

City Operations Plan – Phase 3

COVID-19 Recovery



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I. Strategy & Timing



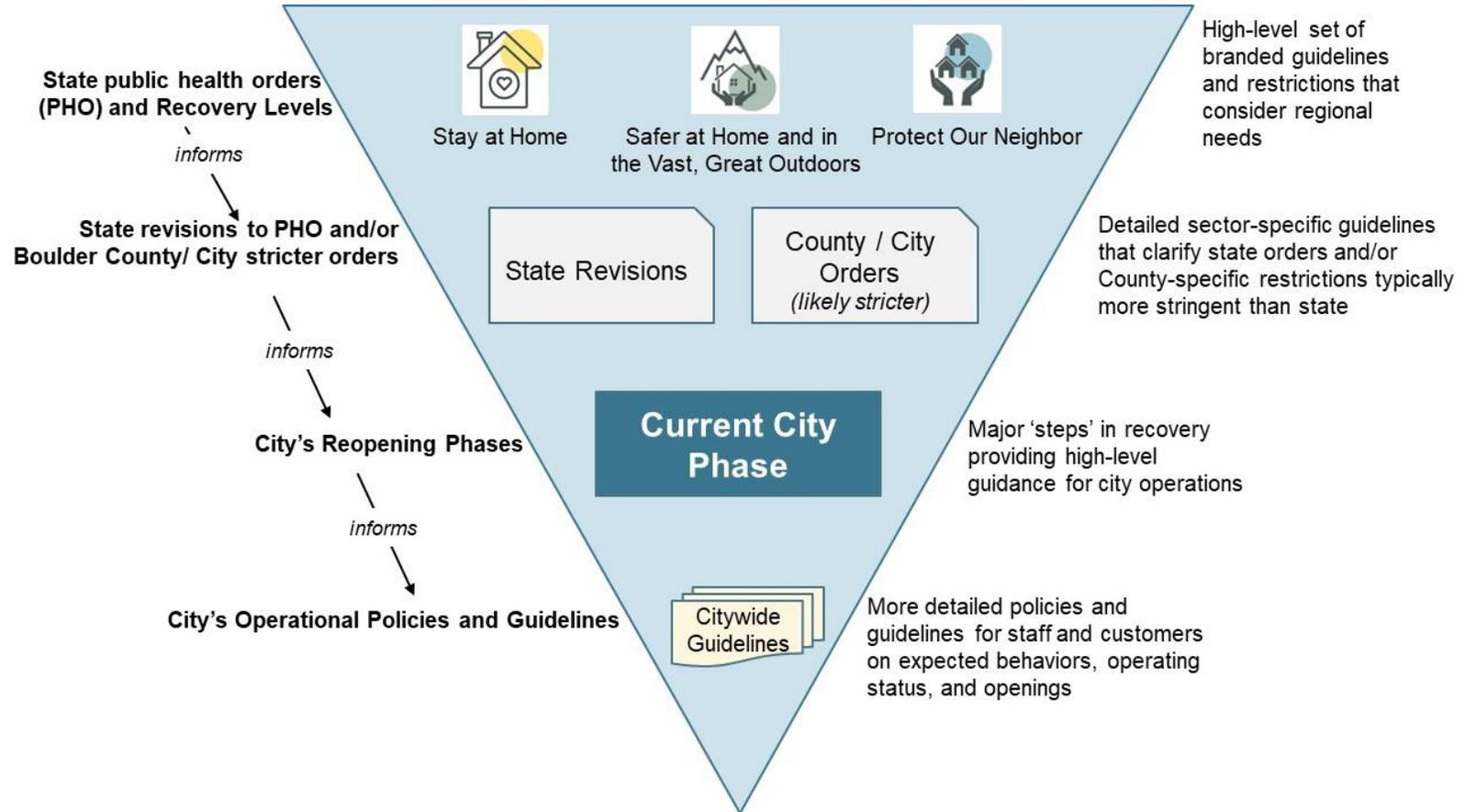
Operational Recovery Strategy

Overall Recovery Objectives

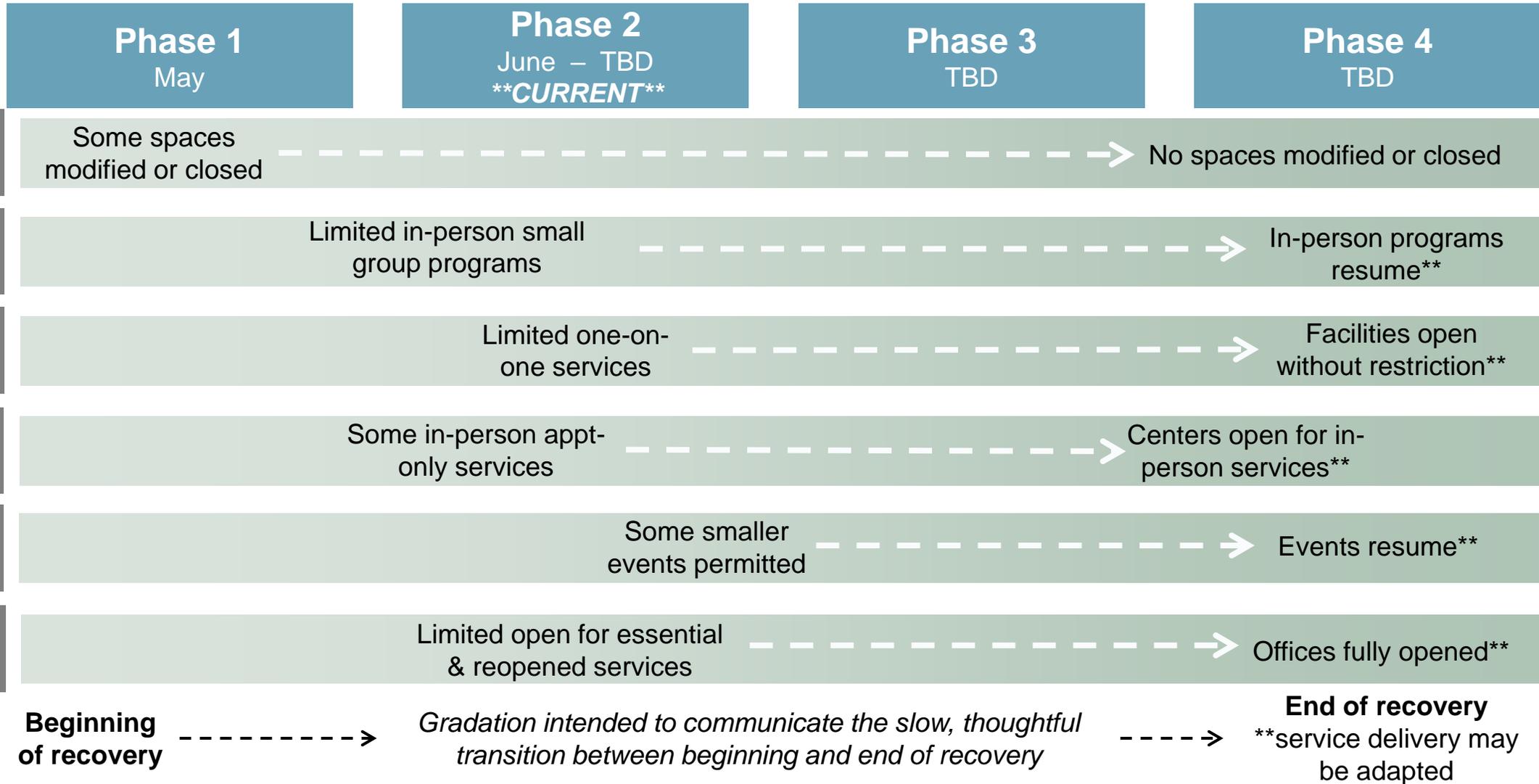
As outlined in the [Recovery Team Charter](#)

- **People-first Leadership**
- **Reimagine City Operations**
- **Prevent the Spread**
- **Equitable Recovery**
- **Economic Revitalization**

Operational Recovery Alignment with State & County



City Recovery Matrix



Our Phase 3 Strategy

Phase 3 will be the city's longest phase of recovery and will likely last into 2021. The Phase 3 strategy seeks to both safely meet emergent community and staff needs while innovating our service delivery with an eye to the future.

Objectives of Phase 3:

To Safely Meet Emergent Community & Staff Needs

- **Grounding all work in safety:** We will continue to yield to public health guidance as the top priority
- **Addressing community and staff needs, especially from those most impacted by the virus:**
 - Increased community services available
 - Hybrid council, board, and commission meetings
 - Hybrid staff work arrangements that emphasize care for our employees and their households
- **Navigating continued uncertainty:** Recovery agility and our ability to reverse course or scale quickly as needed

To Innovate with an Eye to the Future

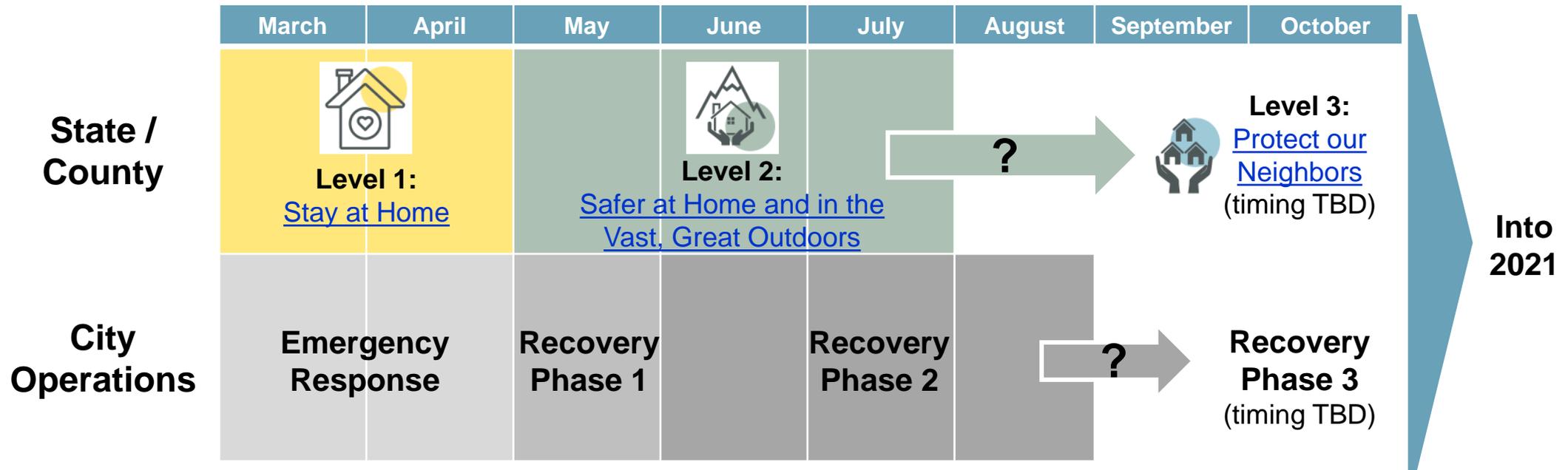
- **Seizing the moment:** When faced with adversity we collectively have an opportunity to change and build a more resilient future
- **Working towards a new 'service excellence':** Staff across the city are piloting new more effective, equitable and cost-effective service delivery models
- **Creating the workplace of the future:** A renewed focus on how our staff will collaborate and innovate today and tomorrow



City's Phase 3 Timing:

Align with start of Protect our Neighbors

Counties are now eligible to move to the State's Level 3, "[Protect our Neighbors](#)". The city will begin its Phase 3 when Boulder County moves to "Protect our Neighbors", and no sooner than September 21st.



If the county hasn't yet moved to Protect our Neighbors in September, the Operations Recovery Team will revisit to determine if some elements of the Phase 3 plan can/should move into Phase 2.



City's Phase 3 Timing:

Align with start of Protect our Neighbors

- Counties must be “certified” to enter the Protect our Neighbors phase by meeting a set of criteria (right)
- Moving to Protect our Neighbors means that more activities are allowed to open, as long as it meets 50% capacity up to 500 people
- **We don't know when the county will enter this phase, though we can expect to remain in Protect our Neighbors, and the city's Phase 3, for several months**



Protect our Neighbors Criteria

- ✓ Sufficient hospital bed capacity
- ✓ Sufficient PPE Supply
- ✓ Stable or declining COVID-19 hospitalizations
- ✓ Fewer new cases
- ✓ Sufficient testing capacity
- ✓ Ability to implement case investigation and contact tracing protocol
- ✓ Documented surge-capacity plan for case investigation and contact tracing
- ✓ Documented strategies to offer testing to close contacts

More info available on the state's [website](#)



City's Phase 3 Timing: Contingency Planning

What happens if the city or county experiences a “surge” or frequent outbreaks? What if the county or state goes backward in the level of recovery and/or issues a new public health order (PHO)?

What the Ops Recovery Team will do:

- **Before a new PHO:** In partnership with departments, explore optional closures if CDPHE or BCPH indicate signs of an upcoming surge or issues notice of multiple outbreaks, but have not yet made changes to public health orders (PHOs)
- **During a new PHO:** Work with departments to shutdown as required by the PHO, if necessary, and evaluate optional closures to provide a recommendation to the Recovery Steering Committee

Planning and Considerations:

If necessary, using the guidance provided by BCPH and CDPHE, the **Ops Team will help create “shutdown plans” to include:**

- Communicating to the public and staff
- Staffing changes and processes
- Re-shutting down buildings
- Creating / updating, if necessary, city emergency orders/rules

The context of the potential future surge is unknown. Depending on the severity and resulting PHO, **the city will make decisions on:**

- Financial and staffing impacts
- Stricter emergency rules/orders to protect the community
- Sustained and prolonged impacts to decreased or eliminated service levels
- Updated employee and operational guidelines



II. Operational Plans



Recovery Operational Areas

Current Status

Parks & Public Gathering Areas	Community Programs	Community Facilities	Customer-Facing Service Centers	Special Events	Employee Offices
All Open	Partially Open / Virtual	Partially Open	Mostly Closed / Virtual	Partially Open	Mostly Closed / Virtual
<ul style="list-style-type: none"> Mountain parks Public picnic tables / shelters Restrooms Urban parks 	<ul style="list-style-type: none"> Community engagement events City Council & board / commission meetings Library programs Recreation programs 	<ul style="list-style-type: none"> Age-well centers Library Municipal Court Recreation centers 	<ul style="list-style-type: none"> Municipal Building Open Space & Mtn Parks (OSMP) Hub Parking Services Planning & Development Services (P&DS) Tax/Licensing Utility Billing 	<ul style="list-style-type: none"> City-hosted events City permitted events 	<ul style="list-style-type: none"> All employee offices not addressed in another category



Community Programs

Key Messages

- Programs generally involve gatherings, which should be operated with caution, if at all, during Phase 3
- Programs will be offered outdoors if possible
- Ability to reopen may be dependent on financial and staffing capacity, with a focus on community need

Summary of Initial Phase 3 Actions

City Council, Board & Commission meetings:

- Staff is presenting to City Council on August 4 to discuss options for re-starting in-person council meetings. Depending on council's decision, boards & commissions may begin in-person or hybrid meetings after City Council and would be subject to the same precautionary measures.

Community engagement:

- Group gatherings are currently not advisable; community engagement should remain virtual
- If an outdoor engagement event is desired, please first discuss the idea with [Sarah Huntley and Amanda Cole](#)

Recreation, Library, HHS and OSMP programs:

- Similar to the Phase 2 approach, programs may restart assuming they meet current public health guidance, it is a high community need, and the department has the financial and staffing capacity to support
- There may be some programs that do not return due to budget cuts



In-Person City Council Meetings

For City Council discussion on August 4:

	Staff Recommendation		
	Option 1 – All virtual until it’s “safer” (revisit options later in the Fall)	Option 2 – Council & staff in-person; virtual public participation only	Option 3 – Option for modified in-person public participation
Objective of this option	Eliminates risk of exposure to councilmembers, staff and the public until it’s safe to gather	Councilmembers are able to meet in-person, in the same room	Provides an opportunity for community members to make public comment in-person
Timing	Could begin after the county is at least in “Protect our Neighbors” if not when there is no limitation on capacity or public gatherings	Could begin while under “Safer at Home” and recommended no sooner than September 8	Could begin when county moves to “Protect our Neighbors” and/or city recovery Phase 3
In-Person	None, all virtual	Councilmembers and staff only	Councilmembers, staff and option for the public
Meeting Type	All meetings virtual	Study Sessions in-person; Regular Meetings remain online	All meetings in-person
Public Participation	Participants register online and join by Zoom or by phone	Participants register online and join by Zoom or by phone; the Municipal Building would be closed to the public	Modified in-person capability with online option also available; congregating in the lobby would not be allowed



Community Facilities

Key Messages

- Some community facilities opened during Phase 2
- More services will have the flexibility to open in facilities as community need, financial and staffing capacities are considered
- Facilities will still need to incorporate modified practices for social distancing, limited capacity, and other public health precautions

Summary of Initial Phase 3 Actions

- The North Boulder Recreation Center and Main Library are already or in the process of partially opening for modified services. In Phase 3, additional older adult, recreation and library services will continue to open in community facilities as key criteria are met:
 - Adequate funding and staffing
 - Public Health Order compliance
 - Community is interested and/or in need of the service
 - Services can be “put on hold” relatively easily if a shut down needs to occur
- The state has provided thorough guidance on operating gyms, libraries, and other community facilities and we expect to have best practices incorporated into the county’s Protect our Neighbors guidance



Customer-Facing Service Centers

Key Messages

- Service centers are encouraged to continue operating remotely if it is providing a positive customer experience and there is not a pressing need to reopen in-person
- Service centers are welcome to open if the department chooses and the center can follow the guidelines in Appendix A

Summary of Initial Phase 3 Actions

- All major service centers are encouraged to maintain virtual services in Phase 3, until it is safer to congregate indoors and expose staff and customers
- Service centers will continue to explore innovative technology and service delivery options in a “virtual world”
- The evolution of service centers across the city is included in a broader work effort related to city facilities and the Facilities Master Plan (in development)
- See Appendix A for Service Center Reopening Guidelines



Customer-Facing Service Centers - Status

●	Brenton – tax & licensing
●	Children, Youth & Family – Mediation services, Homeownership program, Youth Opportunities, Financial assistance
●	Community Vitality – parking services
●	Iris Center – customer service for reservations, registrations, financial aid
●	Municipal Building – central records, city clerk, utility billing, domestic partnership
●	Municipal Court – traffic tickets, code violations, court hearings
●	Older Adult Services – programs, case management, Meals on Wheels
●	OSMP Hub – voice & sight tags, volunteer trainings, woodlot permits, facility key pick-up, etc.
●	Park Central – planning & development services
●	Public Safety – dog licensing, finger printing, records, etc.

- All services virtual
- Services relocated
- Some services offered in-person



Special Events

Key Messages

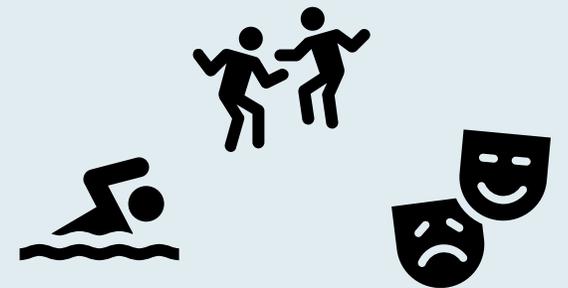
- City Special Event Permits meet or exceed current state and county guidance and requirements
- 'Protect Our Neighbors' may provide options for increased events and participant numbers

Summary of Initial Phase 3 Actions

- Beginning late July, the city began to permit smaller events (less than 175 participants) under the Safer at Home Order
- All special event requests must include a written COVID-19 plan to facilitate state and county guidance
- City staff, in collaboration with Boulder County Public Health, review and monitor COVID-19 Plans
- If approved, Special Event permit conditions include fulfillment of COVID-19 Plan
- If the city and/or county experiences a COVID-19 public health concern, such as a new surge, the Recovery Team is prepared to activate local measures to limit new public gatherings and/or manage permitted events

Guidelines / Resources

- Safer at Home guidance for [indoor](#) and [outdoor](#) events
- County events [guidance](#)
- City's special events [webpage](#)



Employee Offices

Key Messages

- All staff who can work remotely will continue to do so through Phase 3 (this will apply at least through 12/31/20)
- Limited opportunities for limited individual and small group in-person office work are available
- In-person opportunities will be monitored, and updated throughout Phase 3

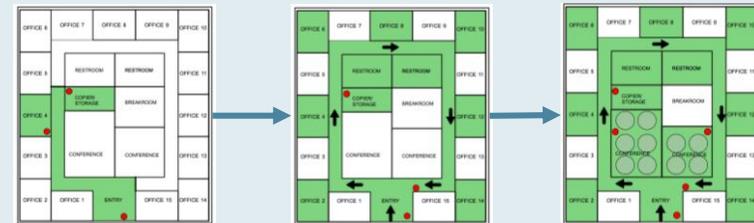
Summary of Phase 3 Approach

Safely Meet Emergent Needs



Innovate with an eye to the future

- Keeping some administrative offices closed through 2020 will result in utility and custodial savings that will be used to support our new hybrid work environment. These include space modifications, technologies, culture-building programs.
- Within evolving safety parameters through Phase 3 facility capacities and uses will evolve.



Employee Offices

What does day 1 of Phase 3 look like?

Safely Meet Emergent Needs



Telework

- 90+% of telework-eligible staff are teleworking



Touchdown stations

- Touchdown stations available for reservation in currently unoccupied spaces at Muni, Brenton, OSMP Hub up to 2 days/wk
- Addresses need for focused space away from distractions at home, reliable WiFi, ergonomic set up, etc.



Small-team indoor collaboration spaces

- Groups of up to 4 staff can reserve designated spaces at Muni, Brenton, OSMP Hub up to 2 days/week
- Addresses need for in-person collaboration, hosting interviews, etc.



“Outdoor meeting kits”

- 2 outdoor meeting kits available to reserve to host outdoor meetings with up to 10 staff in Civic Area
- Emphasis to use other city parks & open space to meet with your teams



Access to office supplies / tools

- Printers, fax machines, other miscellaneous office supplies / tools available for use in designated areas of Muni, Brenton, OSMP Hub
- Staff are encouraged to continue using digital tools / processes



Assigned shared space (coming soon)

- Assigned spaces will not be available to start Phase 3
- These spaces will provide mostly part-time and some full-time assigned space for staff

Resources

- [Support local takeout eateries for lunch!](#)
- [COVID Exposure Protocols](#)
- [Map of free outdoor Wi-Fi](#)
- [Map of city parks for small group gatherings](#)
- [IT Asset Receiving / Returning](#)
- [Personal Device Usage Guidelines](#)

Coming soon

- Guidelines for use of breakrooms, kitchens, restrooms, lobbies
- Updated flexible work guidelines

See Appendix B for more information on implementation logistics



Employee Offices

Innovate with an eye to the future

Phase 3 Workplace Innovation Goals

- Provide choice and flexibility in work arrangements
- Promote colleague and team communication strategies
- Enhance technology to support fully participatory hybrid meetings and collaboration
- Reduce office footprint through better space utilization
- Reduce carbon footprint in buildings and transportation
- Redirect capital and on-going building costs to improving hybrid work environment

Evolution of Phase 3 Over Time



- Limited touchdown stations & group spaces



- Add limited shared offices space reservable via Outlook



- Add enhanced hybrid-meeting technology to a few conference rooms

Collect feedback and analyze data collected on new uses made available and improve



- Add more touchdown stations & group spaces



- Add more shared workstations / offices (assigned or reserved)



- Add more enhanced hybrid-meeting technology to conference rooms

Employee Offices: Information For Supervisors / Managers

All city supervisors and managers are asked to be champions of flexibility and help manage the continued uncertainty of the pandemic's impact to our organization.

Be a champion of flexibility...

- Flexibility means something different for every individual and every team. Be open to your teams' needs and help them balance personal and business strains.
- Take advantage of our learning series on telework (*coming soon*)
- When it comes to telework, there are many misconceptions. Ground yourself and your teams in some of the [realities of telework](#)
- “Get the band back together”! Just remember to provide a virtual option.
 - In addition to limited indoor spaces for small group gatherings, the city has dozens of [beautiful parks and open spaces](#) to get your team back together safely.
 - You can even reserve an ‘outdoor meeting kit’ to have a more productive meeting in Central Park.
- Remember:
 - Staff who can do their jobs remotely are not required to come into an office at least through 12/31/20
 - If you host a meeting in person you should always provide a virtual / call in option

Employee FAQs:

Q: Do I need to worry about moving out of my office?

A: Not at this time, but as Phase 3 evolves and we learn more we will be addressing your office needs with many temporary and some permanent solutions – stand by!

Q: Now that I know I won't be in my old office for at least several more months, can I retrieve more things?

A: There will be a couple ‘temporary’ office re-openings for staff to retrieve items from their space.

Q: I'm worried that if my team has an in-person meeting and I don't attend I will be punished. What should I do?

A: All in-person meetings should have a virtual option. Staff should not feel obligated to attend in person.



III. Policies, Guidelines, and Resources



Phase 3 Policy / Guideline / Resource Index

Employee

Type	Item
Temporary Policy	Dog@Work (link)
	Infant@Work (link)
	Vacation Accrual (link)
	Symptom Monitoring Protocol (link)
	Emergency Leave (link)
	City Closure Time (link)
Guidelines / Procedures	Employee Travel (link)
	PPE for Employees (link)
	Exposure Protocols (link)
	Manager training on hybrid work environment (coming soon)
	Timesheet Instructions (link)
	Patron Education on Face Coverings / Social Distancing (link)
	Information for “Vulnerable Individuals” (link)

Technology

Type	Item
Guidelines / Procedures	Telecom Guidelines (link)
	Repair, Return, Receive IT Assets (link)
	Use of Personal Technology (link)
Resources	Online Meeting / Engagement Platforms (link)
	Telework Tips & Tricks (link)
	Telework Support (link)

Legal & Vendor Management

Type	Item
Guidelines / Procedures	Vendor relations during COVID Recovery (link)
	CAO Digital Contract Routing (link)

Facilities

Type	Item
Temporary Policy	Downtown Parking (link)
	Employee Office Building Uses (link)
Resources	“Stop the Spread” signage (link)

Other Recovery Specific Items

Type	Item
Guidelines / Procedures	Procurement & Recovery Cost Tracking (link)
	Recovery Team Decision Charter (link)
	Recovery Team Decision Matrix (link)



Additional Temporary Policy / Guideline Details

Dog@Work Guidelines

- [Existing guidelines](#) remains in place. Staff should be aware of the risks related to [COVID-19 transmission to pets](#) and should not congregate around a dog in the office – this includes no approaching or petting a co-worker’s dog.

Infant@Work Policy

- Infant@Work eligible staff are encouraged to telework, if possible. However, the [current policy](#) remains in place with the modification that the infant must always remain in the care of the parent/guardian. Other persons should not approach or congregate around the infant.

Temporary Vacation Accrual Policy

- The [March amendment](#) temporarily increasing accrual maximums thorough 12/13/20 is in place. Staff are urged to care for themselves and their families and take accrued vacation time! This policy amendment will be re-evaluated later in 2020.

Employee Travel

- Non-essential business travel remains suspended through 12/31/20. There are no city-imposed restrictions on staff personal travel though staff are urged to heed [CDC guidelines](#) and abide by any national, regional, state, or local rules in the location they are traveling to ([current guidelines](#)).

Downtown Parking

- When using reservable touchdown and small group meeting spaces in the downtown area, staff without an annual parking pass will be responsible for [parking expenses at the employee rate](#) of \$3/day. However, staff can take advantage of 90-minutes of free parking where posted in the downtown lots. And stay tuned for a ‘touchless’ alternative to parking coupons soon!



Additional Temporary Policy / Guideline Details

Telework Support

- Phase 3 provides staff with greater flexibility on where and when they work. Continued telework will generally provide staff the cost savings of not having a commute or paying for meals in-town and the new options for limited in-person work aim to help alleviate stressors around fulltime telework. Direct financial assistance for telework setup and ongoing expenses will be considered again in 2021, once more information is known the city's financial health and the future of telework
- Some home-office expenses maybe eligible for a [federal tax deduction](#)
- The [IT Help desk](#) is available to help with technology support
- Departments are encouraged to work with IT to revisit their [telecom plans for 2021 and beyond](#); existing city cell phones (\$600/ year) or Teams phone lines (\$100/ year) should be made available to all staff required to make business calls

Employee Office Buildings Uses

- Employee offices remain “closed” except for use under the aforementioned Phase 3 activities
- These limitations and closures are to best comply with public health guidelines, reduce the risk of COVID-19 exposure in city buildings, realize custodial and utility savings, and encourage staff to telework
 - Access to facilities for a use not approved in this plan must be vetted by Facilities and the Operations Recovery Team
 - Facilities that will tentatively remain closed through 2020 include:
 - Park Central
 - New Britain
 - Child, Youth and Family Services
 - Atrium
 - Iris Center
 - Age Well West
 - The Edge (1301)



Appendices



APPENDIX A: Customer-Facing Service Centers

Departmental Guidance for Phase 3

- Service centers are encouraged to continue operating remotely if it is providing a positive customer experience and there is not a pressing need to reopen in-person
- Service centers across the organization will be able to reopen for in-person services when Phase 3 begins if the criteria is met for the service:
 - Has a necessary in-person component or there is an increase in customer interest for in-person service
 - Has the capability to be appointment-based to avoid wait lines and/or congregating
 - Doesn't cause a need for multiple non-household members to congregate without the ability to socially distance
 - Can be provided while maintaining the Protect our Neighbors capacity limits of 50% per "activity" and facility (see state [social distancing calculator](#))
 - The lobby isn't needed for seating and congregating (can be used for access) in order to facilitate the service
- Departments should continue to encourage use of online services in their messaging to customers
- Departments will be encouraged to implement shifts or alternate schedules for in-person service centers to limit routine exposure of staff
- Additional considerations:
 - What's the impact of a service center not reopening in-person? To adjacent service centers, to underserved communities, and to service levels?
 - How does the strategy to limit reopening many city facilities impact the ability to provide the service?
 - How does the reopening of a service center at an administrative office facility impact ability to operate staff workspaces considering increased exposure and facility occupancy caps?
- Decision Making:
 - The decision "if" a building or service is safe to reopen is addressed by the Ops Recovery Team
 - The decision "how" and "when" the center opens is up to the department



APPENDIX B: Employee Offices – Logistics & Costs

Touchdown Stations, Shared Office Space, Indoor Meeting and Collaboration Space, “Outdoor Meeting Kits”

- Establish Design Criteria for spaces: (technology, furniture, custodial)
 - Minimum needs Day 1
 - Ideal design of spaces (the ideal will evolve based on feedback)
- Inventory existing on-site spaces and assets to meet design needs
- Develop Space Plans in Buildings and Outdoors - Identify spaces for use
 - Immediate use on Day 1
 - Future phased plans to meet increasing needs
- Assess the gap between minimum/Day 1 needs and resources available with ideal and future phased plans
- Implementation
 - Reservation system for spaces
 - Signage and information on space use
 - Design feedback loop
 - Proceed with Day 1 implementation
 - Next step implementation
- Continued Assessment of additional resource and space needs
- Prioritize funding needs to align with organization wide policy considerations

Custodial and Hygienic Considerations in Opening Buildings

- Identify custodial needs and procedures for buildings and spaces being used
- Add building back to custodial schedule if not currently in use
- Post laminated signage at spaces in use on cleaning protocols, QR code to feedback survey, and other hygiene notes
- Additional cleaning supplies to building (wipes, hand sanitizer etc.)
- Increase fresh air in building and assess air filtration in individual spaces and building-wide

Other General

- Downtown parking plan (to temporarily discourage use of public transit)
- Management of office supplies

