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

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Melanie Piana, Mayor, City of Ferndale
Deborah Stuart, City Manager, City of Mason
Marlon Brown, Mayor Pro Tem, City of Mason
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
History Lessons
Spanish Flu of 1918

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

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.
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
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

We love where you live.
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
As communities

We’re not in the same boat

We’re in the same storm
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
- Health
- Human

STATE

REGIONAL

LOCAL
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

04
Test all protocols, some are not working or may not be practical

05
Track data now for phases, is it reasonable
Human Element

LESSONS FROM KATRINA

You may meet the legal and health threshold.

Your team may not be ready.
Human Element Key Items

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

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

**PROBLEM SOLVE, CONSTANTLY ASSESS**
- UV light
- Specific information on contamination
- DPW Shifts
<table>
<thead>
<tr>
<th>Phase</th>
<th>Public In Facilities</th>
<th>Staffing Levels/ Off Site Work</th>
<th>Travel</th>
<th>Internal Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I</td>
<td>All Closed. Public only allowed if legally required, with PPE and health survey</td>
<td>Full staff, some staggered shifts w/ reduced hours (operators), required at home if possible</td>
<td>Non-essential work travel NOT permitted.</td>
<td>Council- weekly written or verbal updates, Leadership- daily call, All employee- weekly zoom calls</td>
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<tr>
<td>Phase II</td>
<td>Partially Open. Public allowed only if necessary by appointment, with PPE and health survey</td>
<td>Full staff, some staggered shifts, encouraged at home if possible</td>
<td>Non-essential work travel NOT permitted.</td>
<td>Council- weekly written updates, Leadership- daily call, All employee- weekly zoom calls</td>
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<tr>
<td>Phase III</td>
<td>Open. Walk-in first floor only, sneeze guard barrier for interaction</td>
<td>Full staff, some staggered shifts, work at home if requested &amp; possible</td>
<td>Non-essential work travel with Manager approval ONLY</td>
<td>Council- biweekly updates, Leadership- weekly call, All employee- written updates</td>
</tr>
<tr>
<td>Phase</td>
<td>PARKS and TRAIL</td>
<td>PUBLIC EVENTS</td>
<td>IN PERSON SERVICES</td>
<td>EXTERNAL COMMUNICATION</td>
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<tr>
<td>Phase I</td>
<td>No facilities open, generally open for biking and walking</td>
<td>Not permitted</td>
<td>Legally restricted and with reduced contact</td>
<td>Direct Mail/ FB on contacts and status</td>
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<tr>
<td>Phase II</td>
<td>Some sports facilities open, unless defined by State</td>
<td>Not permitted, based on CDC guidance</td>
<td>Only Required Contact</td>
<td>Direct Mail/ FB on contacts and status</td>
</tr>
<tr>
<td>Phase III</td>
<td>Open with signage that they are not sanitized, bathrooms not open</td>
<td>Restricted based on CDC guidance evaluation</td>
<td>Reduced Contact</td>
<td>Direct Mail/ FB on contacts and status</td>
</tr>
</tbody>
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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 to 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

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Questions & Answers:

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We love where you live.
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