0	\$ -	0	\$ -
Health Services	0.0%	153,814	\$ 5,072,218.22	0	\$ -	0	\$ -
Human Resources	34.9%	61,991	\$ 2,071,110.68	21,617	\$ 784,341.42	21,617	\$ 784,341.42
Internal Services	0.0%	34,452	\$ 3,241,012.98	0	\$ -	0	\$ -
Mental Health	0.9%	465,017	\$ 13,790,535.44	4,375	\$ 99,723.96	2,983	\$ 42,639.28
Military and Veterans Affairs	0.0%	491	\$ 11,725.08	0	\$ -	0	\$ -
Parks and Recreation	0.0%	83,755	\$ 3,762,352.52	0	\$ -	0	\$ -
Probation	0.0%	160,409	\$ 3,319,893.48	0	\$ -	53,590	\$ 1,027,978.21
Public Defender	20.0%	50,385	\$ 1,660,518.74	10,077	\$ 332,103.75	15,116	\$ 498,155.62
Public Health	19.2%	392,470	\$ 9,015,888.71	75,534	\$ 1,305,133.64	117,125	\$ 3,082,575.72
Public Library	1.9%	5,956	\$ 62,826.72	116	\$ 1,484.34	98	\$ 1,256.29
Public Social Services	0.9%	1,956,907	\$ 60,640,071.60	16,724	\$ 267,740.37	389,773	\$ 11,540,008.05
Public Works	0.0%	73,139	\$ 1,841,568.85	0	\$ -	0	\$ -
Regional Planning	0.0%	1,607	\$ 542,232.34	0	\$ -	0	\$ -
Registrar-Recorder	0.0%	217,688	\$ 2,330,485.69	0	\$ -	0	\$ -
Workforce Development, Aging and Community Services	94.1%	46,204	\$ 1,263,371.25	43,492	\$ 1,185,683.63	40,669	\$ 1,104,825.09
Grand Total		6,137,542	\$ 191,894,715.17	364,647	\$ 9,854,716.16	856,002	\$ 24,402,939.42
	Percentage Savings			5.9%	5.1%	13.9%	12.7%

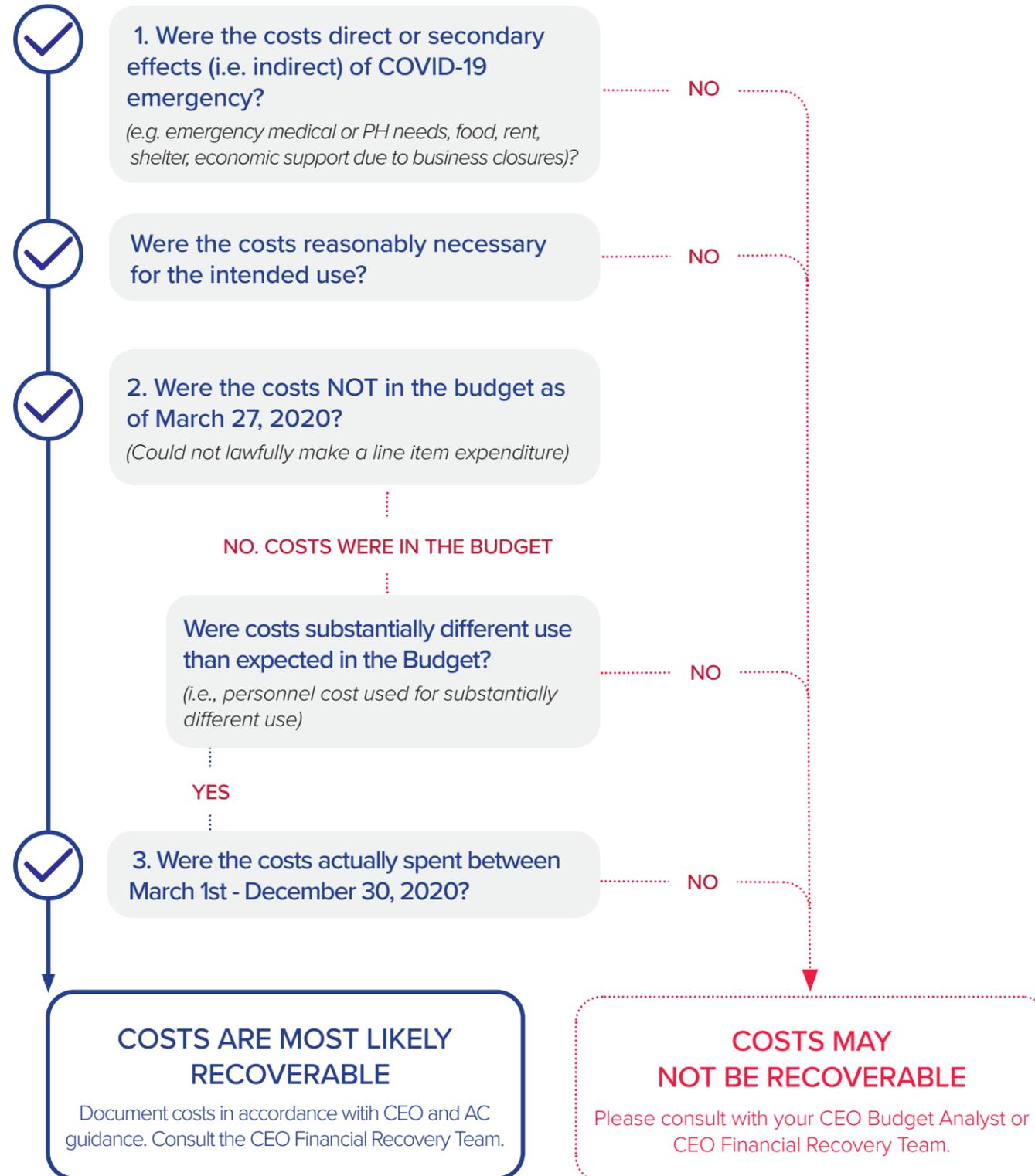
CARES ACT FUNDING

601a of the Social Security Act

The costs covered by the CARES ACT are:

1. Necessary and incurred due to the COVID-19 Public Health Emergency
2. Were not accounted for in the budget as of March 27, 2020
3. Were actually spent between March 1 - December 30, 2020

The purpose of this tool is to assist departments in identifying and documenting expenditures that may qualify for reimbursement under the CARES ACT for the CEO and A/C.



EXAMPLES

Eligible Expenses

(Apr 22 Treasury Advice)

1. Medical Expenses

- Public Hospitals, clinics, etc
- Temporary medical facilities
- Increase in Capacity (construction costs)
- COVID-19 Testing (Serology including)
- Emergency response (including transport)
- Telemed costs for COVID-19 treatment

2. Public Health

- Communications
- Enforcement (H.O.'s)
- Acquisition medical + protective supplies (sanitizer, PPE) for medical, Peace Officer, Social Worker, Child protective services, child welfare officers, DSPs for older adults, disabled, PH + safety workers.
- Disinfecting Public Areas + Facilities (re Nursing Homes)
- Technical assistance to local authorities on Migration
- Public Safety Measures
- Quarantining

3. Payroll - Public Safety Public Health Health Care Human Services substantially dedicated to migrating or responding to COVID-19 PH Emergency.

4. Facilitating Compliance with Health Measures

- Food delivery to vulnerable to facilitate Social distancing/Stay Home order
- Distance learning school closure
- Telework improvement for Public Employees
- PD Sick + Family Leave Medical Leave Public Employees
- COVID-19 Tests in Jail (sanitation, social distance)
- Expenses for Homeless population to mitigate COVID-19

5. Economic Support due to PH Emergency

- Small Business grants - costs of disruption
- Local payroll + gov't support program
- Unemployment Insurance costs related to COVID-19 (if not reimbursed by Fed.)

Ineligible Expenses

1. State Share of Medicaid
2. Damages covered by insurance
3. Payroll + Benefits- not substantially dedicated to mitigating or responding to COVID-19
4. No elective abortions (not rape or incest) 35001(b) of CARES ACT
5. Research as human embryos (knowingly destroyed)
6. Gov't can't discriminate against a HC entity if it does not provide abortion
7. Expenses that have been or will be reimbursed (such as State to State Unemployment)
8. Reimbursement to donors for donated items
9. Bonuses or Hazard Pay or OT
10. Severance Pay
11. Legal Settlements



ARLENE BARRERA
AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3873
PHONE: (213) 974-8301 FAX: (213) 626-5427

ADDRESS ALL CORRESPONDENCE TO:
ACCOUNTING DIVISION
500 W. TEMPLE ST., ROOM 603
LOS ANGELES, CA 90012-3682

May 12, 2020

TO: Administrative Deputies
Fiscal Officers

FROM: Elaine Boyd 
Division Chief

SUBJECT: **COVID-19 ACCOUNTING FOR EXPENDITURES, ENCUMBRANCES
AND INTERNAL TRANSFERS**

Due to the recent circumstances surrounding the COVID-19 pandemic, we are requesting your department's assistance in capturing all revenue and expenditures associated with COVID-19 in eCAPS. The County is required to keep sufficient accounting records to demonstrate that all COVID-19 expenditures have been used in accordance with specific funding requirements.

The County's Office of Emergency Management established a major project code EM2001 for all County Departments to account for COVID-19 revenue and expenditures. We have identified departments that have incurred COVID-19 expenditures without using EM2001. We are providing the attached instructions on how to add or correct COVID-19 coding on expenditures, encumbrances and internal transfers as follows:

- Expenditures (Attachment 1)
 - Encumbrance has been fully paid and is closed
 - Encumbrance is partially paid and has an open amount
 - Expenditure used the wrong project code
- Encumbrances (Attachment 2)
 - Accounting line with Line Closed Amount = \$0.00
 - Accounting line with Line Closed Amount > \$0.00
- Internal Transfers (Attachment 3)
 - Internal Transfers Discussion
 - Requestor Claim Reimbursement – Intra-Fund
 - Requestor Claim Reimbursement – Inter-Fund with Revenue
 - Requestor Claim Reimbursement – Inter-Fund with Expenditure Distribution

Help Conserve Paper – Print Double-Sided
"To Enrich Lives Through Effective and Caring Service"



BE COUNTED ✓

<http://census.lacounty.gov>

Attachment 7

Administrative Deputies

Fiscal Officers

May 12, 2020

Page 2

We would also like to remind all departments to use COVID-19 project codes with recording any COVID-19 revenue as indicated in our memo issued on April 7, 2020.

Thank you for your prompt assistance. If you have any questions, please contact me at eboyd@auditor.lacounty or (213) 974-8321, or your staff may contact Merrilee St. John at mstjohn@auditor.lacounty.gov or (213) 974-0325.

EB:MSJ

**C: Leslie Foxvog, Chief Executive Office
Ivan Masayon, Chief Executive Office**

Correct COVID-19 Expenditures (payments) Already Processed

Encumbrance has been fully paid and is closed

Accounting				Total Lines: 1	Accounting Line: 1	Line Amount: \$18,663.41	Line Open Amount: \$0.00
Accounting Line	Line Amount	Line Open Amount	Line Closed Amount				
1	\$18,663.41	\$0.00	\$18,663.41				

Process EVSVS to add a project code to the expenditure

CR will be the original COA string / include a memo reference to payment document

DR will be the original COA string plus a project code / include a memo reference to payment document



Actng Line	Object	Major Project	Project Code	Debit Amount	Credit Amount
1	3068				18,663.41
2	3068	EM2001	EM2001B1	18,663.41	

The encumbrance does not need any adjustments since it is closed.

Correct COVID-19 Expenditures (payments) Already Processed

Encumbrance is partially paid and has an open amount

Accounting			
Accounting Line	Line Amount	Line Open Amount	Line Closed Amount
1	\$8,500.00	\$4,492.93	\$4,007.07

Process EVSVS to add a project code to the expenditure

CR will be the original COA string / include a memo reference to payment document

DR will be the original COA string plus a project code / include a memo reference to payment document

Actng Line	Object	Major Project	Project Code	Debit Amount	Credit Amount
1	3086				4,007.07
2	3086	EM2001	EM2001B1	4,007.07	

The encumbrance should be modified to add a project code to the open amount.

Correct COVID-19 Expenditures (payments) Already Processed

Expenditure used the wrong project code

Process EVSVS to change the project code for the expenditure

CR will be the original COA string with bad project code / include a memo reference to payment document

DR will be the original COA string with the correct project code / include a memo reference to payment document

Actng Line	Object	Major Project	Project Code	Debit Amount	Credit Amount
1	3910	CORNAV	CORNAV		25,960.00
2	3910	EM2001	EM2001B1	25,960.00	

Encumbrances for COVID-19

Accounting Line with Line Closed Amount = \$0.00

Accounting				Total Lines: 1	Accounting Line: 1	Line Amount: \$443,208.56	Line Open Amount: \$443,208.56
Accounting Line	Line Amount	Line Open Amount	Line Closed Amount				
1	\$443,208.56	\$443,208.56	\$0.00				

Edit encumbrance and add a project code to the accounting line.



Doc Version	Actng Line	Line Amount	Line Open Amount	Line Closed Amount	Major Project	Project Code
1	1	443,208.56	443,208.56	0.00		
2	1	443,208.56	443,208.56	0.00	EM2001	EM2001B1

The posting page will show two entries, one with a CR to P005 and one with a DR to P005.
 The CR will not have a project code and is reversing the original accounting entries.
 The DR will have a project code and is creating new accounting entries to include the project code.

Encumbrances for COVID-19

Accounting Line with Line Closed Amount > \$0.00

Accounting			
Accounting Line	Line Amount	Line Open Amount	Line Closed Amount
1	\$111,686.00	\$56,698.39	\$54,987.61

Edit encumbrance to modify accounting line 1 to zero and add a new accounting line.
 Copy accounting line 1 and insert the copied accounting line.
 Change the Line Amount of the new accounting line to the Line Open Amount of accounting line 1.
 Add a project code to the new accounting line.



Modify the Line Amount of accounting line 1 to match the Line Closed Amount.
 Accounting line 1 should now have \$0.00 as the Line Open Amount.

Doc Version	Actng Line	Line Amount	Line Open Amount	Line Closed Amount	Major Project	Project Code
1	1	111,686.00	56,698.39	54,987.61		
2	1	54,987.61	0.00	54,987.61		
2	2	56,698.39	56,698.39	0.00	EM2001	EM2001B1

The posting page for accounting line 1 will show a CR to P005 for the Line Open Amount.

The posting page for the new accounting line will show a DR to P005 for the Line Open Amount.

Internal Transfers for COVID-19

Internal Transfers Discussion

For Internal Transfers, the Servicer and Requestor need to determine who will claim reimbursement for COVID-19 expenditures. We don't want to have both parties claiming reimbursement for the same expenditure.

If the Servicer will claim reimbursement, the ITI and ITA should **not** be coded with a COVID-19 project code. The billing will look the same as before COVID-19.

If the Requestor will claim reimbursement, the ITA **must** be coded with a COVID-19 project code. The project code can be inferred from the DSO.

If the Requestor will claim the reimbursement and the Servicer wants to track COVID-19 services and reimbursement, then the ITI should be coded with the same COVID-19 project code that was on the original expenditure. The Servicer will be responsible for **not** turning in a claim for their expenditures that have been recovered from the Requestor.

Examples are included below.

Internal Transfers for COVID-19

Requestor Claim Reimbursement - Intra-Fund

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Amount	Notes
IFTI	A01	IN03	6806				3,500.00	Servicer / IFT
IFTA	A01	IN03	2032	DSO	EM2001	EM2001B1	3,500.00	Requestor / COVID-19 Expense

On the posting page, the CR is for the Servicer and will post IFT without a project code.
 On the posting page, the DR is for the Requestor and will post Expense with a project code.

Example of Servicer coding to recover COVID-19 expenditures from the Requestor.

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Posted Amount	Notes
GAX	A01	AP01	2032	GAED	EM2001	EM2001B1	3,500.00	Original Servicer expenditure
IFTI	A01	IN03	6806		EM2001	EM2001B1	(3,500.00)	IFT offset from IFTI

Internal Transfers for COVID-19

Requestor Claim Reimbursement - Inter-Fund with Revenue

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Amount	Notes
ITIRV	A01	IN04	R113				42,098.00	Servicer / Revenue w/ Cash offset
ITARV	MN4	IN04	3801	DSO	EM2001	EM2001B1	42,098.00	Requestor / COVID-19 Expense w/ Cash offset

On the posting page, the CR is for the Servicer and will post Revenue with a Cash offset and without a project code.
 On the posting page, the DR is for the Requestor and will post Expense with a Cash offset and a project code.

Example of Servicer coding to recover COVID-19 expenditures from the Requestor.

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Posted Amount	Notes
GAX	A01	AP01	3801	CNTR	EM2001	EM2001B1	42,098.00	Original Servicer expenditure
ITIRV	A01	IN04	R113		EM2001	EM2001B1	(42,098.00)	Revenue offset from ITIRV

Internal Transfers for COVID-19

Requestor Claim Reimbursement - Inter-Fund with Expenditure Distribution

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Amount	Notes
ITIEX	A01	IN01	5415				15,920.00	Servicer / Expenditure Distribution w/ Cash offset
ITAEX	DA1	IN01	3068	DSO	EM2001	EM2001B1	15,920.00	Requestor / COVID-19 Expense w/ Cash offset

On the posting page, the CR is for the Servicer and will post Exp Distribution with a Cash offset and without a project code.
On the posting page, the DR is for the Requestor and will post Expense with a Cash offset and a project code.

Example of Servicer coding to recover COVID-19 expenditures from the Requestor.

Doc Code	Fund	Event Type	Obj / Rev	Ref Doc	Major Project	Project Code	Posted Amount	Notes
GAX	A01	AP01	3068	GAED	EM2001	EM2001B1	15,920.00	Original Servicer expenditure
ITIEX	A01	IN01	5415		EM2001	EM2001B1	(15,920.00)	Expenditure Distribution offset from ITIEX



Departmental Recovery Toolkit

The following documents were developed to support departmental management and human resource personnel as they transition employees from remote work to the 'new normal' workplace post COVID-19.

TOOLKIT CONTENTS

- Facility Assessment Checklist
- Employee Needs Assessment
- Employee Welcome Letter Template
- Workplace Poster(s)
- Industrial Hygiene Consultation Services
- Telework Readiness Worksheet



County Facility Assessment Departmental Checklist

The Departmental Checklist was developed to assist County department in adjusting workplace policies, operations and configurations, as needed, to ensure the safety and well-being of their workforce. These items are recommendations only and should be modified to best suit the unique operations and services of each department.

1. ADJUST WORKPLACE POLICIES

Face Mask and PPE Requirements

- Assess the need for staff to wear face masks or PPE
- Determine if the facility will require face masks for members of the public

Consider the feasibility of pre-screenings for employees and/or members of the public

- Paper screening for symptoms
- Visual inspection
- Temperature check

2. ASSESS NEED FOR MODIFICATIONS TO THE PHYSICAL WORKSPACE

Facility adjustment considerations

- When possible, stagger those who work in cubicles for greater physical distancing
- Install automatic doors where feasible
- Install plastic barriers at public service counters and high-interaction areas where feasible
- Provide hand sanitizer, disinfectant wipes, traditional cleaning supplies at multiple locations in the workplace
- Provide disposable tissues and receptacles

Increase attention to environmental cleaning and maintenance of air flow

- Work with ISD or facility management to routinely disinfect private and common areas
- Work with ISD or facility management to assess facility air exchange and to provide more frequent circulation of air in enclosed spaces

Employee communication and workplace postings

- Post signs to encourage frequent handwashing, with illustrations to demonstrate correct handwashing technique
- Promote practices for physical distancing; discourage handshakes and promote alternative methods for greeting
- Implement “one way” hallways or pathways through the workplace where feasible to minimize physical contact with others
- Limit number of individuals allowed in elevators or bathrooms at any one time
- Close fitness centers / restrict common areas
- Limit gatherings to [XX] employees
- Prohibit the sharing of communal food in the workplace
- Hold meetings over Skype, WebEx and other online platforms when appropriate to avoid groups of people in close contact

3. ASSESS NEED FOR MODIFICATIONS TO THE PHYSICAL WORKSPACE

Adjust staffing to accommodate physical distancing in the workplace

- Stagger shifts to limit the number of personnel on site
- Limit number of employees per floor at any one time
- Minimize the number of individuals staffing the reception or security desk
- Consider telework rotations during the week to limit staff present onsite
- Regulate customer flow in compliance with DPH and CDC guidelines. Limit the number of customers in the work area, mark the floor for proper physical distancing, etc.

4. ORDER NECESSARY SUPPLIES

Work with ISD and OEM to obtain supplies before employees return to the facility

- PPE and face masks for employees working onsite or with the public
- Hand sanitizer, disinfectant wipes and disposable tissues
- Plastic barriers or partitions
- Workplace posters, physical distancing markers, etc.

5. ENSURE IMPLEMENTATION OVERSIGHT

Appoint a departmental COVID Officer to manage department-wide communication, implementation and compliance

- Consider feasibility of appointing floor managers to serve as point of contact for a specified workplace area
- Establish avenues for employee feedback and suggestions



Post-COVID Transition Employee Needs Assessment

VULNERABLE EMPLOYEES DEFINED

For the purposes of this assessment, vulnerable employees, those who are at higher risk of contracting the disease, are defined as the following. This list is not all encompassing and may change based on new public health guidelines.

- 65 + age group
- Employees with underlying health conditions that pose a high risk of complications if exposed to COVID-19
- Employees who have job assignments not compatible with telework
- Pregnant women
- Employees who have family members in quarantine, isolation or under medical care
- Employees who work in public-facing, high-interaction or home visitation roles

In addition, vulnerable employees may include those adversely impacted by COVID-19:

- Those who have lost someone to COVID-19 or in other ways suffered trauma related to COVID-19
- Employees experiencing lack of childcare or eldercare due to COVID-19 shutdowns

EMPLOYEE NEEDS ASSESSMENT CHECKLIST

<input type="checkbox"/>	Explore modifications to the employee's <u>workplace</u> to reduce exposure
<input type="checkbox"/>	Consider the possibility for flexible or modified <u>work schedules</u>
<input type="checkbox"/>	Consider the feasibility of offering <u>telework</u> as an immediate or long-term solution <ul style="list-style-type: none"> ○ Work functions and responsibilities ○ Infrastructure needs such as laptops, internet connectivity and service, and equipment required by the job function ○ Ergonomic requirements ○ Teleconference/video conference capabilities
<input type="checkbox"/>	Engage in the Interactive Process in a timely manner if the employee has restrictions <ul style="list-style-type: none"> ○ Use physician-issued work restrictions to identify and evaluate possible reasonable accommodations, if any
<input type="checkbox"/>	Engage departmental human resource and administrative support staff for assistance (e.g. facilities and budget staff for space modifications, etc.)

RESOURCES FOR EMPLOYEE INFORMATION AND SUPPORT



Dependent Care Spending Account options

- Go to www.mylacountybenefits.com, log on to the benefits website then select “Spending Accounts” in the “My Tools” menu
- Employee Benefits Hotline at **(213) 388-9982**, Mon – Fri, 8 am – 4 pm



Employee Assistance Program resources for employees and their families

- LA County Employee Wellbeing Line **(800) 854-7771**
7 days a week, 10 am – 6 pm
- Life Assistance Program **(800) 538-3543**
24-hour confidential and anonymous counseling services
- <https://employee.hr.lacounty.gov/employee-assistance-program>



Paid Emergency Sick and Family Leave Options

- Families First Coronavirus Response Act (FFCRA) leave
- Discretionary leave options (exempt departments)
- <https://employee.hr.lacounty.gov/leaveforms>



General information for workers, tenants and landlords

- <https://lacountyhelpcenter.org>

Employee Welcome Letter Template

To: <<DEPARTMENT>> Employees

From: <<DEPARTMENT HEAD or EXECUTIVE>>

WELCOME BACK TO THE WORKSITE

Welcome back! You will notice some changes in the way our County workplace looks, as <<DEPARTMENT>> has made several adjustments to ensure the safety of our staff and to align with DPH and CDC physical distancing guidance. We also developed new practices and protocols to support our employees as we transition into the recovery phase of COVID-19 in our communities. We understand that some of these changes may be difficult and we are here to support you. Our goal is to ensure that our entire workforce feels safe and secure so we can navigate the complexities of our “new normal” together.

Here are some changes we are implementing to help keep our <<DEPARTMENT>> workplace safe and to support our employees:

- More frequent cleaning and sanitizing.
- Access to hand sanitizer throughout the facilities.
- Access to employee assistance program (EAP) and mental health resources at <https://employee.hr.lacounty.gov/managingstress>.
- Staggered shifts and teleworking options so fewer people are on-site at one time. <<IF APPLICABLE>>
- <<Any new facility information they should be aware of (e.g. entry points, use of elevators and hallways, temperature screenings, etc.).>>
- More frequent communications to employees on projections, new policies and requirements, your health and safety, and measures being taken to support you and our community.
- New limits on the number of people allowed to gather in rooms, conference rooms, and communal areas at one time (no more than [x] people).

Here are some things we expect you to implement to help keep our workplace safe:

- Do not come to work if you are ill.
- After properly notifying your Supervisor, go home if you feel sick.
- Wash your hands often for the recommended 20 seconds using correct technique.
- Stay at least six feet apart, when feasible, when moving through the workplace.
- You may, but are not required to, wear a face mask or cloth face covering in the workplace.
- Be considerate of your co-workers (remember, we are all in this together).
- Call, email, message, or video conference as much as possible rather than meet face to face.
- Speak with your manager, HR, or **[name and email of person to contact]** if you have questions or concerns.

Thank you for your patience and cooperation. Welcome back to the workplace.

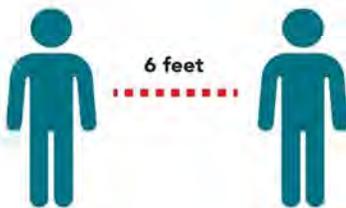
BUSINESSES



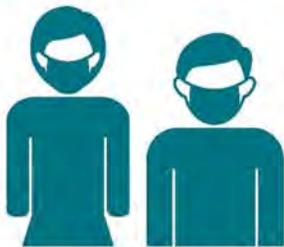
Protect Yourself and Others from COVID-19



Stay home if you are sick with a cough or fever.



Stay 6 feet away from other customers and staff as much as possible.



Use face covering while you are here.



Clean your hands with hand sanitizer after contact with frequently touched surfaces.





INDUSTRIAL HYGIENE CONSULTATION SERVICES

*Prepared by Chief Executive Office, Risk Management Branch
Loss Control and Prevention Section
320 West Temple Street, 7th Floor, Los Angeles, CA 90012*

Contact Loss Control and Prevention at (213) 738-2269 for additional information.

INDUSTRIAL HYGIENE CONSULTING SERVICES

Aurora Industrial Hygiene, Inc.

1132 Mission Street, Suite B
South Pasadena, CA 91030
(626) 403-4104
www.auroraih.com

Citadel EHS

1725 Victory Blvd
Glendale, CA 91201
(818) 246-2707
www.citadelehs.com

Forensic Analytical Consulting Services

2959 East Pacific Commerce Drive
Rancho Dominguez, CA 90221
(310) 554-8293
www.forensicanalytical.com

Health Science Associates

10771 Noel Street
Los Alamitos, CA 90720
714-220-3922
www.healthscience.com

Dr. Maureen Sassoon

(310) 544-2912
msassoon@cox.net

TELEWORK READINESS ASSESSMENT

[to be modified to meet the department's needs and concerns]

POSITION SUITABILITY

A suitable position is defined as a position with responsibilities that can be, at any given time, conducted from a remote location without affecting service quality or departmental operations. The position suitability analysis is based on the nature of the work being done, NOT on the employee.

»» Step One

Can any of the job duties be done anywhere other than the traditional office location?
OR Does the position require daily 100% on-site performance of work?

If yes, the position is suitable. If no, the position is unsuitable.

If the position is classified “unsuitable”, consult with the Departmental HR Manager (DHRM) for concurrence.

»» Step Two

Once the position has been determined suitable, go through the criteria below in order to inform your decision.

GENERAL READINESS

- Has the immediate supervisor completed the Telework Training Program for managers, and the Telework Time Coding Training?
- Has the employee completed the Telework Agreement document?
- Does the employee have enough portable work for the amount of telework proposed?
- Is the employee able to work independently for the amount of days that have been designated for telework?
- Will the employee's telework assignment affect the productivity of their coworkers? Are they needed in the traditional office space to complete work? Will co-workers be doing extra work because of the employee's telework assignment?
- Is the employee willing to be flexible about the telework arrangement to respond to the needs of the manager, the workgroup and the work?
- Has the Department adjusted its policies and procedures for Employees to perform work in a paperless environment?

PRODUCTIVITY

- Are there metrics already in place to measure performance? If yes, do these need to be adjusted for a telework setting? If no, can performance measures be developed?
- Does the employee prepare documentation that can be audited to verify time worked?

EQUIPMENT/TOOLS

- Does the department have the appropriate equipment to issue the employee in order to support the telework assignment? (mobile phone, laptop, external monitor, etc.)
- Does the employee have access to high-speed internet?
- If the employee is providing their own equipment, has the DCIO's office cleared utilization?
- Are there any ergonomic needs to consider?

SELF-MANAGEMENT

- Does the employee have the ability to do work with minimal direct supervision?
- Has the employee demonstrated organized work practices?
- Has the employee demonstrated good planning skills?
- Has the employee demonstrated effective time management skills? Are they able to meet schedules and deadlines?

TECHNOLOGY

- Does the employee feel comfortable with the technologies that will be needed to telework?
- Are on-line training courses available to help the employee learn new technologies?
- Is the employee willing to learn any new technologies required to telework?

COMMUNICATION

- Are there systems/practices in place to ensure good communication between the employee, the manager, co-workers, and customers (internal and external)?
- Will the employee be able to return emails, calls, and other messages in a timely manner?

APPROPRIATE SPACE

- Is the space that the employee has designated for telework conducive to getting work done?
- Has the employee completed the Telework Safety Checklist?
- Are dependent care (i.e., child care, elder care, or care of any other dependent adults) arrangements in place? If no arrangements are available, is there flexibility to allow the employee to manage these demands?
- Will the employee be distracted in their designated telework office space (e.g., by children, friends, television, or other responsibilities)? What steps have been identified to mitigate distractions?