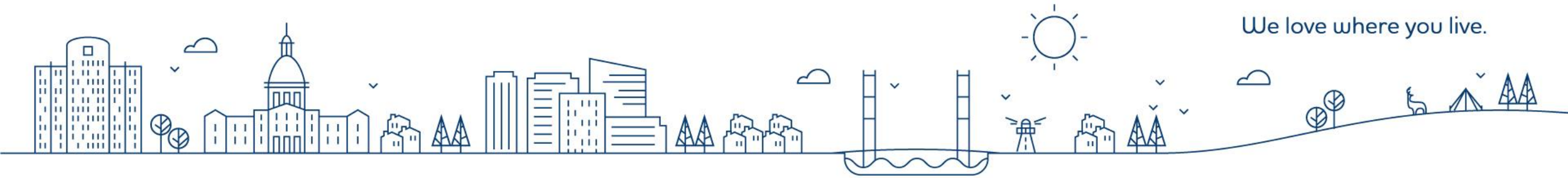
Re-opening Your Community: What is the Best Strategy?

Joseph Gacioch, City Manager, City of Ferndale

Melanie Piana, Mayor, City of Ferndale

Deborah Stuart, City Manager, City of Mason

Marlon Brown, Mayor Pro Tem, City of Mason



Today's Presenter's

Deborah Stuart
City Manager
City of Mason

Marlon Brown
Mayor Pro Tem
City of Mason

Melanie Piana
Mayor
City of Ferndale

Joseph Gacioch
City Manager
City of Ferndale

About Me

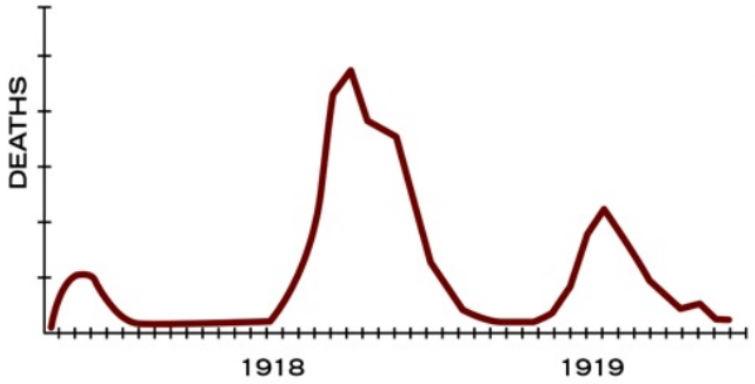
Joseph Gacioch

- City Manager, Ferndale, Michigan
- 2 Children
  - Maya – 3 Years (April 5)
  - Llewyn – 6 Months (September 25)

Home Office Model – Short term space leases in garage, nursery, well, any room where children are not

Discussion

- Lessons from history
- Tempering expectations and playing the long game
- Response
- Re-open
- Recovery



There were 3 different waves of illness during the pandemic, starting in March 1918 and subsiding by summer of 1919. The pandemic peaked in the U.S. during the second wave, in the fall of 1918. This highly fatal second wave was responsible for most of the U.S. deaths attributed to the pandemic.

History Lessons Spanish Flu of 1918

- 50 million infected worldwide
- 3 waves between 1918-1919
- Businesses and factories shuttered
  - Social distancing
  - Quarantines and isolation

Interpreting History

- Pandemic tremors and aftershocks likely to continue in the near-term
- New normal
  - #social distancing
  - #sanitize
  - #public health

Pandemic Playbook – 3 R's

Respond

- Phase 1
- Months 1-3 (est)

Re-Open

- Phase 2
- Months 4-12

Recover

- Phase 3
- Months 4 >

(1) Respond – March 13th

- City Cultural Values: Organize around the 4 (i)'s
  - Integrity: Assembled an emergency response team
  - Innovate: Assembled telework policy/program
    Modify business operations
  - Inspire: Adjusting roles and priorities
    - Senior outreach program;
    - Encourage professional development;
    - PPE policies for essential staff
  - Inclusiveness: Weekly citywide communications for all staff

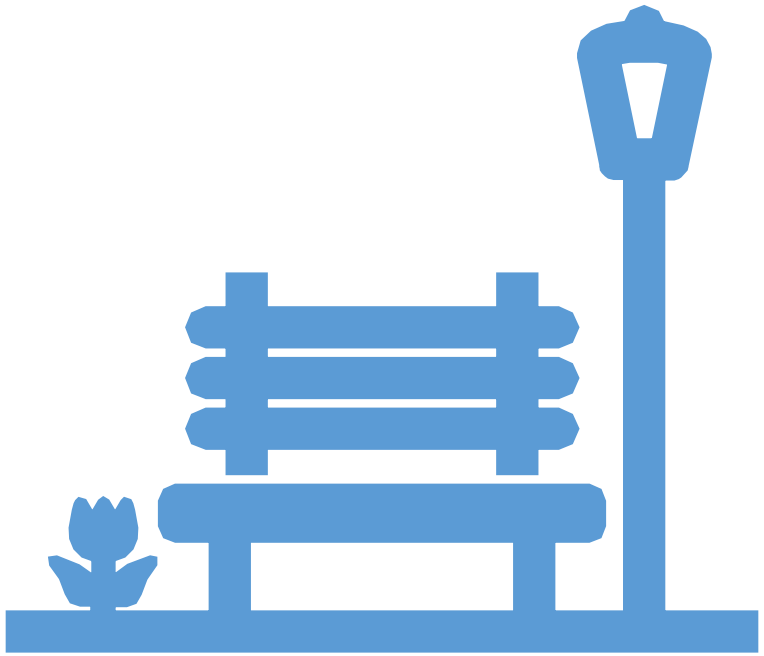
(2) Re-Opening Our Communities

4 Assumptions:

Step 1 – City Hall

Considerations:

- Are your public line queue's designed for social distancing?
- Are your cashiers/visitors protected?
  - Sneeze guards for cashier/public interactions
- Is public health information visibly posted?
  - Executive orders, public health signage
- Are you proactively screening?
  - Temporal checks



Step 2 – Public Parks

Considerations:

- PaRC Commission – Redesigning for social distancing
- Park events and programs –
  - Tempering recreational programming expectations;
  - Focus on public health and wellness initiatives in public spaces
- Prepare equipment sanitization protocols, sanitation vigilance

Step 3 – Downtown

Considerations:

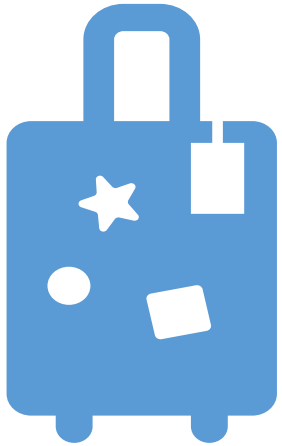
- Convene economic task force: How can we harmonize our local economic leadership: City, DDA, & Chamber?
- Business consulting: What support might businesses need to adapt to public health & social distancing norms?
- Have a sanitation presence: Reinforce the importance of place through the lens of public health.

Step 4 – Arts & Culture

Considerations:

- Community Center: Follow the lead of your building users
  - Apply City Hall and public spaces procedures
- Arts Commissions: The public will be hungry for safe stimulating activity – how can you engage your arts commissions/creative spaces in supporting safe places and safe spaces?
- Local institutions: Do you have area universities near you – might students be interested in public service – a local Civil Corps?

(3) Recover



1

Resilience

2

Plan Alignment

Resilience

- Community wide engagement: How can we understand the range of impacts?
- FEMA: “the ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.”
- Initiatives shall focus on resilience

Plan Alignment

- Organize around City Critical Success Factors (CSF)
  - Leverage existing strategic initiatives that support community recovery objectives

The Waterfall Effect: Alignment & Activation

CSF

- Things that must go well in order for the City to realize its vision.

Initiative

- What specific projects are needed to positively impact CSFs?

Action

- What specific actions are needed to achieve initiatives?

Critical Success Factors (CSFs)

Key to Ferndale's critical success factors—the seven focus areas identified in strategic planning

Economic Prosperity

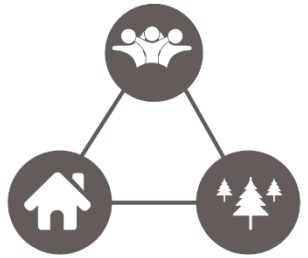
Safe, Protected, Engaged Community

Supported Infrastructure

Accessible Transportation

Strong Regional Partnerships

Organizational & Financial Excellence



Healthy, Connected, Invested Neighborhoods

5 Recovery Focus Teams

1. Economic Prosperity
2. Organizational Excellence
3. Healthy, Connected, and Invested Neighborhoods
4. Safe, Protected, and Engaged Community
5. Supported Infrastructure

Community Pulse Check

- Elected Officials
- City Staff Leadership
- Community Key Partners: Library, Faith, Education, Nonprofit, Housing Commission

Re-Opening Is Regional

Micro-regional approach – 8 communities coordinating a common framework

- The sum is greater than the parts
- The pandemic does not recognize jurisdiction

Thank You

Re - Opening Government Operations

Deborah Stuart, City Manager

Deborah Stuart

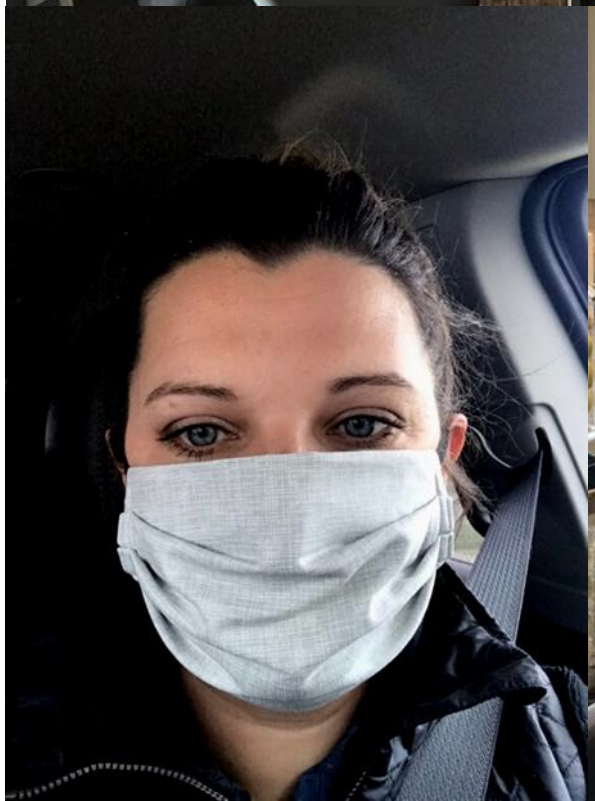
City Manager

MOM X 2

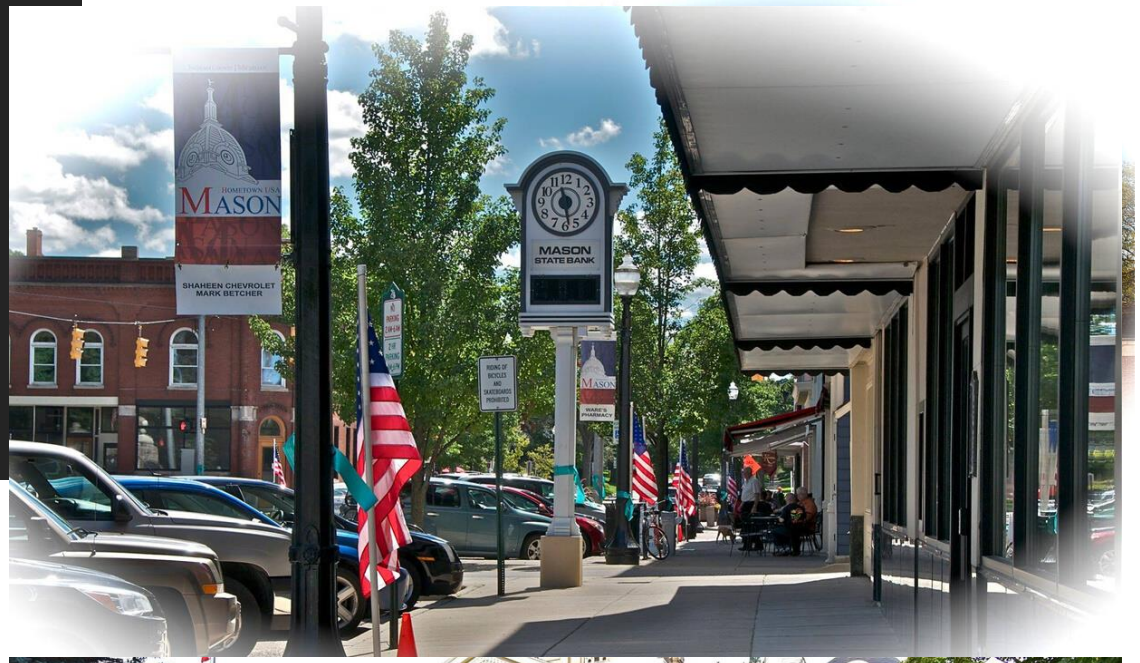
LEO WIFE

MASON CITY MANAGER

NOT AN ELEMENTARY SCHOOL TEACHER



Mason, MI



POPULATION: 8,500

BEDROOM COMMUNITY, LANSING REGION

INGHAM COUNTY, COUNTY SEAT

10 MINUTES FROM MSU

15 MINUTES FROM SPARROW, TOP 5 IN COVID 19 TESTING IN THE STATE

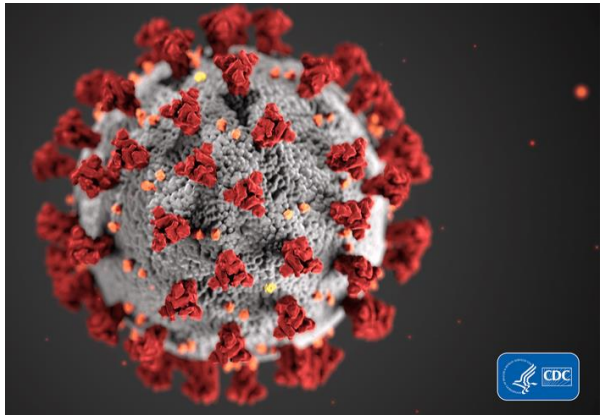
RE-OPENING GOVERNMENT OPERATIONS

AS COMMUNITIES

Mason Framework

Legal

Legal requirement restricting or allowing you to resume operations



Health

Limiting unnecessary health risk for both visitors & employees and ensuring your employees are properly equipped

Human Element

Understanding the entire picture for your employees (Whole Person) and for expectations of your citizens

RE-OPENING GOVERNMENT OPERATIONS

Legal and Health Phasing

01

STAY AT HOME ORDER WITH RESTRICTIONS ON OPERATIONS (SUBSTANTIAL SPREAD)

02

RELEASE STAY AT HOME ORDER WITH RESTRICTIONS ON OPERATIONS & 14 DAY DOWNWARD DATA TREND IN THE MASON REGION (MODERATE SPREAD)

03

RELEASE STAY AT HOME ORDER WITH RESTRICTIONS ON OPERATIONS & NO SIGN OF REBOUND & ADDITIONAL 14-DAY DOWNWARD DATA TREND IN THE MASON REGION (MINIMAL SPREAD)

Specific Actions

01

COVID 19 Response and Preparedness Plan that outlines procedures and protocols (constantly reviewing and updating)

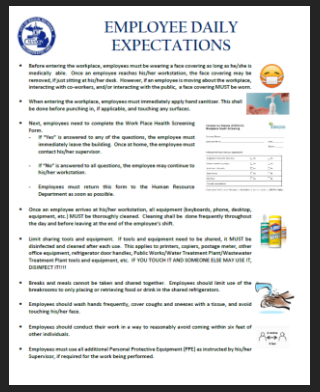
02

Secure PPE and equipment

- Thermometers
- Face masks for staff and family
- Sanitizer everywhere

03

Appropriate notices and training. Creation of Employee Expectation Document


EMPLOYEE DAILY EXPECTATIONS

- Before entering the workplace, employees must be wearing a face covering so long as he/she is medically able. Once an employee reaches his/her workstation, the face covering may be removed, if just sitting at his/her desk. However, if an employee is moving about the workplace, interacting with co-workers, and/or interacting with the public, a face covering MUST be worn.
- When entering the workplace, employees must immediately apply hand sanitizer. This shall be done before punching in, if applicable, and touching any surfaces.
- Next, employees need to complete the Work Place Health Screening Form.
  - If "Yes" is answered to any of the questions, the employee must immediately leave the building. Once at home, the employee must contact his/her supervisor.
  - If "No" is answered to all questions, the employee may continue to his/her workstation.
  - Employees must return this form to the Human Resource Department as soon as possible.
- Once an employee arrives at his/her workstation, all equipment (keyboards, phone, desktop, equipment, etc.) MUST be thoroughly cleaned. Cleaning shall be done frequently throughout the day and before leaving at the end of the employee's shift.
- Limit sharing tools and equipment. If tools and equipment need to be shared, it MUST be disinfected and cleaned after each use. This applies to printers, copiers, postage meter, other office equipment, refrigerator door handles, Public Works/Water Treatment Plant/Wastewater Treatment Plant tools and equipment, etc. IF YOU TOUCH IT AND SOMEONE ELSE MAY USE IT, DISINFECT IT!!!!
- Breaks and meals cannot be taken and shared together. Employees should limit use of the breakrooms to only placing or retrieving food or drink in the shared refrigerators.
- Employees should wash hands frequently, cover coughs and sneezes with a tissue, and avoid touching his/her face.
- Employees should conduct their work in a way to reasonably avoid coming within six feet of other individuals.
- Employees must use all additional Personal Protective Equipment (PPE) as instructed by his/her Supervisor, if required for the work being performed.

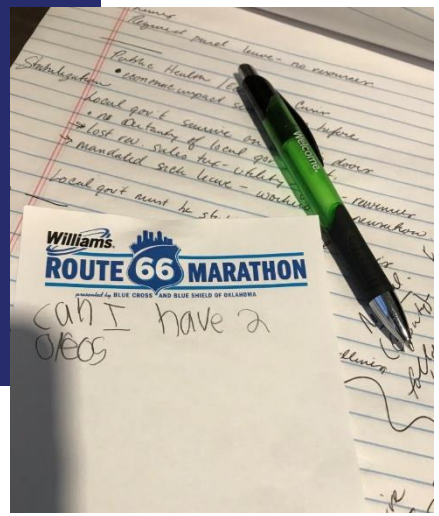
04

Test all protocols, some are not working or may not be practical

05

Track data now for phases, is it reasonable

AS INDIVIDUALS



Human Element

LESSONS FROM KATRINA

You may meet the legal and health threshold.

Your team may not be ready.

Human Element Key Items

01

COMMUNICATION

- Self reporting of vulnerable population
- Self reporting child care concerns
- Consistent facts and sharing of information (myths, budget, frustrations)
- Protocol for testing communication

02

ACCOMMODATION

- EAP Programs
- Financial Programs
- Telecommuting Policy
- Limit interaction with public

03

PROBLEM SOLVE, CONSTANTLY ASSESS

- UV light
- Specific information on contamination
- DPW Shifts

RE-OPENING GOVERNMENT OPERATIONS

	PUBLIC IN FACILITIES	STAFFING LEVELS/ OFF SITE WORK	TRAVEL	INTERNAL COMMUNICATION
Phase I	All Closed. Public only allowed if legally required, with PPE and health survey	Full staff, some staggered shifts w/ reduced hours (operators), required at home work if possible	Non-essential work travel NOT permitted.	Council- weekly written or verbal updates, Leadership- daily call, All employee- weekly zoom calls
Phase II	Partially Open. Public allowed only if necessary by appointment, with PPE and health survey	Full staff, some staggered shifts, encouraged at home if possible	Non-essential work travel NOT permitted.	Council- weekly written updates, Leadership- daily call, All employee- weekly zoom calls
Phase III	Open. Walk-in first floor only, sneeze guard barrier for interaction	Full staff, some staggered shifts, work at home if requested & possible	Non-essential work travel with Manager approval ONLY	Council- biweekly updates, Leadership- weekly call, All employee- written updates

RE-OPENING GOVERNMENT OPERATIONS

	PARKS and TRAIL	PUBLIC EVENTS	IN PERSON SERVICES	EXTERNAL COMMUNICATION
Phase I	No facilities open, generally open for biking and walking	Not permitted	Legally restricted and with reduced contact	Direct Mail/ FB on contacts and status
Phase II	Some sports facilities open, unless defined by State	Not permitted, based on CDC guidance	Only Required Contact	Direct Mail/ FB on contacts and status
Phase III	Open with signage that they are not sanitized, bathrooms not open	Restricted based on CDC guidance evaluation	Reduced Contact	Direct Mail/ FB on contacts and status

Other Considerations

01

High Risk Employees

- All phases: Self-reporting high risk staff will have additional precautions in place and will limit interaction with the public unless they have PPE.

02

All Facilities

- All phases: DPW, WWTP, WTP, and Fire Department will be closed the public
- Break rooms will be closed other than to retrieve food.

03

City Hall, when open:

- Lobby limited to visitors that complete health screen, wear a face mask, and sanitize before entering. All common areas will have chairs removed.
- Customer Service will have sneeze guard and tape marking limiting area to social distancing requirements.

Deborah Stuart, City Manager

EMAIL

deborahs@mason.mi.us

RE-OPENING GOVERNMENT OPERATIONS

Questions & Answers:

Deborah Stuart
City Manager
City of Mason

Marlon Brown
Mayor Pro Tem
City of Mason

Melanie Piana
Mayor
City of Ferndale

Joseph Gacioch
City Manager
City of Ferndale

Upcoming Webinars

Register for the upcoming webinars here:
http://www.mml.org/coronavirus

- May 4, 2 p.m., COVID-19 Updates and Resources for Local Governments Series