

Town of Colma
Novel Coronavirus (COVID-19)
Continuity of Operations



How to Use the Guide

The Town of Colma Novel Coronavirus (COVID-19) Plan outlines the Town's approach, philosophy and procedures for managing incidents of infectious disease exposure that may threaten the safety of the community or disrupt programs, activities and/or mission-critical services. It identifies individuals and departments directly responsible for emergency response and critical support services. The Novel Coronavirus (COVID-19) Plan provides a management structure for coordinating and deploying essential resources and also provides institutional procedures for emergency preparation, employee training and recovery.

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1. GLOSSARY

Contact	A contact is a term used to refer to someone who has been in close proximity with an individual who is, or is suspected of being, infected with an infectious disease like influenza.
Emergency Operations Plan	The Emergency Operations Plan (EOP) outlines the jurisdiction's approach, philosophy and procedures for managing incidents that may threaten the safety of the community or disrupt programs, activities and/or mission-critical services. It identifies individuals and departments directly responsible for emergency response and critical support services. It also provides a management structure for coordinating and deploying essential resources and also provides institutional procedures for emergency preparation, employee training and disaster recovery.
Essential Services	Those services, if not delivered in a timely basis, will result in grave harm to human health and safety or the environment. Examples of essential services: delivery of clean water, delivery of food, delivery of fuel, delivery of essential medications, maintaining the communication infrastructure and maintaining the electricity grid.
Essential Supplies	Those supplies, if not delivered in a timely basis, will result in grave harm to human health or to the environment. Examples of essential supplies: delivery of clean water, delivery of food, delivery of fuel, delivery of essential medications, maintaining the communication infrastructure and maintaining the electricity grid.
Hand hygiene	Hand hygiene is a term that applies to the cleaning of one's hands. This is usually done with soap and water, hand sanitizer or hand wipes. To kill an influenza virus, hands must be washed with soap and water for 15 seconds and hand sanitizers or wipes must be used for 10 seconds and have an alcohol content of at least 60%.
Human-to-human transmission	Human-to-human transmission refers to the ability of an infectious disease to be passed continuously from one person to another. Some viruses can be transmitted between animals (animal-to-animal), some can be transmitted from animal-to-human (and vice versa) and some can be transmitted from human-to-human.
Incident Command System (ICS)	The Incident Command System (ICS) is a standard, on-scene, all hazard incident management system used in field operations. It establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios.

Infection control	Infection control is broad term used to describe a number of measures designed to detect, prevent and contain the spread of infectious disease. Some measures include hand washing, respiratory etiquette, use of personal protective equipment (PPE), prophylaxis, isolation and quarantine.
Infectious disease	An infectious disease, or communicable disease, is caused by the entrance of organisms (e.g. viruses, bacteria, fungi) into the body which grow and multiply there to cause illness. Infectious diseases can be transmitted, or passed, by direct contact with an infected individual, their discharges (e.g. breath), or with an item touched by them.
Influenza	Influenza is a viral disease that causes fever, sore throat, cough and muscle aches. It usually affects the respiratory system, but sometimes affects other organs. It is spread by infectious droplets that are coughed or sneezed into the air. These droplets can land on the mucous membranes of the eyes or mouth or be inhaled into the lungs of another person. Infection can also occur from contact with surfaces contaminated with infectious droplets and respiratory secretions. Also see seasonal, avian, and Novel Coronavirus (COVID-19).
Isolation	Isolation is when sick people are asked to remain in one place (e.g. home, hospital), away from the public, until they are no longer infectious.
National Incident Management System (NIMS)	A system mandated by Homeland Security Presidential Directive (HSPD)-5 that provides a consistent nationwide approach for Federal, State, local and tribal governments; the private sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.
Novel Coronavirus (COVID-19)	A Novel Coronavirus (COVID-19) , or Coronavirus, occurs when a new subtype of influenza virus: 1) develops and there is little or no immunity (protection due to previous infection or vaccination) in the human population; 2) it is easily passed from human to human; 3) is found in many countries; and, 4) causes serious illness in humans. Also see influenza, seasonal influenza, and avian influenza.
Personal Protective Equipment (PPE)	PPE is specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body. PPE is always used in tandem with specific safety procedures and protocols

Prophylaxis	Prophylaxis is an infection control measure whereby antimicrobial, including antiviral, medications are taken by a healthy individual (e.g. nurse, contact) to prevent illness before or after being exposed to an individual with an infectious disease (e.g. influenza).
Quarantine	A quarantine is when people who have been in close proximity to an infected person, but appear healthy, are asked to remain in one place, away from the general public, until it can be determined that they have not been infected.
Respiratory etiquette	Respiratory etiquette (good coughing and sneezing manners) is one way of minimizing the spread of viruses which are passed from human-to-human in the tiny droplets of moisture that come out of the nose or mouth when coughing, sneezing or talking. Healthy and sick people should cover their nose and mouth when sneezing, coughing or blowing their nose, preferably with tissues which is then put in the trash to prevent the spread of germs. If tissues are unavailable, coughs/sneezes should be directed into the crook of the arm.
Seasonal influenza	Seasonal influenza, commonly referred to as the flu, is an infectious disease. In the United States, flu season usually occurs between December and March. The influenza virus is one that has the ability to change easily; however, there is usually enough similarity in the virus from one year to the next that the general population is partially immune from previous infection or vaccination. Each year experts monitor the influenza virus and create a new vaccine to address changes in the virus. For this reason, people are encouraged to get a flu shot each year. Also see influenza, avian influenza, and Novel Coronavirus (COVID-19).
Social distancing	Social distancing is an infection control strategy that includes methods of reducing the frequency and closeness of contact between people to limit the spread of infectious diseases. Generally, social distancing refers to staying away from other people.
Standardized Emergency Management System (SEMS)	<p>SEMS is the system required by Chapter 7 of Division 2 of the Government Code §8607 which became law for all jurisdictions and districts in California in 1996. As with NIMS, the standard organizational model is based on the Incident Command System (ICS) that was developed by fire departments to give them a common language when requesting personnel and equipment from other agencies and to give them common tactics when responding to emergencies.</p> <p>The system is designed to minimize the problems common to many emergency response efforts which is duplication of effort by giving each person a structured role in the organization, and each organization its piece of the larger response.</p>
Aerosol	Effective August 5, 2009, Cal/OSHA adopted a new standard regarding

**Transmissible
Disease Standard**

Aerosol Transmissible Diseases (ATD). The new ATD rules are codified as CCR Title 8, Chapter 4, Section 5199 and are designed to protect workers from the spread of diseases such as tuberculosis, influenza, and other pathogens spread by coughing and sneezing. H1N1 will fall under this regulation.

The standard is focused on controlling potential exposure for employees who work in facilities or operations where there is an elevated risk of exposure to ATD's. Examples would be hospitals, clinics, skilled nursing facilities, paramedics and emergency medical services including these services when provided by firefighters and other emergency responders, homeless shelters, mortuaries, prisons, and police services transporting persons anticipated to be cases of ATDs or rendering services in a health care or public health role.

2. PURPOSE & OBJECTIVES

The primary purpose of the Novel Coronavirus (COVID-19) Continuity of Operations Plan is to enable the Town of Colma to respond effectively and efficiently to ensure that essential operations are maintained during an influenza pandemic.

The Town's objectives prior too and during a local Novel Coronavirus (COVID-19) are the following:

- Identify essential services. Examples of essential services: water delivery, food delivery, electricity delivery, fuel delivery, communication infrastructure, pharmacy and money distribution.
- Identify minimum staffing patterns to provide essential services.
- Identify essential services to special or vulnerable populations that may require additional consideration.
- Identify which essential services can be done remotely. Develop a plan to deliver these services remotely. Ensure resources to deliver essential services remotely are in place.
- Identify and develop a plan to stockpile essential supplies.
- Develop a concept of operations plan based on the attached color-coded scheme that is being used by the health department.
- Establish multiple levels of redundant communication with all staff, particularly key personnel.
- Determine how essential meetings can occur with participants not being physically together in the same room.
- Identify/address security needs.
- Participate in exercise development.
- Develop containment strategies.
- Understand how you can provide and use containment strategies (Vaccination, Chemoprophylaxis, infection control, Personal Protective Equipment and Public Education/Communication) within your sector.
- Develop a plan to communicate pandemic flu plan to employees and community.
- Participate in regular pandemic flu exercises.
- Provide essential staff with equipment and safety training to safety deliver required services

3. SUPPORTING PLANS

The Town of Colma has published several plans addressing emergency response and recovery. The Novel Coronavirus (COVID-19) Continuity of Operations Plan will be implemented in conjunction with the following plans:

1. Hazard Communication Plan
2. Emergency Operations Plan
3. Employee Emergency Action and Fire Prevention Program

4. PANDEMIC OVERVIEW

Influenza is a highly contagious viral disease. People may be immune to some strains of the influenza virus either because they have had a particular strain of influenza in the past or because they have recently received an influenza vaccine. Sometimes the influenza virus changes so dramatically that no one has previous immunity and the vaccine available does not protect against it. This can result in an influenza pandemic with serious health consequences for the population.

An influenza pandemic occurs when a new influenza virus subtype appears, against which no one is immune. This may result in several simultaneous epidemics worldwide with high numbers of cases and deaths. With the increase in global transport and urbanization, epidemics caused by the new influenza virus are likely to occur rapidly around the world.

The Centers for Disease Control and Prevention has developed estimates of the impact Novel Coronavirus (COVID-19) can have on a population. The following table applies these estimates to the population of California and San Mateo County to quantify the impact Novel Coronavirus (COVID-19) may have.

CDC Estimates of Percent of Population Affected by the Next Pandemic (Avian Flu Rates)	Rate	California	San Mateo County
Population		33,000,000	750,000
Influenza Infection Rate	35%	11,550,000	262,500
Patients Requiring Hospitalization	3.8%	440,000	10,000
Mortality Rate	50%	220,000	5,000

The Need for Planning

Uncertainty about the magnitude of the next pandemic mandates planning for a severe Novel Coronavirus (COVID-19) occurrence. Adequate planning for a pandemic also requires the involvement of every level of our nation and indeed, the world. The ubiquitous nature of an influenza pandemic compels governments, communities, schools, businesses, families and individuals to learn about, prepare for and collaborate in efforts to slow, respond to, mitigate and recover from a potential pandemic. The development, refinement and exercise of a Novel Coronavirus (COVID-19) plan by all stakeholders are critical components of preparedness.

4.1 Role of San Mateo County Health Department

The San Mateo County Health Department will be the lead agency in coordinating city/county wide public health and emergency medical response, will activate its Department Operations Center (DOC) and request the activation of the County Emergency Operations Center (EOC) when a unified response is necessary.

The epidemiology of the new influenza virus strain and the current situation will influence the Health Department's response. Specific guidance and policies, based on up-to-date intelligence, will be provided throughout each alert stage. Table 1 outlines the stages of San Mateo County Health Department's Novel Coronavirus (COVID-19) management strategy and *selected* activities.

Table 1. San Mateo County Health Department's Pandemic Management Response

Alert Stage*		San Mateo County Health Department Overview of Selected County Activities
GREEN	Little or No Human Transmission	<ul style="list-style-type: none"> • Review and update existing plans and procedures • Ensure essential services are identified • Ensure essential supplies necessary to provide essential services are available (stockpile) * • Identify how essential services will be delivered with when there are shortages of key personnel and essential supplies • Monitor status worldwide • Monitor status locally • Establish 24/7 capability • Assist other agencies and organizations in preparedness activities • Develop communication mechanisms with partners • Regularly update partners about situation • Assist general public to become self-sufficient • Establish close working relationships with SFO and neighboring counties • Train staff on SEMS and their role in an emergency • Evaluate and test equipment that will be needed during a Pandemic • Develop staffing patterns during a Pandemic • Design and exercise drills
YELLOW	Limited to Moderate Human Transmission	<ul style="list-style-type: none"> • Cooperate with PHD instructions • Implement phase yellow actions as needed to continue essential operations • Prepare to perform essential services only • Increase use of telecommuting and social distancing strategies • Deploy PPE (masks) to assigned personnel • Ensure staff understand self-protection strategies • Communicate change in status to all partners • Implement phased public health legal strategies- Individually based isolation/quarantine orders, selected school and business closures, limitation of public gatherings • Encourage use of surgical masks, basic respiratory hygiene strategies, and social distancing • Increase surveillance at SFO

RED	Extensive Human Transmission	<ul style="list-style-type: none"> • Perform essential services only • Maximize telecommuting option • Deploy PPE to assigned personnel • Ensure staff understand self-protection strategies • Increase use of telecommuting and social distancing strategies
BLACK	Uncontrolled & Uncontrollable Human Transmission	<ul style="list-style-type: none"> • Perform essential services, if possible • Follow PHD guidance • Maximize telecommuting option • Ensure staff understand self-protection strategies • Minimal, if any, government service • People are, for the most part, on their own and should not expect any outside assistance • Only austere medical care is rendered

* Material resources required to carry out local operations could be limited at any stage due to international and national production shortages and disruptions in distribution systems (e.g. truck, train, aircraft).

4.2 Role of the Town of Colma

During an influenza pandemic, the Town of Colma will be responsible for maintaining essential community services in line with its mission and supporting the public health response. The Town will activate its EOC when a unified internal response is necessary. The Town will maintain communications with the San Mateo County Health Department and will implement recommended procedures that promote the health and safety of employees and San Mateo County's residents and visitors. Table 2 details possible activities that the Town of Colma can implement throughout the influenza pandemic alert stages.

Table 2. Town of Colma Pandemic Response

Alert Stage	San Mateo County Overview of Town of Colma Activities
Green	<ul style="list-style-type: none"> • Review and update existing plans and procedures • Ensure essential services and operations are identified • Ensure essential supplies necessary to provide essential services are available (stockpile) • Identify how essential services will be delivered when there are shortages of key personnel and essential supplies • Monitor status locally • Participate in Avian/Novel Coronavirus (COVID-19) Planning Team Meetings • Report / coordinate through Section Leader as assigned in EOP • Establish necessary policies • Finalize Novel Coronavirus (COVID-19) Municipal Continuity Plan • Inform and train employees
Yellow	<ul style="list-style-type: none"> • Follow Health Department's guidance • Manage essential operations • Provide regular information updates to staff, partners, and suppliers • Activate infection control measures • Track employees who report being ill • Prepare to perform essential services only • Increase use of telecommuting and social distancing strategies • Deploy PPE (masks) to assigned personnel • Communicate change in status to all staff and partners • Implement phased public health legal strategies- Individually based isolation/quarantine orders, selected school and business closures, limitation of public gatherings • Encourage use of surgical masks, basic respiratory hygiene strategies, and social distancing
Red	<ul style="list-style-type: none"> • Follow Health Department's guidance • Perform essential services only • Maximize telecommuting option

Black

- Follow Health Department's guidance
- Perform essential services only
- Maximize telecommuting option
- Ensure staff understand self-protection strategies
- Minimal, if any, government service will be available
- People are, for the most part, on their own and should not expect any outside assistance
- Only austere medical care will be available

5. PLANNING ASSUMPTIONS

The following planning assumptions were used in the development of the Novel Coronavirus (COVID-19) Continuity of Operations Plan:

- Duration - The pandemic may last anywhere from 9 to 24 months. It will occur as 3 separate waves (or cycles) lasting from 6-18 weeks each. Mortality and morbidity will be highest in the first wave.
- Arrival of the Outbreak - The pandemic will arrive with less than six weeks notice.
- Personnel - Employee absenteeism rate will be approximately 40-50%; employees will either be directly ill or taking care of family members that are ill or fearful of coming to work.
- Community Issues - Public gatherings or congregate settings will be cancelled/closed. Restaurants, malls, theaters and other events are likely to be closed.
- Family Issues - Schools and childcare settings are likely to be non-operational.
- Inventory/Raw Materials/Supply - Deliveries will be disrupted; transported material will be delayed or unavailable. Assume no re-supply for 6-8 weeks. Stockpiles of essential items need to be developed.
- Contractors/Vendors/Consultants - Critical functions carried out by contractors, vendors or consultants cannot be guaranteed.
- Medical treatment/prophylaxis
 - Vaccine - Not available for at least six months; when available, supply will be short. There will be a priority set of individuals who receive vaccine.
 - Anti-viral - Very expensive and in short supply; no guarantee that they will be effective against the new strain.
 - Medical care - All levels of medical care, including critical care, may be rationed.
- Travel - All modes of transportation may be limited.
- Civil Society - Infrastructure will be stressed but remain functional at a low level.
- Surveillance - The Health Department will regularly communicate to partners as to the level of transmission locally.

6. AUTHORITY & PROTOCOLS

6.1 Novel Coronavirus (COVID-19) Planning Team

Role	Name	E-mail	Phone #	Emergency #
Continuity of Operations Plan Coordinator	Brian Dossey Kirk Stratton Pak Lin	Brian.Dossey@colma.ca.gov Kirk.Stratton@colma.ca.gov Pak.Lin@colma.ca.gov	650-997-8318 650-997-8344 650-997-8309	650-745-6915 cell 650-515-1534 cell 650-608-0199 cell
Information Coordinator	Brian Dossey Kirk Stratton	Brian.Dossey@colma.ca.gov Kirk.Stratton@colma.ca.gov	650-997-8318 650-997-8344	650-745-6915 cell 650-515-1534 cell
Technical Processes	Stepford	support@stepford.com	650-598-9990	
Human Resources	Letty Juárez	Letty.Juarez@colma.ca.gov	650-997-8306	650-224-6212 cell
- Financial Information	Pal Lin	Pak.Lin@colma.ca.gov	650-997-8309	650-608-0199 cell
- Legal Responsibilities	Christopher Diaz	Christopher.Diaz@bbklaw.com	925-977-3300	310-422-3523 cell
Data Security	Stepford	support@stepford.com	650-598-9990	
cell Building Security	Duty Sergeant		650-997-8321	
Health and Safety Officer	Letty Juárez	Letty.Juarez@colma.ca.gov	650-997-8306	650-224-6212 cell
Field Coordinator	Louis Gotelli,	Phil.scramaglia@colma.ca.gov	650-642-4117	
Representative on San Mateo County Pandemic Flu Planning Team	Brian Dossey Pak Lin	Brian.Dossey@colma.ca.gov Pak.Lin@colma.ca.gov	650-997-8318 650-997-8309	650-745-6915 cell 650-608-0199 cell

6.2 Internal Authority. The authorities and succession for activating and terminating the response plan, leadership succession, altering operations, communicating with internal and external groups and other planning, response, and recovery activities is as follows.

- | | | |
|----|-----------------------------------|---------------------|
| 1. | City Manager: | Brian Dossey |
| 2. | Police Chief: | Kirk Stratton |
| 3. | Administrative Services Director: | Pak Lin |
| 4. | Recreation Manager | Liz Tapia |
| 5. | Human Resources Manager: | Letty Juárez |
| 6. | Duty Sergeant: | Rotating assignment |

If a designated individual is unavailable, authority will pass to the next individual on the list.
“Unavailable” is defined as:

- The designated person is incapable of carrying out the assigned duties by reason of death, disability or distance from/response time to the operations facility.
- The designated person is unable to be contacted within **30 minutes**.
- The designated person has already been assigned to other emergency activities.
- The designated individual retains all assigned obligations, duties, and responsibilities until officially relieved by an individual higher on the list of succession.

6.3 Delegation of Authority. Town of Colma staff identified in the leadership succession are aware of their responsibilities and are appropriately authorized to execute functions assigned to them, explicit emergency authority has been pre-delegated. In the event of a disaster or emergency, and the City Manager is unavailable (as defined above), alternate personnel are authorized to perform the following functions:

- All operational tasks normally performed by the City Manager.
- Expenditure approval consistent with established Town procedures.
- Personnel task and work assignments.
- Policy level authority and decision making.

6.4 Procedures. Triggers and procedures for activating and terminating the response plan, altering operations and other planning, response and recovery activities are as follows.

Activation Procedures

Trigger	Procedure	Date Initiated	Time Initiated	Designated Authority
San Mateo County Health Dept. issues a Pandemic Flu Alert - Green	Refer to Town of Colma Management Response Table			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues a statement of transition from stage Green to Yellow	Refer to Town of Colma Management Response Table – Stage Yellow			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues a statement of transition from stage Yellow to Red	Refer to Town of Colma Management Response Table – Stage Red			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues a statement of transition from stage Red to Black	Refer to Town of Colma Management Response Table – Stage Black			City Manager or designee in cooperation with the County Health Services Agency

Terminating Procedures

Trigger	Procedure	Date Initiated	Time Initiated	Designated Authority
San Mateo County Health Dept. issues a statement of transition from stage Black to Red	Refer to Town of Colma Management Response Table – Stage Red			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues a statement of transition from stage Red to Yellow	Refer to Town of Colma Management Response Table – Stage Yellow			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues a statement of transition from stage Yellow to Green	Refer to Town of Colma Management Response Table – Stage Green			City Manager or designee in cooperation with the County Health Services Agency
San Mateo County Health Dept. issues the termination of the Pandemic Flu Alert - Green	Refer to Town of Colma Management Response Table			City Manager or designee in cooperation with the County Health Services Agency

Other Planning, Response or Recovery Procedures (To be filled out in the event of a pandemic)

Trigger	Procedure	Date Initiated	Time Initiated	Designated Authority

6.5 Communicate with Health Department. Communications and means of communication will be tracked on ATTACHMENT A.

7. OPERATIONS ASSESSMENT

7.1 Essential Services. The Town has purchased and distributed disaster response kits to each Town facility that contain adequate water, food and sanitation supplies for employees assigned to that facility for a period of three days. In addition, the Town has stockpiled personal disaster kits including water to distribute to each household within the community, should the need arise.

7.2 Essential Operations. The Town has assessed its critical operations and identified behavioral changes that may occur during a pandemic and has identified services that can be accessed remotely. The information below details the Town of Colma's: 1) routine operations; 2) essential operations; 3) services that may be in high and low demand; and 4) regulatory requirements.

The operations carried out by the Town of Colma on a routine basis include:

Unit	Operation
City Manager's Office	Administration, Finance, Human Resources
City Attorney	Legal advice and services
Police	Administration, Patrol, Dispatch, Detective Bureau
Public Works	Maintenance of Town streets and facilities
Engineering/Building	CIP project management, building permit processing
Planning	Development project review (includes projects that may or may not involve construction), land use policy & regulatory analysis, code enforcement
Recreation Services	Recreation programs at Sterling Park and the Colma Community Center

The following operations are deemed essential for the Town of Colma to maintain mission-critical operations and services at 20%, 35%, and 50% absenteeism:

Unit	Operation	Absenteeism		
		20%	35%	50%
Finance	Payroll	X	X	X
	Financial transfers	X	X	X
	Accounts payable/purchasing	X	X	X
	Accounts receivable	X	X	X
	Cost accounting/record keeping	X	X	X
	Claims	X	X	X

Unit	Operation	Absenteeism		
		20%	35%	50%
Police	Patrol	X	X	X
	Dispatch	X		
	Records Processing	X		

Unit	Operation	Absenteeism		
		20%	35%	50%
Public Works	Accident assistance to PD	X	X	X
	Respond to hazardous infrastructure issues that develop	X	X	X
	Trash removal from parks	X	X	X

Unit	Operation	20%	35%	50%
Public Information	External communication - residents, businesses, press	X	X	X

The following operations can be suspended temporarily without causing immediate or irreparable damage to the Town of Colma:

Unit	Operation	Can be suspended for the time period:
Recreation	Programs and services	1-2 years
Planning	Land use policy & reg analysis Code enforcement (except life & safety) Development Project Review - Limited suspension due to deadlines mandated by CA Environmental Quality Act and Permit Streamlining Act	1 year 3 mos. 25 days
Engineering and Building	Engineering: Development Plan Review, Capital Improvement Projects, and Grading and Encroachment Permit Processing. Building: Building Plan Review and Inspections. Building Permit Processing.	2 years
Human Resources	Recruitments, benefits administration, classification and compensation	1-2 years
Administration	Town Hall reception, newsletter production, general clerical duties	1-2 years

7.3 Reassignment. The Town has identified staff that may be reassigned to other Town departments in the event of a pandemic and provided training opportunities.

Essential Job Function	Person responsible	Reassignment to – List other city agency or department	Person cross-trained
Recreation Services Manager – Manage recreation programs, staff, facilities, budget, equipment, and day to day operations of department	Liz Tapia	Administration and/or Public Works	

Recreation Coordinators – Coordinates and leads all youth & teen programs and events. Maintains Sterling Park Recreation Center and surrounding park. Oversees day-to-day operations at Sterling Park.	Angelica Abellana & Dinora Navarro	Administration and/or Public Works	
Senior Recreation Leaders – Supports Recreation Services Director and Recreation Coordinator.	Daisy Esquivias Raphael Garcia Gabriel Gonzalez Christina Huertas Jovana Toscano	Administration	
Facility Attendants – Responsible for managing facilities when Recreation Director and Recreation Coordinator are not on-site. Oversee events and classes at night and on weekends. Responsible for answering phones, working with the public and registering participants for programs. Responsible for light cleaning and maintenance.	Jennifer Arcaina Jose Ascencio Annalisa Augustine Adanna Bellot Sofia Cartagena Theodore Cook Jr. Aristotle Deleon Lucas Montalvo Edward Sanchez	Administration and/or Public Works	
Recreation Leaders – Responsible for leading activities and games for children during after school program and day camp. Responsible for answering phones, working with the public and registering participants for programs.	Mariah Esquivel Aidan Gonzalez Alan Gonzalez Elaina Gonzalez Vincent Martin Andrea Ortega Rebecca Walton	Administration and/or Public Works	
Trash Removal – Removal of trash from all Town facilities	Louis Gotelli,	Vicente Gonzalez, Ryan Rodriguez	Recreation Department
Road Maintenance – Removal of road obstructions and hazards to the roadways	Louis Gotelli,	Vicente Gonzalez, Ryan Rodriguez	Recreation Department
Building Maintenance	Louis Gotelli,	Vicente Gonzalez, Ryan Rodriguez	Recreation Department
Landscape Issues	Louis Gotelli,	Vicente Gonzalez, Ryan Rodriguez	
Streets and Sidewalks	Louis Gotelli,	Vicente Gonzalez, Ryan Rodriguez	Recreation Department
City Planner - Development Project Review - Code Enforcement - Dept. Management and Supervision - Admin. Permit Approval Authority - Policy Guidance	Michael Laughlin (Colma Contractor)	- Admin or Public Works (other Depts)	
Associate Planner - Development Project Review - Code Enforcement	Jonathan Kwan Brandon DeLucas	- Planning Tech (within Dept) - Admin or Public Works (other Depts)	
Planning Tech/Admin - Minor Development Project Review, support Planners, City Planner (answer phones, process mail, perform required public notice)	Suzanne Giesen Abigail Dometita	- Admin or Public Works (other Depts)	
Police Dispatch Duties	Colma Dispatch	SSF Dispatch	
Police Dispatch Schedule	Supervisor Amanda Velasquez		Beverly Young

Police Department Administration	Chief Stratton		Commander Lum
Police Range Training	Sergeant Wollman		Officer ??????
Police Patrol Schedule	Sergeant Marchetti		Duty Sergeant
Police Department Training	Sergeant Wollman		Rea Gogan
Police Vehicle Maintenance		Outside Vendor/Ford	

7.4 Critical inputs. The Town has identified critical inputs (e.g. raw materials, suppliers, sub-contractor services/products, and logistics) required to maintain agency operations and review existing inventory.

PRODUCT/SERVICE VENDOR

Company name: Clean Source
Address: 650 Brennan Street, San Jose, 95131
Telephone: 408-324-3258
Fax: 408-954-9595
E-mail: _____
Primary contact name: Pete Farrugia
Materials provided: Janitorial cleaning supplies
Frequency of delivery: Once a quarter

If this company is unable to provide materials/services they can be obtained from the following organization(s):

Company name: Easterday Janitorial Supply
Address: 211 South Hill Drive, Brisbane, 94005
Telephone: 415-657-2100
Fax: 415-657-2110

Company name: Staples
Address: Web-based
Telephone: 877-826-7755
Fax: 877-609-7770
E-mail: _____
Materials provided: Paper, writing supplies, files, other routine supplies
Frequency of delivery: Varies as needed
Notes: acct #0001509504

If this company is unable to provide materials/services they can be obtained from the following organization(s):

Company name: Office Depot
Address: 307 Gellert Blvd., Daly City; or www.officedepot.com
Telephone: 650-755-2624

Company name: CNET Systems
Address: 589 Tudor Road, San Leandro
Telephone: 510-868-0300
Fax: 510-315-3118
E-mail: mcleveland@cnet-systems.net
Primary contact name: Mack Cleveland
Alternate contact: N/A
Account/contract: Contracted by LSA Associates, Inc.
Materials provided: Network and computer maintenance
Frequency of delivery: Varies as needed, typically 1-2 visits per month

If this company is unable to provide materials/services they can be obtained from the following organization(s):

Company name: Stepford
Address: 751 Laurel Street, Suite 343, San Carlos
Telephone: 650-598-9990
Fax: 650-598-0179
E-mail: techsupport@stepford.com

Company name: Ikon Office Solutions
Address: 2290 N. First Street, Ste. 100, San Jose, 95131
Telephone: 888-456-6457
E-mail: _____
Primary contact name: Robert Weinstein
Materials provided: Service and toner
Notes: Equipment ID# D2X5U

If this company is unable to provide materials/services they can be obtained from the following organization(s):

Company name: Cannon Business Solutions
Address: 44 Montgomery Street, Ste. 730, San Francisco, 94104
Telephone: 800-627-2679

7.5 Security needs. The Town Police Department will provide security to safeguard personnel, supplies or buildings during a pandemic.

7.6 Financial process. The Town's suppliers have agreed to expedite purchases that may be necessary and unforeseen during each stage of a pandemic and will invoice the Town, as necessary. Purchases will be tracked on Attachment B.

7.7 Training. Employees have been trained on how they will carry out the continuity plan and cross-trained so that they can fill essential job functions, if needed.

Essential Job Function	Person responsible	Person cross-trained	Date 'Just In Time' or refresher training held
Building Maintenance and Trash Removal	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	
Road Maintenance	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	
Streets & Sidewalks	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	
Flooding	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	
Sewer Containment	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	
Roadway Safety Issues	Louis Gotelli,	Maintenance Technicians Engineering Recreation Department	

Development Project Review	Catherine Barber Dah-Win Sheu Mignone Wood	Suzanne Giesen	
Code Enforcement	Catherine Barber Dah-Win Sheu Mignone Wood	Suzanne Giesen	

Police Dispatch Duties	Colma Dispatch	Transfer to SSF Dispatch	On-going
Police Dispatch Schedule	Supervisor Velasquez	Beverly Young	On-going
Police Department Administration	Chief Stratton	Senior Sergeant	On-going
Police Range Training	Sergeant [REDACTED]	Officer Sperisen	On-going
Police Patrol Schedule	Sergeant Pfotenhauer	Duty Sergeant	On-going
Police Department Training	Sergeant Stratton	Rea Gogan	On-going

7.8 Disaster service worker obligations. Disaster service workers have been notified of their obligation to report to work during an emergency including a pandemic. Employees have been encouraged to develop a personal/family disaster plan to ensure that home and family obligations are attended to and do not require their presence.

8. PANDEMIC PERSONNEL POLICIES

8.1 Employee Leave

If an employee or eligible family member¹ becomes ill the Personnel leave policies will apply. Implementation of the following policies is subject to modifications by the City Manager should emergency circumstances warrant necessary changes.

Sick Leave

Most employees who become ill will use their accrued sick leave for their own illness or to care for a family member who is ill or receiving medical treatment². Also, sick leave may be used if health authorities or a health care provider determines exposure to a Novel Coronavirus (COVID-19) virus jeopardizes the health of others by an employee's presence on the job, even if not currently ill.

Personal Leave

Employees who have exhausted their accrued sick leave for their own illness or who have used the maximum leave allowed to care for a family member who is ill or receiving medical treatment will use accrued vacation, compensatory, floating and/or management leave to continue pay during pandemic related leave.

Unpaid Leave

If an employee requires additional time away from work and has exhausted all accrued leave, the City Manager may authorize leave without pay on a case by case basis.

8.2 Flexible Work Arrangements

Novel Coronavirus (COVID-19) may cause an employee to be unable to work from his/her usual workplace, or an employee may have obligations outside the usual workplace because of a pandemic which might prevent him/her from going to work. This could be for any number of reasons. It could be that the employee or close family members are ill or contagious or a decision may be made to reduce the potential for contact by recommending employees either recently sick, or in contact with those who were, remain home.

¹ Spouse, registered domestic partner, biological, foster or adopted child, a stepchild, legal ward, child of a registered domestic partner, grandchild, or child of a person standing in the place of a parent or biological, foster or adoptive parent, stepparent, grandparent, parent-in-law, sibling, or legal guardian.

² 1,040 hours worth of accrued and available sick leave in a calendar year.

In the event of a pandemic, the following alternative work arrangements may be necessary to implement. These alternative work arrangements are designed to assist employees in balancing work and family responsibilities.

Flexible Work Schedule

During a pandemic, an employee may request or be required to work a Flexible Work Schedule to meet work requirements while recovering from the flu or caring for a sick family member.

Telecommuting

Telecommuting allows employees to work either from home or from another location convenient to their home a few times per week or per month, as appropriate. Telecommuting may be implemented for social distancing purposes, to allow an employee to work part-time from home while recovering from the flu or when an alternative care provider is available to care for a sick family member.

Telecommuting requires coordination with work systems and needs to meet safe worksite practices. A special agreement may be required to initiate telecommuting.

8.3 Health Care

During a pandemic flu epidemic, employee existing benefits will continue regardless of the severity of the crisis. Be aware that due to the pandemic, access to care may be impacted due to the severity and number of cases that will occur.

Names, telephone numbers and web links for the CalPERS health plans are listed below.

Plan Name	Telephone Number	Website
Blue Shield of California (HMO)	(800) 334-5847	www.blueshieldca.com/calpers
Kaiser Permanente (HMO)	(800) 464-4000	www.kaiserpermanente.org
PERS Select, PERS Choice and PERS Care (Administered by Anthem Blue Cross) (PPO)	(877) 737-7776	www.anthem.com/ca/calpers

Your employee assistance program will also continue to be available to you and your dependents.

Plan Name	Telephone Number	Website
Assist U	(650) 259-1904	

8.4 Travel

During a pandemic, travel may be limited to confine the spread of the flu. If such travel advisories go into effect, non-essential travel to meetings, conferences, trainings, etc. may be cancelled. Staff may also encounter local difficulties in getting to work. In order to try and

facilitate attendance where at all possible in these situations, certain measures, such as car sharing or the flexible work arrangements mentioned above may be implemented.

8.5 Management of sick employees/restrict workplace entry of people with Influenza Symptoms

During an influenza pandemic infected individuals will be asked to remain home. During Stages Red and Black, the Town will:

1. Notify employees they should not come to work if they are unwell, particularly if they are exhibiting any influenza symptoms.
2. Post notices at all workplace/facility entry points advising staff and visitors not to enter if they have influenza symptoms.
3. Ensure that ill employees have completed the required isolation period (guidance to be provided by the San Mateo County Health Department) and are healthy and no longer infectious before allowing them to return to work. Staff who have recovered from the Novel Coronavirus (COVID-19) are less likely to be re-infected and will be encouraged to return to work.

Employee Responsibility:

If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they are to contact their supervisor.

Supervisor Responsibility:

1. Speak with the individual by phone.
2. Determine if the employee has any influenza symptoms. (The San Mateo Health Department can provide a list of symptoms).
 - If the employee does not have any symptoms, they are unlikely to have influenza and should see their doctor, if they are still concerned.
 - If the employee has influenza symptoms, they should be treated as a “suspect influenza case.”
3. If the employee is at work provide them with a surgical mask and instruct them to put the mask on immediately.
 - Instruct employee to leave work. If possible, avoid public transportation. If public transportation is unavoidable, instruct the employee to keep the mask on and cough or sneeze into a tissue while traveling.
4. Advise the employee to contact a health professional. This may involve phoning the person’s normal doctor or a specially designated center to seek advice.
5. Advise the employee on how long to stay away from work (San Mateo County Health Department website www.smhealth.org will post isolation guidance).
6. Have the employee’s work station cleaned and disinfected using detergent and water and physical scrubbing. The person conducting the cleaning should follow the cleaning agent’s manufacturer recommendations and wear a mask and gloves. Disposable items should be safely discarded when cleaning is completed. See Attachment C.
7. The San Mateo Health Department may ask employers to 1) identify contacts (once an employee is suspected to be infected); 2) advise contacts that they have been in contact with a person suspected of having influenza; and/or 3) ask contacts to go home, and stay home until advised otherwise.
8. Advise City Manager and human resources of employee’s absence.

9. Check on the employee during his/her absence from work.
10. Encourage employees to return to work once they have recovered.
11. Complete Attachment D. Management of Ill Employee

9 PRODUCT AND SERVICE VENDORS

9.1 Stockpile critical supplies. Essential supplies have been identified and the Town has amassed sufficient stockpiles to keep essential services functioning for 7 days or

Product/Service	Purpose	Quantity	Usage (daily- monthly)	Required for Essential Services?	Vendor Name	Frequency of Delivery	Existing Inventory	Quantity Required for 7 day stockpile
Dust masks	Hygiene		Daily	Yes	Clean Source	Quarterly		3 cases
Surgical gloves	Hygiene		Daily	Yes	Clean Source	Quarterly		4 boxes – 25 pairs/box
Kleenex	Hygiene		Daily	Yes	Clean Source	Quarterly		10 boxes
Tyvek Suits	Safety		Daily	Yes	Clean Source	Quarterly		1 case – 25 sets
Hand Sanitizer	Hygiene		Daily	Yes	Clean Source			
Routine office supplies (paper, writing mats, etc.)	Perform basic office functions	Varies	Daily	Yes	Staples	Varies	Varies by item	Varies by item
Toner - Xerox	Toner for printer-fax- copier	1	Daily	Yes	Xerox	Quarterly	2	1
Toner - HP	Toner for printer	1	Daily	Yes	Zones	Quarterly	1	1
Network/Computer Maintenance	Maintain computers	N/A	1 - 2 visits per month	Yes	CNET Systems & Stepford	N/A	N/A	N/A
Personal Vehicles	Transportation	1 p.p.	Daily	Yes	N/A	N/A	1 p.p.	1 -2 total

more.

10. COMMUNICATION

10.1 Information dissemination system. Throughout all pandemic stages, the Town of Colma will provide accurate and up-to-date information to key audiences. The City Manager and Chief of Police will be responsible for creating and/or coordinating the development of content and dissemination of communication to employees, clients, the general public, suppliers and service vendors, and partners. Urgent communications as well as less timely information (e.g. work schedules) will be relayed via telephone, e-mail and Town website.

The Town has procured cell phones, satellite phones and lap tops and all management employees can access the Town's information system remotely. Some line staff employees can access their Town e-mail remotely. The general public will be kept up to date about planning efforts and ongoing activities as required. Information will be disseminated via the website, press releases, rapid notify system (automated telephone calling system) and brochures.

All information disseminated will be entered on a log. (See Attachment E. Communication with the Public and Attachment F. Communication with Local Organizations).

10.2 Communication systems. The Town has established teleconferencing abilities and a plan for telecommuting, facsimile services and has distributed satellite telephones to key personnel. Communication systems are operational and are tested regularly.

10.3 Ongoing communication plan.

Mode of Dissemination	Audience				Good for urgent communication	Strength/Weaknesses
	Employees	Partners	Clients/ Public	Vendors		
Telephone System						
Internal Agency Emergency Information Line	✓				Yes	A voice message can be pre-recorded and updated off site. Access to the voice message can be controlled by using a PIN provided to all employees. (Good for relaying instructions on reporting to work.)
External Information Line	✓	✓	✓	✓	Yes	
Mass Voice Mail Message	✓				Maybe	Some employees may not have a designated work phone with voice mail.
Call center/phone bank	✓	✓	✓	✓	Yes	Some individuals may prefer speaking to a live person vs. a recorded message.
Electronic						
Mass E-mail message	✓				No	Some employees may not have a designated e-mail address or be able to access e-mail at home.
Website Posting	✓	✓	✓	✓	Maybe	Not all people will have access to a computer.
Hard Copy						
Mailing	✓	✓	✓	✓	No	Delivery may take a few days. May be costly.
Interoffice Mail	✓					Not all employees will have a mail box for receiving interoffice mail.
Mass Faxes		✓		✓	Yes	Database with fax numbers and mass fax system required.
Notice Board Posting	✓		✓		Maybe	
Pay check mailing	✓				No	All employees will receive information.
In Person						
Meeting/Presentation	✓	✓	✓	✓	Maybe	During some stages it may not be advisable to hold gatherings.
Media- TV, Radio, Newspapers						
Press release	✓	✓	✓	✓	Yes	
Press conference	✓	✓	✓	✓	Yes	

10.4 Communication for Green/Yellow stages. Town has begun to and will continue to communicate to employees 1) general avian/Novel Coronavirus (COVID-19) information; 2) disaster service worker obligations; 3) components of the Town's Novel Coronavirus (COVID-19) plan; 4) how to develop a personal/family emergency plan; and 5)

infection control steps taken to protect the health and safety of employees should a pandemic occur .

11. INFECTION CONTROL & PREVENTION

11.1 Hand hygiene and respiratory etiquette. Employees have been provided with information detailing strategies for stopping the spread of disease (e.g. hand hygiene, respiratory etiquette).

11.2 Social distancing. After due consideration, non-essential meetings will be cancelled. Essential meetings will occur via telephone, so participants will not be physically together in the same room.

11.3 Personal protective equipment (PPE). Personal protective equipment needs (e.g. hand-hygiene products, masks) have been procured and stockpiled.

11.4 Client information dissemination plan. The Town has procured cell phones, satellite phones and lap tops and all management employees can access the Town's information system remotely. Some line staff employees can access their Town e-mail remotely. The general public will be kept up to date about planning efforts and ongoing activities as required. Information will be disseminated via the website, press releases, rapid notify system (automated telephone calling system) and brochures. The City Manager and Chief of Police are responsible for developing and finalizing communications and authorizing dissemination.

12. ACTIVATION AND COMMAND

12.1 Activate Response for Stage Red & Black. Alert the management team and staff of change in pandemic status and activation of the Novel Coronavirus (COVID-19) Continuity of Operations Plan. Re-familiarize leaders and alternates of their duties.

12.2 Unified command. Regularly evaluate the need for setting up the Town's Emergency Operations Center and make contact with the San Mateo County Emergency Operations Center (EOC).

12.3 Internal briefings. The City Manager will disseminate regular briefings to the management team.

12.4 External briefings. The City Manager and Chief of Police will coordinate with other city and county agencies to attend and/or receive important briefings.

12.5 Review continuity plan. The Pandemic Flu Planning Team will regularly review and update the pandemic continuity of operations protocol and procedures to ensure that new issues are addressed.

13. OPERATIONS

13.1 Assess operations. Assess:

- 1) the ability to provide regular services with available human and material resources;
- 2) increases and decreases in demand of existing services; and
- 3) the need for new or alternative services.

13.2 Reallocate resources. Reallocate resources as needed to provide services that are essential, in high demand, and/or are new or alternative.

13.3 Essential operations. Suspend non-essential operations as human resources become limited and/or material resources (e.g. gasoline) must be rationed.

14. PLAN ACTIVATION

The San Mateo County Health Department will alert city agencies of the emergence of a Novel Coronavirus (COVID-19) strain internationally and locally. Updates on the spread of the virus in San Mateo County (a few local cases, clusters of cases, and widespread infection) will be made regularly.

The City Manager or their appointee or successor activates the Novel Coronavirus (COVID-19) Continuity of Operations Plan and the EOC when the first incident in San Mateo County has occurred to ensure a coordinated response. The EOC staffing level will be determined in consultation with key Town of Colma personnel and revised as needed.

ATTACHMENT A: COMMUNICATION WITH HEALTH DEPARTMENT

WHO MADE THE CONTACT	WHO RECEIVED THE CONTACT	HOW WAS THE CONTACT MADE (phone, email, etc)	DATE CONTACT MADE	TIME CONTACT MADE	ACTION TAKEN

ATTACHMENT B: FINANCIAL PROCESSES/PURCHASE TRACKING

Service/Supply Needed	Vendor	How will you pay for it (ie. vendor agreement, petty cash, emergency charge card, etc.)	Authorized By (ie. Director, Deputy Director, etc.)

ATTACHMENT C: WORKPLACE DISINFECTANTS

RECOMMENDED WORKPLACE DISINFECTANTS

Disinfectants	Recommended use	Precautions
Sodium Hypochlorite 1 part bleach to 100 parts of water, or 1:100 dilution. Usually achieved by ¼ cup bleach for 1½ gallons water.	<ul style="list-style-type: none"> Disinfection 	<ul style="list-style-type: none"> Should be used in well-ventilated areas. Utilize gloves while handling and using bleach solution. Do not mix with strong acids to avoid release of chlorine gas. Corrosive to metals and certain materials.
Alcohol (e.g. Isopropyl 70%, Ethyl Alcohol 60%)	<ul style="list-style-type: none"> Disinfection Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used. 	<ul style="list-style-type: none"> Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation. Keep away from heat sources, electrical equipment, flames, and hot surfaces. Allow it to dry completely.
EPA-Approved Product (see product container for instructions)	<ul style="list-style-type: none"> Follow directions on label 	<ul style="list-style-type: none"> Follow precautions on label.

ATTACHMENT D: MANAGEMENT OF ILL EMPLOYEES

SUSPECT INFLUENZA CASE FORM FOR MANAGEMENT OF STAFF WHO BECOME ILL AT WORK

Name:	Date:	<input type="checkbox"/> Visitor <input type="checkbox"/> Employee	Date of Birth:
Job Title:	Worksite:	Location of Isolation:	
Address:			
Telephone no: _____ (Work) _____ (Home) _____			
Symptoms noticed: <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> Fever <input type="checkbox"/> Headache <input type="checkbox"/> Dry cough <input type="checkbox"/> Cold <input type="checkbox"/> Body aches <input type="checkbox"/> Fatigue <input type="checkbox"/> Other: _____ </div> <div> Time of fever on-set: _____ Time of isolation: _____ Date expected to return to work: _____ </div> </div>			
<small>* Symptoms and isolation periods will be updated by the San Mateo County Health Department as information becomes available following the emergence of a Novel Coronavirus (COVID-19) virus strain. Check www.smhealth.org.</small>			
Where referred:			
Notes:			
Name:			
Job title:			
Telephone no.: _____ (Work) _____ (Home) _____ (Other)			

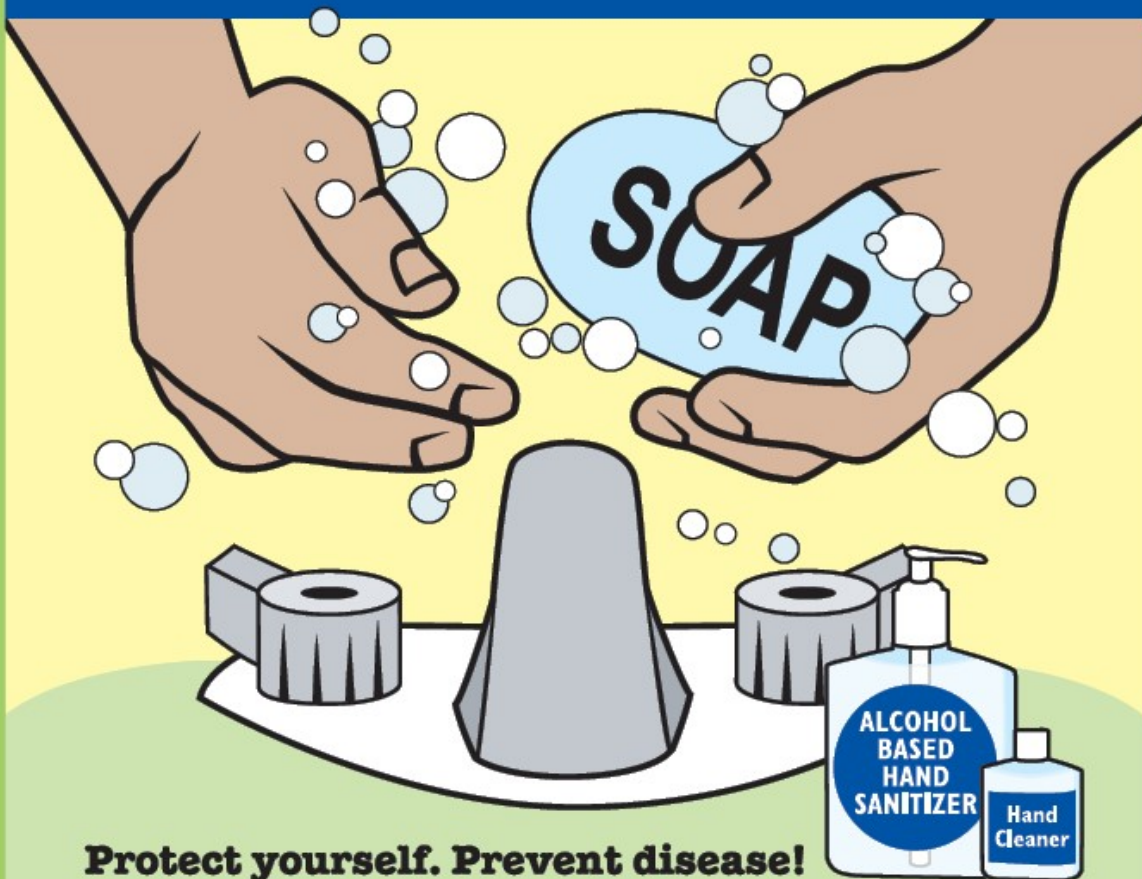
ATTACHMENT E: COMMUNICATION WITH THE PUBLIC

Who Made the Contact	Who Received the Contact	How was the contact made (phone, email, etc)	Date Contact Made	Time Contact Made	What was communicated (ie. Interrupted services, emergency sites or shelters, etc.)

ATTACHMENT F: COMMUNICATION WITH LOCAL ORGANIZATIONS

Who Made the Contact	Who Received the Contact	How was the contact made (phone, email, etc)	Date Contact Made	Time Contact Made	What was communicated (ie. Until pandemic is over, there will be weekly meetings at . . . , we will be sending the public to you for . . . ,etc.)

Wash Your Hands



Protect yourself. Prevent disease!

Lávese
las manos

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Мойте руки!

ລ້າງມືຂອງທ່ານ

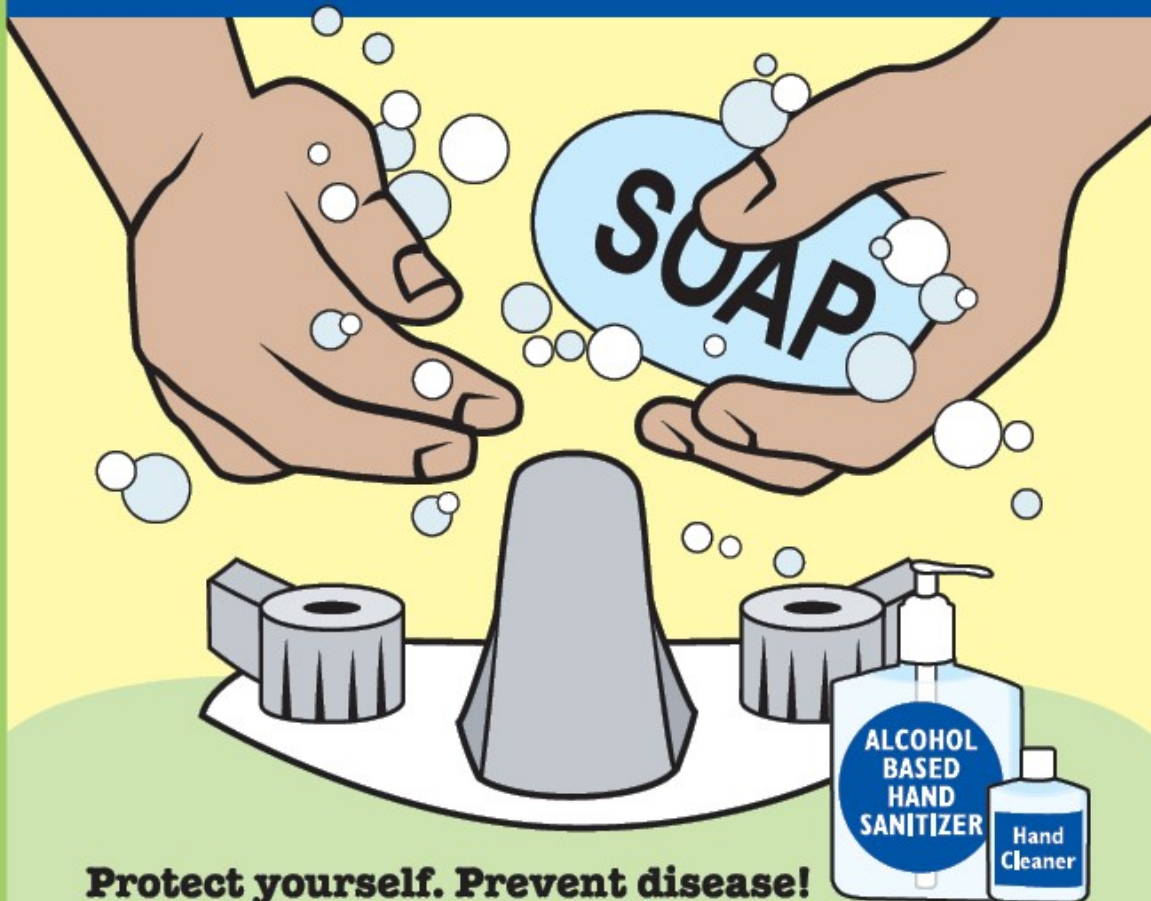
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A message from your local health officer and
the California Department of Health Services, Division of Communicable Disease Control IMM-825(11/04)

Wash Your Hands



Protect yourself. Prevent disease!

Lávese
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Hãy rửa tay

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손을 씻으십시오



A message from your local health officer and
the California Department of Health Services, Division of Communicable Disease Control IMM-819 (11/04)