

CITY OF SAN ANTONIO

Office of the City Manager

TO: Mayor and Council

FROM: Erik Walsh, City Manager 

COPY: Executive Leadership Team

SUBJECT: City of San Antonio Return to Work Plan

DATE: May 28, 2020

The following memo provides an overview of the City of San Antonio's Return to Work Plan. The strategic four phase plan prioritizes the health and safety of City employees, residents, visitors and those who do business with the City by implementing protocols that aim to reduce and minimize the spread of COVID-19. The plan is guided by the methodology and proposed progress indicators established by the COVID-19 Health Transition Team.

As one of the largest employers in San Antonio, we are proud to set the example of carefully re-opening services with guidance from our public health officials. The health and safety of my City teammates and our customers and visitors is top priority. Over the next few months, we will continue to have staff work remotely as we redesign our work environment to minimize the spread of COVID-9. The return to work plan will drive productivity, cross-departmental collaboration and customer service, while implementing social distancing protocols and remote work and flexible schedules.

The Return to Work Plan has 3 priorities:

- **Protect the People:** create and implement daily processes and practices to minimize the transmission of the virus between employees, visitors, residents, and contractors;
- **Redesign the Work Environment:** minimize the entry and potential transmission of the virus in the places that COSA employees work; and
- **Drive Operational Productivity:** continually improve performance, collaboration, and customer service while social distancing and remote working.

Decisions to re-open any City functions or services is based on an assessment of public demand, ability to comply with any current or new Federal, State or local orders, financial viability and the safety measures to protect both the public's and employees' safety. We will continue to monitor the warning and progress indicators to help guide our implementation or adjustment.

Attached you will find the complete Return to Work Plan, City Manager's Report PowerPoint presentation, and attachments detailing the Library Department and Parks and Recreation Departments reopening plans.

I would like to thank Assistant City Manager, David McCary and Chief Information Officer, Craig Hopkins on leading our effort to build this plan. If you have any questions, please let me know.



City of San Antonio “Return to Work” Plan

Recover Financially
Reconfigure Operations
Rethink Service Delivery

Version 1.0 - May 28, 2020

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Executive Summary

Overview

The following outlines the City of San Antonio's strategic "Return to Work" Plan that emphasizes the health and safety of city employees, residents, contractors and visitors and implements protocols aimed at reducing and minimizing the spread of the COVID-19 virus. The "Return to Work" Plan follows the guidance and proposed progress indicators provided by the COVID-19 Health Transition Team and focuses on: 1) reopening previously closed functions, departments, and public-facing services; 2) returning employees who were directed to work from home consistent with "stay at home" orders, and 3) setting new safety, maintenance, hygiene, and workplace protocols going forward. In conjunction with the execution of this "Return to Work" Plan all departments will continue to build-out and submit their individual return to work plans as defined by key priorities and protocols.

Key Priorities

- **Protect the People:** create and implement daily processes and practices to minimize the transmission of the virus between employees, visitors, residents, and contractors.
- **Redesign the Work Environment:** minimize the entry and potential transmission of the virus in the places that COSA employees work.
- **Drive Operational Productivity:** continually improve performance, collaboration, and customer service while social distancing and remote working.

Working Groups

- **Workplace Safety:** Promote and emphasize the health and safety of city employees and residents; implement health protocols aimed at minimizing and reducing the spread of the COVID-19 virus.
- **Building Maintenance and Hygiene:** Develop and implement plant improvements and engineering controls in building systems and create protocols to regularly and frequently clean and disinfect regularly touched surfaces.
- **Public Facing Contact:** Reduce face to face interactions by focusing on remote services and maintaining the physical space between employees and customers, based on health recommendations, for everyone's safety.
- **Remote Work:** Invest in technology to allow identified city positions to continue to remote work while creating flexible and alternative work hours. Directors will have flexibility in developing and implementing a work schedule that accommodates operational and personnel objectives.
- **Workplace Design:** Assess an inventory of all COSA facilities and provide recommendations for design modification and office design standards to reduce and minimize the spread of infectious diseases. Office design should reduce the opportunity for close contact.

Resumption of Business Operations- Key Actions

The Return to Work Plan utilizes a phased approach that aims to mitigate the City's financial losses, reconfigure its operations, and rethink service delivery to residents and City employees. The reopening of any program is based on the assessment conducted using the Decision Matrix to Open/Return to Work standards.

Phase 1 – Current State (March 13th – May 30th)

With approximately 2,304 civilians working remotely and 538 deployed to alternate work assignments, Phase 1 represents a reduction in public facing City services and the closing of several departmental functions. It is recommended that the City maintain the current reductions/closures through the duration of Phase 1. A complete listing of closed functions and modified public facing services can be found in the Key Function/Services Phase Plan described later on page 10.

Key Actions:

- Implement on-site screening, including temperature scans at all COSA facilities.
- Maintain employees on a remote work schedule.
- Maintain group A and B operations; essential and non-essential personnel.
- Assess “Public Facing” services for transition.
- Implement virtual meetings in the workplace to limit face-to-face interaction.
- Implement remote work policies and adopt flexible sick leave policies so that employees stay home when sick or when known exposure to COVID-19 has occurred.
- Implement stringent cleaning and hand washing protocols and communicate schedule to locations.
- Always follow product instructions on proper use and storage of protective mask.
- Place visible signage around the workplace to remind everyone of best hygiene practices.

Phase 2 – Projected Start June 15th

Phase 2 represents the limited or partial reopening of select functions and public facing services that were closed during Phase 1; however, it does not introduce broad opening of facilities to the public based on the availability of expanded testing for COVID-19, enhanced contact tracing capacity, and sufficient health system resources to care for patients. Instead, this phase focuses on contact-free services to minimize physical contact. A complete listing of proposed Phase 2 modified services and partial reopened modified services can be found in the Key Function/Services Phase Plan described later on page 11.

Key Actions:

- Announce limited reopening of select closed functions and public facing services.
- Migrate most face to face interactions to remote services (phone, video, or web).
- Deliver products through curbside pick-up, queuing systems, contactless delivery.
- Maintain employees, not impacted by Phase 2 in remote work status.
- Implement flexible meeting, travel, and work schedule options.

- Implement clean desk policies with nonessential items stored in cabinets and drawers, rather than on the desk, to ensure proper cleaning and sanitation.
- Continue to focus on virtual meetings in the workplace to limit face-to-face interaction.
- Continue to emphasize stringent cleaning and hand washing protocols.
- Incorporate engineering controls such as physical barriers and signage where possible.
- Increase the physical space between employees and customers (e.g., drive through, partitions, contactless delivery).
- Ensure all desks are spaced six feet apart; create social distancing behaviors by design.
- Sequence people into elevators and create “Safe Zone” demarcation spots to stand in.
- Place signs instructing employees on appropriate directions when walking in the building.
- Place signage in lobbies to remind customers to maintain social distancing protocols.
- Eliminate shared equipment such as desks, keyboards and phones.

Phase 3 – Projected Start Date to be Determined in Phase 2

Phase 3 continues the processes and strategies of Phase 2 as well as additional re-opening of select closed functions and public facing services not re-opened under Phase 2. Indicators for moving to Phase 3 will include: decreasing incidence of new infections; appropriate support for medically at-risk populations; and, the ability to effectively monitor, test, trace, and isolate new cases. A complete listing of proposed Phase 3 public facing modified services and partially reopened modified services can be found in the Key Function/Services Phase Plan described later on page 11.

Key Actions:

- Announce additional re-openings of select closed functions and public facing services.
- Employees can begin to return to work to support newly opened functions or services where workplace design allows for safety and social distancing.
- Create flexible and alternate work environments for city facilities; leverage remote working opportunities.
- Continue to implement flexible meeting, travel, and work schedule options.
- Continue integrating virtual meetings in the workplace to limit face-to-face interaction.
- Continue to implement and improve stringent cleaning and hand washing protocols.
- Monitor and update business travel and quarantine protocols.
- Implement flexible work hours and staggered schedules to lessen occupancy in buildings.
- Invest in technology to connect more effectively with remote workers.
- Create specialized spaces in the office since more people will be remote working regularly.
- Create office design for consolidating joint services for temporary public facing services.

Phase 4 – Projected Start Date to be Determined in Phase 3

Phase 4 represents the City’s rebuilt operations and service delivery models in the post-pandemic climate. In this phase all previously closed functions and services are reopened under new protocols and employees are operating under new conditions.

Key Actions:

- All permanent remote work functions and positions are identified and operationalized.

- Alternative work schedules and remote work possibilities are implemented.
- Modifications to all public facing services are implemented with new service delivery.
- All previously closed functions are reopened under new business models.
- Significant service transformation is underway and funded for 2021.

Decision Matrix to Open/Return to Work

The reopening of any previously closed COSA function or service is based on an assessment of the following four criteria (workflow on page 15):

1. Reasonable public demand for the function or service
2. Ability to comply with current or new CDC, State, or Local Orders
3. Financial viability, and
4. Public and employee safety measures are in place

Reopening: Considerations

Once direction is given to consider reopening a closed function or service, answer the following:

- Is there public demand for that function or service to be reopened? yes/no
- By opening, can we comply with all State and Local Emergency Orders? yes/no
- Is there budget/proposed revenue available to operate the function or service? yes/no

If no to any of the questions above, the function or service shall remain closed.

If yes, the questions/protocols below must be adequately addressed. All reopened functions or service must meet these new public and employee safety standards.

Workforce

- Do we need to return remote workforce to on-site facilities to support?
- Which employees can remain remote (full/part-time) to support this function?
- Are there additional employees who should be directed to remote work in order to maintain appropriate social distancing?
- Have employee schedules been adjusted for staggering shifts, lunch breaks, flex schedules, or can they use alternate work environments to lessen facility occupancy?
- Have all employees been trained and communicated on new safety protocols?

Workplace Design/Maintenance

- Has the facility been modified for social distancing protocols to include environmental controls, desks, common spaces, elevators, break rooms, and signage?
- Has on-site screening been implemented for employees, visitors, contractors, and members of the public?
- Has the ventilation system and building controls been evaluated and if improvements are necessary, have they been planned?
- Has daily cleaning been scheduled for all frequently touched surfaces in this area?
- Has ORM and Public Health inspected and determined a regular inspection schedule?

Public Facing

- Is appropriate PPE gear available to all COSA employees interacting with the public?
- Are public-facing services designed for remote, curbside, and/or contactless delivery?
- Are safe space/traffic patterns between employees and customers implemented?
- Has customer education and appropriate signage been prepared, displayed, and communicated for this function?

Reopening: Communication

Once all items above have been addressed and a decision is made to reopen:

- Communicate to Council and Public; media releases
- Monitor for localized outbreak; remain open if community transmission remains low, otherwise will close again or tailor back to an acceptable phase.

COSA Return to Work Protocols

The following protocols are to be followed by all COSA departments and employees in all phases of the Return to Work Plan. Key principles are in **bold** and details to support implementation are outlined under each. The five working groups will continue to work through details of implementation of each of these protocols. We will continually work with Metro Health to monitor and update the protocols.

On-Site Employee/Visitor Health Screening

- **All employees, contractors, visitors, and members of the public who want to enter a city building will be subject to screening for COVID-19 symptoms before entry.**
 - Improve the on-site screening process (temperature scans) at ~180 city facilities.
 - Assign and continually train employees as on-site screeners.
- **All employees, contractors, visitors, and members of the public who are not successfully screened or have had a positive COVID-19 test within the last 10 days (based on Governors protocol) will not be allowed to enter the facility.**
 - Clarify HR process to respond to employees who are symptomatic at screening.
 - Provide additional workplace safety training for employees and supervisors.
- **Employees who are not successfully screened or have a positive COVID-19 test may be required to work remotely.**
 - Until there are no new or worsening symptoms, without a fever for 3 days, and have been at least 10 days since symptoms first appeared as directed by CDC, or
 - If no symptoms, may return to work 10 days from the test date that yielded a positive result.
- **Employees with close contact to a known positive, have no symptoms, and have not been tested, may work remotely but must quarantine for 14 days from last date of known exposure.**
 - Includes those contacted by HR or Metro Health or has Household Member who tests positive.

Personal Protection Equipment (PPE)

- **Employees are required to wear a cloth face mask when working in close contact with other employees or residents or entering a resident's homes or businesses.**
 - While at work employees are required to wear face covering in situations where social distancing cannot be maintained.
 - COSA will continue to provide masks consistent with the protocols.
 - COSA will also allow employees to bring their own face coverings.
 - Personal masks should be professional and not display any inappropriate wording, images, or logos, and should be safely worn and cleaned regularly.
 - Employees are discouraged from wearing gloves but should utilize hand sanitizer and/or wash their hands as directed by CDC.
- **Appropriate facial coverings should be worn in any "public-facing" area where city employees will be physically interacting with customers.**
 - If customer contact will be constant, such as for a cashier, departments should will invest in permanent protective barriers such as plexiglass at customer service points in order to protect employees and residents.
- **Visitors to city facilities will be required to wear face coverings when social distancing cannot be maintained or there will be interaction with city employees.**
 - Non-COSA employees are restricted from entering back areas, employee offices, etc., to limit exposure to those areas.

Social Distancing

- **All City of San Antonio business travel will continue to be cancelled through the end of September.**
 - Employees, who initiate personal domestic or international travel will no longer be expected to quarantine upon return.
 - Employees are strongly urged to continue practicing safeguards as you travel and actively monitor your health upon your return. This extends to members in your household.
 - Employees should use their best judgement when deciding where to travel.
 - Anyone experiencing COVID like symptoms¹ should not report to work and should contact the HR Hotline at 207-4747 for additional direction.
 - If circumstances warrant, travel restrictions may be reinstated in the future.
- **Minimize in-person meetings.**
 - Online conferencing, email or phone should be the primary tools for employee communication, even when employees are in the same building.
 - In-person meetings should be short, in a large meeting room where people can sit at least six feet from each other, and with no physical contact such as shaking hands.

¹ **COVID like symptoms:** https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fabout%2Fsymptoms.html

- **Vehicles, hallways, breakrooms, bathrooms, workspace areas, and parking lots will have delineated social distancing signage and protocols as appropriate.**
 - Employees will not congregate in work rooms, pantries, copier rooms or other areas and should keep six feet apart when possible.
 - Supervisors should stagger employee shifts and lunch/rest breaks to minimize large groups.
 - Employees should eat lunch at their desk or away from others (avoid crowded breakrooms).
 - Employees are encouraged to limit recreational or other leisure classes, meetings activities, etc., where close contact with others is likely.

Building Maintenance and Hygiene

- **All frequently touched surfaces (tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, sinks, etc.) will be cleaned daily using appropriate cleaning and disinfectant products.**
 - When cleaning, ensure staff is trained on appropriate use of cleaning and disinfecting chemicals.
 - Employees should wear disposable gloves and face masks when performing all tasks in the cleaning process, including handling trash.
 - All requests for cleaning supplies, masks, etc. will be centrally managed and ordered for by Finance for Department use.
 - Hygiene and cleaning protocols are extended to fleet vehicles and all departments must ensure standards are followed and enforced.
 - Periodic quality check (QC) and inspections will be conducted by ORM staff, department managers and supervisors to ensure daily cleaning protocols are maintained.
 - Ensure facilities with cleaning contracts or landlords of facilities follow COSA new cleaning and disinfectant standards and protocols.
- **All facilities will have new visible signage reminding everyone of hygiene practices, clean desk policies, and mandatory delineated social distancing protocols.**
 - Depending on layout, place signs instructing employees to walk in one direction in hallways, or clockwise in a meeting room, to ensure an orderly flow of foot traffic.
 - Signage in lobbies to remind customers to maintain social distancing protocols.
 - Supervisors will conduct daily cleanliness checks to ensure that deep cleaning and disinfecting has been completed.
 - Supervisors will reinforce hand washing protocols such as frequently washing hands using soap and water for 20 seconds.
 - Supervisors will enforce clean desk policies for proper cleaning/sanitation.
 - Implement new protocols for food and beverage in the workspace.
 - Install plexiglass barriers where applicable in customer facing counters.

- **City buildings will have ventilation and “touchless” sensor improvements.**
 - BESD will evaluate all city facilities and recommend UV lighting where appropriate in City HVAC systems.
 - Improve controls in building ventilation system; rates and outdoor air flow.
 - Install sensors on light/power switches and door handles to reduce touch points.

Public-Facing Contact/Services

- **Face-to-face interactions must be limited by migrating activities to phone, video or web conferencing instead of in-person meetings.**
 - Provide contactless pick-up of requested items (plans, records, bills, etc.).
 - Accelerate digital transformation for customers and employees to include telehealth, integrated contact centers, video telephony capabilities.
 - Create temporary consolidated location for reopened public facing services.
- **All departments will increase the physical space between employees and customers (e.g., drive through lanes, partitions, contactless drop off).**
 - Define conditions for a safe experience for customers and employees.
 - Incorporate engineering controls; physical barriers and signage where possible.
 - Direct customer traffic through workplace.
 - Limit number of customers in any area at one time.
 - No handshake greetings and keep a distance of at least six feet when possible.
- **Deliver all products through curbside pick-up or contactless delivery.**
 - Employees will only conduct public-facing delivery when necessary and will wear latex gloves and mask while doing so, with frequent hand washing.
 - Define and convey conditions for a safe experience for customers.
 - Proactively communicate about measures implemented that may not be visible to customers.

Remote Work Employees

- **All current employees working remotely will continue to do so until at least September 1st, 2020; functions and productivity shall be reassessed during the summer to determine remote work ability in future phases.**
 - Evaluate all current assigned remote work employees; determine which are appropriate for permanent, long-term remote work assignment.
 - Determine which remote work employees need to return to support on-site functions and services to maintain a productive and efficient workforce.
 - Departments will have the ability to adjust based on specific workload and tasks.
 - Stagger employees returning back to the office over time.
 - Understand employees’ school, child, and dependent care issues; assess employees in high risk categories for appropriate work environments
 - Return deployed workers back to primary responsibilities over time and develop work schedules to mitigate issues.
- **Employees will be able to work productively from anywhere.**
 - Invest in better technology to connect effectively with remote workers.

- Leverage existing digital tools for virtual meetings, collaboration, and timekeeping.
- **Train and mentor supervisors on employee performance management for remote workers**
 - Provide seminars, training, and guidance; outcome-based performance, not output-base.

Workplace/Office Design

- **Redesign or modify all buildings for social distancing to include environmental controls, desks, common spaces, and signage.**
 - All desks will be spaced six feet apart to allow more space for distancing.
 - Plexiglass barriers should also be added between workstations.
 - There will be no shared equipment used without stringent daily cleaning.
 - Facilities will have “Safe Zones” demarcating spots in crowded work areas for social distancing.
 - Sequence people into elevators.
- **Employees will work staggering shifts, lunch breaks, leverage flex schedules (A/B or mid shifts) and use alternate work environments to lessen occupancy in city facilities.**
 - Provide adaptive energy systems to adjust for less employees in the work area.
- **Specialized spaces may need to be created in the office for “remote workers” since more people will be working remotely on a regular basis.**

Resumption of Business Operations - Key Function/Services

The Resumption of Business Operations plan shares the same methodology as our Health Transition Team and its purpose is to better understand the impact of events and incidents on COSA administrative and operational functions. The objective is to effectively assess the disruption on employees and their families and to determine how to best support them as functions and public-facing services reopen. It will also identify the immediate corrective measures needed to address urgent concerns. To fully execute the resumption of business operations with key actions, each department will build-out and submit their individual return to work plans.

The Resumption of Business Operations plan also supports building a culture of agility and resilience within the organization and allows for the collection and evaluation of valuable business data on how to address similar situations in the future. The listed key functions and services below are not intended to be inclusive of all City functions and operations affected by closure and modified work schedules caused by response to COVID-19. Resumption of operations and functions set out below may be adjusted or refined as necessary based upon the most current information available at the time.

Phase 1 – Current State

All Current Closed Functions/Departments Remain Closed

- **Parks**, Playground amenities, Community & Adult/Senior Centers/Natatorium, and outdoor pools
- **Libraries**, Galleries, Museums
- **Prek4SA**: (providing food distribution, home delivery of emergency supplies, connection to crisis services)
- **DHS**: Senior Centers (meals and food distribution, wellness checks by phone)
- **DHS**: Head Start, After School Programs
- **NHSD**: Neighborhood and Housing Activities
- **Municipal Courts**: Kiosk system to schedule new and reset cases for trial hearings
- **CSEF**: Alamodome and Convention Center

All Currently Closed Public Facing Services Remain Closed or as Currently Modified

- All Service Desks, Clinics, Counters (some may allow curbside drop off only)
- Some functions are by appointment, electronic only, or drive up
- Created drop-off stations at DSD One Stop

All Civilian Work from Home and Deployed Workers Remain at Home or Deployed

- 2,304 currently working from home
- 538 deployed to alternate work assignments

New Hotlines and Call Centers Implemented Remain Operational

- Health and EPI Hotlines; 311
- Utility Assistance and Fair Housing

Phase 2 – Projected Start June 15th

Limited Opening of Key Departments/Functions: (facilities up to 25% occupancy)

- **Libraries**: Partial opening of Libraries at 29 designated library locations offering Contact-free pick-up with limited hours; managed access to public computers w/metered usage at 9 library locations; reopen all book drops; expand phone, chat, and online reference; increase outside Wi-Fi through hotspot vehicles; expand e-programming and online assistance
- **Municipal Courts**: Provide court users a contact free walk up kiosks service located outside the courthouse to resolve cases with court staff/judge and avoid physical and face-to-face contact; Courthouse will not introduce opening facilities to the public during this period; Jury and non-jury trial settings not resolved remotely by a teleconferencing pretrial conference will be reset for a date after September 1, 2020; Attorney access will be provided
- **Parks**: Provide Grab and Go food program June 1; open select Youth Community Centers (8 Summer Camp Sites) beginning June 15
- **City Clerk**: Vital Records Office; partially open - will continue appointment and walk-up
- **NHSD**: Partially open for Emergency Housing Assistance Program by appointment only.

Limited Opening of Key Public-Facing Services:

- No public-facing services (besides Libraries above) will open in Phase 2; all modifications delivered in phase 3

Phase 3 – Projected Start Date to Be Determined in Phase 2 Additional Opening of Key Departments/Functions: (facilities up to 50% occupancy)

- **Libraries:** Managed access and limited hours (40 hours/week) at all 30 locations; in and out service; metered circulation and reference; one-way traffic for browsing collections; managed access to public computers w/ metered usage; 1st floor access at Central Library only; partial opening w/ partners (LaunchSA, Book Cellar, etc.)
- **Municipal Courts:** Partially reopening with modified services for limited number of in-person general appearance hearings; Provide court users a contact free walk up kiosks service located outside the courthouse to resolve cases with court staff/judge and avoid physical and face-to-face contact and reduce foot traffic; Jury and non-jury trial settings not resolved remotely by a teleconferencing pretrial conference will be reset for a date after September 1, 2020; Attorney access will be provided
- **Parks:** Open 11 outdoor pools and 5 splashpad locations beginning July 3; Re-open park amenities such as basketball courts; playgrounds; fitness equipment; skate plazas; San Antonio Natatorium; Darner fitness center and Reservation Lobby located at Parks Headquarters
- **DHS:** Cafécollege SAEP partial open, NXT for high-need cases and by appointment only, Financial empowerment by appointment only
- **DHS:** City operated VITA sites; year-round Tax Clinic open by appointment only
- **DHS:** Multi-Service Community Centers (Frank Garrett & Claude Black); Facility full open to support multiple programs housed in the facility
- **DHS:** Early Head Start (Childcare Centers may choose to open as people return to work)
- **DHS:** Multi-Service Community Centers (Frank Garrett & Claude Black); may open in coordination with Departments and Agencies also housed in the facility - AVANCE San Antonio
- **NHSD:** Partially open for Housing Policy and Housing Production Teams
- **CSEF:** Re-Open Facilities to Public with minimal events/attendance

Additional Opening of Key Public-Facing Services:

- **CCDO:** Parking Permit Desk
- **City Clerk:** Vital Records Office; partially open with increased capacity
- **DSD and OHP One Stop;** partially open with increased capacity, open public counter with limited hours for the public; small group appointments
- **Finance:** Check Disbursements (A/P, Payroll, Time); partially open
- **NHSD:** Utility Assistance and Risk Mitigation Fund Desk; staff will reopen main lobby
- **Finance:** Public Bid Openings (potential web application)
- **GPA:** Public Access Studio; Open Records Request
- **Hotlines:** Operationalize new Health, EPI, Homeless, Utility and Fair Housing hotlines; reduce tactical hotlines; integrate customer experience- 311 call centers

Phase 4 – Projected Start Date to Be Determined in Phase 3

Fully Open all Departments/Functions:

- **Libraries:** Fully open all 28 library locations on regular hours, relax onsite metered services, restore unrestricted browsing of collections, resume on site and off site

programming with social distancing, reinstate community meeting room use with social distancing, resume Learn Center Services and in person payments (possibly self-service dependent on technology), and resume limited off-site programming

- **Municipal Courts:** Resume court services applying the “new normal” standards and adding small docket hearings and trials to general appearance hearings; Continue providing court users a contact free walk up kiosks service located outside the courthouse to resolve cases with court staff/judge and avoid physical and face-to-face contact and reduce foot traffic;
- **Parks:** Additional Youth Centers re-open; Adult and Senior Centers re-open
- **DSD and OHP One Stop;** continue to reinforce virtual meetings and digital transactions
- **PreK 4 SA:** Open with the school year; staff return on 7/27 and children on 8/17
- **DHS:** Senior Centers and City Operated PT Nutrition Sites; assess COVID-19 status in the community and consult with Metro Health on recommendations for high-risk populations. DHS does not recommend opening with limited space capacity
- **DHS:** Head Start Centers; Program will return to normal when schools open in August
- **DHS:** Early Head Start Centers; All 6 centers will open to support working families
- **DHS:** Cafécollege; fully open in alignment with schools
- **DHS:** NXT @ Frank Garrett; fully open supporting multiple programs in the facility
- **Arts/Culture:** Culture Commons reopen with Plaza de Armas
- **CSEF:** Conduct events with normal crowds and historical # of Events
- **Alamodome:** Conduct events with normal crowds and historical # of Events
- **Convention Ctr:** Conduct events with normal crowds and historical # of Events

Conclusion

The City of San Antonio’s strategic “Return to Work” Plan promotes the health and safety of city employees, residents, contractors and visitors and implement health protocols aimed at minimizing the spread of the COVID-19 virus. Utilizing three guiding principles: 1) Protect the People; 2) Redesign the Work Environment; and 3) Drive operational productivity, the Return to Work Plan strategically aims to recover financials, reconfigure operations, and rethink service delivery through all 4 phases.

COSA’s 6 Vital Elements for Effective Business Resumption Planning

1. Business Impact Analysis of Critical Processes and Systems - A fundamental element of business resumption planning is the identification and impact analysis of the most critical processes and systems. Identifying these processes and systems along with their critical nature will help with efficient planning and prioritization.
2. Employees, Customers, and Business Partners - Any business resumption planning will consider the input, participation, and impact to employees, customers, and business partners.
3. Facilities Assessments - Departments will conduct condition readiness assessments on city facilities to ensure that building systems work properly, and safety measures are in place to mitigate risks to employees and business processes.

4. Inclusive Communications and Equity Assessment - Communication during the business resumption phase needs to be as inclusive and equity driven as possible while ensuring continued and effective communication.
5. Initiate Risk Management’s Safety Management System - Identifying new occupational hazards and assessing risk to establish objectives for safety improvement through the City Safety Management System.
6. Lessons Learned - Documenting the process of business resumption planning will assist in future crisis by identifying lessons learned.

The Resumption of Business Operations is developed into 4 implementation phases. The modification of public facing services and partial reopening of services throughout each phase is contingent upon department operations adherence to the guidelines outlined in the strategy groups. City services identified as “essential” which remained operational throughout the COVID-19 response are not reflected in the phases. Below is a listing of those departments:

City Manager’s Office	City Attorney’s Office
Police – Uniform	Fire – Uniform
311 City Info & Help	San Antonio Metro Health
Aviation	Building & Equipment Services – Facility Maint.
Animal Care Services – Enforcement	Development Services – Code Enforcement
Public Works – Operations	Solid Waste Management – Operations

Sources

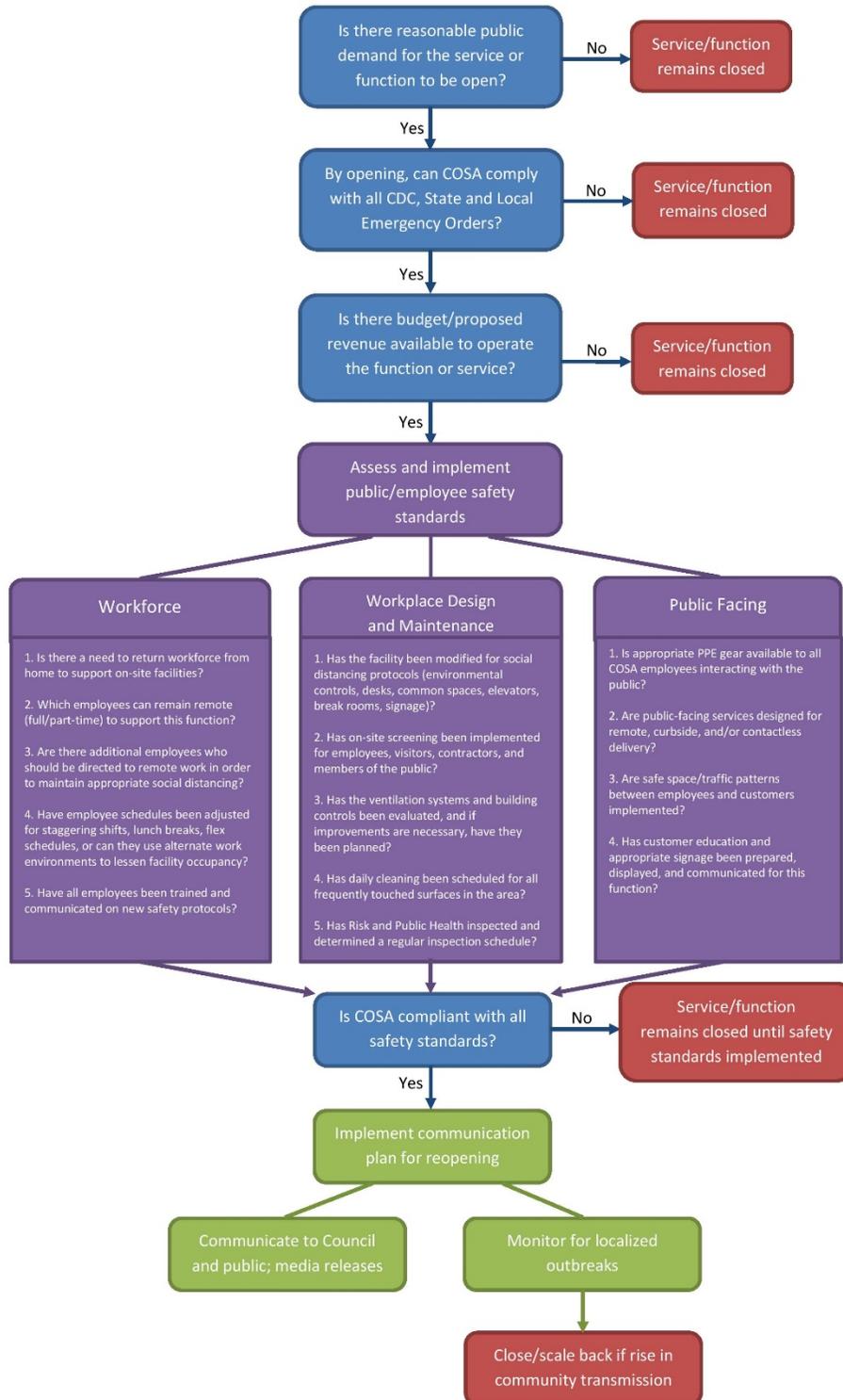
1. **City of San Antonio Health Transition Team Report**
2. **City of San Antonio Economic Transition Team Report**
3. **Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors:**

https://www.centerforhealthsecurity.org/our-work/pubs_archive/pubs-pdfs/2020/200417-reopening-guidance-governors.pdf²

² Footnote: “libraries that incorporate social activities or community gatherings into their services should refer to the ‘community centers’ category” - classifying them as medium to high risk.”

Category	Contact Intensity	Number of Contacts	Modification Potential	Mitigation Resources
Childcare Facilities	High	Medium / High	Low / Medium	CDC, WHO
Summer Camps	High	High	Low	American Camp/ Camp Nursing
Parks, Walking Paths / trails	Low	Low	Low	Guidance from MD/ RI/ LA-CA
Athletic Fields and Other Outdoor Congregate Settings	Medium	Medium	Low	Guidance - National Mall Trust Wash, DC
Pools	Medium	Low	High	CDC, Guidance from WA
Playgrounds, skateparks, & Other Outdoor Recreation	Medium	Medium	Medium	Guidance from MD, Santa Cruz CA
Libraries	Low	Low	Medium	CDC, Guidance Baltimore Library
Community Centers	Medium	High	Medium	CDC, Guidance, PA Univ Health System
Airplanes	High	High	Medium	CDC, Guidance, cargo baggage claim, staff

Proposed City of San Antonio Decision Matrix Reopening Services/Returning to Work

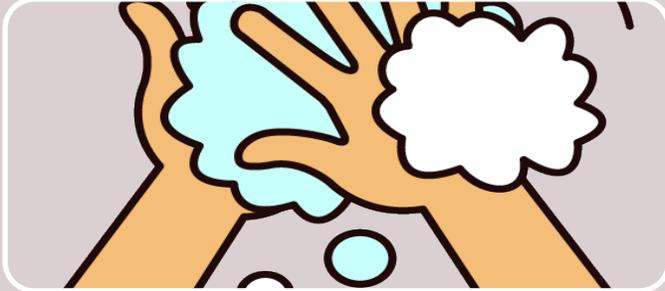
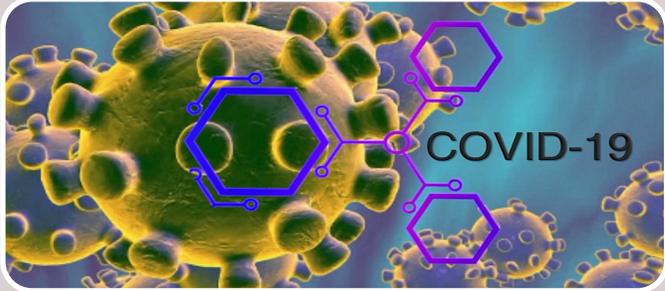


COSA “RETURN TO WORK” PLAN



Erik Walsh
City Manager's Report
May 28, 2020

COSA 3 Key Priorities



Protect the People

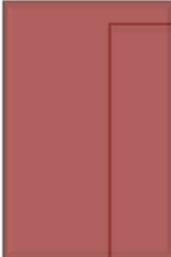
Redesign the Work Environment

Drive Operational Productivity

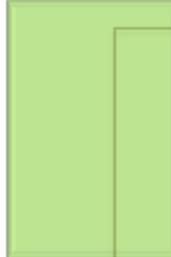
RTW - Decision Matrix to Open



Reasonable Public Demand
for Service or Function



Comply with CDC, State,
Local Emergency Orders



Financial Viability, Available
Operating Revenues

Return to Work Protocols



1. On-Site Screening (Temperature Check)
2. Personal Protection Equipment (Mask)
3. Social Distancing – Conference (WebEx)
4. Building Maintenance & Hygiene (Clean)
5. Public-Facing Services (Contact Free)
6. Remote Work Employees (Productive)
7. Workplace/Office Design (Redesign Space)



Resumption of Business Operations



Phase 1

Current State

March 13 -
Present

Phase 2

Projected to
Start June 15

Phase 3

Projected
Start Date
TBD in Phase
2

Phase 4

Projected
Start Date
TBD in Phase
3

Resumption of Business Operations



Phase 1
Current State
March 13 – Present

1. 2,304 Currently working from home - 538 Deployed to alternate work assignments

2. Current Closed Functions & Department Remained Closed

Libraries	Municipal Courts
Parks	Pre-K 4 SA
DHS	NHSD
CSEF	Convention Center

3. All Currently Closed Public Facing – All Service Desk Counters – Except DSD One-Stop Curbside Service

Resumption of Business Operations



Phase 2

Projected to
Start June 15

1. **Library** – Partial opening of 29 Library locations offering contact free pick-up and 9 library locations with managed access to public computers
2. **Parks** - Grab & Go Food Program (June 1) /Open Youth Community Centers 8 Camps (June 15)
3. **City Clerk** –Vital Records Office Appointments/ Walk Up Service
4. **Municipal Courts** – Partially Open 2 Kiosk / Utilizing Zoom Trial Hearings
5. **NHSD** – Partially Open for Emergency Housing Assistance Program/ Appointment Only

Resumption of Business Operations



Phase 3

Projected
Start Date
TBD in Phase
2

1. Additional Opening of Key Department Functions (facilities up to 50% occupancy)

Libraries	Municipal Courts
Parks	DHS
NHSD	CSEF

2. Additional Openings of Key Public-Facing Services

CCDO	City Clerk
DSD	OHP
Finance	NHSD
GPA	

Resumption of Business Operations



Phase 4
Projected
Start Date
TBD in Phase
3

1. Additional Opening of Key Department Functions

Libraries	Municipal Courts
Parks	DSD
Pre-K 4 SA	OHP
DHS	Arts/Culture
Alamodome	Convention Center

2. Alternative work schedules and remote work functions and positions identified and operationalized

COSA “RETURN TO WORK” PLAN



Erik Walsh
City Manager's Report
May 28, 2020

Library Department Reopening Plan

Contact-Free Pickup

- The Library will be offering contact-free pickup of materials at 29 locations to allow the community access to physical materials at their local libraries.
- All outside bookdrops will be open for returns. Items will be quarantined for 72 hours and fines will not be assessed during the quarantine period.
- Materials can be reserved through www.mysapl.org, the Library's app (mysapl), or by calling library locations directly and 210-207-2500.
- Contact-free pickup will be available at the following locations Tuesday, 12pm – 7pm & Wednesday – Saturday, 10am – 5pm: Brook Hollow, Central, Cody, Encino, Forest Hills, Great Northwest, Guerra, Igo, Landa, Las Palmas, Maverick, McCreless, Memorial, Parman, Potranco, Pruitt, San Pedro, Semmes, Thousand Oaks and Tobin
- Contact-free pickup will be available at the following locations Tuesday, 12pm – 2pm & Wednesday – Saturday, 10am – 12pm: Bazan, Carver, Collins Garden, Cortez, Johnston, Mission, Pan American, Schaefer and Westfall
- Patrons will receive a notice by email or phone once items are ready for pickup.
- Upon arrival at the library, patrons will call the branch and provide the library card number to allow staff to check out the items. Phone number to the branch will be printed on signage in the parking lot. Staff will place the items on a table outside the door and then alert the patron that they may leave their car to pick up the items.
- Safety protocols include staff health checks each day, wearing of masks by staff, labeling to ensure social distancing of patrons, availability of hand sanitizer for staff and the public, and regular cleaning of high touch areas.
- Accommodations will be made for people who do not already have a library card and for those without a car or phone.

Council District	Libraries
1	Central, Landa, San Pedro, Westfall
2	Carver, Pruitt, Schaefer
3	McCreless, Mission, Pan American
4	Cortez, Johnston
5	Bazan, Collins Garden, Las Palmas, Memorial
6	Great Northwest, Guerra, Potranco
7	Forest Hills, Maverick
8	Cody, Igo
9	Brook Hollow, Encino, Parman
10	Semmes, Tobin, Thousand Oaks

Library Department Reopening Plan

Computer Access

- During Phase 2, both contact-free pickup and computer access will be available at nine (9) locations. Computer access is available at limited locations so the times have been determine in order to allow as many people access to each service as possible. Specific safety protocols will be in place for each service and time is allocated for staff to prepare for each reservation.
- Public computers are available for one hour appointments at the following locations Tuesday, 3pm – 7pm & Wednesday – Saturday, 1pm – 5pm: Bazan, Carver, Collins Garden, Cortez, Johnston, Mission, Pan American, Schaefer and Westfall. Appointments times include: Tuesdays: 3pm, 4:30pm, 6pm and Wednesdays-Saturdays: 1pm, 2:30pm, 4pm
- Computers will also be sanitized between user so time is built into the schedule to allow 30 minutes for staff to make sure each computer and station has been thoroughly sanitized. All high touch areas and restrooms will be cleaned regularly.
- To maintain social distancing, two people will be allowed to enter the building per computer.
- Appointments can be made 24 hours prior by calling any library location directly or 210-207-2500.
- A library card is not required to use a computer, but customers will be asked to wear masks, have their temperature taken and answer the health questionnaire, use hand sanitizer, practice social distancing. Accommodations will be made for those who cannot follow the guidelines to enter the facility. Customers will be allowed to print up to ten (10) free pages.
- Staff will need to maintain social distance from members of the public but written guidelines will be provided for commonly asked questions and users are encouraged to bring a friend or family member if intensive help is needed.
- Staff will be screened each day, wear masks, and follow recommended protocols regarding hand sanitization and shared workspaces.

Council District	Library
1	Westfall
2	Carver
2	Schaefer
3	Mission
3	Pan American
4	Cortez
4	Johnston
5	Bazan
5	Collins Garden

PARKS AND RECREATION DEPARTMENT REOPENING PLAN

SUMMER YOUTH DAY CAMPS

- Parks and Recreation will be implementing free weekly summer youth day camps at eight community centers this summer. The designated centers were selected based on the following: equity (as defined by the City’s Equity Atlas), geographical location, and center layout and capacity to maximize ability to provide activities while maintaining proper social distancing.
- The designated centers will offer one-week themed camps that will rotate among the designated centers throughout the Summer.
- Each weeklong camp will run Monday–Friday from 7:30am to 5:30pm beginning June 15 to early August (dependent on school district calendars) and includes a daily hot lunch and afternoon snack.
- Registration will be required each week for the program to maximize the opportunity to the public for this limited capacity program. Online registration for the first week of the program will begin at 6:00pm on Monday, June 1.
- This modified registration approach will help staff prepare the sites to ensure proper social distancing and maintain proper cleaning protocols. Staff will follow CDC guidelines and will comply with the State’s *Minimum Standard Health Protocol Checklist* outlined by the Governor for operations.
- Parks will be reaching out to each Councilmember office to provide information on this year’s program and registration information.
- Summer Youth Day Camp Sites:

Council District	Community Center
2	Copernicus
3	Southside Lions
4	Miller's Pond
4	Ramirez
5	Palm Heights
6	Cuellar
7	Garza
10	Hamilton

GRAB AND GO

- Parks and Recreation will be operating the Summer Food Program for the 51st year. We have been serving meals since 1969 through a grant sponsored by the Texas Department of Agriculture/Food Nutrition Division.
- The Summer Food Program will provide free lunch and snack to children between 1 and 18 years of age throughout the community beginning June 1 through mid-August (dependent on respective school district calendars). 26 Sites are at Parks Facilities and 4 Sites are at DHS Community Partner facilities. Additional 8 Pool Sites, if approved by City Council, will open July 6/July 7 (Schedules Varies By Pool). While 3 additional pools will be open, grab and go meal service will be provided at the adjacent Parks facility.
- Meal service will be from 11:00am – 12:30pm or 11:30am – 1:00pm for most Parks sites (meal service time will vary by site in coordination with vendor delivery. Three (3) will have meal service

PARKS AND RECREATION DEPARTMENT REOPENING PLAN

from 4:30pm – 6:00pm, primarily due to DHS providing grab and go meal service to seniors during the day at those 3 sites. Meal service time for pool sites will be determined prior to the beginning of pool season in coordination with vendor delivery.

- This year’s food program is a “Grab and Go” drive-through style model in which a vehicle will drive-through the designated site’s parking lot; staff will place meal(s) in the trunk of the vehicle. If not available to do so, staff will place meal(s) on a table and step away, vehicle occupant will step out to retrieve meal(s). Staff will be provided mandated training, gloves, sanitizers, face coverings, and shaded tent.
- Parks is coordinating final food delivery/site schedule with vendor and will be providing Councilmember offices with specific times and site information on the program by Friday.
- Sites Providing Meals Grab and Go Beginning June 1 from 11:00am-12:30pm or 11:30am – 1:00pm (will vary by site)

Council District	Sites
1	Tobin Community Center
2	Copernicus Community Center
2	Dawson Community Center
2	Denver Heights Community Center
2	Woodard Community Center
3	Bode Community Center
3	Fr. Roman Community Center
3	Harlandale Community Center
3	Southside Lions Community Center
4	Miller's Pond Community Center
4	Ramirez Community Center
4	Yates Community Center
5	Melendrez Community Center
5	Neighborhood Place
5	Palm Heights Community Center
5	San Antonio Natatorium
5	San Juan Community Center
5	South San Community Center
5	YWCA
6	Cuellar Community Center
6	Meadowcliff Community Center
6	St. John Bosco
7	Berta Almaguer Dance Studio
7	Garza Community Center
7	La Promesa
7	Ward Community Center

PARKS AND RECREATION DEPARTMENT REOPENING PLAN

10	Hamilton Community Center
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- Sites Providing Meals Grab and Go Beginning June 1 from 4:30pm to 6:30pm

Council District	Sites
4	Gill Community Center
5	Garrett Community Center
5	Normoyle Community Center

- Pool Sites Providing Meals Grab and Go Beginning July 6 time TBD (Day/Time Vary By Site) (Dependent on City Council Approval)

Council District	Pool Sites
1	San Pedro
2	Lincoln
3	Kingsborough
4	Heritage
5	Elmendorf
5	Roosevelt
7	Woodlawn
8	Spring Time

OUTDOOR POOL SEASON

- Parks and Recreation will be hosting a modified pool season at 11 of our 24 outdoor pools. The pools identified to open were based on the following: equity (as defined by the City's Equity Atlas), last year's pool season attendance, geographical location, and pool capacity.
- 5 locations will be open on Mondays and Wednesdays and the other 6 locations will be open on Tuesdays and Thursdays and all 11 pools will be open on Fridays, Saturdays, Sundays. Pool hours will be 1:00pm to 8:00pm and will operate Friday, July 3 through Sunday, August 9.
- The remaining 13 outdoor pools will not open this season.
- Pool operations will follow CDC guidelines and will comply with the State's *Minimum Standard Health Protocol Checklist* outlined by the Governor.
- Parks will be reaching out to each Councilmember office to provide information on this year's summer outdoor pool season.
- 2020 Pool Season Locations:

Council District	Pool
1	San Pedro
2	Lincoln
3	Southside Lions

PARKS AND RECREATION DEPARTMENT REOPENING PLAN

3	Kingsborough
4	Heritage
5	Elmendorf
5	Roosevelt
6	Cuellar
7	Woodlawn
8	Spring Time
10	LBJ