

# Preparing to Reopen America's Counties

Moderated by Hon. Larry Johnson  
Commissioner  
DeKalb County, Georgia

National Association of Counties  
May 27, 2020

**Stronger Counties. Stronger America.**



# Reminders and Tips



- This webinar is being recorded and will be made available online to view later or review at [www.naco.org/webinars](http://www.naco.org/webinars).
- This webinar is also being streamed live on NACo's social media.
- The questions box and buttons are on the right side of the webinar window. Type your question into the "Questions" box at any time during the presentation, and the moderator will read the question on your behalf during the Q&A session.
- This box can collapse so that you can better view the presentation. To unhide the box, click the arrows on the top left corner of the panel.
- If you are having technical difficulties, please send us a message via the questions box on your right. Our organizer will reply to you privately and help resolve the issue.

Find NACo's Reopening  
Counties Resource Hub &  
other COVID-19 resources  
at [naco.org/coronavirus](https://naco.org/coronavirus)





Hon. Debra Lucero  
Supervisor  
Butte County, California  
[Butte Reopens Webpage](#)



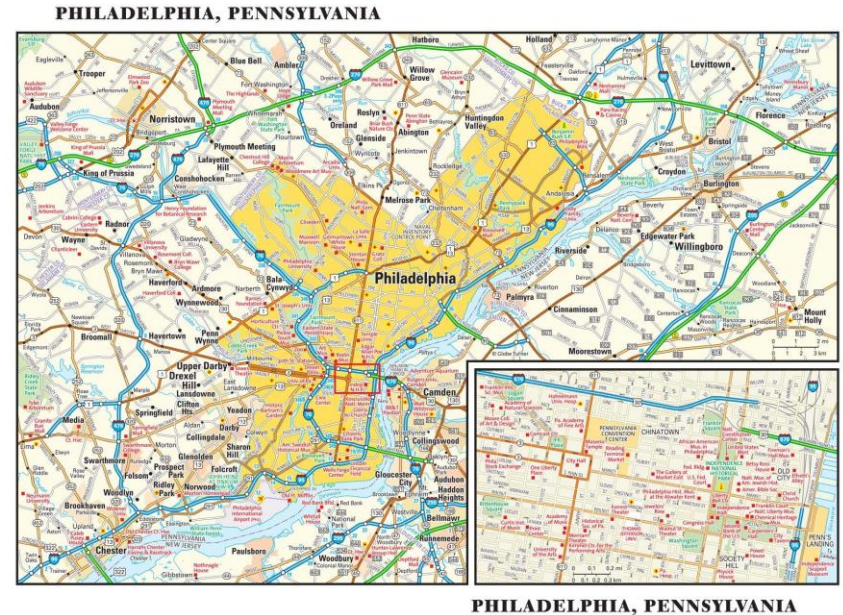
# Philadelphia

Approach to Re-opening Business and City/County  
Operations during the Covid-19 Pandemic



# Philadelphia – Quick Context

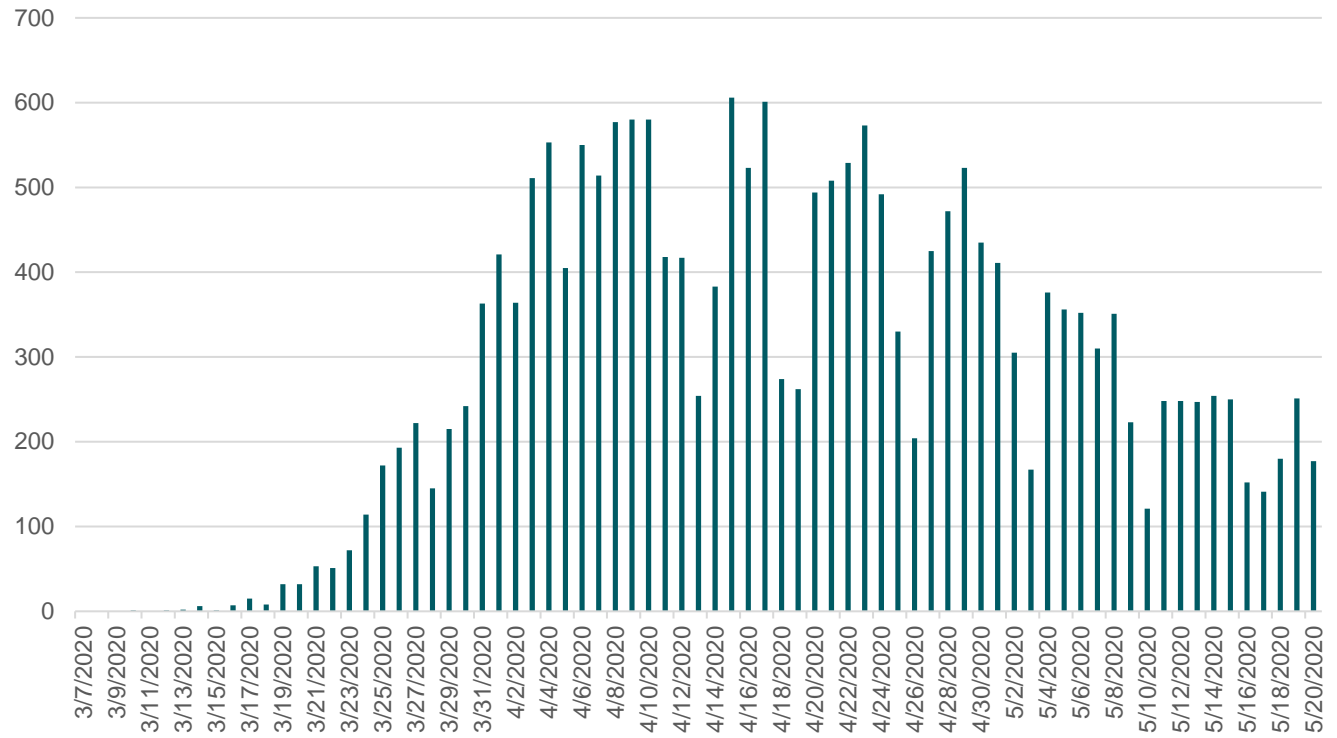
- Consolidated City/County
- 6<sup>th</sup> largest city/21<sup>st</sup> largest county
- 134 square miles
- Largest city and county in Pennsylvania
- Metro area includes Southeast PA, S Jersey, Delaware, Eastern Shore of Maryland
  - 6,096,120 (8<sup>th</sup> largest)
- Poor – 25.7 poverty rate
- Violent – 356 homicides
- Opioid Crisis – 1100+ deaths
- World class hospitals





### Confirmed Cases of COVID-19 Infection

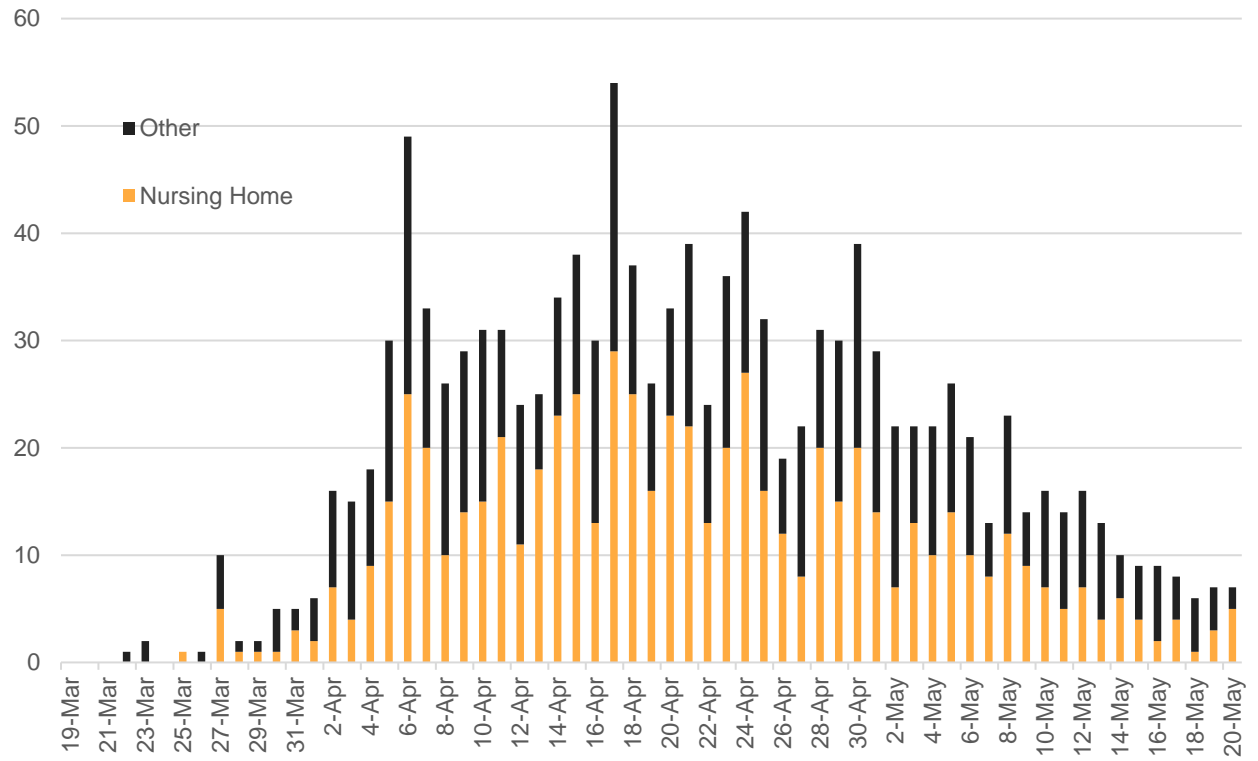
Number of Philadelphia Cases: 21,009 (5/22/20)





Total Covid-19 related deaths: 1,221 (5/22/20)

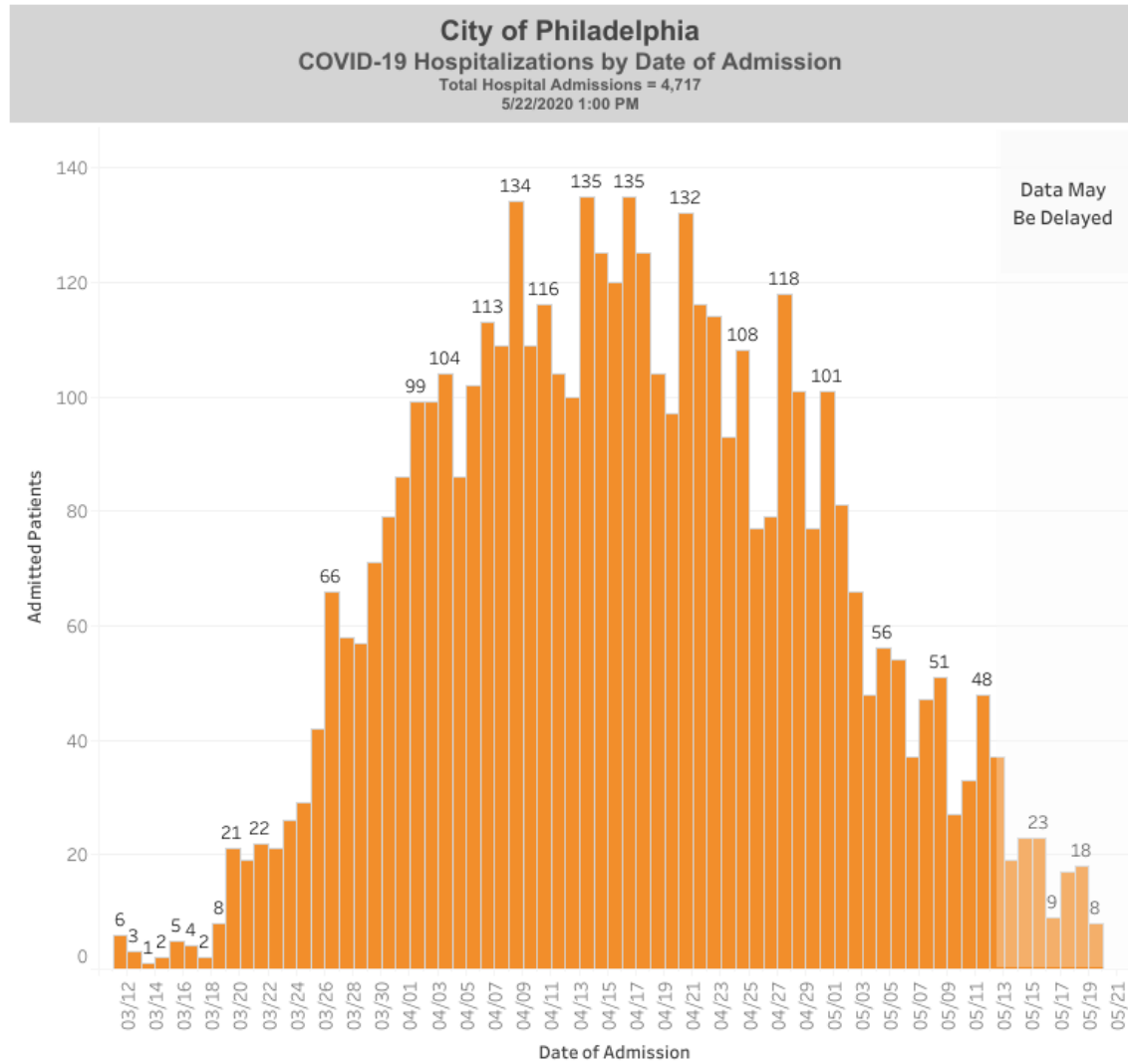
### Deaths in Philadelphia Residents from COVID-19







Current number of hospitalizations: 549 (5/22/20)





# Re-opening – A Partnership



## Core principles to re-opening

### Containment

- Case Identification
- Case Isolation
- Contact Tracing
- Contact Quarantine

### Protecting Vulnerable Populations – Congregate Care Facilities

- Personal protective equipment to staff and residents
- Restrictions on visitors and on residents leaving the facilities;
- Screening staff; testing
- Liberal sick leave policies
- Routine rapid testing and cohorting when cases of infection are identified.

### Social Distancing

- Face coverings in public
- Remote work where possible
- When your sick, stay home!
- Good hygiene
- 6 feet
- Discourage clustering of people
- Regular cleaning
- Signage



## Considerations for Tiered Reopening

- The number of people potentially or likely to be present in a setting or activity;
- The feasibility of restricting or limiting access to reduce crowd sizes;
- The frequency of face-to-face interactions conducted within 6 feet;
- The number of prolonged (> 10 minutes) face-to-face interactions;
- Whether interactions take place in a confined interior space;
- The feasibility of installing barriers to prevent transmission between persons;
- The feasibility of use of face masks in the activity; and
- The number of vulnerable (i.e. older or chronically ill) persons potentially exposed.

Stay-at-home order/Red	<ul style="list-style-type: none"> <li>• Health care</li> <li>• Pharmacies</li> <li>• Groceries</li> <li>• Restaurants (carryout and delivery only)</li> <li>• Construction and repair</li> <li>• Transportation</li> </ul>
Lower risk/Yellow	<ul style="list-style-type: none"> <li>• <b>Retail businesses (with restrictions; curbside and delivery strongly encouraged)</b></li> <li>• <b>Childcare centers</b></li> <li>• <b>Outdoor youth day camps and recreation</b></li> <li>• <b>Outdoor parks-related amenities</b></li> <li>• <b>Office-based businesses (telework whenever feasible)</b></li> <li>• Financial services</li> <li>• Automobile sales</li> <li>• Real estate activities</li> <li>• Manufacturing</li> <li>• Warehouse operations <a href="#">Link to Safe Mode guidance documents.</a></li> </ul>
Medium risk/Green	<ul style="list-style-type: none"> <li>• Small social and religious gatherings</li> <li>• Outdoor group recreational activities (adults)</li> <li>• Schools</li> <li>• Personal services such as salons, barbers, and spas</li> <li>• Gyms and indoor exercise classes</li> <li>• Museums and cultural institutions</li> <li>• Indoor shopping malls</li> <li>• Restaurants (dine-in, with limited occupancy and other restrictions)</li> </ul>
Higher risk	<ul style="list-style-type: none"> <li>• Restaurants (no occupancy limits)</li> <li>• Conventions, conferences</li> <li>• Large social and religious gatherings</li> <li>• Large events (sports, concerts, movies, entertainment)</li> <li>• Senior services (Parks &amp; Recreation facilities, adult daycares, etc.)</li> </ul>

# Metrics

Factor measured	Metric	As of May 23	Goal
Presence of virus	Confirmed case counts	200 per day	<25 per day
Reproductive rate of virus	Trend in case counts (7-day moving average)	Decreasing for 4 weeks	Decreasing for 8 weeks
Adherence to guidance	Mask use in interior public settings	NK	TBD
Effectiveness of containment	Number of test sites	47	75
	Number of tests performed	1,600 per day (3% per month)	5,000 per day
	Percent of cases* interviewed	~20%	95%
	Percent of contacts* reached and agreeing to quarantine	~30%	75%
Health care system capacity	Number of COVID-19 hospital inpatients compared to peak	47% below peak (537 patients)	>75% below peak (<250 patients)
Effectiveness of protections for vulnerable populations	Cases in nursing home residents	~10 per day	0 per day



# Containment

## Testing – Expand to 5,000 tests/day

- Public Health Centers
- Federally Qualified Health Centers
- Healthcare Systems
- Urgent Care Centers
- Labs
- Pharmacies
- RFP for harder-to-reach communities

## Contact Tracing

- Partner with Healthcare Systems, corporations and County

## Quarantine and Isolation Space

- 400 hotel rooms
- 200 congregate care beds





# Protecting Vulnerable Populations

- Universal Testing
- Improve staffing and conditions
- PA and County have provided operational guidance
  - Limit visitors
  - Allowed for LTCs to limit residents access
- Personal protective equipment
- Prepare for the worst



# Social Distancing

## Business guidelines and support – Safe Mode

- Masks
- Handwashing
- Clean
- Barriers - sneeze guards or plexiglass screens
- Isolate and distance
- Reduce crowds and capacity
- Communicate

## Social Distancing Ambassadors

- Parks and Recreation employees
- Volunteers
- Potential employment

## Public Messaging

- Social Media
- Trusted messengers
- Public service announcements
- Free digital ads (transit shelters, bike share stations)
- Information packed with free food & meals
- Arts community



*Space Pad installations at PHA Sites, May 2, 2020. Photo by Michael E. Reali.*



# County Operations

## Prioritization

- Regulatory and appeals agencies
- Revenue generation
- Vendor payments

## Spaces

- Public interactions
- Work space
- Common areas
- Emphasize remote work

## Support of other agencies

- Transit
- Schools



# Questions?

Brian Abernathy  
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*(re)turn*  
to work



# Speakers



**Joe Judge**

Executive Managing Director – Tenant Representation

Joe helps local governments with real estate strategy, site selection, and transactions



**Adam Cook**

Managing Director – Portfolio Programs

Adam leads capital planning, construction, and return-to-work programs



**Bella Schiro**

Senior Vice President – Occupancy Analysis & Planning

Bella analyzes workplace best practices and trends to improve space use for organizations



**Martine Combal**

Senior Vice President – Public Institutions

Martine creates real estate and workplace solutions for local governments

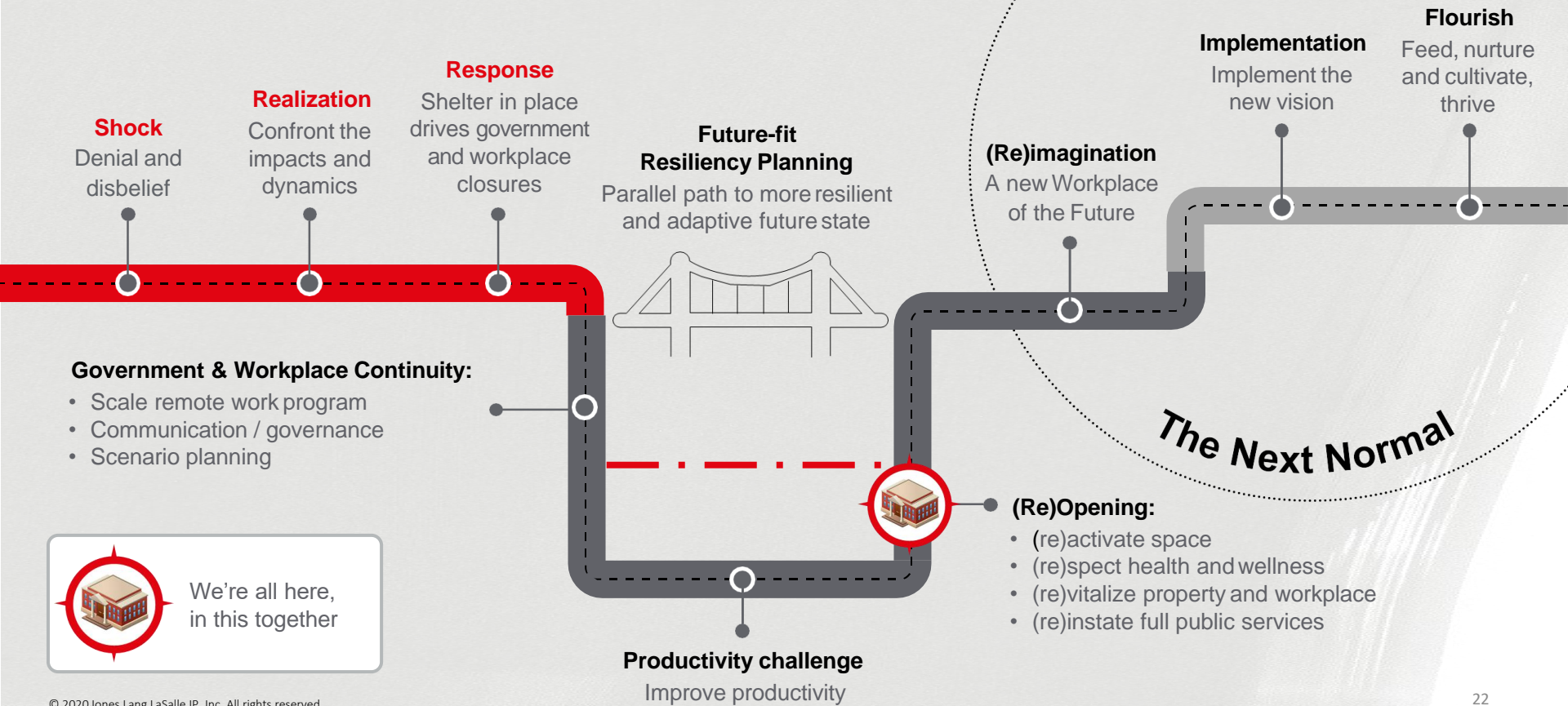


**Ken Patton**

Managing Director – Tenant Representation

Ken is the co-leader of JLL's Association and non-profit practice

# COVID-19 government experience journey



## Polling question

**WHERE ARE YOU IN THE “RETURN-TO-WORK PROCESS” IN YOUR COUNTY?**

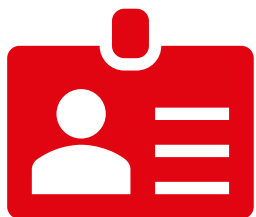
Only essential employees are currently working in county offices

We have begun to slowly bring back a small number of employees in county offices

We have largely re-opened our county offices

We have fully re-opened our county offices

# National city and county survey



**26%**

Have a Re-Opening strategy with Return-to-Work plans in place

**63%**

Have a plan in progress

**11%**

Have not begun to craft a plan



**37%**

Had a telework policy pre-COVID-19

**89%**

Believe the current telework policy is working

## Top 5 Solutions:

1. Provide PPE (83%)
2. Continued telework (77%)
3. Additional janitorial (74%)
4. Employee shifts (60%)
5. Temperature scans (51%)



**\$\$\$**

**10 – 20%**

**2020 FY Budget Shortages**



## Polling question

**HOW MANY OF YOU HAVE CONSIDERED INCORPORATING HEALTH AND WELLNESS ELEMENTS IN YOUR RETURN-TO-WORK PLANS (SUCH AS WELCOME BACK “KITS”, WORKSTYLE SUPPORT, ETC.)**

Yes, we plan  
on  
incorporating

We had not  
thought of it,  
but I like the  
concept

No. There is  
no budget to  
do so

# A holistic approach to (re)opening your workspace

## Employee & visitor screening

- Visitor screening services
- Temperature screening

## Building and office operations

- Building technical readiness evaluations
- Safety, compliance and risk inspections
- WELL strategy & implementation plan
- Energy cost control
- Facility mothballing
- Engineering continuity planning
- Remote monitoring of dark buildings
- JILL - AI-based digital assistant

## Food and beverage

- Food service optimization

## Janitorial

- Preventative, reactive, and decontamination cleaning
- Enhanced standards



## Employee health and wellness

- Experience ambassadors
- Welcome back kit
- Well-being toolkit
- Mobility ambassadors
- Progressive workstyle support

## Space guidelines and adjustments

- Occupancy re-entry guidelines & policies
- Social distancing strategy and enablement
- Foot traffic management and wayfinding
- Attendance monitoring & self-reporting
- Meeting and collaboration space management
- Project delivery services
- Flexible space risk advisory

## Mail services

- Amended mail service
- Digital mail lockers

# Must haves for (re)opening



## Welcome and Reception

Employee and visitor screening and waiting areas that comply with social distancing guidelines



## Safety and Sanitation

Focus on cleaning, sanitation amenities, PPE, and site preparations



## Circulation and Common Areas

Creating single direction circulation and re-thinking the throughput of common areas such as pantries, casual meeting space, and print centers



## Signage and Communications

Tools to communicate new office behaviors and promote wellness and awareness



## Workstation Modification

Short term strategies to address workstation and proximity as well as communal seating areas and non-designated work areas



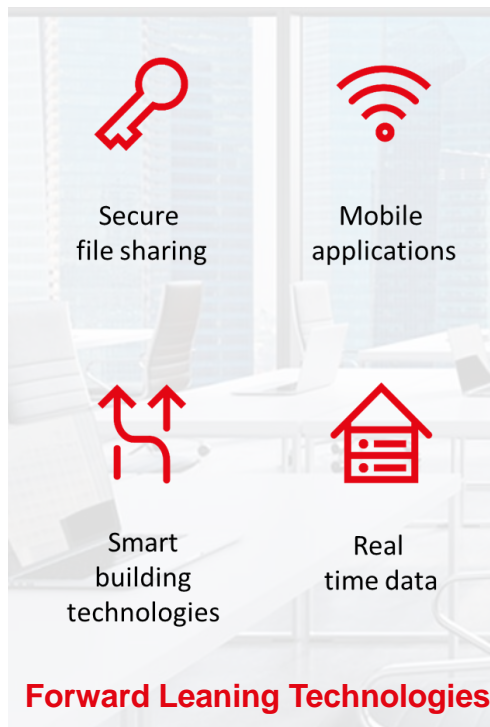
## Reduce Contact Points

Quick options to improve indoor air quality, increase surface sanitation, and install touchless features

# The next normal?



**Work from Anywhere**



**Forward Leaning Technologies**



**New Call for Collaboration**

# Today's challenges

*Hyper focused examination of how Governments operate and serve the public*



*Immediate public health needs and new services*



*Significant workplace and service adjustments*



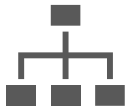
*Budgetary impacts, including staffing furloughs and reductions in force*



*Localized economic impacts*

# How to be forward-leaning?

*Examine Demand Drivers and KPIs to identify strategic portfolio opportunities*



Organization's  
Mission & Structure



Departmental Mission &  
Structure



Understanding the  
Nature of Work  
Performed



Workplace Standards  
& Strategy



Workforce  
Satisfaction



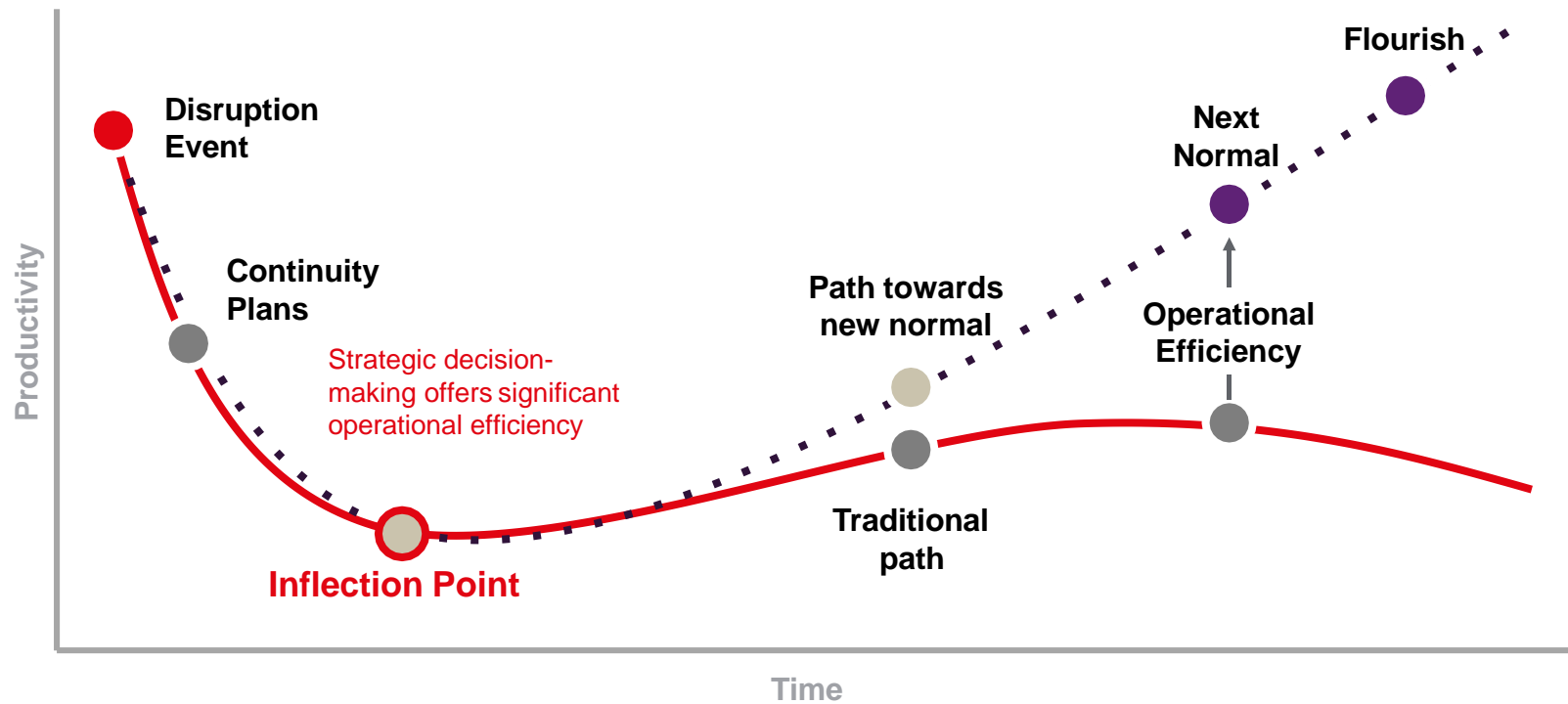
Safety And Security

# How to be forward leaning?

## *Immediate and Mid-Long Term Restructuring Actions*

Category	Solution Sets (Owned and Leased Space)
Immediate	Parking / Op-Ex Costs
	Recovery of Outstanding landlord Contributions
	Landlord Concession Negotiations
	Annual Rent Deferment
Portfolio Restructuring (Mid - Long Term)	Mothballing
	Sale
	Sale / Leaseback

# Looking ahead





## Polling question

**TO WHAT EXTENT DO YOU FORESEE YOUR COUNTY ADAPTING TO A NEW NORMAL? I FORESEE THAT WE WILL...**

Return to  
business-as-  
usual

Implement  
small  
operational  
changes

Adapt to  
online  
services and  
work-from-  
home  
strategies

# The new normal

**For counties to flourish, this is an opportunity to (re)focus on your core missions, your constituents, your employees and places of work.**



Get our Government return-to-work guide at:  
[us.jll.com/return-to-work](https://us.jll.com/return-to-work)

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# Thank you!





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The outbreak of the COVID-19 virus (novel coronavirus) since the end of January 2020 has resulted in market uncertainty and volatility. While the economic impact of a contagion disease generally arises from the uncertainty and loss of consumer confidence, its impact on real estate values is unknown at this stage. Given the prevailing domestic and global uncertainty arising from the Coronavirus, we recommend that the intended users of this report regularly seek our guidance.

# Q&A

Type your question into the “Questions” box and the moderator will read the question on your behalf.

# THANK YOU!

Additional questions or feedback?

Contact Alejandra Montoya-Boyer, [amontoyaboyer@naco.org](mailto:amontoyaboyer@naco.org).