



DTSC's Reopening Plan

June 8, 2020

I. DTSC's To-date Response to COVID-19

Beginning with the week of March 15, DTSC implemented a COVID-19 Response Action Plan (Plan), consistent with direction provided by CalEPA and the Department of Human Resources. The Plan provided for the safety of DTSC employees and continuity of activities that support our mission while adhering to the Governor's desire to flatten the virus' curve. The Plan includes:

A. Emergency Telework Program

Prior to COVID19, DTSC had approximately 250 telework agreements on file for staff who teleworked part-time or occasionally. DTSC implemented 565 additional Emergency Telework Agreements, immediately reducing the number of employees in the office less than 10%, and thereby significantly reducing industrial exposure to COVID19 while maintaining operations. Actions included:

- Disseminating an Emergency Telework form electronically to all staff that streamlined the telework approval process.
- Replacing face-to-face meetings with video teleconferencing.
- Providing "essential" field staff with increased PPE to safely perform their duties (see below).
- Monitoring staff attendance in field offices to ensure compliance with social distancing requirements.

- Rotating essential staff in the office versus teleworking so that the in-office vs portable work was equitably distributed.
- Lessons Learned:
 - The future will most likely include an increase in telework agreements. DTSC will review its telework policy and recommend that all non-probationary staff have an agreement on file. (in progress)

B. Communications Plan

DTSC developed and implemented a robust Communications Plan that ensures all employees are provided updates, information, and support. The Plan included:

- Developing and implementing internal and external facing COVID-19 resource webpages, including frequently asked questions and advisories for regulated businesses.
- Conducting all-managers/supervisors and all-staff meetings.
- Providing updates in DTSC Newsletters.
- Providing frequent email updates.
- Providing Director's and Chief Deputy Director video updates shared via email and on the intranet
- Surveying staff for their satisfaction with COVID-19 communications from leadership and management.
- Lessons Learned:
 - Improve organization of COVID19 information on DTSC Intranet site (completed)
 - Increase the frequency of all staff and manager/staff communications (in progress)

C. Technology Solutions

DTSC's Office of Environmental Information Management (OEIM) Program quickly implemented technology solutions to support employees telework needs. As part of these solutions, OEIM:

- Processed 565 emergency telework agreements and configured user accounts for remote access.

- Procured 200 Chromebooks for staff without home computers or those who shared home computers with children or other household members.
- Expanded Virtual Desktop Infrastructure (VDI) from 100 concurrent users to 400+.
- Procured and distributed 85 additional laptops.
- Increased webinar technology to support public events.
- Implemented Microsoft (MS) Teams and leveraged 125 trial licenses for external call-in numbers that can be used in Teams meetings.
- Redistributed 10 hot spots and procured additional 12 for staff without Internet access.
- Increased security alerting, monitoring, and staff awareness through training, communication, monitoring, and collaboration with CDT and Agency BDOs.
- Lessons Learned:
 - Service Desk support requests doubled compared to same month in the prior year. Solution: prepare and train additional staff to backup service desk staff. (in progress)
 - Increase leveraging vendor relationships for emergency licenses, services, and support. (in progress)
 - Increase communication with technology community and other departments to identify best practices and approaches. (ongoing)
 - Embrace new technology. DTSC is faced with fiscal challenges. Google Chromebook technology was a low-cost investment to provide staff devices to work at-home in lieu of laptops. (completed)
 - Ensure all programs have staff knowledgeable about webinar technology. (in progress)

D. Health and Safety Protocols

DTSC's Health and Safety Program quickly adjusted its protocols to address the challenges facing staff who perform field work at hazardous waste facilities or at cleanup sites as well as to provide support for staff subject to local and state stay-at-home orders. For these strategies, DTSC:

- Developed and implemented an action plan to address deficiencies in responding to a pandemic with airborne transmission of pathogen.

- Developed and implemented online HAZWOPER refresher training to ensure field staff maintained their certifications.
- Developed an Ergonomics Work from Home Guide.
- Developed a Field Advisory that includes training materials to be discussed with staff regularly. The guide will be continuously updated to reflect current guidelines per local and state orders.
- Procured reusable face coverings for each employee.
- Provided hand washing kits with instruction sheets for all field staff.
- Developed protocol for cleaning DTSC vehicles before and after use, including providing disinfecting wipes and gloves.
- Provided clear path forward for DTSC for resumption of normal business activities, including procurement of individual hand sanitizers for field staff and additional bulk sanitizer for all offices.
- Communicated plan to executive management, management and staff in informative emails and all staff meetings.
- Lessons Learned:
 - Increase communication to impacted staff with clear details and timelines.
 - Prioritization of “immediate-need” items, such as hand sanitizer and face coverings for staff working in the offices vs what we will need in the near future to resume normal functions. This builds trust, provides comfort, and demonstrates empathy and respect for staff while laying the groundwork for the path forward.

E. Facilities Management Plan

DTSC’s Facilities Management and Regional Administrative Services Programs collaborated to ensure that essential staff who were rotating in and out of DTSC offices had a safe environment in which to perform their duties. As a result of this collaboration, DTSC:

- Coordinated daily cleaning and sanitization schedules with Property Management and janitorial staff.
- Ensured public counters, shared surfaces, and frequent touch points were cleaned with adherence to contact times necessary for effectiveness.

- Posted signage in offices and lobbies directing staff and members of the public to maintain appropriate social distancing measures.
- Posted floor markers in six-foot increments to help staff and visitors maintain social distancing in highly trafficked areas.
- Instructed security guards to enforce social distancing protocols
- Posted maximum capacities in waiting areas and lobbies.
- Increased utilization of shared-use email boxes and electronic communication for vehicle reservations, conference room reservations, package and mail inquiries, and other services.
- Lessons Learned:
 - Need for more automated fixtures. Negotiating with property managers for installation of items such as automatic fixtures, including soap and paper towel dispensers, more robust cleaning protocols, sanitization stations, and automatic doors. (in progress)
 - Need for automatic hand sanitizer stations. (in progress)
 - Increased communication to staff regarding the facility safety and cleaning protocol. (in progress)
 - Improved coordination between Regional Administrative Services and the Health and Safety Program to collaborate on ways to improve the office environment for all staff. (ongoing)

F. Employee Support

DTSC's plan focused on delivering our mission by providing the tools and support necessary for continuity of operations. These tactics included:

- Providing employees with on-line training on skills necessary to be effective when working, supervising, and managing remotely.
- Increasing flexibility with work schedules to allow employees impacted by school closures the ability to manage their duties vs their children' at home learning requirements.
- Providing wellness bulletins that assist employees dealing with emotional impacts of COVID19, including stress and anxiety.

- Mailing pay warrants and checks directly to employees to reduce the need for all employees to come into the offices on pay day.
- Implementing the EPSLA and E-FMLA program to provide relief for employees impacted by COVID19.
- Lessons Learned:
 - Continue researching for and providing access to online learning to enhance technology, communication, and remote management skills.

II. DTSC's Reopening Plan

DTSC's Reopening Plan will be based on the assumption that current health guidance protocols are likely to remain in place for an unforeseeable future. Operational goals and objectives, employee safety, and a continued commitment to the Governor's goal of flattening the curve of COVID19 will guide the pace at which employees return to DTSC offices.

A. Reopening

DTSC programs will assess their current workload and deliverables and, using lessons learned from the Emergency Telework Plan, will implement the following measures to help ensure a safe working environment as office staffing levels increase.

- Carefully consider the necessity of employees returning the State offices.
- Where telework has proven to be congruent with a unit or program's ability to effectively deliver its services, telework will remain in place. DTSC estimates a majority of employees will continue to telework part or full time.
- Where a return to state offices is necessary for a unit or program's ability to effectively deliver its services, give first priority of continuing telework to employees who continue to be impacted by COVID19 with childcare issues, under quarantine, or who are vulnerable.
- Increase alternate work schedules for all staff, including managers and supervisors to reduce pressure on the technology platforms when teleworking and to facilitate social distancing for staff regularly coming into the office.

- Modify in-office schedules to facilitate social distancing. Examples of this include staggering work days or partial days in the office.
- Review in-person transactions/procedures to determine if they can be conducted virtually or electronically.
- Provide employees with training and communications on COVID19 protocols that adhere to CDC guidance, including best practices for social distancing, taking their temperatures before they come to work, and use of face coverings when in common areas in the office.

B. Communication Plan

DTSC will implement its DTSC Return to Work Communications Plan with the following goals:

- Ensure internal and external stakeholders are informed about plans to return to work and are clear about where they can go for updates.
- Increase the level of employee satisfaction with leadership communications.
 - Communications will include video updates from the Director and Chief Deputy Director, newsletters, emails, Intranet, and all-staff webinars and teleconferences.

C. Technology Solutions

DTSC will build on the solutions already implemented to improve the support of the telework environment. To that end, DTSC will:

- Increase security monitoring as malicious actors continue to pose threats to DTSC's network and information technology.
- Redesign infrastructure capacity for longer-term, increased remote workforce.
- Expand infrastructure capacity to support continued teleworking at DTSC's Tenant Managed Services (TMS) in the state Data Center.
- Implement additional resource monitoring tools for Virtual Desktop Infrastructure (VDI) to improve user experience.
- Increase the availability of mobile computing devices and internet access (MiFi hotspot).

- Improve equipment for staff telework environment with modernization of computing peripherals (monitors, webcams, headsets...etc.).
- Increase support and expand internet tools for collaboration, meetings and public events.

D. Health and Safety Protocols

DTSC is committed to staying vigilant with its health and safety protocols to ensure our employees are working in a safe environment and our programs are taking into consideration the safety and well-being of the public and communities we serve. To that end, DTSC will:

- Equip vehicles with sanitizing supplies and gloves.
- Implement field advisory that includes training materials to be discussed with staff on a regular basis. Staff will need to verify requirements of local municipalities when conducting fieldwork. This document will be updated regularly to reflect current guidelines.
- Continue with mandated HAZWOPER and FA/CPR/AED on-line classes for field certification. The in-person requirements of the training will be conducted in June while adhering to social distancing and reducing class sizes.
- Conduct medical monitoring examinations using DTSC's medical monitoring contractors with adherence to COVID-19 cleaning and social distancing protocols. However, staff who are uncomfortable due to the COVID-19 will delay scheduling their exams until June.
- Resume respirator fit-testing for only essential field staff in May and all other staff in June. Disease transmission guidelines have been added including continual disinfecting, social distancing, no gatherings, 72-hour hold for respirator cartridges. Gloves and face coverings will be provided for all affected staff.
- Implement newly developed field hand-washing protocols. Provide hand washing kits with instruction sheets to all staff visiting sites without handwashing stations.
- Provide one reusable cloth face covering for each DTSC staff member. These face coverings have been provided to staff and are strongly recommended for use in the

office locations and in common spaces such as break rooms, hallways, and restrooms.

1

- Provide disposable face coverings and hand sanitizer for all field work.

E. Facilities Management Plan

In addition to the actions already taken with its facilities management plan in response to COVID19, DTSC will:

- Ensure high-touch areas, including lunchrooms, restrooms, stair rails, office equipment, door handles are frequently cleaned throughout the day.
- Provide sanitizing products to disinfect high-touch areas within the office such as public counters and sign-in areas. All high-touch areas will be disinfected frequently throughout the day.
- Continue to post in highly visible areas signs with information provided by the CDC for handwashing and disease transmission.
- Post floor markers in six-foot increments to help staff and visitors maintain social distancing in reception areas.
- Create and post informational signage indicating modified maximum capacities for elevators, quiet rooms, conference rooms, , and other shared spaces to promote safe physical distancing.
- Evaluate high-density workstation groupings and coordinate with program management to phase staff into the office.
- Install free-standing hand-sanitizer dispensers for lobby areas for offices without dispensers and/or automatic front doors.
- Equip meeting rooms and shared rooms with sanitizing supplies.
- Request upgraded air filters in all offices.
- Work with Property Management to evaluate increasing the percentage of fresh air intakes.

F. Employee Support

DTSC will continue to provide support to employees by:

- Providing training on safety practices and procedures and exposure protocol regarding COVID-19.

¹ Some DTSC offices may be in areas where local ordinances require face coverings for work in offices. Please contact the DTSC Health and Safety Program for additional information.

- Establish an email account for employee questions about COVID19.
- Providing training and support for their adaptation to the change in how and where their duties are performed.
- Continuing to provide information via Wellness and DTSC Newsletters on ways to personally and professionally manage change and COVID19 impacts.
- Continuing to support flexible work schedules to better balance work/life challenges while they gradually transition back into state offices.
- Continuing to implement the EPSLA and E-FMLA program to provide relief for employees impacted by COVID19.

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