



# County Personnel Administrators Association of California

Fall 2020 Meeting Agenda  
Friday, September 18, 2020

**8:30 a.m. General Session – Call to Order and Welcome**  
Mary Hao, President, CPAAC

## **Approval of Agenda**

## **Review of Fall 2019 Meeting Minutes and Treasurer's Report**

### **Officer Reports**

President	Mary Hao, County of Marin
Vice President	Jill Abel, County of Yuba
Treasurer	Joe Angelo, County of Alameda
Secretary	Tamara Thomas, County of Stanislaus
Past President	(vacant)

### **Nominating Committee Actions – 2021 Officers**

**Introductions:** Recognition of New Members

### **CPAAC Committee Reports**

Tami Douglas-Schatz, Director of Human Resources,  
County of San Luis Obispo  
*CPAAC representative to California Counties Foundation Board*

**9:00 a.m. Roundtable**

**9:30 a.m. Creating an Infrastructure for Systemic Change through Diversity, Equity and Inclusion**  
Anyania Muse, Equity Officer, County of Marin

**11:00 a.m. Roundtable**

**11:30 a.m. CSAC Legislative Update**  
Geoff Neill, Legislative Representative, CSAC  
Ryan Souza, Legislative Representative, CSAC  
Ada Waelder, Legislative Analyst, CSAC

**12:30 p.m. Break**

**1:00 p.m. COVID 19: Public Health Considerations in the Workplace**  
Micki Callahan, Director of Human Resources, City & County of San Francisco  
Lisa Santora, MD, MPH, Deputy Public Health Officer, County of Marin  
Tim Yeung, Managing Partner, Sloan Sakai Yeung & Wong LLP

**3:00 p.m. Adjourn**

# CPAAC Fall Conference 2019

## Meeting Minutes

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*Location:* Hilton Santa Barbara, 633 East Cabrillo Blvd., Santa Barbara, CA

*Attendees:* Alameda, Butte, Calaveras, Contra Costa, El Dorado, Fresno, Kings, Los Angeles, Marin, Monterey, Napa, Nevada, Orange, Riverside, San Bernardino, San Francisco, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Shasta, Solano, Sonoma, Stanislaus, Ventura and Yuba. A quorum of the membership was present (Article IV, Qualifications and Rights of Membership, section H, Quorum). Retiree present was Georgia Cochrane.

### Wednesday, September 25, 2019

#### 1:00 p.m. General Session – Call to Order and Welcome

Marc Fox, Past President, CPAAC

- Special appreciation to San Mateo County for putting together the binders again.
- A hosted reception will follow today's meeting and will be outdoors in the Rotunda (located on the second floor)
- Tonight is a no-host dinner and tomorrow's dinner is hosted
  - Sign up sheet for dinner either offsite or in the hotel was circulated

#### Approval of Agenda

**Moved** by Christina Cramer from San Luis Obispo, and **Second** by Micki Callahan from San Francisco **to approve the agenda.** The motion passed unanimously.

#### Review of Spring 2019 Meeting Minutes and Treasurer's Report

##### Officer Reports

President	(vacant)
Vice President	Mary Hao, County of Marin <b>(no report)</b>
Treasurer	Shawn Atin, County of Ventura <b>(report circulated for review)</b>
Secretary	Jill Abel, County of Yuba <b>(no report)</b>
Past President	Marc Fox, County of Solano <b>(no report)</b>

#### Requests for Life Membership per Article IV, Section 4

- Request from Donna Vaillancourt
- Request from Allison Picard

# CPAAC Fall Conference 2019

## Meeting Minutes

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**Moved** by Micki Callahan from San Francisco, **Second** by Rocio Kiryczun from San Mateo **to approve the agenda.** The motion passed unanimously.

### Introductions

**New Members/First time attendees listed below were introduced:**

Tom Hatch, Orange County  
Henie Ring, Kings County  
Mawuli Tugbenyoh, San Francisco  
Shari Waters, Butte County

### Acknowledgements

Past and Retiring Officers: Pamela Knorr, County of Butte

### CPAAC Committee Reports

[None]

**1:15 p.m.**

### CSAC Legislative Update

Geoff Neill; Legislative Representative, CSAC, presented an update on the status of bills

**2:45 p.m.**

### Regional Connection Break-Out Sessions

Participants met based on their regions to discuss matters of regional interest. The regions are:

#### Regions:

- **North** – Butte, Colusa, Del Norte, Glenn, Humboldt, Lake, Lassen, Mendocino, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity
- **Central Area** – Alpine, Amador, Calaveras, El Dorado, Nevada, Placer, Sacramento, San Joaquin, Stanislaus, Sutter, Yolo, Yuba
- **Bay Area** – Alameda, Contra Costa, Marin, Monterey, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma
- **South Central** – Fresno, Kern, Kings, Madera, Mariposa, Merced, San Benito, Tulare, Tuolumne
- **South** – Imperial, Inyo, Los Angeles, Mono, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Ventura

# CPAAC Fall Conference 2019

## Meeting Minutes

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**3:20 p.m. Modified Benefits Option**

Diane Rundles; Director of Human Resources, County of San Bernardino Presented their program which was developed to be competitive with the private sector and to attract applicants who may not be attracted to the traditional public sector benefit programs.

**4:00 p.m. Roundtable**

**4:45 p.m. Parking Lot and Action Item Recap**

Asked the group to consider if we should have the conference in Santa Barbara next fall, or should we consider somewhere else in SoCal?

**4:55 p.m. Adjourned until Thursday, September 26, 2019**

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## Thursday, September 26, 2019

**8:30 a.m. Approval of Spring 2019 Meeting Minutes**

**Motion** by Tamara Douglas-Schatz, San Luis Obispo, **Second** by Christina Cramer, Sonoma County, **to approve the agenda.** The motion passed unanimously.

**Approval of Treasurer's Report**

**Motion** by Angela Davis, Shasta County, **Second** by Christina Cramer, Sonoma County, **to approve the agenda.** The motion passed unanimously.

**Nominating Committee Actions – 2020 Officers**

Mary Hao explained that two positions are open. Mary Hao from Marin County will move to the President role, Jill Abel from Yuba County will move to the Vice President role, and Shawn Atin from Ventura will not be continuing as Treasurer in 2020. The nominating committee nominated Joe Angelo from Alameda County as Treasurer, and Tamara Thomas from Stanislaus County for Secretary. **Motion to move nominations** was made by Micki Callahan from San Francisco, **Seconded** by Tami Douglas-Schatz from San Luis Obispo. The motion passed unanimously.

**8:45 a.m. True Colors**

Bill Behrens; President, True Colors International, presented an interactive personality assessment exercise aimed at improving communication through the recognition of a person's true character. The True Colors



# CPAAC Fall Conference 2019

## Meeting Minutes

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system focuses on intrinsic values, motivation, self-esteem, sources of dignity, cases of stress, communication style, listening style, non-verbal responses, language patterns, social skills, etc.

**12:00 p.m. Lunch**

Hosted by Municipal Resource Group

**1:15 p.m. Roundtable**

Participants gave brief updates highlighting key initiatives, challenges and/or requested resources.

**2:00 p.m. Performance Management**

Mary Egan; CEO & Managing Partner, Municipal Resource Group LLC  
Mary presented information on a performance management tool called “Coaching Conversations” that is being used in a few agencies and is proving to be more effective than the traditional performance evaluation “check the box” model.

**3:15 p.m. Break**

**3:30 p.m. Roundtable**

Participants gave brief updates highlighting key initiatives, challenges and/or requested resources.

**4:45 p.m. Parking Lot and Action Item Recap**

Group enjoys this location but would also like the board to consider other options in Southern California for the Fall 2020 conference. Group was asked to provide any ideas regarding potential locations to Mary Hao via email.

**5:00 p.m. Recess to Friday, September 27, 2020**

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## Friday, September 27, 2019

**8:45 a.m. California Counties Foundation Board**

Tami Douglas-Schatz; Director of Human Resources, County of San Luis Obispo

Chastity Benson; Operations Manager, California Counties Foundation

# CPAAC Fall Conference 2019

## Meeting Minutes

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Discussion of the services offered by the Foundation and Institute, a pooling of the group to determine a level of awareness of what is available and offered, feedback on how the Foundation and Institute could be more effective and helpful to the group's training needs. Suggestions on more effective marketing/distribution lists were requested and given.

**9:45 a.m. Break**

**10:00 a.m. Roundtable**

Participants gave brief updates highlighting key initiatives, challenges and/or requested resources.

**10:30 a.m. Legal Update**

Tim Yeung; Managing Partner, Sloan Sakai Yeung Wong LLP provided a legal update on new laws and pending litigation related to Human Resources administration in the public sector.

**11:45 a.m. Adjourn**

The Spring 2020 conference will be held at the Wine & Roses in Lodi, CA with a planned conference dates of March 18 – 20, 2020.

The conference adjourned at 11:45 a.m.



## County Personnel Administrators Association of California

Fall 2020 Meeting Speakers

September 18, 2020



### Anyania Muse

Anyania Muse, the Equity Officer for Marin County, is an enthusiastic educator, facilitator, and community organizer with a background working in diverse and inclusive environments.

Anyania possesses over 13 years of demonstrated success in non-profit program strategies, project management, program development, curriculum development, and coalition-building. Dedicated to utilizing experience working with diverse groups and varying perspectives, Ms. Muse provides consultancy work that assists in stabilizing organizational transitions, forging pathways for clients, organizations, and stakeholders to successfully build equitable outcomes for underserved populations. The foundation of her work is deeply rooted in Critical Race Theory, the promotion of Culturally Relevant Pedagogy, and Equity and Inclusion.

Anyania I. Muse, M.Ed  
Equity Officer  
County of Marin  
(415) 473-7206  
[Amuse@marincounty.org](mailto:Amuse@marincounty.org)



### Geoffrey Neill

Geoff Neill is a legislative representative for the California State Association of Counties, where he has worked for nearly 14 years. He has represented counties on many issues, including the state budget, taxes, elections, pensions, labor issues, and economic development. He sits on the board of the Special District Leadership Foundation (SDLF), which promotes and recognizes excellence in the governance and management of special districts. He studied political philosophy at UC San Diego and is a lifelong Californian.

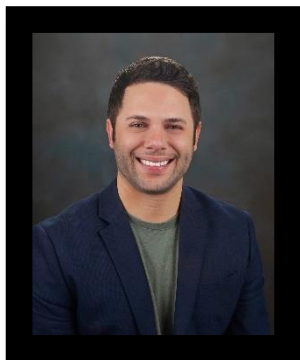
Geoff Neill  
Legislative Representative  
California State Association of Counties®  
(916) 650-8115 /w  
(916) 267-1679 /c  
[gneill@counties.org](mailto:gneill@counties.org)



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### Ryan Souza

Ryan Souza currently serves in a dual capacity as a Legislative Representative on various labor issues and as the program director over The Support Hub for Criminal Justice Programming within the California State Associations of Counties.

Prior to Mr. Souza joining CSAC, he served as deputy director at the Division of Rehabilitative Programs within the California Department of Corrections and Rehabilitation (CDCR). Mr. Souza's responsibilities included oversight of policy, legislation, and testifying on behalf of CDCR for all divisional issues.

Mr. Souza has nearly 10 years' experience at CDCR serving in a number of roles including deputy director and associate director with the Division and Rehabilitative Programs, and several positions within the Budget Office of CDCR where he was the subject matter expert on a variety of fiscal policies for the department.

Ryan Souza  
Legislative Representative  
California State Association of Counties®  
[rsouza@counties.org](mailto:rsouza@counties.org)



### Ada Waelder

Ada Waelder currently works for the California State Association of Counties (CSAC) as a Legislative Analyst for the Government Finance & Administration Committee. Before joining CSAC, Ada spent five years working for the United States Senate, most recently as a Professional Staff Member for energy policy on the Energy & Natural Resources Committee. Prior to holding this position she worked for Senator Maria Cantwell in both her Seattle and Washington, DC offices. Under Senator Cantwell Ada worked on a variety of policy areas including appropriations, environment, public lands, fisheries, cybersecurity, and the American insular areas.

Ada Waelder  
Legislative Analyst  
California State Association of Counties®  
[awaelder@counties.org](mailto:awaelder@counties.org)



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### Micki Callahan

Micki Callahan was appointed Human Resources Director of the City & County of San Francisco in October 2007. She is responsible for administration of the City's civil service system and human resources programs, including labor relations, workers' compensation, workforce development, equal employment opportunity, and recruitment and assessment. The Department of Human Resources provides human resource services to approximately 60 city departments, with a total workforce of approximately 35,000 employees.

Micki has also served as San Francisco's Employee Relations Director. Before joining city management, she worked at the State Mediation and Conciliation Service for 10 years, serving as the Supervisor of Conciliation from 2000 through 2005. Before she became a mediator, Micki spent 14 years working as a union representative. Micki received her BA in Economics from the University of Massachusetts at Amherst. She has served on the Board of Directors of the California Public Employers Labor Relations Association and the Program Committee for IPMA-HR's International Training Conference, and is active in the County Personnel Administrators Association of California. In 2013, California Governor Jerry Brown appointed her to the Boards of Investigation for transit disputes at both the Bay Area Rapid Transit District and Alameda County Transit.

Micki Callahan  
Director of Human Resources  
City and County of San Francisco  
[Micki.Callahan@sfgov.org](mailto:Micki.Callahan@sfgov.org)



## County Personnel Administrators Association of California

Fall 2020 Meeting Speakers

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### Lisa Santora

Lisa M. Santora, MD, MPH, is the Deputy Public Health Officer for the County of Marin. In this position she provides clinical oversight for Public Health Emergency Preparedness (PHEP), Communicable Disease Prevention and Control (CDPC), and Detention Health. Prior to this role, she was the Chief Medical Officer for the Beach Cities Health District (BCHD) in Redondo Beach, California. She has also served in the roles of staff physician, HIV/AIDS specialist, and medical director for community health centers in Miami and Los Angeles. Dr. Santora is a graduate of Rutgers-New Jersey Medical School and earned her master's degree in public health from SUNY at Buffalo. She completed her residency in preventive medicine at SUNY at Buffalo, her residency in family medicine at Jackson Memorial Hospital in Miami, Florida, and an internship in family medicine at Harbor UCLA.

Lisa Santora, MD, MPH  
Deputy Public Health Officer  
County of Marin  
[lsantora@marincounty.org](mailto:lsantora@marincounty.org)



### Tim Yeung

Mr. Yeung's practice includes all areas of labor and employment law. He regularly defends private and public sector employers in employment lawsuits involving claims of discrimination, harassment, and retaliation; whistle blower retaliation; failure to provide reasonable accommodations; and wage and hour violations. He has extensive experience handling all aspects of litigation, including jury trials and appellate litigation in both the state and federal courts. Mr. Yeung has also served as lead counsel in several wage and hour class actions, in both state and federal courts.

Mr. Yeung is also widely recognized for his expertise in public sector labor law. In 2004, he was appointed by the Governor as a Legal Adviser to the Public Employment Relations Board (PERB) where he advised the Board in over 100 precedential decisions. Mr. Yeung has litigated cases before PERB under almost every public sector labor relations statute, including the Dills Act (state employees), MMBA (city, county and other local employees), HEERA (higher education employees), TCEPGA (trial court employees), and TCIELRA (court interpreters). He has extensive



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experience seeking injunctive relief against strikes by essential employees, both before PERB and in court. He is also the author of the "California PERB Blog" (<http://www.caperb.com>), the first California legal blog focused on public sector labor relations

In addition to litigation, Mr. Yeung often serves as chief negotiator during contract negotiations. He also has extensive experience with factfinding, having served as a presenter/advocate and also as a panel member on several factfindings.

Mr. Yeung is a frequent speaker at seminars throughout California and has authored several articles and publications on labor and employment law issues, including serving as editor for the MMBA Pocket Guide published by the California Public Employees Program. He is a past Chair of the 6,000 member Labor & Employment Law Section of the State Bar of California and President of the Labor and Employment Relations Association of Northern California. Mr. Yeung is a former Chair of the Labor & Employment Law Section of the Sacramento County Bar and a former member of the City of Davis Personnel Board.

Prior to joining Sloan Sakai Yeung & Wong LLP, Mr. Yeung served as a Deputy Attorney General in the Employment Section of the California Department of Justice. Mr. Yeung has also served as a Legal Adviser to PERB and as a Labor Relations Counsel with the California Department of Personnel Administration.

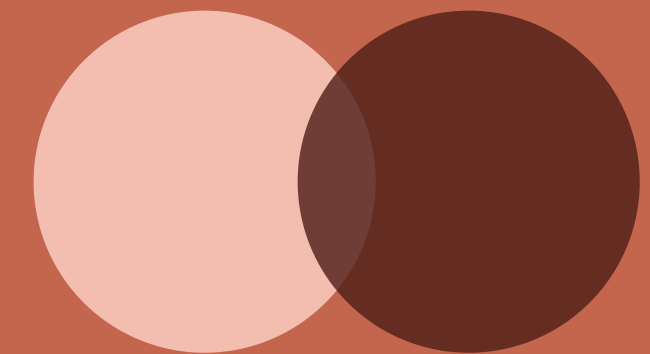
Tim Yeung  
Managing Partner  
Sloan Sakai Yeung & Wong LLP  
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[tyeung@sloansakai.com](mailto:tyeung@sloansakai.com)



COUNTY OF MARIN



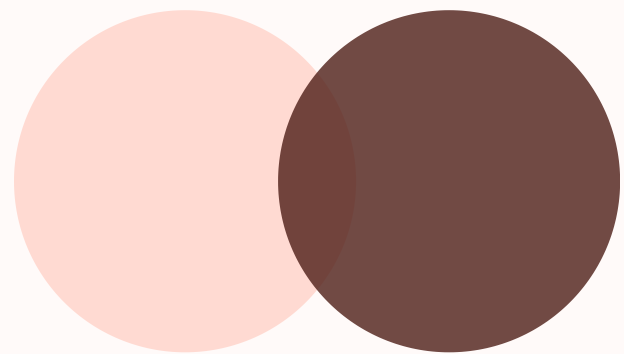
# CREATING AN INFRASTRUCTURE FOR SYSTEMIC CHANGE THROUGH DIVERSITY, EQUITY AND INCLUSION"



Anyania Muse M.E.d., Equity  
Director

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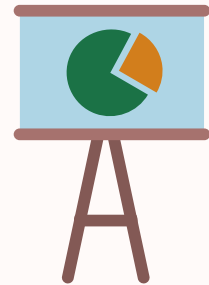
# WHAT WE'LL DISCUSS



Racial Equity Lense



Internal Initiatives and Partnerships



Data & Logic Model



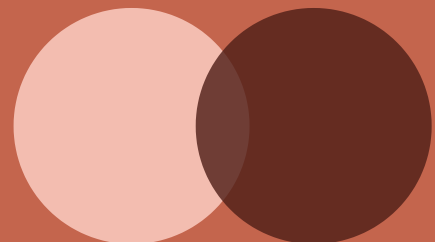
External Initiatives and Partnerships



Equity at the Center

# GARE

BASIS USES KEY  
ASPECTS OF  
RESULTS BASED  
ACCOUNTABILITY



**With Inclusion.** The analysis should be completed by people with different racial perspectives.

**Step by step.** The Racial Equity Analysis is made up of six steps from beginning to completion:

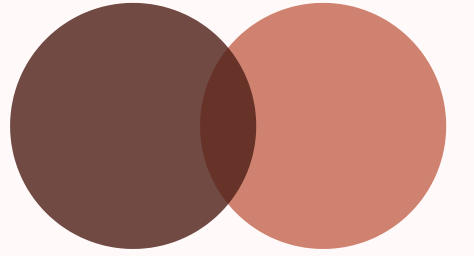


# INTERNAL EQUITY GUIDANCE

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# Workforce Equity Champions



"To serve as a Workforce Equity Champion is to be an agent of culture change and a liaison communicating the racial equity needs of county departments."





# Workforce Equity Champions will...

1. **Develop future forums**
2. **Create learning labs**
3. **Data tracking and analysis**
4. **Develop Racial Equity Plan**

**MAKE SUSTAINABLE CULTURAL CHANGES**



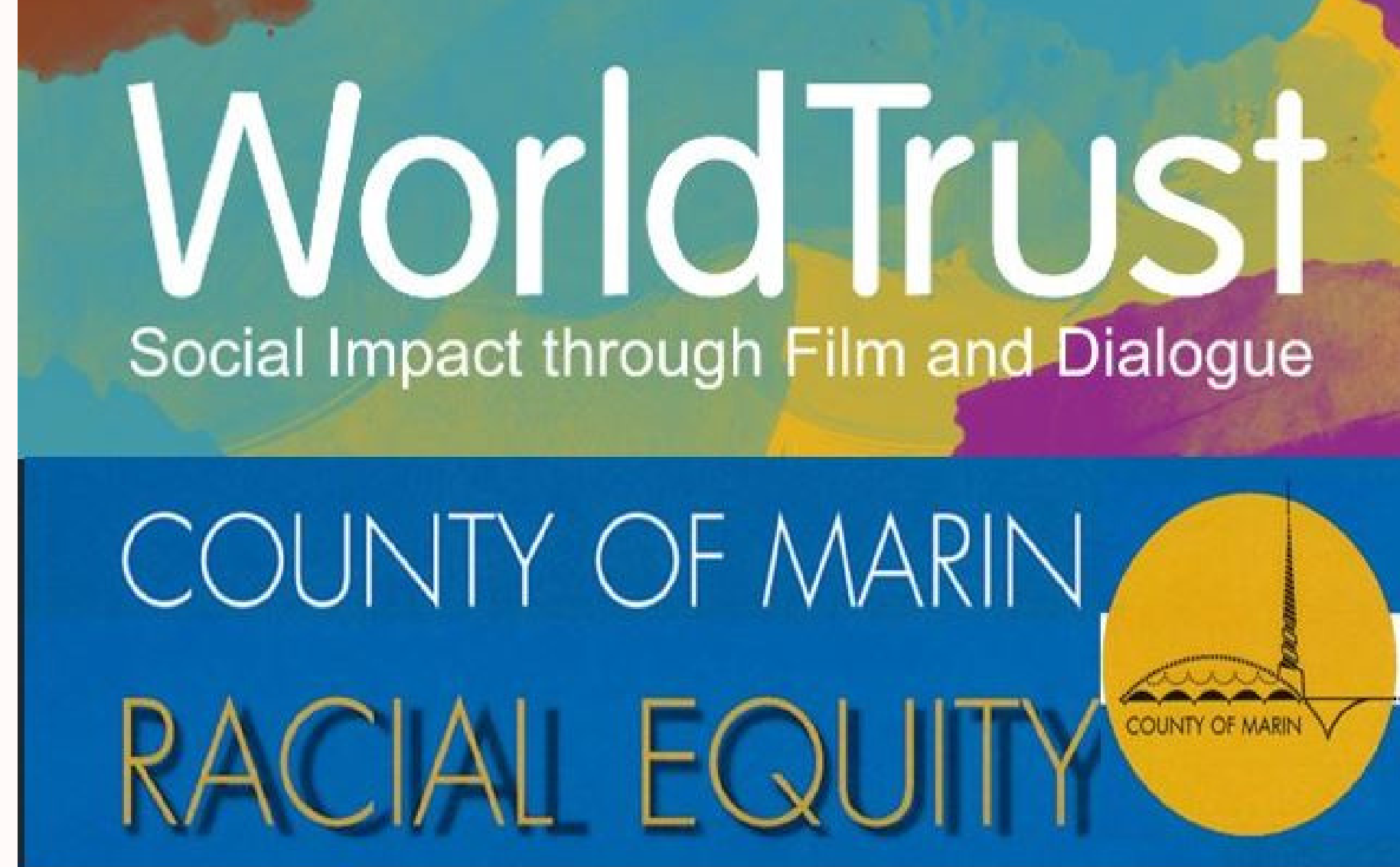
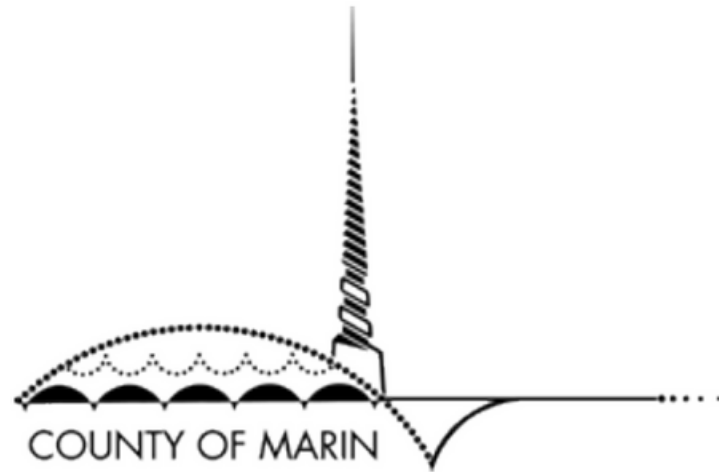
# DR. SHAKTI BUTLER

A visionary, filmmaker, transformative learning educator, wife, mother, grandmother and friend to many and is the President and Founder of World Trust Educational Services, Inc., a non-profit transformative educational organization.

Rooted in love and justice, World Trust produces films, curricula, workshops and programs that are catalysts for institutional, structural and cultural change.



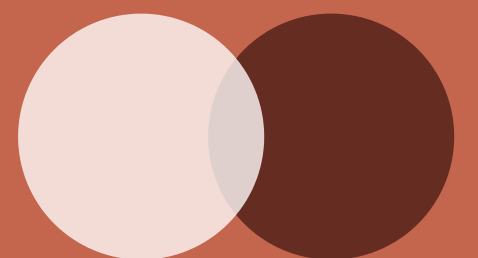




## COUNTY OF MARIN RACE EQUITY PLANNING COMMITTEE

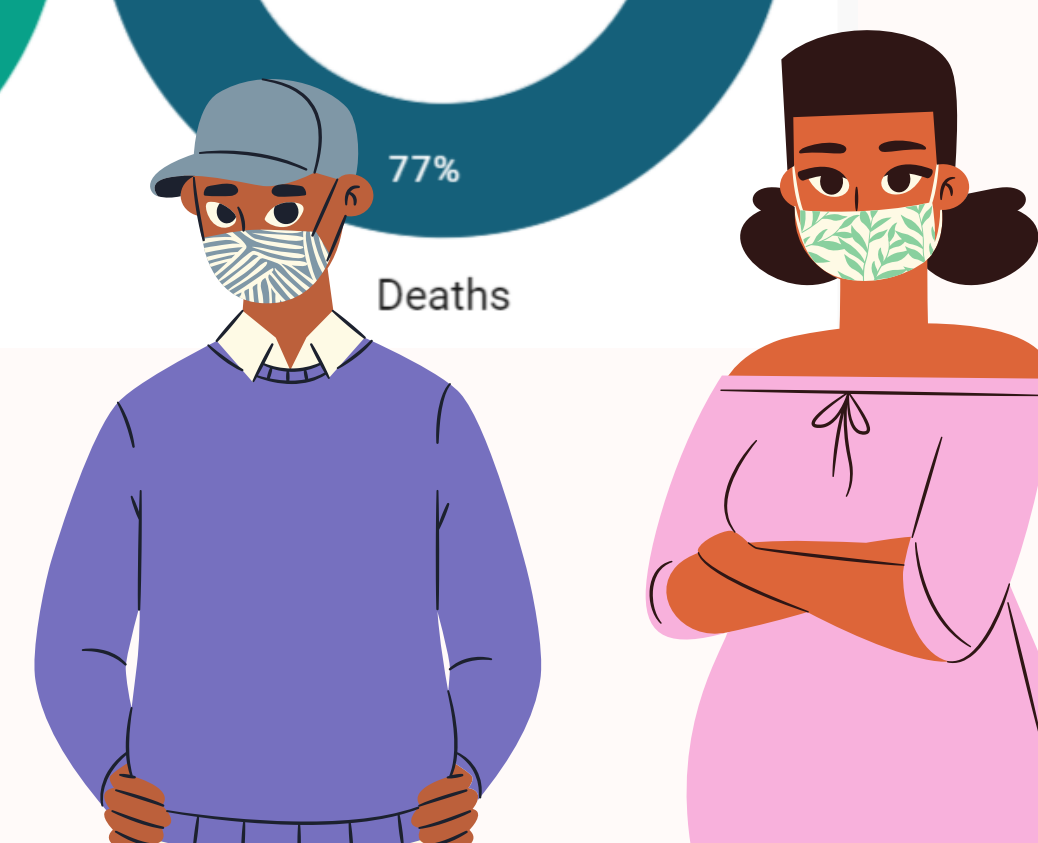
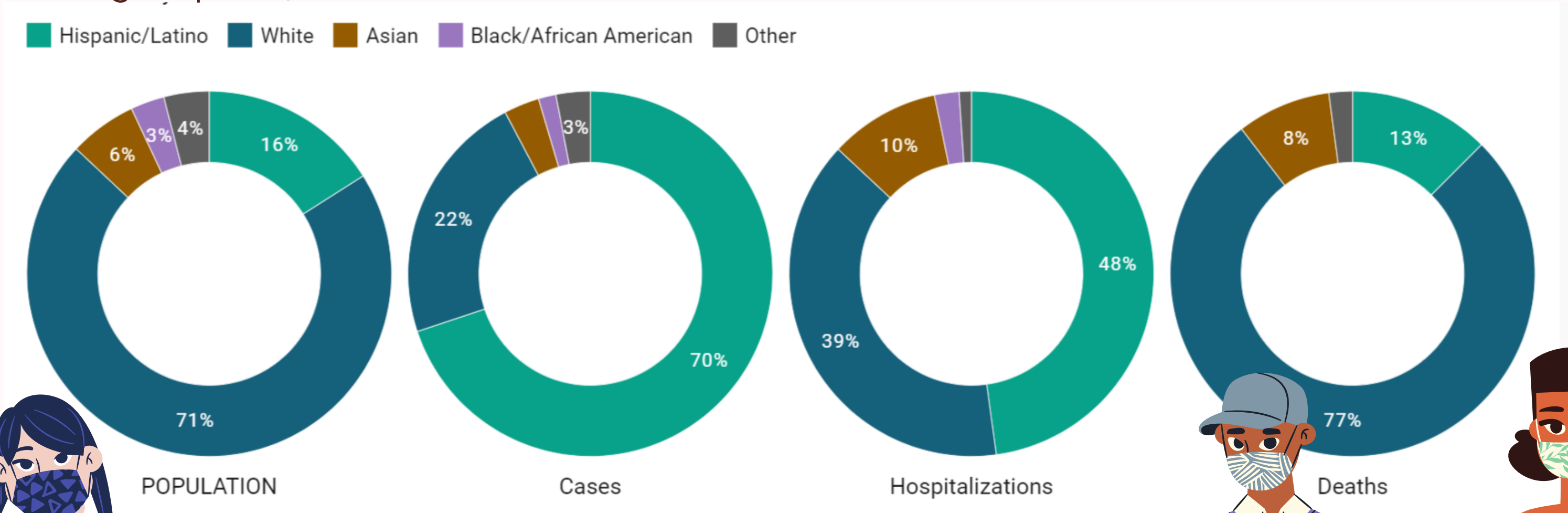
## RELAUNCH OF RACIAL EQUITY PLAN COMING IN 2021

Partnership w/ World Trust  
Alignment w/ the Racial Equity Plan  
(& HHS Strategic Plan, for HHS employees)  
World Trust will facilitate a series of  
participatory **Learning Labs** in FY 20-21  
w/ the intent *equitable systems change*



# Challenging inequity with Data

"Coronavirus has disproportionately affected communities of color, especially Marin County's Latinx community. While the Latinx community accounts for 16% of Marin County's population, 70% of our county's confirmed COVID-19 cases with known ethnicity have occurred among Hispanic/Latino residents." -Marin HHS



## CAPACITY BUILDING → ORGANIZATIONAL CHANGE → EQUITY ACTION → EQUITY OUTCOMES

### Awareness Expansion

- Marketing Campaign
- Cultural Intelligence

### Equity Fundamentals

- Structural Racism 101
- Implicit Bias (race, gender, age)
- Cultural humility & Community Engagement
- Microaggressions

### Equity Enrichment and Application

- Using Equity Tools
- LGBTQ+ Knowledge and Skills
- Aging Pop. Knowledge and Skills
- Other themes and topics

### Resources and Tools

- Toolkits
- Website
- Equity Dashboard

### Employee Empowerment

- Employee Voice
- Equity Champions (train, communicate, and promote)

### Client Experience

- Client satisfaction
- Language access

### Policies and Processes

- Equitable hiring, retention and advancement
- Equitable procurement

### Implementation of Strategic Plan Priority Actions

### Community Empowerment Model – Marin City, Canal, West Marin ...

### Use of Equity Tools Across all H&HS Programs, Policies and Processes

H&HS culture where client perspectives and needs through the life span come first

Change is co-created and driven by community members

Inequitable conditions are transformed

The quality and effectiveness of our work is strengthened with data and innovation

EQUITY CAPACITY BUILDING:  
(REVIEW OF THE LOGIC MODEL)

**SAFE SPACE**

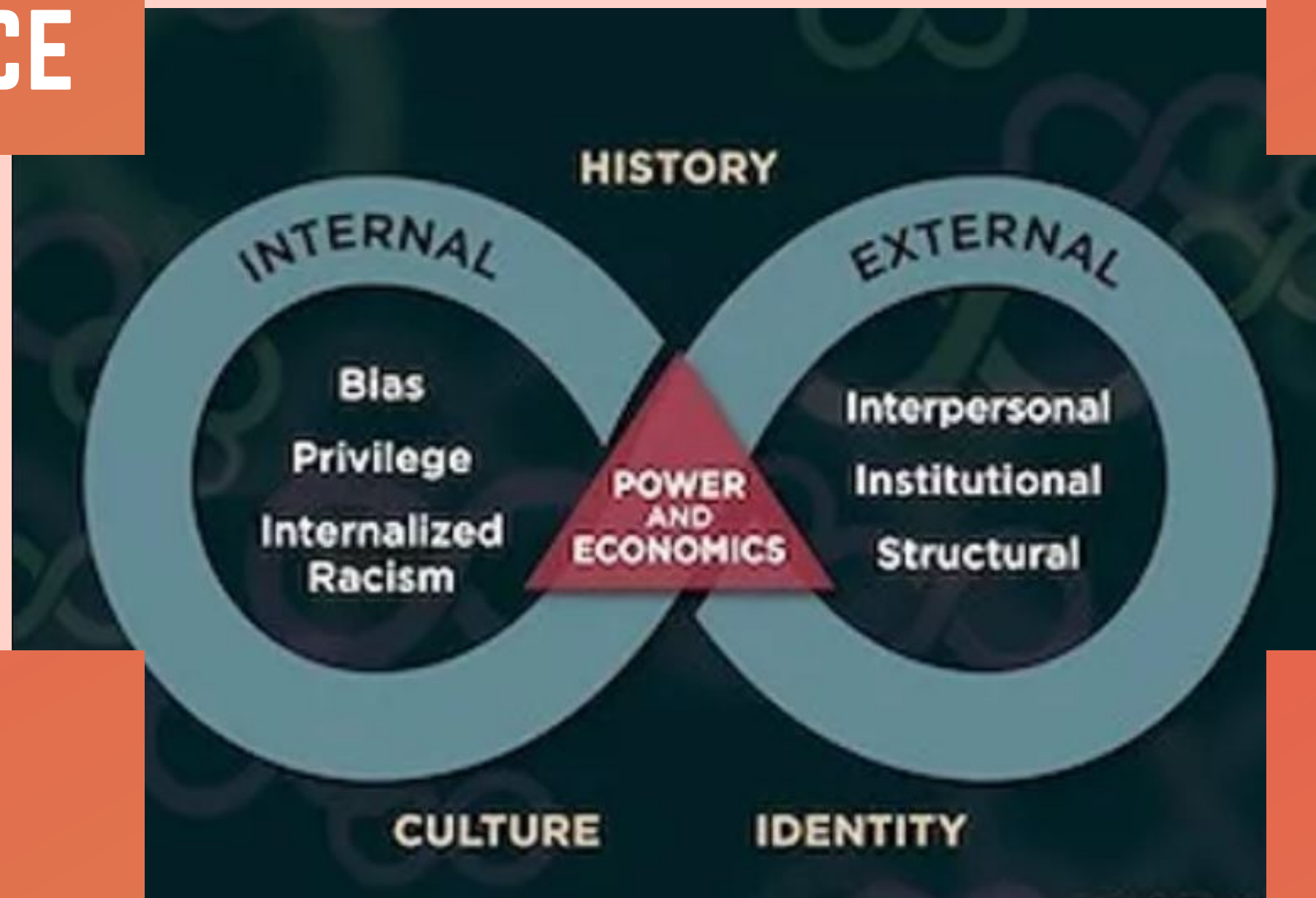
**BRAVE SPACE**

**LEARNING**

**LABS**

**UTES\***

**GUIDING COUNCIL**



**TRAIN**

**THE TRAINER**

*\*Radical Indigenous & Transformative  
Evaluation & Storytelling (UTES).*

# EQUITY CAPACITY BUILDING

Knowledge & Awareness

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## CCI

Cultural Competence & Intelligence

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## HR & EEO

Human Resources and Equal Employment  
Office





## INTERNAL EQUITY INITIATIVES

# ERG, BRG & AFFINITY GROUPS

- COMAEA: COUNTY OF MARIN AFRICAN AMERICAN EMPLOYEES ASSOCIATION
- MARIN DAWN: MARIN DISABILITY AWARENESS AND WORKPLACE NETWORKING
- MARIN SAGA: MARIN SEXUALITY AND GENDER ACCEPTANCE
- MAPLE: MARIN ASIAN-AMERICAN PUBLIC LOCAL EMPLOYEES
- MCOLE: MARIN COUNTY ORGANIZATION OF LATINO EMPLOYEES

# RACE EQUITY PLANNING COMMITTEE

# RACE EQUITY BUDGET TOOL







# MARIN COUNTY HHS ACTION PRIORITY TEAMS

CLIENT EXPERIENCE

EQUITY IN CONTRACTING

DATA SHARING AND GOVERNANCE

EQUITY CAPACITY BUILDING

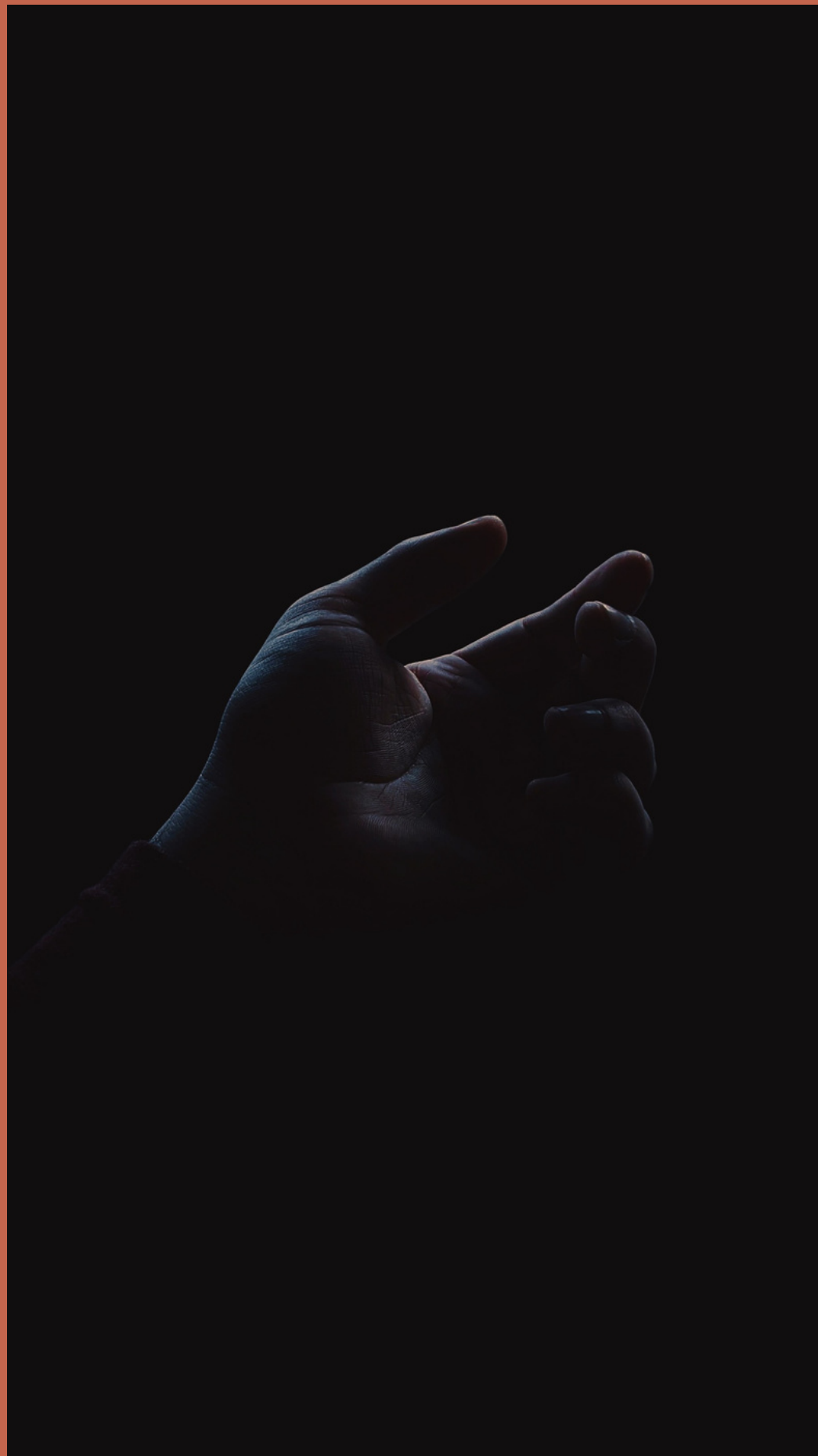
COMMUNITY EMPOWERMENT MODEL,  
MARIN CITY

WEST MARIN INTEGRATED SERVICE  
MODEL

EDUCATIONAL EQUITY ALIGNED WITH  
MARIN PROMISE



# CALENDAR



**JUNE 2020 - JUNE 2021**

**SSBS Safe Space, Brave Space**

Conversations: 1x month

**World Trust**

Leadership Grounding & Learning Labs

1x month

**JULY 2020**

Convene **RITES Guidance Council**

**JUNE 2020 - ONGOING**

**Cultural Competency & Intelligence**

Training

# SAFE SPACE BRAVE SPACE

Please join us...

## SAFE SPACE - BRAVE SPACE

JULY 22, 2020 | 11:00 AM - 1:00 PM

### WHAT'S GOING ON?


A CLOSER LOOK AT PROTEST AND HOW DEEP  
TRANSFORMATIONAL **WORK ON OURSELVES FOR OUR  
COMMUNITY** IS THE TRUEST RADICAL ACT

### GUEST SPEAKER: AMIKAEYLA GASTON

[REGISTER HERE\\*](#)

\*Registration must be with County Email Registered Zoom Account

Series Hosted By: Anyania Muse, Marin County Equity Director, and  
Shakti Butler, Ph.D., the Founder & President of World Trust Educational Services Inc.



Questions? Email: [SSBS@marincounty.org](mailto:SSBS@marincounty.org)  
For more information on World Trust Educational Services visit: [www.world-trust.org](http://www.world-trust.org)

been discriminated, harassed, and/or retaliated against, please either submit a PMR 21 Complaint Form or report the conduct to your supervisor, manager, department head, Roger Crawford (Equal Employment Opportunity Officer), Mary Hao (Director of Human Resources), or the County Administrator. Comments/chats made in this forum will be treated as reports of violations of PMR 21.

Requests for accommodations may be made by calling (415) 473-4381 (Voice), (415) 473-3232 (TDD/TTY), or by e-mailing [DisabilityAccess@marincounty.org](mailto:DisabilityAccess@marincounty.org). Copies of documents are available in alternative formats upon request.

Please join us...

August 4, 2020 | 10:00 AM - 12:00 PM

## SAFE SPACE—BRAVE SPACE

### SESSION 3: SAFE SPACE?

[REGISTER HERE](#)

FACILITATED BY  
**ERICKA HUGGINS**

Unemployment,  
homelessness,  
substance use,  
domestic & partner  
violence are all  
expressions of  
poverty. Poverty is the  
taproot of structural  
racism. We will  
reflect on & explore  
transformative  
options put in place  
for the benefit of staff  
& populations served.



Series Hosted By: Anyania Muse, Marin  
County Equity Director, and Shakti Butler,  
Ph.D., the Founder & President of World  
Trust Educational Services Inc.

Questions? Email: [SSBS@marincounty.org](mailto:SSBS@marincounty.org)

For more information on World Trust Educational Services visit: [www.world-trust.org](http://www.world-trust.org)

Disclaimer: If you feel that you have been discriminated, harassed, and/or retaliated against, please either submit a PMR 21 Complaint Form or report the conduct to your supervisor, manager, department head, Roger Crawford (Equal Employment Opportunity Officer), Mary Hao (Director of Human Resources), or the County Administrator. Comments/chats made in this forum will be treated as reports of violations of PMR 21.


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## SAFE SPACE BRAVE SPACE

### STANDING AT THE GATES OF HOPE

Thursday, September 24, 2020  
10:00 AM - 12:00 PM  
By: Kevin John Fong for Health and Human Services

[REGISTER HERE](#)



**County Employees:**  
The COVID-19 pandemic has led us to a series of multiple crises:

- 1) An info-demic in which we are bombarded by information.
- 2) A mental health crisis exacerbated by isolation.
- 3) An economic crisis that has touched everyone.

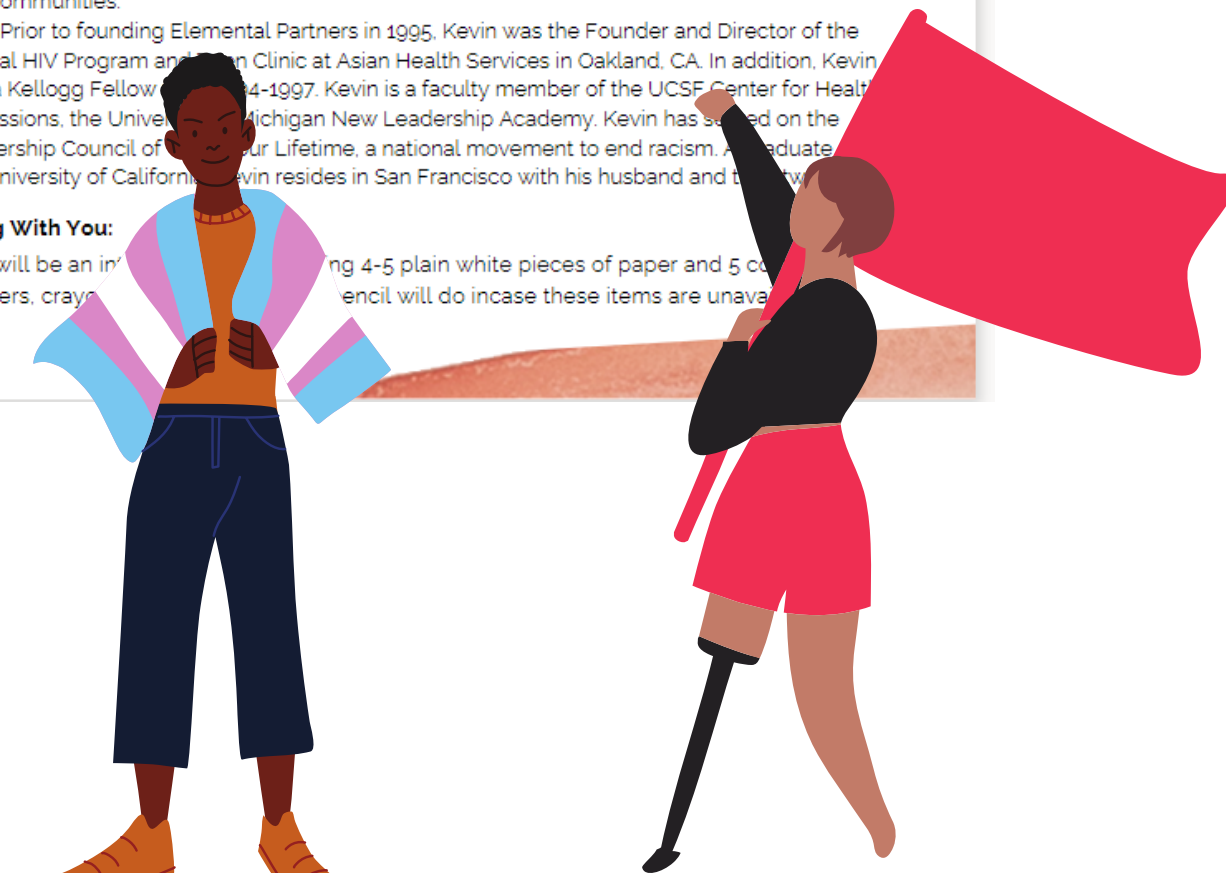
The pandemic has also exposed racial and class inequities as Black, Indigenous and People of Color (BIPOC) have been disproportionately impacted by the pandemic. The tragedies surrounding Ahmaud Arbery, Breonna Taylor, George Floyd, Elijah McClain and many others have brought forth a global response for racial justice. Each of these crises manifests differently in people, resulting in increased stress, trauma and conflict. No one is exempt. **How can we care for ourselves and each other in the midst of these crises? How can we hold onto joy amidst the struggle?** Kevin will share his thoughts, stories, frameworks and practices that will assist you in holding hope in the midst of crisis, grappling with tensions and bringing balance to your lives.

**KEVIN JOHN FONG – Elemental Partners**

Kevin Kahakula'akea John Fong is a nationally recognized and respected cultural translator, facilitator, trainer, and speaker in transformative justice, leadership development and organizational design. Kevin has extensive experience in working with clients in the public and private sector, especially with diverse, multicultural/multilingual groups. His mission is to clarify purpose, align principles and integrate systems to cultivate healthy and equitable organizations and communities.

Prior to founding Elemental Partners in 1995, Kevin was the Founder and Director of the Clinical HIV Program and Men's Clinic at Asian Health Services in Oakland, CA. In addition, Kevin was a Kellogg Fellow from 1994-1997. Kevin is a faculty member of the UCSF Center for Health Professions, the University of Michigan New Leadership Academy. Kevin has served on the Leadership Council of Our Lifetime, a national movement to end racism. A graduate of the University of California, Kevin resides in San Francisco with his husband and two children.

**Bring With You:**  
This will be an interactive session. Please bring 4-5 plain white pieces of paper and 5 colored markers, crayons, or markers. Pencils will do in case these items are unavailable.



# EXTERNAL EQUITY GUIDANCE

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# RACIAL EQUITY ACTION INSTITUTE



**Introducing  
the 2019 Racial  
Equity Action  
Institute Cohort**



**NCG**



# RACIAL EQUITY IN ACTION



**NCG**

(Northern California Grantmakers)  
Racial Equity Action Institute





# GOALS

- ③ BUILD CONNECTIONS + DEVELOP RELATIONSHIPS WITH EACH OTHER + THE REA INSTITUTE STAFF
- ③ LEARN ABOUT EACH OTHER'S LIVED EXPERIENCES WITH RACE
- ③ LEARN ABOUT EACH OTHER'S INSTITUTION AND THEIR RACIAL EQUITY / DEI JOURNEY
- ③ DEVELOP SHARED LANGUAGE, DEFINITIONS, AND UNDERSTANDING OF RACIAL EQUITY / DEI TERMS
- ③ LEARN ABOUT THE BAY AREA EQUITY ATLAS AND HOW TO USE THE POWER OF EVIDENCE TO ADVANCE RACIAL EQUITY / DEI





# SHARED LANGUAGE and DEFINITIONS

DEFINITIONS FROM THE RACIALEQUITYTOOLS.ORG  
D5 COALITION, AND UC BERKELEY

## RACIAL EQUITY

THE CONDITION THAT WOULD BE ACHIEVED IF ONE'S RACIAL IDENTITY NO LONGER PREDICTED, IN A STATISTICAL SENSE, HOW ONE FARES. RACIAL EQUITY IS ONE PART OF RACIAL JUSTICE + INCLUDES WORK TO ADDRESS THE ROOT CAUSES OF INEQUITIES NOT JUST THEIR MANIFESTATIONS. THIS INCLUDES ELIMINATION OF POLICIES, PRACTICES, ATTITUDES, CULTURAL MESSAGES THAT REINFORCE DIFFERENTIAL OUTCOMES BY RACE OR FAIL TO ELIMINATE THEM.

LEANING INTO INTERNAL WORK + PRACTICES

USE THIS + "SOCIAL JUSTICE" AT CAPITAL IMPACT PARTNERS

APPLY THIS LENS

HOUSE OF COMMUNITY DEVELOPMENT

DEFINE AS A VALUE

COUNTY OF MARIN

CAO = COUNTY ADMIN OFFICE ...

USES "DIVERSITY" MORE THAN ANY OTHER TERM.

IT'S ABOUT DIVERSITY OF THOUGHT

SAN JOSE IS STARTING HERE [WITH EQUITY]

## EQUITY

THE FAIR TREATMENT, ACCESS, OPPORTUNITY + ADVANCEMENT FOR ALL PEOPLE, WHILE AT THE SAMETIME STRIVING TO IDENTIFY AND ELIMINATE BARRIERS THAT HAVE PREVENTED THE FULL PARTICIPATION OF SOME GROUPS. IMPROVING EQUITY INVOLVES INCREASING JUSTICE AND FAIRNESS WITHIN THE PROCEDURES + PROCESSES OF INSTITUTIONS OR SYSTEMS, AS WELL AS IN THEIR DISTRIBUTION OF RESOURCES. TACKLING EQUITY ISSUES REQUIRES AN UNDERSTANDING OF THE ROOT CAUSES OF OUTCOME DISPARITIES WITHIN OUR SOCIETY.

RANKED HIGHER THAN "DIVERSITY" [AT SURVEY MONKEY]

WELLS FARGO COMMUNITY RELATIONS ADDED THIS

ADD "CLASS" TO RACE + DIVERSITY AT KIVA / HACK THE HOOD

## DIVERSITY

INCLUDES ALL THE WAYS IN WHICH PEOPLE DIFFER, ENCOMPASSING THE DIFFERENT CHARACTERISTICS THAT MAKE ONE INDIVIDUAL OR GROUP DIFFERENT FROM ANOTHER. WHILE DIVERSITY IS OFTEN USED IN REFERENCE TO RACE, ETHNICITY, AND GENDER, A BROADER DEFINITION OF DIVERSITY ALSO INCLUDES AGE, NATIONAL ORIGIN, RELIGION, DISABILITY, SEXUAL ORIENTATION, SOCIOECONOMIC STATUS, EDUCATION, MARITAL STATUS, LANGUAGE, AND PHYSICAL APPEARANCE. IT ALSO INVOLVES DIFFERENT IDEAS, PERSPECTIVES, AND VALUES.

JUST MEANS RACE AT ASN

DEI IS BECOMING "EMPTY"

LEVIS USES THEM SIMILARLY

WELLS FARGO USES AS IS

ENERGY FOUNDATION

ADDRESSES: RACE, GENDER, SOCIOECONOMIC AND ELITISM

YWCA: ADDS "LIBERATION" →

REMOVED EDUCATIONAL LEVELS FROM JOB REQUIREMENTS

LEVIS NOT FOCUSING ON THESE

SURVEY MONKEY ADDS "BELONGING" TO THESE

IT'S PRIMARILY ABOUT WOMEN IN TECH

UCF USES AS A WHOLE + "SOCIAL JUSTICE" + INTERSECTIONALITY

SAN FRANCISCO FOUNDATION USES ALL FOUR - INTERSECTIONALITY THE LEAST

## INCLUSION

IS THE ACT OF CREATING ENVIRONMENTS IN WHICH ANY INDIVIDUAL OR GROUP CAN BE AND FEEL WELCOMED, RESPECTED, SUPPORTED, AND VALUED TO FULLY PARTICIPATE. AN INCLUSIVE + WELCOMING CLIMATE EMBRACES DIFFERENCES AND OFFERS RESPECT IN WORDS AND ACTIONS FOR ALL PEOPLE. IT'S IMPORTANT TO NOTE THAT WHILE AN INCLUSIVE GROUP IS BY DEFINITION DIVERSE, A DIVERSE GROUP ISN'T ALWAYS INCLUSIVE. INCREASINGLY, RECOGNITION OF UNCONSCIOUS OR "IMPLICIT BIAS" HELPS ORGANIZATIONS TO BE DELIBERATE ABOUT ADDRESSING ISSUES OF INCLUSIVITY.

ADDING "ACCESSIBILITY" TO INCLUSION AT SILICON VALLEY

DATA TELLS US WHERE RESOURCES ARE NEEDED

## INTERSECTIONALITY

AN APPROACH ARGUING THAT CLASSIFICATIONS SUCH AS GENDER, RACE, CLASS, AND OTHERS CANNOT BE EXAMINED IN ISOLATION FROM ONE ANOTHER; THEY INTERACT AND INTERSECT IN INDIVIDUAL'S LIVES, IN SOCIETY, IN SOCIAL SYSTEMS, AND ARE MUTUALLY CONSTITUTIVE.

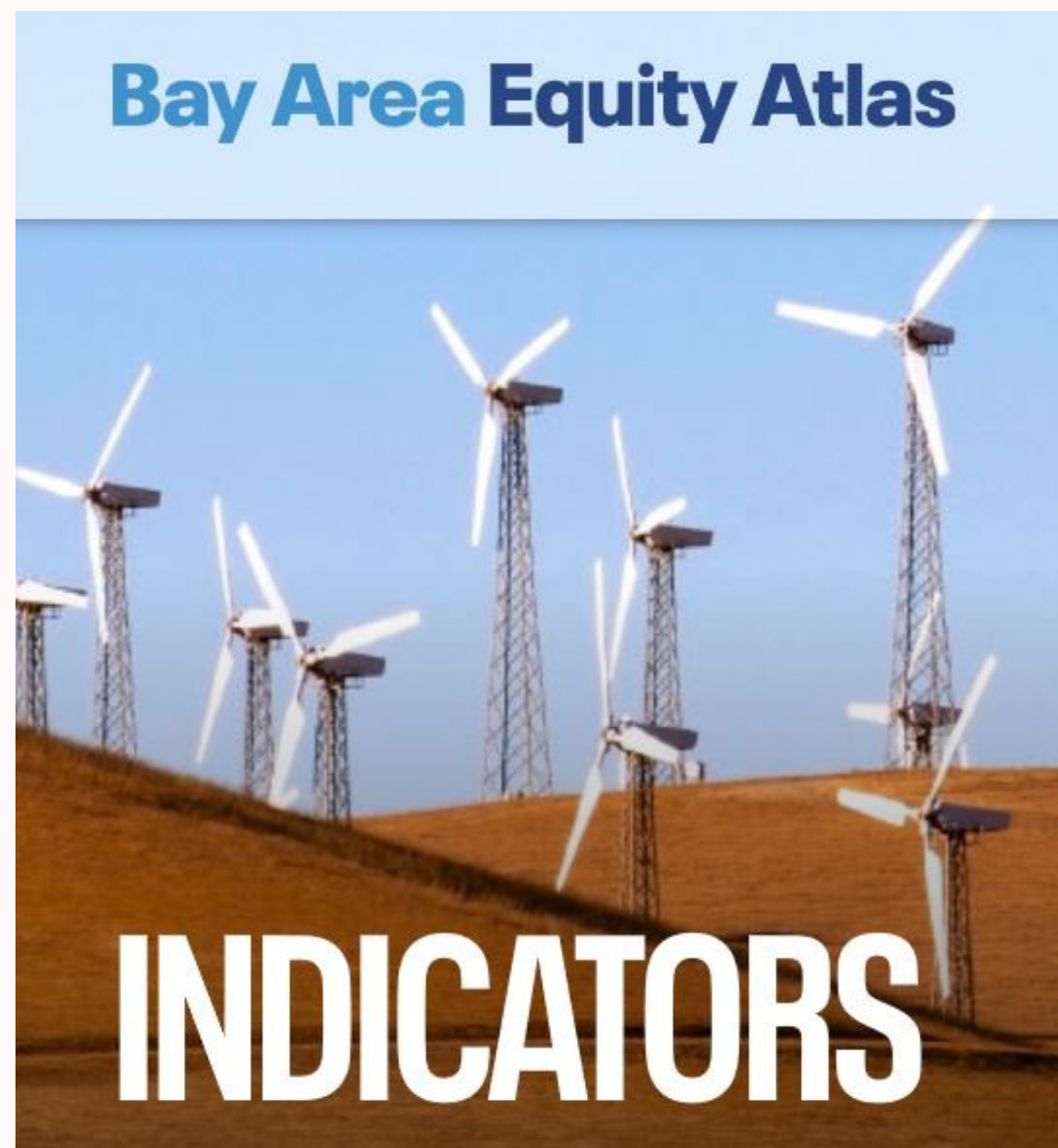
ANTI-BLACKNESS ↑ INTERSECTIONALITY CAN BE DETRIMENTAL WHEN TALKING ABOUT RACE



Common language and shared knowledge



# TOOL FOR COMMUNITY LEADERS



People	Place	Power
Race/ethnicity	Extreme commuting	Diversity of electeds
Nativity and ancestry	Housing burden	Voting
College readiness	Market rent	Linguistic isolation
Educational attainment	Gentrification risk	Economic gains: Eliminate rent burden
Disconnected youth	Affordable housing production	Economic gains: Racial equity in income
Median earnings	Neighborhood opportunity	
Income growth	Business ownership	
Police use of force	Business revenue	

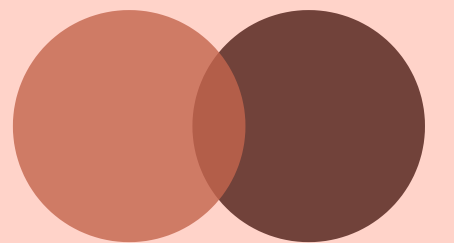
SEEKING TO CREATE A MORE  
EQUITABLE, SUSTAINABLE, AND  
RESILIENT REGION.  
ROBUST, DISAGGREGATED DATA  
IS CRITICAL TO  
INFORMING ACTION STRATEGIES  
FOR EQUITABLE GROWTH.

DESPITE THE RICH DATA AND  
TECHNOLOGY RESOURCES IN THE  
BAY AREA, COMMUNITY LEADERS  
HAVE LACKED ACCESS TO THE  
DATA THEY NEED TO DRIVE  
SOLUTIONS FORWARD.

THE BAY AREA EQUITY ATLAS  
AIMS TO FILL THIS GAP.



BAY AREA  
EQUITY ATLAS





# National Equity Project

We develop and support leaders



to influence and transform our institutions and systems





**AWAKE** to  
**WOKE** to  
**WORK:**  
Building  
a Race  
Equity Culture



## **OPERATIONALIZING OUR WORK**

(APPLYING A RACIAL EQUITY  
LENS TO OUR WORK)

## **GARE**

LOCAL AND REGIONAL  
GOVERNMENT  
ALLIANCE ON  
RACE &  
EQUITY





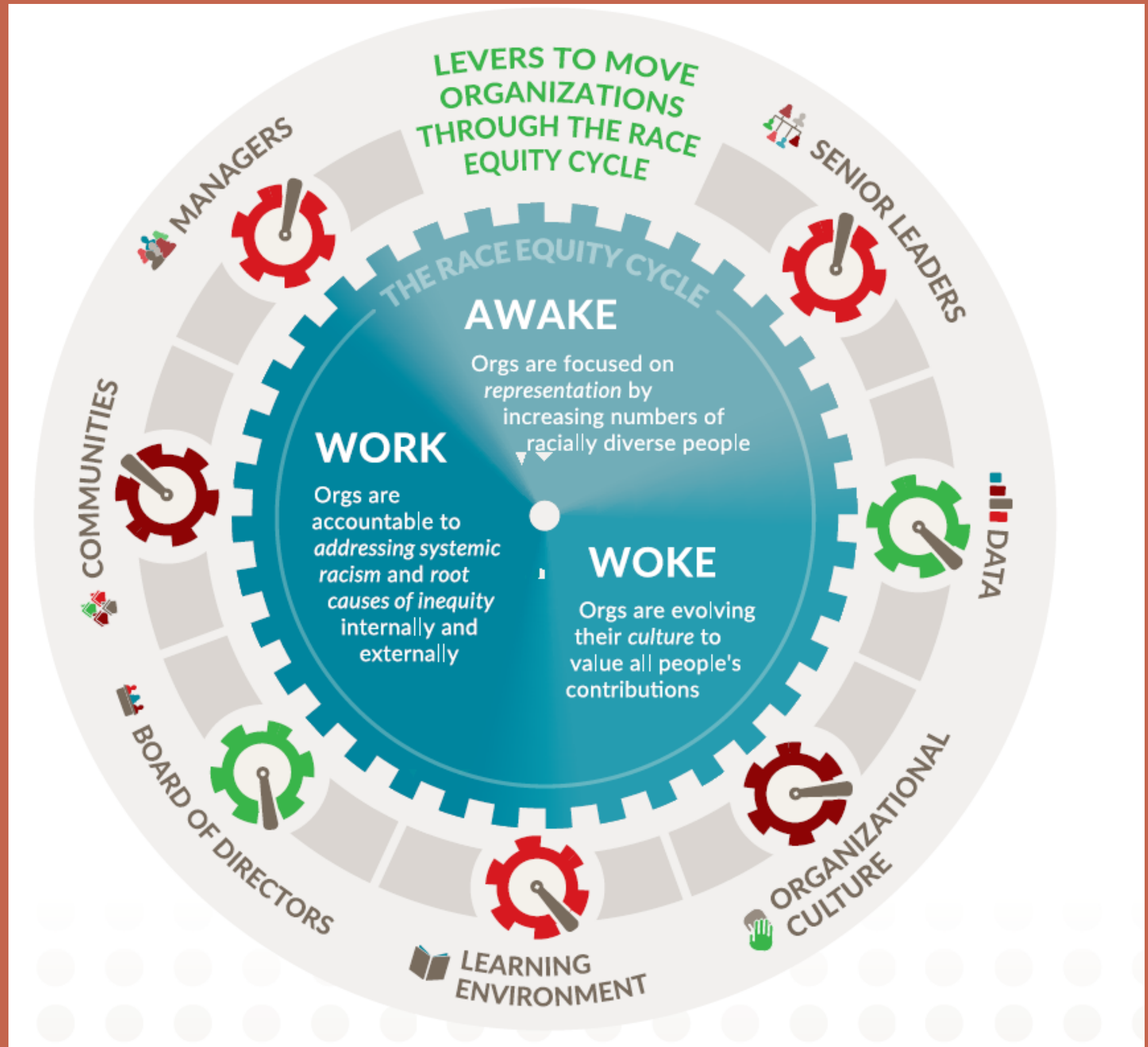
# Operationalizing Our Work

(Equity in the Center)

*Focuses on Building  
an Anti-Racist  
Multicultural Organization*

3 stages:

Works through the 7 levers



# Equity in the Center



## WORK THE 7 LEVERS

Elements of an organization, to shift culture from a White dominant culture to a Racial Equity Culture

Pushes organizations to become committed, knowledgeable and skilled in analyzing race, racism and race equity

Places this work at the forefront of the operations of the organization

# OPERATIONALIZE OUR WORK THROUGH A RACIAL EQUITY LENS

## 7 STEPS:



1. Address the culture & team dynamics	5. Assess for unintended and/or negative consequences
2. Outline a clear proposal & outcomes	6. Develop an implementation plan
3. Set up data collection strategies & determine baselines	7. Evaluate work & set up accountability structures
4. Engage the Community	



# RESOURCES/QUESTIONS

[https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)

<https://www.equityinthecenter.org/wp-content/uploads/2019/04/Equity-in-Center-Awake-Woke-Work-2019-final-1.pdf>

<https://ncg.org/racial-equity-action-institute-cohort#director-human-resources-and-administration--the-san-francisco-foundation>

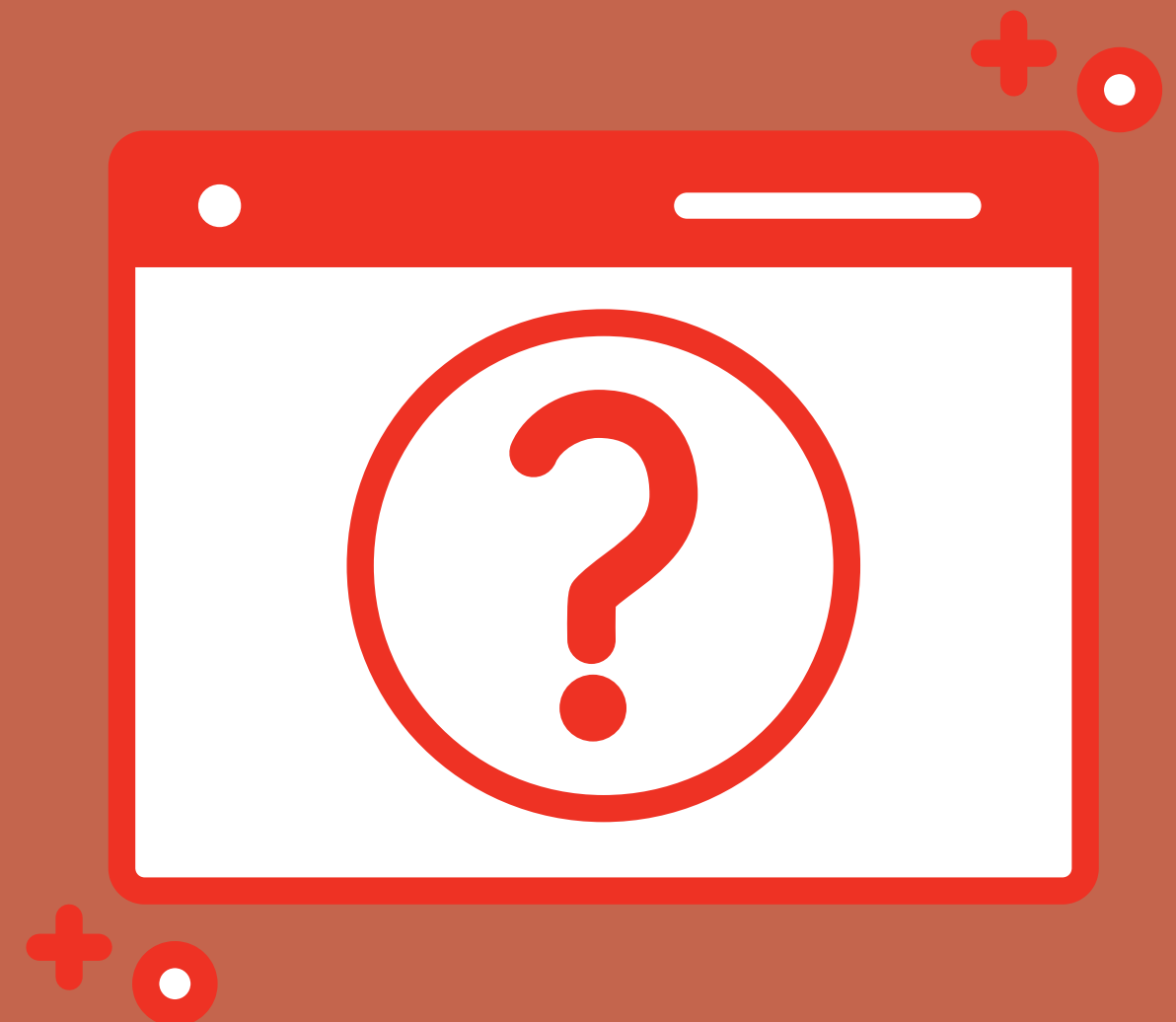
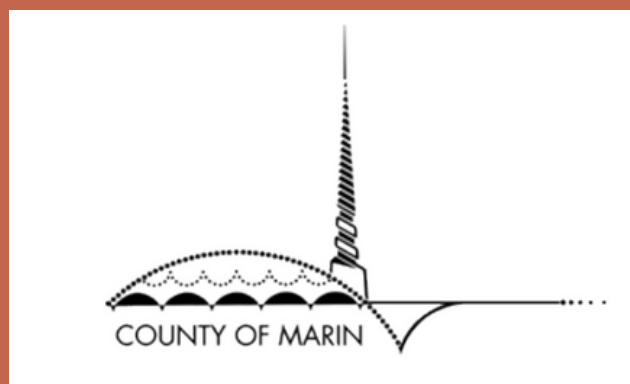
<https://ncg.org/>

<https://www.world-trust.org/>

<https://bayareaequityatlas.org/>

<https://garemembers.racialequityalliance.org/home>

<https://www.nationalequityproject.org/>



**Thank you for  
your time**



# LET'S CONNECT



**Anyania Muse M.Ed.**  
**Equity Director**

## MAILING ADDRESS

County of Marin  
Office of the County Administrator  
3501 Civic Center Drive, Suite 325  
San Rafael, CA 94903

## PHONE NUMBER

(415) 473-7206

## EMAIL ADDRESS

**[Amuse@marincounty.org](mailto:Amuse@marincounty.org)**





# FALL 2020 LEGISLATIVE UPDATE

## **County Personnel Administrators Association of California**

Sept. 18, 2020

**Geoff Neill**  
Legislative  
Representative  
CSAC

**Ryan Souza**  
Legislative  
Representative  
CSAC

**Ada Waelder**  
Legislative  
Analyst  
CSAC

# AGENDA

- **News from Sacramento**
- **Key Bills**
- **Non-Legislative Issues**
  - CalPERS
  - 2020 Ballot Measures

# NEWS FROM SACRAMENTO

- **Pandemic lockdown**
- **Executive orders for everyone**
- **Bill pruning**
- **End of session madness**
- **Wildfire lockdown**



# WORKERS' COMPENSATION

## COVID-19 Presumption bills:

- **SB 1159 (Hill)** – Outbreak-based presumption – *PASSED*
- **AB 196 (Gonzalez)** – Critical infrastructure workers – *DEAD*
- **AB 664 (Cooper)** – First responders – *DEAD*

# WORKERS' COMPENSATION

## Bills that could come back:

- **AB 3337 (Weber)** – Mental health services for first responders
- **AB 2131 (Rodriguez)** – Mental health treatment for private ambulance employees



# LEAVE & BENEFITS

## Bills that passed:

- **AB 1993 (Kamlager)** – UI applies to IHSS family providers
- **AB 1066 (Gonzalez)** – Penalizes employers for not providing unemployment information
- **SB 1383 (Jackson)** – Paid Family Leave
- **AB 1867 (Budget Committee)** – COVID-19 Sick Leave

# LABOR RELATIONS

## Bills signed in to law:

- **AB 2143 (Stone)** – Amends AB 749 (2019) to address employer concerns

## Bills that passed:

- **AB 2967 (O'Donnell)** – CalPERS Exclusions
- **AB 3216 (Kalra)** – Rehiring laid-off employees
- **AB 685 (Reyes)** – Employee notification of COVID Exposure



# ALSO OF NOTE

## Bill that died:

- **SB 1000 (Hertzberg)** – Contracting limitations
- **SB 1173 (Durazo)** – Exclusive Representatives

# NON-LEGISLATIVE ISSUES

## ■ Pensions

- Resignation of CalPERS CIO Ben Meng
- Alameda County Deputy Sheriff's Association v. Alameda County Employees' Retirement Association

## ■ 2020 Ballot Initiatives

- CSAC takes positions on two measures
  - Proposition 16 (Affirmative Action) – SUPPORT
  - Proposition 19 (Property Tax) – OPPOSE



# QUESTIONS?



**Geoff Neill**  
**Legislative Representative**  
[gneill@counties.org](mailto:gneill@counties.org)

**Ryan Souza**  
**Legislative Representative**  
[rsouza@counties.org](mailto:rsouza@counties.org)

**Ada Waelder**  
**Legislative Analyst**  
[awaelder@counties.org](mailto:awaelder@counties.org)





**City and County of San Francisco**  
**Interim COVID-19 Telecommuting Program Policy**

**I. Purpose**

Telecommuting is an arrangement that allows employees of the City and County of San Francisco (City) to conduct their work from a designated area outside the office. Telecommuting is a cooperative arrangement between employees, supervisors, and employing departments.

The City's standard Telecommuting Policy outlines position and employee eligibility, procedures, and expectations regarding employees working remotely. However, during the current outbreak of the Coronavirus Disease 2019 (COVID-19), it is in the best interest of the City and public health to expand the number of City employees who telecommute in order to comply with DPH recommendations and occupational health standards.

Employees who can perform their work remotely should telecommute, to enable those who cannot do so to safely perform their job duties in the workplace. The City has ordered departments to significantly expand the use of telecommuting, to consider offering flexible start and end times for shifts during this interim period, and to establish a process for employees to retrieve equipment necessary to perform their job duties remotely.

**II. Policy**

The Interim COVID-19 Telecommuting Policy is an addendum to the City's standard Telecommuting Policy and applies citywide. Department heads are directed to make telecommuting available to all employees in their departments to the greatest extent possible, in order to promote the health and safety of City workers and the public. As a rule, the percentage of employees physically present in a general office environment or worksite should not exceed 20% of the workforce assigned to the site, provided this staffing level does not negatively impact safety standards at the worksite. Departments may rotate on-site duties among a group of employees to achieve this goal, or may designate individual employees to remain on-site to perform required duties. Decisions as to who is allowed to telecommute and who is assigned to remain on site should be based on documented business and operational reasons.

All City employees who telecommute must have an approved telecommuting agreement in place. A City department may have additional telecommuting requirements, guidelines, or procedures, provided they are consistent with the City's telecommuting policy ( <https://sfdhr.org/telecommute>). Employees are responsible for completing and submitting their telecommute agreements to their managers or supervisors for approval. Modifications of telecommute agreements will be handled in the same manner.

Telecommuting does not change the duties, obligations, responsibilities, or terms and conditions of City employment. Telecommuting employees must comply with all City rules, policies, practices, and instructions, including restrictions on the use of City resources for non-City purposes.

A telecommuting employee must perform work and be available during the scheduled telecommuting hours agreed upon in the employee's telecommuting agreement. The employee's telecommuting schedule may be adjusted to accommodate an employee's special needs during the workday, such as child, elder or other dependent care. Employees must inform their managers or supervisors if they need temporary adjustments in their telecommute schedules. Telecommuting employees may take care of personal business during breaks or unpaid lunch periods, as they would at the regular worksite.

The City will notify telecommuting employees when the Interim COVID-19 Telecommuting Policy is no longer in effect. Supervisors or managers will notify employees when their telecommute agreements must change and when they can return to the office.

### **III. Agreement Options**

Telecommuting agreements may be on a full-time, regular and recurring, or an occasional basis. The type of work that an employee performs determines the appropriateness for working from an alternate location. One of three telecommute agreements should be assigned based on fitness with job duties and business needs of the department or division.

#### **Full-Time Telecommuting**

Full-time telecommuting means an employee works away from the regular worksite full-time. Full-time telecommute employees have no obligation to visit the office on a regular basis but are required to be available to return to the worksite with reasonable notice.

#### **Regular and Recurring Telecommuting**

Regular and recurring telecommuting means an employee works away from the regular worksite on an established day or days, and on a recurring schedule. Employees who telecommute on a regular and recurring basis must also be available to work at the regular worksite with reasonable notice.

#### **Occasional Telecommuting**

Occasional telecommuting means an employee works away from the regular worksite on an infrequent, one-time, or irregular basis. This option provides an ideal arrangement for employees who generally need to be at the worksite, but who sometimes have projects, assignments, or other circumstances that allow them to work from a remote location.

### **IV. Limit Unscheduled Office Visits**

Telecommuting employees should not come to the worksite when they are not scheduled to do so. There are limited reasons for when employees may need to come to the worksite. These reasons may include picking up important mail, retrieving work equipment, equipment repair, or performing large or sensitive printing jobs. An employee's preference to work on-site instead of remotely is not on its own



an acceptable reason for on-site work. Employees who telecommute should plan to be on-site only to conduct business that must be done in person.

Telecommuting employees must obtain approval from their managers or supervisors before making an unscheduled visit to the worksite to make sure it is safe to do so. Departments should implement a process to track employees who report to the worksite in order to manage employee capacity requirements and to provide the ability to perform contract tracing, if needed.

## **V. Training**

All employees with telecommute agreements must complete the appropriate telecommute eLearning module at least once. Supervisors may require employees to retake telecommute eLearning at any time.

## **VI. Work Hours**

All rules applicable at the regular worksite are applicable while telecommuting. That is:

- Telecommuting employees must work during scheduled work hours
- Employees must account for and report time spent telecommuting the same way they would at the regular worksite, or according to the terms of the telecommuting agreement
- Work time must be recorded accurately
- Employees may work overtime only when directed to do so and when approved in advance by their supervisors
- Employees must obtain approval to use vacation, sick, or other leave in the same manner as departmental employees who do not telecommute
- Telecommuting employees who become ill must report the hours actually worked, and use sick leave for hours not worked

## **VII. Equipment and Supplies**

Employees who are telecommuting for a majority of their work schedule may, with departmental approval, take home City equipment for telecommuting purposes. Equipment which may be removed from the worksite includes laptop computers, monitors, keyboards, chairs, computer mice, and other desktop equipment. Departments providing equipment, software, or other supplies to telecommuting employees must reasonably allocate those resources based on operational and workload needs, and must utilize an inventory tracking system for this equipment. City issued equipment is subject to the department's asset protection policy.

All City rules regarding the use of computers and the internet apply while an employee is telecommuting, regardless of whether the employee is using City-provided or personal equipment.

## **VIII. Denial of Application**

The City's Interim COVID-19 Telecommuting Policy and Program is not subject to the grievance procedures in any Memorandum of Understanding, or to any other review or appeal procedures.



## Management of COVID-19 Workplace Investigations and Staff Notifications

Issued: August 17, 2020

Revised: August 25, 2020

This guidance provides the procedure that departments must follow to identify workplace “Close Contacts” after an employee tests positive for COVID-19, the workplace notifications that are required based on the information obtained after speaking with the COVID-19 positive employee, and the mandatory reporting of the information obtained to the City’s **ServiceNow “COVID-19 Workplace Contact Investigation** electronic reporting tool.

To protect employee privacy and the confidential information obtained, Departmental Personnel Officers are responsible for conducting the workplace contact tracing interviews with the COVID-19 positive employees or ensuring that investigations are assigned to appropriate staff, such as a manager, occupational safety member, department physician, or other human resources personnel. If a Disaster Service Worker (DSW) was deployed to your department during the 48 hours prior to the onset of symptoms or the positive test result if asymptomatic, the investigation should be conducted by the department directing the DSW’s work during that window. Disaster Service Workers deployed to the COVID Central Command (CCC) site will be treated as a member of the CCC and not the home department, where applicable.

The information obtained is employer-held confidential medical information and is accessible only by authorized users, primarily limited to Departmental Personnel Officers, Departmental Physicians, or Occupational Safety staff. Departments may request authorization for additional users by identifying their name and job classification and emailing DHR: [helene.paz@sfgov.org](mailto:helene.paz@sfgov.org) with a copy to [peggy.sugarman@sfgov.org](mailto:peggy.sugarman@sfgov.org). Requests should be limited to staff members who regularly handle confidential personnel information.

Authorized users will be provided with instructions on how to access the **ServiceNow “COVID-19 Workplace Contact Investigation”** custom application. Authorized user access to completed records are limited to the records that they create outside of the limited number of super-users to support the analysis of COVID-19 spread to the City’s workforce.

To ensure that the City has accurate information on its workforce, DPOs must input all known positive cases to date into the **ServiceNow “COVID-19 Workplace Contact Investigation”** Electronic Reporting Tool, including those reported prior to the availability of the reporting tool.

### Steps for Conducting the COVID-19 Workplace Contact Tracing

#### 1. Notice of a COVID-19 Positive Employee

Department Personnel Officers learn that an employee has tested positive for COVID-19 either directly from the employee or from CityTestSF results, which DHR sends directly to departments. Health Order C19-07f requires an employee who was in the workplace 48 hours prior to developing symptoms to report a positive result.



## 2. Immediately Contact the COVID-19 Positive Employee

Many employees learn of their positive COVID-19 lab results when they are not at work, especially if the employee was experiencing symptoms. However, if the employee obtains the positive COVID-19 test result while they are at the worksite, the department must:

- Immediately remove the infected individual from the worksite with directions to seek medical care and follow applicable self-isolation requirements;
- Decontaminate and sanitize each location at which an infected employee was present, and;
- Rapidly proceed with workplace contact investigation as presented below.

When first contacting the employee, the DPO or authorized representative should:

- Support the employee in an empathetic manner regarding any concerns they may have relating to their isolation, condition, and medical supervision;
- Advise the employee how to take advantage of their available leave, including COVID sick pay, while they are unable to work;
- Inform the employee that it is vital for them to be candid and truthful about any lapses in safety habits or PPE lapses, if any, to identify Close Contacts and that the information obtained may not be used for disciplinary purposes; and
- Advise the employee you are only looking at workplace contacts and to expect a call from their county of residence which is responsible for in-depth contact tracing for their family and community contacts.

The contact investigation should focus on coworker interactions in the **48 hours prior to when the COVID-19 positive employee first developed symptoms. If asymptomatic, focus the investigation on the 48 hours before the positive test result.** Particular attention must be paid to any lapses in safety habits and protections (use of facial coverings, social distancing) as this is vital for identifying any Close Contacts that could have occurred at the worksite. Many Close Contacts occur when employees gather for meals or breaks when facial coverings are removed.

The interview questions are in the template attached to this document. This information must be provided electronically to the Department of Human Resources using the **ServiceNow “COVID-19 Workplace Contact Investigation** specialized application using the COVID-19 Reporting Template. Further investigation of non-workplace household and community contacts will take place by the employee’s home county health department.

## 3. Determine if you need to provide a DWC-1 Workers’ Compensation Claim Form.

Provide the COVID-19 positive employee a DWC-1 Workers’ Compensation Claim Form if the employee was at the worksite any time in the 14 days prior to the positive result or the onset of symptoms. Decisions on whether the illness is related to work will be made by the DHR Workers’ Compensation Division or its contracted administrator. It is up to the employee to decide whether to file the claim.

## 4. Communicate with coworkers who have been identified as Close Contacts with the COVID-19 positive employee.

Once identified, Close Contact(s) at the worksite must be individually advised of their workplace exposure. This notification must be done quickly and without identifying the employee who is COVID-19 positive. In reaching out to the Close Contact employee, inform them that they fit the definition of a Close Contact and are required by the Health Order to quarantine for 14 days even if they do not feel sick. The Close Contact employee should carefully monitor their health for symptoms. The employee is welcome to get COVID-19 tested but is not required to do so, as getting a negative test does not allow them to leave quarantine. If the employee is quarantined but feels able to work, determine if telecommute options are available.

Some employees are deemed Essential COVID-19 Response Workers\*\* and can continue working on site despite a Close Contact. The determination of appropriate action is department-specific.

Sample Close Contact workplace notifications (for email and letter) are attached.

## **5. General Advisory Communication to all staff about COVID-19 at the worksite**

Communications should be sent to employees to let them know that, although someone in their workplace was tested positive, all Close Contacts were identified, and everyone else may continue to work as usual. Encourage employees to continue to monitor their own health and watch for symptoms over the following 14 days. To protect employee privacy, do not identify any details about the employee, including their classification, in the general notification. Attached is a sample template email notification that can be used.

In situations where there are multiple departments within a common space or building, the DPO should forward the notification to the other departmental DPOs for distribution to their employees.

If the COVID-positive employee was not at the workplace during the investigatory period, no General Advisory communication is required. Departments may opt to send a general advisory acknowledging that an employee in the department has tested positive but was not at the worksite during the infectious period and reassure employees that they have not been exposed. Attached is a sample template email notification that can be used.

## **6. Reporting Requirements:**

**To DHR:** Authorized users must report the information gathered in the attached COVID-19 Reporting template using the electronic **ServiceNow “COVID-19 Workplace Contact Investigation” Electronic** Reporting Tool within 24 hours. The tool is designed to allow the user to select the COVID positive employee and any identified Close Contacts from a drop-down menu that includes the employee’s home department from the HR database. Attached is an interview template that can be used when obtaining information from the employee. The information obtained is employer-held confidential medical information and will be accessible only to authorized users as approved by DHR.

**To DPH:** If this is the third COVID positive employee within a two-week period in your department, you are required to immediately report the cluster of cases to the Department of Public Health at: [workplacesites@sfdph.org](mailto:workplacesites@sfdph.org).

### **Resources and references:**

- A. What to do if someone at the workplace tested positive for COVID-19?  
[www.sfgdcp.org/covid19-positive-workplace](http://www.sfgdcp.org/covid19-positive-workplace)
- B. Home Isolation and Quarantine Guidelines for People with Coronavirus-2019 (COVID-19) Infection and their Household or Close Contacts  
[www.sfgdcp.org/Home-Isolation-Quarantine-Guidelines](http://www.sfgdcp.org/Home-Isolation-Quarantine-Guidelines)

- C. General Exposure Advisory (Updated 5-15-2020) [www.sfcddcp.org/exposure-advisory](http://www.sfcddcp.org/exposure-advisory)
- D. When may someone return to work after self-isolation? <https://www.sfcddcp.org/rtw>

\*\* Essential COVID-19 Response Workers includes healthcare workers, laboratory personnel handling COVID-19 specimens, morgue workers, first responders, law enforcement, sanitation workers, 911 and 311 operators, emergency management personnel, individuals assigned to work as Disaster Service Workers, and individuals who work in long-term care facilities or homeless shelters.



### Attachment A: Interview Template for Workplace COVID-19 Contact Investigation

Employee Name: \_\_\_\_\_ DSW #: \_\_\_\_\_  
Name of Individual Interviewing COVID-19 Positive Employee: \_\_\_\_\_  
Date Conducted: \_\_\_\_\_

1. Date of symptom onset \_\_\_\_\_
2. Date COVID-19 test \_\_\_\_\_
3. Test Location (i.e. CityTestSF, Kaiser, Blue Shield, United Healthcare PPO, Other) \_\_\_\_\_
4. Date 48 hours before onset of symptoms, or 48 hours before tested if asymptomatic \_\_\_\_\_
5. Are you aware of any Close Contacts\* with COVID-19 positive individuals outside of work (in household, gatherings, meals, other jobs)? Yes or No

Identify all Close Contacts in the 48 hours before onset of symptoms, or 48 hours before tested if asymptomatic (as noted in Question #4):

- ☐ Were you at work in the time window above? Yes or No  
*If the employee was not at work preceding the illness or positive result, there are no Close Contacts and you may skip the rest of this inquiry and proceed to Next Steps below.*
- ☐ When was your last day at the office or at the work site? \_\_\_\_\_
- ☐ Were there times at any point when you did not wear PPE? Yes/No. If yes, where? (i.e. break room while eating lunch room, conference room) \_\_\_\_\_
- ☐ Did you go to different areas/locations (i.e. for meetings, interactions, gatherings)? If so, where? \_\_\_\_\_
- ☐ Did you carpool with co-workers, if so with whom? \_\_\_\_\_
- ☐ Did you have a Close Contact (i.e. share breaks or have interactions without face covering with other coworkers, meal break, cigarette break). If so, please list below and include DSW#.
- |             |            |
|-------------|------------|
| Name: _____ | DSW# _____ |
| Name: _____ | DSW# _____ |
| Name: _____ | DSW# _____ |

**Close Contacts are defined as interactions with a COVID positive person who:**  
*stayed within 6 feet for more than 15 minutes, regardless of whether either party wore a facemask, or had direct contact with the COVID-19 positives' body fluids or secretions while they were not wearing a face covering, gown, and gloves.*

#### Next Steps:

1. If the employee identified Close Contacts with other employees, call each employee to advise of the Close Contact and the need to quarantine for 14 days from the date of their last contact with the COVID positive employee. DO NOT IDENTIFY THE COVID-19 positive employee in this communication, as this is employer-held confidential medical information. Follow up with an email or letter. A Close Contact notification template is attached.
2. If there was no workplace identified Close Contacts, your investigation is complete, and a General Advisory communication should be sent if the COVID-19 positive employee was at the worksite during the investigatory period. If the COVID-19 positive employee was not at the worksite during the investigatory period, no additional advisories are required and the Department may decide whether or not to send a

General Advisory reassuring employees that, while an employee has tested positive, no workplace exposure has occurred.

3. The authorized user must input this information into the COVID-19 Electronic Reporting Tool.

## **Attachment B: Notification Samples**

### **Sample email for general communication to all staff about COVID in co-worker but employee not at worksite**

Dear Colleagues,

We are writing to share the information that a coworker has tested positive for COVID-19.

Upon review of the details of their situation, there is no workplace exposure, and no recognized close contacts in this incident. As such there is no need to act or perform differently. As with all city employees you are welcome to seek testing at CityTestSF for further reassurance.

As COVID-19 positive results continue to grow in our communities it is likely that we will have further COVID-19 cases with colleagues. This highlights the need to remain vigilant in our activities to reduce infections: by requiring facial covering, by practicing and maintaining social distancing, and continuing to support hygiene.

We wish our colleague well and look forward to their healthy return to the worksite.

#### **Resources:**

- A. What to do if someone at the workplace tested positive for COVID-19? (Updated: 5-17-2020)  
<https://www.sfcddp.org/wp-content/uploads/2020/04/COVID19-Guidance-Business-ifCOVID-UPDATE-05.17.2020.pdf>
- B. General Exposure Advisory (Updated 5-15-2020)  
<https://www.sfcddp.org/wp-content/uploads/2020/04/COVID19-Exposure-GenAdvisory-FINAL-05.15.2020.pdf>
- C. How to get tested: <https://sf.gov/find-out-how-get-tested-coronavirus>

### **Sample email for General Advisory Communication to all staff about COVID-19 Positive Colleague at the Workplace**

Dear Colleagues,

We are writing to share the information that a coworker has tested positive for COVID-19. Employees identified as a Close Contact in the workplace have been individually notified and the recommended cleaning of the worksite has been taken.

This is a general advisory to remind all employees of the importance of continuing to follow all safety guidance. To be cautious, we ask that you follow your health closely for any possible development of symptoms over the next 14 days. Employees are welcome to contact the City's Nurse Triage Line at 855-850-2249 with questions. For further reassurance, you may seek testing through your healthcare provider.

As COVID-19 positive results continue to grow in our communities, it is likely that we will have further COVID-19 cases with colleagues. This highlights the need to remain vigilant in our activities to reduce infections by adhering to the facial covering requirement, by practicing and maintaining physical distancing, and by continuing to support hand hygiene.

We wish our colleague well and look forward to their healthy return to the worksite.

**Resources:**

- D. What to do if someone at the workplace tested positive for COVID-19? (Updated: 5-17-2020)  
<https://www.sfcddcp.org/wp-content/uploads/2020/04/COVID19-Guidance-Business-ifCOVID-UPDATE-05.17.2020.pdf>
- E. General Exposure Advisory (Updated 5-15-2020)  
<https://www.sfcddcp.org/wp-content/uploads/2020/04/COVID19-Exposure-GenAdvisory-FINAL-05.15.2020.pdf>
- F. How to get tested: <https://sf.gov/find-out-how-get-tested-coronavirus>

**Sample Communication for Close Contact exposure to COVID-19** (following personal call to employee)

Dear [Name],

Per our conversation, I am sorry to inform you that you have had a workplace exposure to a COVID-19 positive individual and that you must quarantine for 14 days in case you are infected.

As a reminder, Close Contacts at work are coworkers or clients with whom you have interacted who are:

- COVID-19 positive, and
- Who stayed within 6 feet of you for more than 15 minutes, regardless of whether either of you wore a facemask, or;
- With whom you had direct contact with the COVID-19 positives' body fluids or secretions while they were not wearing a face covering, gown, and gloves.

Please watch for symptoms of COVID-19. In quarantine, you must limit your contacts so as not to spread to others. Though COVID-19 lab testing is not required, I encourage you to obtain a test. Public health experts recommend that you wait at least 48 hours from the time of your Close Contact. You may want to contact your primary care provider to notify them of your Close Contact.

Date of Close Contact: \_\_\_\_\_

Your quarantine starts on \_\_\_\_\_

Your quarantine should end on \_\_\_\_\_

You may also contact the City's Nurse Triage Line for immediate help if you have any related health questions or questions about your quarantine at 855-850-2249.

I sincerely hope that you remain symptom free. If you have any questions about your available leave or other issues, please contact me at: \_\_\_\_\_.

**Resources and references:**

- D. How to get tested: <https://sf.gov/find-out-how-get-tested-coronavirus>
- E. What to do if someone at the workplace tested positive for COVID-19? (Updated: 5-17-2020)



<https://www.sfcddcp.org/wp-content/uploads/2020/04/COVID19-Guidance-Business-ifCOVID-UPDATE-05.17.2020.pdf>

- F. Home Isolation and Quarantine Guidelines for People with Coronavirus-2019 (COVID-19) Infection and their Household or Close Contacts (New: 5-15-2020)

<https://www.sfcddcp.org/wp-content/uploads/2020/04/COVID19-Home-IQ-Guidelines-FINAL-05.14.2020.pdf>

- G. General Exposure Advisory (Updated 5-15-2020)

<https://www.sfcddcp.org/wp-content/uploads/2020/04/COVID19-Exposure-GenAdvisory-FINAL-05.15.2020.pdf>

- H. When may someone return to work after self-isolation? (Updated: 5-12-2020)

<https://www.sfcddcp.org/wp-content/uploads/2020/03/COVID19-Return-to-Work-Leaving-Isolation-FINAL-05-12-20.pdf>

# COVID-19: PUBLIC HEALTH CONSIDERATIONS IN THE WORKPLACE

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# Public Health Overview



# COVID-19 Challenges

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NOVEL VIRUS



EVOLVING UNDERSTANDING  
OF TRANSMISSION RISK



FEAR (MEDIA)



LACK OF UNDERSTANDING  
OF PERSONAL PROTECTIVE  
EQUIPMENT (PPE)



LIMITED PPE RESOURCES

# Public Health Overview

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- Lack of structure and risk-stratified approach for employee training
  - Medium-sized county: Public Health – Response vs. Policy
    - OSHA published [Guidance on Preparing Workplaces for COVID-19](#) (OSHA 3990-03 2020) on April 10, 2020
  - Confidence and competency in personal protective behaviors (e.g., hand hygiene; face covering)
    - Cal/OSHA's Aerosol Transmissible Diseases (ATD) Standard (title 8 section 5199) [i.e., Respirators]
- Different departments and classifications with different risk
  - EMS developed field guide for first responders (Fire and Safety) – v. 8.0
  - EMS developed Exposure Guidelines – v. 3.0



# **Challenge 1:**

## **Disaster & Essential Workers**



# Challenge 1: Disaster/Essential Workers

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- Essential v Non-Essential Workers
  - Equity issues
  - Long-term deployments
- Disaster Service Workers
  - The “Reluctant DSW”
  - The “Reluctant Home Department”
  - Supporting DSWs (eg motel support)
- Labor Issues
  - Union concerns about deployments
  - Compensation; benefits; workers’ comp



## **Challenge 2:**

# **Shift to Remote Work**

# Challenge 1: Shift to Remote Work

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- Role of Telework
  - Change from an employee benefit to an employer imperative
- HR Issues
  - Technical and equipment issues
  - Who gets to telecommute and who doesn't
- Labor Issues
  - Demands for stipends and reimbursement for WiFi, cell phone, etc.
  - Other bargaining issues
- Managing and training remote employees





## **Challenge 3:**

# **Other Employment Issues**

## Challenge 3: Other Employment Issues

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- Access to Personal Protective Equipment (PPE)
- Access to COVID-19 Testing
- Contact tracing; disclosures of infections
  - Privacy issues
  - Labor concerns

## Challenge 3: Other Employment Issues

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- Safety issues for those doing new jobs
- Employee mental health
- Childcare and support for essential workers
- Managing employee leave
- Deal with “presenteeism”



## **Challenge 4:**

### **The Future**



# Challenge 4: The Future

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## The Economy

- Forecasting the future
- Lack of work
- Lack of funds
- Labor Issues:
  - Time frame to negotiate impacts--layoffs and furloughs
  - Requests for concessions on closed contracts

# Challenge 4: The Future

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## The Vaccine

- When?
- Can/Will it be Required?
  - Alternatives? Masks

# Initial Assessment

# Initial Assessment - CCSF

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- What we did right:
  - Immediate update of existing telecommute policy
  - Regular engagement with labor on DSW and safety issues
  - Weekly HR meetings with policy updates, leave info, Q & A
  - Employee communications
  
- What we wish we had done better:
  - Predict a pandemic
  - Prepare for the long haul
  - Prepare employees and departments for DSW demands



# Initial Assessment – County of Marin

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- What we did right:
  - HR and Public Health Collaboration
  - Health and Human Services (HHS) departmental lead
  - Access to Public Health – Daily Health Officer Updates
  
- What we wish we had done better:
  - DSW Job Action Sheets
  - Competency-based training (personal protective equipment and behaviors)
  - Standardized training schedule
  - Site visits

**Questions**