

City of Fort Collins COVID-19 Operational Consequence Management Guide

Overview: The City response to this event is intended to support the delivery of community services, day-to-day operations management, and staff support.

The following guidelines are subject to, and likely will, change. The ability to be agile and adaptive will provide the best opportunity to minimize potential impacts of this event on their community and organization.

This is a general guide for delivery of services and management of operations. Staff support is built into these decision-making points. We will use a City specific, tiered response that is community focused by centering on outreach, service delivery, and staff support. This is a ranked system which would require different responses and evaluation depending on the criticality of the circumstances. Managers should use this guide with a little more than usual forward-thinking awareness and real-time communication. Adaptability and agility will be key, consistent with how we already do business.

It is important to remember this is a guide with room for movement. These are general tiered stages, and pieces of any given stage might be applied at any time depending on circumstances. No event or incident is cut and dry, and the COVID-19 situation is rapidly changing. Adaptability and agility will be critical to our response.

Tiered Event Management Response Guide:

Level I – Heightened awareness. The CDC and local health authorities have indicated that COVID-19 is in the U.S. and are encouraging citizens to be aware and to focus on sanitization and hygiene.

- Encourage employees to stay home if sick or to go home if exhibiting symptoms while at work. Employees will continue to use sick leave.
- Wash hands often, also use hand sanitizer often. • Cover mouth with arm/elbow if coughing.
- Heightened amount of environmental sanitation – Lysol, wipes, environmental germicide sprays, etc.
- Employees should refrain from traveling to conferences and/or meetings in other parts of the Country where cases of COVID-19 are expanding.
- Acquire/Inspect/Issue Personal Protective Equipment (PPE) to selected City Staff (gloves, masks, etc.).
- Staff begins looking at impacts on operations and staff of some minimal interruptions.
- **Operations as normal.**

Level 2 (Current Level) – Statewide Concern. The Colorado Department of Health and Environment (CDPHE) have indicated multiple cases of COVID-19 within the State of Colorado. When directed by the City Manager, or his delegate, the City will move its response to Level 2 which, in addition to Level 1 steps, include:

- Assessing teleworking options and staggered shifts. Departments should, on a limited basis, begin to set up telework sites for a limited number of employees to lessen the impact on IT down the road. This should be coordinated and approved through IT.
- Employees should refrain of physical contact with each other and with members of the public (i.e. handshakes, hugging, etc.). CDC recommends a 6’ distance of separation.
- Organization should begin to assess limiting or eliminating non-critical outside agency meeting attendance, unless able to be done remotely.
- City Departments should begin to assess limiting internal meetings or instituting remote delivery alternatives.
- Employees who self-identify as high risk (having compromised immune systems, for example) should work with managers to assess duties and ability to work from home.
- The City will take direction from State and Local Health authorities.
- Managers and department heads should actively be updating their COOP plan with an emphasis on scaling and prioritizing delivery services because of impacted staff or other interruptions.
- Managers and department heads should actively plan for significant interruptions in any public facing programming.
- An Incident Management Team will be formed with designated leadership responsibilities.
- An EOC will be set up and partially activated with some operational oversight.
- Unified communications are developed for internal and external purposes.
- Human Resources will develop protocols and recommendations for supporting and managing staff during a significant interruption. This will be referred to as an Emergency Staffing Plan. It is not initiated at this time, but pieces may be activated by CMO if needed.
- As coordinated through County Health, identification of potential community outreach partners begins with plan development to support impacted members of the community. Extra focus on City services that impact vulnerable populations.
- **Operations are still normal at this time, with limited impacts.**

Level 3– There have been multiple cases identified in the community and public health is indicating that widespread outbreak is likely. When directed by the City Manager or designated leadership, the previous applicable steps and the following additional steps will be activated:

- Employees may be directed to stay home (or go home) if they or any family member they live with is exhibiting symptoms, or if they are high risk. The emergency staffing plan will be put in place.
- City meetings or events may be restricted or temporarily stopped with weekly evaluations.
- Permitted public events would likely be restricted and, at the direction of County Health, potentially canceled.
- Teleworking and staggered shifts authorized. Departments will continue to roll out additional measures or plans to allow employees to work remotely, when feasible.
- Departments must take additional steps they have identified to limit exposure between employees and between employees and members of the public.
- City buildings reduced staffing authorized. Departments will take steps to ensure City Buildings are minimally staffed, but public spaces are very limited.
- Heightened level of sanitization of spaces including additional germicide spraying.
- Select City staff begin utilization of personal protective equipment (PPE) as appropriate.
- Other steps as directed by City Leadership, using the direction given by state and local health authorities.
- EOC staffing model would be activated.
- All communication would be tightly managed through EOC.
- Emergency Staffing Plan is now monitored closely and altered as needed.
- **Operations would be impacted.**

Level 4– This would likely be triggered by a long-term public-school closure or larger community outbreak. Again, this would be implemented at the direction of the City Manager and designated leadership. At this time, depending on the scope of the outbreak, consideration of an **emergency declaration** would take place in conjunction with regional partners with recommendations from the State and County Health Officials. It is unlikely the city would be acting on its own.

Additional steps could include:

- City Buildings minimally staffed, no public access. Public will be directed to conduct business online, if feasible, or by phone.
- Outreach and service to vulnerable or technologically restricted populations would need to be instituted.
- Departments may enact needed parts of departmental COOP. Teleworking options and staggered shift work maximized. Only essential services ongoing, unless able to be provided through employees working remotely.

- EOC would be activated with likely Incident Command set up to ensure critical operations to the community. Likely done in coordination with County Authorities.
- Selected City Staff mandatory use of PPE.
- If Emergency Declaration occurs, Disaster Council is activated.
- Other steps as directed by state and local health authorities, including support of their efforts.
- Critical and core service support becomes priority with other delivery of services assessed by leadership.
- Strategic closure or restricted access of public to some City facilities likely.
- Parts of the Emergency Staffing Plan may be activated with direction from CMO or designated leadership.
- Designated City staff role into County EOC for coordination with public health and other regional partners.
- Other services and organizational priorities as identified by city leadership are identified by city staff and begin management using an ICS style for efficiency and effectiveness. This would mean a management team that begins to oversee city services and management of operations adjacent to but still part of the EOC operations.
- **Operations are significantly impacted.**

Level 5- There has been a significant community outbreak or other interruption at this point that could potentially overwhelm healthcare systems and critical city services. At this time all efforts and resources in the city would be focused on maintaining critical core services and supporting public safety and health care initiatives. Emergency Declaration would have taken place. A full emergency operations center would be activated with 24/7 staffing and full integration into county emergency operations. Disaster Council would be activated.

- 24/7 staff support operations would begin.
- Emergency Staffing Plan fully activated.
- Widescale closure of City facilities likely. Very restricted public access to City facilities, likely only the result of critical service or public safety support.
- **Operations are significantly impacted, and most non-critical services are temporarily suspended.**