



**BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT**

Item No. 20a
For Meeting of 03/23/2020

ITEM TITLE: Resolution approving City of Bondurant's Pandemic Response and Guidelines

CONTACT PERSON: Marketa Oliver, City Administrator


SUMMARY EXPLANATION: The City of Bondurant is responsible for providing services to the residents and businesses of Bondurant. The potential pandemic could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions. Should that occur, the Mayor may proclaim a pandemic emergency.

Emergency staffing and backfilling of existing positions will be primary concern in order to provide essential and ongoing services to the public. In the event that essential services are adequately staffed, non-essential services may be staffed, to the extent possible.

City Staff drafted a manual that it is meant to compliment department operational plans and city emergency operations. It does not limit department authority to make operational decisions as to essential or needed functions.

The manual provides staffing strategies, tools, advice, and directives that departments should follow in the event that the Mayor proclaims a pandemic emergency for the City. Of note is the fact that many human resources processes may be simplified and the effect of the provisions of this manual confer no new privilege, right of appeal, right of position, transfer, demotion, promotion, nor reinstatement for any City of Bondurant employee, contract worker, or volunteer. The manual does not constitute an express or implied contract. It provides general guidance that cannot form the basis of a private right of action.

The manual also includes an advanced pre-planning checklist.

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|---|--|---|--|
| <input checked="" type="checkbox"/> Resolution _____ | <input type="checkbox"/> Ordinance _____ | <input type="checkbox"/> Contract _____ | <input type="checkbox"/> Other (Specify) _____ |
| Funding Source <u>N/A</u> | | | |
| APPROVED FOR SUBMITTAL _____ | | | |
|  City Administrator | | | |

RECOMMENDATION: Approve the resolution.

CITY OF BONDURANT
RESOLUTION NO. 200323-90

RESOLUTION APPROVING CITY OF BONDURANT’S PANDEMIC RESPONSE AND GUIDELINES

WHEREAS, the City of Bondurant is responsible for providing services to the residents and businesses of Bondurant; AND

WHEREAS, the potential pandemic could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions; AND

WHEREAS, Emergency staffing and backfilling of existing positions will be of primary concern in order to provide essential and ongoing services to the public; AND

WHEREAS, in the event that essential services are adequately staffed, non-essential services may be staffed, to the extent possible; AND

WHEREAS, the manual is meant to compliment department operational plans and city emergency operations; AND

WHEREAS, it does not limit department authority to make operational decisions as to essential to needed functions,

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Bondurant, Iowa, that the City of Bondurant’s Pandemic Response and Guidelines, is hereby approved as presented.

Passed and adopted this 23rd day of March, 2020,

Curt Sullivan, Mayor

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

Shelby Hagan, City Clerk

| Council Action | Ayes | Nays | Abstain | Absent |
|----------------|------|------|---------|--------|
| McKenzie | | | | |
| Peffer | | | | |
| Enos | | | | |
| Cox | | | | |
| Elrod | | | | |

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Pandemic Response and Guidelines

The City of Bondurant is responsible for providing services to the residents and businesses of Bondurant. The potential pandemic could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions. Should that occur, the Mayor may proclaim a pandemic emergency.

Emergency staffing and backfilling of existing positions will be of primary concern in order to provide essential and ongoing services to the public. In the event that essential services are adequately staffed, non-essential services may be staffed, to the extent possible.

This manual is meant to compliment department operational plans and city emergency operations. It does not limit department authority to make operational decisions as to essential or needed functions.

The following assumptions were made in drafting this manual:

- The provisions of the City of Bondurant and the Administrative Code of Iowa.
- No State or Federal laws dealing with personnel issues have been waived.
- City functions and services will be staffed in priority order.
- Thirty to forty percent of our workforce will be too sick to come to work at some point during this type of pandemic. Up to two percent of those who fall ill may die.
- A pandemic could last six to eight weeks and include several waves over the course of a year.
- School and daycare closings may have a significant impact on workforce availability.
- Fear of infection and necessary dependent care may affect employees' attendance.
- Local governments may be required to provide additional services not currently performed such as supporting people who have been placed in isolation and quarantine by the Iowa Department of Health.
- Employees may need personal protective equipment (PPE) such as N95 Disposable Particulate Respirators to maintain critical services which will require special policies, procedures, testing, and training.
- Just in time manufacturing and transporting will limit the availability of supplies.
- Assistance from outside organizations, county, state, and federal government will be limited if the outbreak is nationwide.
- Pandemic is defined as a global outbreak of a new disease that causes serious human illness and spreads easily from person to person.

Pandemic Response and Guidelines

This manual provides staffing strategies, tools, advice, and directives that departments should follow in the event that the Mayor proclaims a pandemic emergency for the City. Of note is the fact that many human resources processes may be simplified and the effect of the provisions of this manual confer no new privilege, right of appeal, right of position, transfer, demotion, promotion, nor reinstatement for any City of Bondurant employee, contract worker, or volunteer. This manual does not constitute an express or implied contract. It provides general guidance that cannot form the basis of a private right of action.

SECTION 1

PRIORITY DESIGNATIONS FOR CITY FUNCTIONS AND SERVICES

Major recommended action: *Departments need to move to the next phase in their planning by identifying primary personnel (if not already completed) and secondary personnel for priority services. Departments need to predetermine secondary personnel for payroll and HR Liaison functions and begin cross training.*

Advanced Planning: *Staff should be informed of their priority designation and expectations.*

The City of Bondurant is using the following priority designations and definitions to categorize all City functions and services:

❖ **Priority 1 Services = Public Safety and Security**

Immediate threat to public health and/or safety. Activities that must remain uninterrupted. Generally, these would be agencies that operate 24 hours a day. For instance, fire suppression, law enforcement, and emergency medical operations are priority one services, in addition to the provision of water and sanitary sewer services.

❖ **Priority 2 Services = Essential and Core Services**

Activities that can be disrupted temporarily or might be periodic in nature but must be re-established within a few days. For example, processing payroll, payment to vendors, and benefit payments to individuals would generally be considered priority two services. Economic impact and chaos may develop if services are not delivered after a few days.

Pandemic Response and Guidelines

❖ Priority 3 Services = Necessary Services

Activities required by law or rule and can be suspended by executive order or emergency declaration. Activities that can be disrupted temporarily (a few days or weeks) but must be re-established sometime before the pandemic wave is over (less than 6 weeks). For example, license renewals and utility billing would be considered priority three services.

❖ Priority 4 Services = Inconvenient but recoverable after several weeks without it.

Services that can be suspended during an emergency and are not required by law or rule. Activities that can be deferred for the duration of a pandemic (6-8 weeks). For example, educational programs, training, and general maintenance programs would generally be considered priority four services.

As of March of 2020 (Appendix A), all City Departments and Offices have categorized their functions and services accordingly. Departments are now working on communicating this information to employees. If not already complete, the next steps are as follows.

- A. Departments shall identify the conditions that activate the plan. For example, the Mayor has proclaimed an emergency; or although a City emergency has not been proclaimed, a department director has received authority from the Mayor to activate the plan because the pandemic has had a negative impact on the business continuity of his or her department or the City Leadership team is acting on recommendations from the Department of Public Health or the Center for Disease Control.
- B. Departments shall **predetermine primary personnel for each of the priority areas** and the minimum number of staff necessary to perform the functions.
 1. Departments should identify **secondary personnel** that have the skills and abilities to perform other functions. Such personnel may be:
 - i. Employees in the same classification series as those who normally perform the function.
 - ii. Employees who have previously performed the work or are qualified to perform the work and are employed elsewhere in organizations within the City.
 - iii. Employees who can be trained either in advance of the need or on-the-job when the need arises.

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- C. Departments should identify other personnel who may be available to perform the priority functions. Such personnel may include retired employees, former employees, former employees, temporary workers, and contract workers.
- D. Each department shall predetermine the payroll function as a priority two function and shall have a plan of succession and cross training for the payroll function. There should be at least two employees; one of whom may include the payroll supervisor, who are trained to perform the payroll function.
- E. Each department shall predetermine the human resource function as a priority two function and shall have a plan of succession and cross training for this function.

SECTION 2

LINES OF SUCCESSION AND DELEGATION OF AUTHORITY

Major recommended action: *Management lines of succession need to be identified and documented. Pandemic could affect the absentee rates of more management staff than in other emergencies.*

Advanced Planning: *Departments must predetermine lines of succession and provide for access to information.*

The following section provides guidance and direction to assist departments to develop plans for identifying lines of management succession and delegation of authority in the event of a pandemic emergency.

- A. Departments must establish a **management line of succession plan**. A line of succession provides a list of predetermined alternates for key leadership positions in each department.
 1. The succession plan should be **three employees in depth**, where possible.
 2. The personnel identified for the line of succession should know the operations of the unit.
 3. They should also have the confidence of the principal to act in his or her absence; clearly understand the scope of the powers and duties delegated to him or her; and clearly understand the constraints, if any, of the powers and authorities delegated.

Pandemic Response and Guidelines

4. The succession plan should clearly **identify the names of designated personnel**, their regular titles, and how they can be contacted.
 - B. The names and **order of succession** for designated personnel must be communicated to department personnel.
 - C. If all the personnel identified for the line of succession are unavailable (which may be the case in small departments where there is a limited number of leadership personnel), the department should provide for alternate lines of succession. It should identify personnel outside of the department who can assume the powers and duties. The line of succession plan should be updated whenever staff changes occur.
 - D. Departments should construct a method by which those in the line of succession will have access to information and needed items, e.g. computer passwords, calendars for employee approved time off, office keys, file cabinet keys, etc., should they have to assume leadership responsibilities.
 - E. Succession plans shall be documented and provided by the department director to the Municipal Emergency Manager (Fire Chief) and then approved by the City Administrator's Office.

SECTION 3

REPORTING TO WORK

Major recommended changes: *Current policy and procedures apply.*

Advanced Planning: *Staff should be informed of their priority designation and expectations; employees should have a family care succession plan in place; employees who are assigned some priority services may have to telecommute to perform duties and should be equipped to do so in advance.*

The Priority Services categories and definitions outlined in Section 1 provide the foundation for who must report to work, and when, during a pandemic emergency. All first responders must report to work. The Mayor, in conjunction with the Emergency Operations Center and the State, will determine the City's priority level at any given time during a pandemic emergency.

Pandemic Response and Guidelines

Staff should be informed of their priority designation and expectations. **Each employee's role in a pandemic emergency:**

- ❖ Is determined by their department.
 - ❖ Is part of an organized response set forth in the City's Emergency Operations Plan.
 - ❖ May change during the emergency.
 - ❖ Requires that they be prepared to respond.
-
- ❖ Requires that their family also be prepared.

The best way for employees to ensure their family's safety is to report to work and perform the work assigned. The best way to do their job is to ensure their family is safe.

Closure of Schools and Daycare Facilities

To minimize the effect of any disease outbreak, the Iowa Department of Health may order disease control measures that include a broad array of actions. Isolation and quarantine orders and social distancing measures are likely to be used in a pandemic event. In addition to closing large social gatherings, such as sporting events, theater shows, concerts, and other venues, the State may close schools and large daycare centers as a social distancing strategy. It is anticipated that this action would occur in coordination with any emergency proclamation that may emanate from the Governor.

School and daycare closure is expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. The City of Bondurant must be prepared for a reduction in its staff resulting from healthy parents staying home to take care of healthy children or other healthy dependents. If schools and daycare centers are closed, **employees will not be allowed to bring their children to work.** Employees, however, if possible will be provided with the tools and allowed to work from home.

- ❖ Personnel Responsible for Priority 1 Services must report to work, notwithstanding school and daycare closures.
- ❖ Personnel Responsible for Priority 2 Services must report to work within three days, notwithstanding school and daycare closures.
- ❖ Personnel Responsible for Priority 3 Services should make every effort to report to work in the event of school and daycare closures and must report to work within three weeks, notwithstanding school and daycare closures, unless directed otherwise.

Pandemic Response and Guidelines

- ❖ Personnel Responsible for Priority 4 Services should make every effort to report to work in the event of school and daycare closures, unless directed otherwise.
- ❖ When feasible, personnel will be provided the tools and allowed to work from home.

All personnel, regardless of Priority level designation, should have a family care plan in place. In the event that child and dependent care coverage becomes impossible, personnel may use leave time as determined in the City's personnel handbook, depending on the employee's priority level designation.

SECTION 4

WORKFORCE RELATIONS

Major recommended changes: *Current policy and procedures apply.*

Advanced Planning: *Departments should consult with Human Resources for specific questions or needs.*

The following provides guidelines in the administration of workforce relations to follow in the event a pandemic emergency is proclaimed:

- A. Guiding Principles for Emergency Administration of workforce relations.
 1. All provisions in agreements would remain in place with the exception that notification periods may be suspended for items such as changing schedules and assignment of work, due to emergency status of the event.
 2. Managers and supervisors should try to follow all the notification requirement provisions of the city handbook to the best extent possible.
 3. Managers and supervisors should provide as much notice to employees as possible, given the circumstances, of any change affecting employees.
 4. To the extent possible, compensation provisions will not be suspended but may be streamlined in order to administer payroll in a timely manner.
 - a) This means that only a very basic payroll will be possible and exceptions, such as working-out-of class or overtime may not be available to be paid until a later time.
 - i. Supervisors need to maintain documentation of any change in assignment and track hours worked for their employees,

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even if they are working in other departments, to ensure these items are tracked and paid when the more complete payroll process is available.

- ii. In the event that a pandemic emergency is proclaimed, managers and supervisors should refer to the City's Human Resource staff as questions arise.

B. Managers, supervisors, and employees should understand that the following actions may need to be taken in an emergency.

1. Previously approved vacation, compensatory time, leave of absences (other than for sick or family leave purposes) may be rescinded with minimal notice.
2. Employees may be required to report for work with minimal notice.
3. Employees' work schedules and/or hours of work may change with minimal notice.
4. Employees may be directed not to report to work.
5. Employees may be required to work at other locations or telecommute with minimal notice.
6. Employees may be assigned overtime with minimal notice.
7. Employees may be assigned work-out-of-class with minimal notice.
8. Employees may be assigned to work other duties or to work in other departments with minimal notice.

C. Departments are encouraged to work with staff to minimize the impacts of decisions affecting schedule changes. Rest and meal period requirements continue no matter what type of work schedule is assigned. Overtime is probable and should be expected.

D. Pay and Break Periods

1. Compensation will be paid in accordance with the respective personnel policies, as appropriate, for all work performed.
2. Rest and Meal Periods will be administered in accordance with the current agreement. Should exigent circumstances exist where meal periods cannot be taken, employees will be paid for any missed meal period.

E. Alternative Work Schedules

1. Departments shall review their normal business hours and work schedules to determine if they can be modified in a manner that best promotes social distancing, business continuity, or other pandemic response goals during an emergency.
2. Departments will identify functions and services that may be staffed with personnel on alternative schedules.

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3. If feasible, supervisors should first ask for employees to volunteer to work hours other than their usual schedule. Where certain work schedules cannot be staffed with volunteers, department management may direct staff to work the schedules necessary.

SECTION 5

CONTINGENT WORKFORCE AND EMERGENCY HIRING

Major recommended changes: *Emergency hiring kits shall be provided by Human Resources to ensure appropriate documentation for emergency hiring.*

Advanced Planning: *Departments must preplan and identify classifications which may be needed during an emergency so that they may more quickly staff their work units.*

- A. City of Bondurant contingent workers fall into one of the general categories as follows:
 1. **Contract Worker** an individual who is the employee of an authorized vendor to provide these resources. Contract Workers do not receive City of Bondurant benefits.
 2. **Seasonal or Temporary Employees** hired by the City to work a full-time or part-time schedule for the duration of specific projects or assignments. Temporary assignments cannot exceed beyond 12 months, except with the approval of the Human Resources Manager or City Manager.
- ❖ During a pandemic, most of the emergency hiring will likely be temporary employees. For general work, the City must follow the standard policies.

SECTION 6

TELECOMMUTING

Major recommended changes: *Temporary policy and procedure change. Employees should be able to provide limited childcare while telecommuting and supervisors may require telecommuting, neither of which are the case under the current policy. If denied, there is no requirement that a supervisor provide an explanation of his or her reasoning for the denial.*

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Advanced Planning: Telecommuters and associated technological needs must be identified and implemented as soon as possible.

Telecommuting means that an employee is working one or more days each work week from home instead of commuting to his or her centrally located worksite. Telecommuting is not appropriate for all employees and no employee is entitled or guaranteed the opportunity to telecommute. Telecommuting is not a substitute for dependent/child care and employees are expected to make dependent/child care.

The purpose of modifications to the policy is to provide support for social distancing or other pandemic response goals as necessary to respond to a pandemic emergency. These modifications apply only to pandemic planning and response for employees that have been identified as appropriate personnel for telecommuting.

- A. Departments should identify possible telecommuters as soon as possible and make necessary technological arrangements.
 - 1. Departments shall consider a broader use of telecommuting than they would for normal operations or other types of emergencies to accomplish social distancing for a pandemic emergency.
 - 2. Departments shall identify priority functions that may be accomplished remotely and if technology can be used to provide for customers from a remote location.
 - 3. Departments shall identify employees who are qualified for the provision of priority functions and determine their ability to telecommute and their current technology needs arrangements for the period they will be working at home.
 - 4. Telecommuting is strictly voluntary and may be terminated at any time by either the employee or the immediate supervisor.
 - B. Departments shall consider alternative work schedules for those authorized to telecommute to reduce peak demands on Information Technology systems.
 - C. Employees authorized for telecommuting may be allowed to provide limited dependent/child care during a pandemic emergency if providing care does not impact the ability of the employee to accomplish assigned tasks.
- ❖ Supervisors may require that an employee telecommute during a pandemic emergency. A requirement to telecommute shall be documented.

SECTION 7

TEMPORARY APPOINTMENT/WORKING OUT OF CLASS

Major recommend changes: *Current policy and procedures apply.*

Advanced Planning: *Departments should identify areas where working-out-of class (WOOC) assignments are expected to occur.*

Administration of WOOC will continue in accordance with City of Bondurant policy and collective bargaining agreements.

A WOOC assignment is defined as the temporary assignment of an employee to an existing higher-level classification when the higher-level duties and responsibilities comprise the majority of the work performed.

- A. Only in the event that an employee is assigned to higher-level duties will they be paid WOOC.
 - 1. WOOC pay is not appropriate where an employee is simply assigned different duties which are not higher-level duties or where an employee is simply assigned to work in a different work unit if the work performed does not involve higher-level duties.
- B. Employees may be assigned to perform duties of an equal or lower classification, without reduction in base pay.
- C. Managers must keep good documentation on assignments and inform payroll staff as soon as possible.

SECTION 8

VOLUNTEER SERVICES

Major recommended changes: *Current policy and procedures apply.*

Advanced Planning: *Departments should compile a list of potential volunteers. During a pandemic emergency, departments may wish to utilize the services of volunteers. Generally, volunteers are individuals who perform hours of service for the City for civic, charitable, or humanitarian reasons.*

- A. Departments should first attempt to utilize City of Bondurant employees to perform needed work and then recruit volunteers.

Pandemic Response and Guidelines

- B. Departments should identify areas where volunteers might be utilized in advance and identify the type of skills that volunteers will need to be useful in that area. Departments should then compile a list of possible volunteers.
1. Departments may be contacted by individuals who want to volunteer but are not needed or do not have the needed skills. Departments should predetermine how to communicate to these individuals that their offer to volunteer is appreciated but that the department cannot utilize their services.
- C. Departments may include as volunteers any individual who volunteers to perform services for the department if the following conditions are met:
1. The individual receives no compensation or is paid expenses or a nominal fee to perform the services for which the individual volunteered. The individual must perform services without any kind of promise or expectation or receipt of compensation for the services rendered.
 2. Such services are not the same type of services which the individual is employed to perform for the City. Individuals may not volunteer to do what they are otherwise paid by the City to do.
 3. The volunteer must sign a waiver and release prior to performing volunteer services.

Volunteer Services Waiver and Release is attached at the end of this section.

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VOLUNTEER SERVICES

WAIVER AND RELEASE

The undersigned, on behalf of themselves and their estate, hereby waives any right of recovery and releases City of Bondurant, their officers, officials, employees, and agents, from liability arising from any injury to Undersigned, arising from or out of the Undersigned's activities and participation in volunteer services at the City of Bondurant.

[INSERT DEPARTMENT AND DIVISION NAME].

The Undersigned further acknowledges and agrees that City of Bondurant does not assume any responsibility whatsoever for any property of the Undersigned and the Undersigned shall not hold the City liable for any loss or damage to same. The Undersigned gives their permission to be photographed and have their image used in City of Bondurant publications.

Signature: _____ Date: _____

For youth under 18 years of age:

_____ (print) has my permission to accept an assignment as a volunteer for City of Bondurant.

Signature of Guardian: _____ Date: _____

SECTION 9

RESCISSION OF APPROVED LEAVE, COMPENSATORY TIME OFF, OR LEAVE WITHOUT PAY

Major recommended changes: *Temporary exception to the current policy.*

Advanced Planning: *Managers and supervisors should keep an updated calendar of all approved time off and provide access of that calendar to those in their line of succession.*

Because the pandemic emergency may cause significant staffing shortages, previously approved vacation leave, compensatory time off, or leave without pay may be rescinded in order to provide staffing coverage for City services. The ability to rescind previously approved-leave currently exists.

Supervisors, managers, and directors should note the following:

- A. Managers and supervisors should keep an updated calendar of all approved time off and provide calendar access to those in their line of succession.
- B. Approved vacation leave, compensatory time off, or leave without pay should only be rescinded where the supervisor is unable to adequately staff a work unit or project.
- C. Approved vacation leave, compensatory time off, or leave without pay should be rescinded as soon as the supervisor believes that a potential staffing shortage will require that the employee report to work.
- D. Prior to rescinding previously approved leave, the supervisor should attempt to staff the unit or project through other available means, e.g., seek available staff to volunteer for the work or staff with other available employees or contract workers.
- E. Rescission of an employee's leave which is already in progress shall be reasonably based upon the employee's ability to report to work.
 1. For example, it would be reasonable to require that an employee who is on vacation at home to report for work. It would be unreasonable to require that an employee who is on vacation out of the country to report for work.

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- F. When rescinding leave, the supervisor shall have actual contact with the employee to ensure that the employee received the directive to report. Rescission should be made in writing, if possible.
1. For example, an email exchange between the employee and the supervisor or a letter from the supervisor to the employee in which the employee acknowledges receipt is acceptable contact. A message left on an employee's home telephone message recorder is not an acceptable contact, unless the message was left and the employee returned the call acknowledging the directive.
- G. While employees who have accrued compensatory time off have a right to use it within a reasonable time of their request, such may not be the case in the event of an emergency, such as a pandemic, where an employee's absence would disrupt City business operations.

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(Sample Rescission of Vacation and Comp Time Off Email/Memo)

To: [employee's name]

From: Appointing Authority

Date: Date

Subject: Rescission of Previously Approved (Vacation/Compensatory Time Off)

Please be advised that the pandemic emergency has caused staffing shortages Citywide. Unfortunately, this means that I must rescind my prior approval of your (date of vacation leave and compensatory time off) in order to provide staffing coverage for.

However, please note that:

[The following is only for employees whose approved vacation is being rescinded:]

Employees eligible for vacation leave may accrue up to sixty days vacation leave, pro-rated to reflect their normally scheduled workday. However, should rescission of your vacation leave due to a declared pandemic emergency result in your leave going beyond the maximum accrual amount, either the department director or I may submit a recommendation to the Human Resources Director that you be allowed to carryover vacation leave.

[The following is only for hourly employees whose approved compensatory time off is being rescinded:]

As an employee who can accrue compensatory time off, you normally have a right to use it within a reasonable time of your request. However, such is not the case in the event of an emergency, such as a pandemic, where your absence may disrupt City business operations. Because your previously approved compensatory time off is being rescinded, upon your request the department director may recommend to the Human Resources Director the maximum level of accrued compensatory time be temporarily increased. If that occurs, you must use those hours within the first quarter of the new calendar year.

Thank you for your understanding and your assistance during this difficult time.

cc: department or division director

Department payroll staff

SECTION

10

SENDING ILL EMPLOYEES HOME

Major recommended changes: Managers and supervisors already have the responsibility and authority to send ill employees home.

Advanced Planning: Training of supervisors should include a reminder that they have the authority to send ill employees home and that sick leave is meant to cover such an absence.

- A. If an employee who is staffing operations appears to have flu symptoms at the workplace, supervisors have the authority to require the employee leave the workplace.
 - 1. As a safety consideration, management should look to the physical wellbeing of its employees and whether the health of fellow employees is endangered by the health of an ill employee. Such is the case where an employee is exhibiting symptoms of flu because an ill employee may endanger the health of fellow employees.
- B. Supervisors are not to make judgments as to medical diagnosis but may rely on observations of an employee's symptomology in making a determination to send an employee who appears ill home. Symptoms of flu in humans may be:
 - ❖ Fever
 - ❖ Cough
 - ❖ Sore throat
 - ❖ Muscle aches
 - ❖ Eye infections (conjunctivitis)
 - ❖ Pneumonia
 - ❖ Acute respiratory distress
- C. Under the current policies an employee may use sick leave for the employee's bona fide illness, incapacitating injury, or the employee's exposure to infectious diseases.
- D. In the event that employees are sent home because of pandemic, employees may use their sick leave accruals, vacation accruals, compensatory time off accruals, or may request approval for an unpaid absence without leave if sick leave and vacation leave accruals are depleted.
- E. Paid administrative leave is not available to an employee who is being sent home because they exhibit symptoms of influenza.

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F. When the employee's condition improves to the point where the employee no longer poses a health hazard to fellow employees, the employee shall contact his or her supervisor and arrange for the employee's return to work.

❖ A sample memo is attached at the end of this section.

(Sample Memo for Sending Ill Employee Home)

From: Appointing Authority

Sent: Date To: [employee's name]

Subject: Removal from Workplace Exhibiting Pandemic Symptoms

During the last [time period i.e. few days, several hours] I have observed that you appear ill because you are [list symptoms observed]. I am concerned about your physical wellbeing. I am also concerned that you may be contagious. In light of these concerns, I am sending you home.

You will need to use your sick leave accrual, vacation accrual, or compensatory time off accrual (if available) for your absence. You may request approval for an unpaid leave of absence with benefits if your leave accruals are depleted.

When your condition improves, please contact me at [supervisor's phone number and email address] and we will discuss your return to work.

Thank you for your understanding. I hope that you feel better soon.

SECTION 11

FAMILY MEDICAL LEAVE AND SICK LEAVE

Major recommended changes: Current policy and procedures apply.

Advanced Planning: Departments need to ensure that family medical leave administration is encompassed in the essential human resource management functions.

City of Bondurant employees may use sick time pursuant to their current rights under:

❖ Family Medical Leave Act (FMLA) 29 CFR (unpaid)

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❖ City Personnel Handbook

During a pandemic emergency, employees may need assistance to determine what leave applies to their situation. Please contact Human Resources for additional information.

SECTION 12

RETURN TO WORK AUTHORIZATION

Major recommended changes: Procedural. During a pandemic emergency, as a general rule, medical certifications for return to work will not be required if related to influenza. Employees may be required to return to different work sites and to different work duties.

Advanced Planning: Managerial and HR practitioner training.

In the event the Mayor declares a pandemic emergency, the following procedures will be in effect for the duration of the emergency.

Returning from Leave: In the event that an employee is ready to return to work from a leave (paid, unpaid, or military) the following procedures shall apply:

- A. The employee who is ready to return from leave shall contact his/her supervisor (or a person acting in his/her capacity) for instructions on when and where the employee should return for assignment, provided an assignment is available. Contact shall be made in the manner deemed appropriate by the department.
- B. The supervisor shall inform the employee as to whether or not the employee's return to work is authorized. If it is authorized, the employee should be informed of his/her work location. The supervisor shall also inform the employee if the work schedule and shift, and specific work assignments are different from the employee's regular assignment.
- C. In administering this section, medical certifications may not be required.
- D. After the emergency, the requirements for the employee to provide a medical release/return to work verification form from a health care professional will be restored, unless otherwise notified by the employee's supervisor.

SECTION 13

FACILITY CLOSURE

Major recommended changes: The City may currently affect facility closures as necessary to meet business needs.

Advanced Planning: Human Resources will review the inclement weather policy and update as necessary to address a pandemic emergency.

Administrative offices and City of Bondurant operations will remain open during emergency situations that do not pose an immediate life, health, or safety risk to its occupants unless directed otherwise by the Mayor or the respective department director. Decisions as to facility closures or layoffs will be made on a case-by-case basis, in conjunction with the Mayor's office.

- A. Because of potential staffing shortages, employees may be deployed to provide support for City operations in alternative worksites and should expect to come to work.
- B. In the case of closure of specific offices, employees will be sent home as a last resort.
- C. If a facility is closed by order of the City of Bondurant and no alternative site is designated for the employee to report to, regular, provisional, probationary and term-limited temporary employees scheduled to work will be paid their normal pay until such time as the facility is reopened, alternative worksites are arranged or a reduction in force is implemented.

SECTION 14

DISCIPLINE CONDUCT, INCLUDING UNAUTHORIZED ABSENCES

Major recommended changes: Processing of disciplinary action may need to be held in abeyance pending a return to normal business operations.

Advanced Planning: Employees should be informed that they are expected to report for work and that the consequence for not doing so may result in disciplinary action.

Pandemic Response and Guidelines

City of Bondurant commitment to public service will be the cornerstone to holding the function of our community together. In order to fulfill service to the public, all able employees are expected to report for work and perform duties, unless directed otherwise.

Held to the highest standard are first responders those employees who exercise civil authority and maintain the safety and wellbeing of citizens.

Unfortunately, there may be occasions during the emergency when employee misconduct or unexcused absenteeism arise and need to be addressed. In some cases, that will mean discipline.

A. Disciplinary Action, in General: The type and level of disciplinary action will be determined by the nature and severity of the behavior and/or performance deficiency that led to the disciplinary action. Prior to proposing or implementing disciplinary action, managers and supervisors should first consult with the Human Resources Office who will assist the department in a review of pertinent facts and decisions regarding disciplinary action processing. This will also help to ensure that employees throughout the City are treated equitably.

1. Any disciplinary suspension or termination for an employee's misconduct will be documented in the form of written correspondence, e.g., letter, email, facsimile, by the department and a copy will be provided to the employee. The correspondence will set forth the dates of the employee's alleged misconduct, noting when the proposal will be processed, and when the employee will have an opportunity to be heard, as set forth below.
2. Processing of disciplinary proposals for employees who are alleged to have engaged in misconduct may be held in abeyance pending the City's return to normal business operations.
3. Administrative leave remains available for departments to utilize when departments determine that an employee should not return to work pending the outcome of the disciplinary process.

B. Disciplinary Action for Unauthorized Absences: An unauthorized absence means the absence of an employee from duty without specific authorization. Authorization is obtained via the notification and approval method prescribed by the department in which the employee is employed. Certain unauthorized absences during a pandemic emergency may result in a reduction in pay and/or disciplinary action, up to and including termination.

1. Pay

Pandemic Response and Guidelines

- a) Employees will not be paid for any time that they are absent from work without approved leave.
2. Disciplinary Action
 - a) Employees may be subject to discipline, up to and including termination, for an unauthorized absence, the level of severity of which shall be dependent upon the length of the absence and whether they have been designated as a first responder. Should a suspension be imposed, the time period for the suspension may be in any increment between 1 and 30 days, depending upon the facts and circumstances.
 - b) Any disciplinary suspension or termination for an employee's unapproved leave of absence will be document in the form of written correspondence, e.g., letter, email, facsimile, by the appointing authority and a copy will be provided to the employee. The correspondence will set forth the dates of the employee's unapproved absence, noting when the proposal will be processed, and when the employee will have an opportunity to be heard, as set forth below.
3. Processing of disciplinary proposals for employees who are alleged to be absent without approved leave may be held in abeyance pending the City's return to normal business operations. Administrative leave remains available for departments to utilize when departments determine that an employee should not return to work pending the outcome of the disciplinary process.
4. Processing of disciplinary proposals for employees who are alleged to be absent without leave may be conducted as soon as the department is able to do so or may be held in abeyance pending the City's return to normal business operations.
5. Mitigating circumstances underlying the unauthorized absence may be taken into consideration in any analysis of disciplinary action proposals, including termination. Incidents will be reviewed on a case-by-case basis.
6. Should an employee's unauthorized absences from work for a period of three consecutive days be sustained and no compelling mitigating circumstances exist, such may be considered as abandonment of the employee's position with the City. An employee who abandons his or her position may be subject to termination.

SECTION

15

COMMUNICATION AND CONSISTENT MESSAGING

Major recommended changes: This section sets forth many useful reminders and suggestions on effective communication.

Advanced Planning: Departments not only need to identify key internal and external stakeholders but the methods that will be used to communicate with them.

One of the key elements in responding to any disaster, including a pandemic emergency, is effective and timely communication. The City of Bondurant departments must plan their internal communication strategies before a crisis occurs. Sound and thoughtful communications will be required before, during, and after a pandemic emergency. This section provides guidance on internal communications planning and strategies.

When communicating to their employees, departments should coordinate closely with the City Administrator's Office to ensure that the Citywide messages align.

A. Core Communication Goals

1. Provide clear, consistent, candid communications to employees, agencies and the public.
2. Apply this goal to communications at every level of the organization.
3. As departments contemplate and develop communications, they should adhere to these guidelines:
 - a) There will be a great demand for accurate and timely information that will provide guidance and ease anxiety. There will be a need to build and maintain trust.
 - b) Know your stakeholders and develop a communication strategy for each one. Different types of information will need to be communicated to different audiences.
 - c) Basic messages may change over the duration of the emergency. Departments will need to develop a phased communications plan that can be partially or fully implemented as needed.
4. There may be a need to counteract the circulation of conflicting information, misinformation, and rumors.
5. Communicate consistently and frequently. Even when there is seemingly no new information to share; it is good to say that to allay fears.

Pandemic Response and Guidelines

B. Assessing Department Communications Resources and Needs Before a potential pandemic emergency strikes, departments shall assess their communications strengths and weaknesses.

1. City Departmental Communications Resources

- a) Determine whether adequate human resources are available during all phases of a pandemic emergency. Remember, a pandemic emergency may last for several months. Departments must ensure that they will have the people available to implement a sustained communications plan. Prepare for resource contingencies by training extra staff for emergency communications responsibilities.
- b) Identify a spokesperson for disseminating information to City employees.
- c) Communicate which employees have authority to issue news releases or communicate with the media.
- d) Schedule crisis communication training for all employees who will have a communications role.
- e) Establish procedures that will ensure technology such as networks and servers are readily available, tested, and backed up. Ensure access to laptops, fax machines, and other hardware for appropriate personnel. Provide risk communications priority over standard business use.

2. Departmental Communications Needs

- a) Develop and regularly review a pandemic emergency communications plan.
- b) Develop policies to implement the communications plan and to deploy resources during a pandemic emergency.
- c) Familiarize key management with available communications resources.
- d) Prepare basic templates and other communications materials in advance and update them during a pandemic emergency as needed.
- e) Monitor the effectiveness of communication messages, vehicles, and timing, refining them as necessary.

3. By educating your employees through early and ongoing communications, departments can reassure their employees and assist in protecting their health.

Pandemic Response and Guidelines

- a) The City and departments should tell employees about the threat of a pandemic emergency and describe the steps they are taking to prepare for it.
- b) The City and departments should communicate potential changes to personnel policies located in this manual in response to a pandemic emergency and must emphasize that these changes apply only to the emergency response, not for routine operation.
- c) Departments should communicate changes in business culture in response to a pandemic emergency. Changes may include social distancing, increase in telecommuting, or suspension of non-essential functions.
- d) Departments should communicate the importance of staying home if employees are ill or are showing symptoms of influenza.
- e) Departments should distribute practical information on maintaining a healthy work environment. For example, the Department of Public Health and the Centers for Disease Control provide materials that demonstrate the simple steps employees can take to protect themselves and their families. Materials are also available that illustrate good respiratory hygiene and describe the signs and symptoms of the flu.

- ❖ A Pandemic Flu Planning Checklist for Individuals and Families is attached at the end of this section.

Departments should recognize that a pandemic emergency may provide physical, social, and emotional challenges for employees. Morale building communications will be essential.

- C. In order to maintain business continuity and to ensure efficient communications, departments should:
 1. Identify and communicate the department's critical functions and the employees who can perform them. Build depth through cross training. Keep in mind that absentee rates may top 25-30%, so build in the redundancy necessary to ensure that essential work will be done.
 2. Ensure that authority, such as hiring or purchasing, is delegated to appropriate employees and that such authority is fully communicated.

Pandemic Response and Guidelines

3. Update employee phone lists and make sure management has access to up-to-date data. Designate staff to ensure this updating is done on a regular basis.
 4. Ask employees to update their emergency contact information on a regular basis, at least quarterly or more frequently if necessary.
- D. When developing a communication plan, departments should identify their key internal stakeholders and the methods that will be used to communicate with them. For most departments, these stakeholders will include:
1. Employees. As detailed earlier in this section, departments must establish on going and frequent communications with employees. Plan to implement two or more communications methods which may include an Internet web site, central telephone number with pre-recorded information, central telephone number staffed by informed communications personnel, email, or hard copy (print) materials.
 2. Department Management. Departments will need to communicate business continuity issues and changes to policies and procedures. Again, plan to implement two or more communication methods to ensure the messages are received.
 3. City Management. In addition to the “business as usual” communications required, departments may need to provide the City Administrator's Office or other agencies with a record of decisions made during a pandemic emergency and other information such as employee absenteeism rates. Ensure that essential reporting can be maintained. For example, departments should make sure that staff absenteeism can be monitored and reported.
- E. When developing a communication plan, departments should identify their key external stakeholders and the methods that will be used to communicate with them. For most departments, these stakeholders will include:
1. Employees. Plans to implement two or more communications methods which may include an Internet web site, central telephone number with pre-recorded information, central telephone number staffed by informed communications personnel, emails or hard copy (print) materials. Develop a list of union business representatives and provide that list to directors, managers, and supervisors.

Pandemic Response and Guidelines

2. The Public. Departments and agencies will need to communicate business continuity issues and changes to policies and procedures. Again, plan to implement two or more communications vehicles to ensure the messages are received. Ask for feedback and plan for disability accessibility requirements that may be necessary due to a pandemic emergency. These requirements may include additional disability access services or translation services.

SECTION 16

EMPLOYEE ASSISTANCE PROGRAM

Major recommended changes: These resources and the processes for contact already exist.

Advanced Planning: Pre-pandemic briefings may need to occur in order that managers and supervisors are prepared to address the employee stresses that may arise during a crisis.

Any employee of the City that feels they need assistance should contact the Human Resource Department. If it is an emergency, please contact the Fire Chief at 515-971-1282. This will remain confidential. Bondurant Emergency Services does have multiple professional resources that are available for immediate use, regardless of your position of employment within the city government.

SECTION 17

WORKERS COMPENSATION

Major recommended changes: Departments need to predetermine secondary personnel (most likely the secondary personnel assigned to payroll or HR Liaison) to assume worker's compensation functions.

Advanced Planning: Identified secondary staff should begin cross training.

Unless notified by the State that the requirements for reporting and payments are waived or modified during a pandemic, Human Resources will continue to follow all applicable laws. Department and division managers, supervisors, and employees

Pandemic Response and Guidelines

should continue to report and document injuries and illnesses that are submitted in the same manner that has been followed in the past.

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ADVANCED PRE- PLANNING CHECKLIST

- Determine Critical Functions and Personnel
- Predetermine personnel who will perform each of the Priority Functions and Services.
- Identify functions that may be suspended while personnel are assigned to more critical roles.
- Identify secondary personnel who have the skills and abilities to perform other functions.
- Identify other personnel, such as retired employees, former employees, temporary workers, and contract workers who may be available to perform essential functions.
- Identify potential volunteers who have the skills to perform needed departmental functions.
- Succession Planning
- Predetermine the payroll function as a Priority 2 function and have at least two employees cross trained for the payroll function.
- Predetermine the human resources liaison function as a Priority 2 function and have at least two employees cross trained for the human resources liaison function.
- Establish and identify a three-employee deep management succession plan which lists predetermined alternates for key leadership positions in each department. Predetermine the individuals who will have the delegated authority to make decisions and communicate that succession plan to the department.
- Provide for alternate lines of succession, if management personnel are unavailable.
- Provide for access to information and needed items to those in the line of succession, e.g., computer passwords, office keys, file cabinet keys, etc. Forward document succession plans to the Emergency Operations Manager.
- Review Business Hours, Work Schedules, and Mode of Service Delivery Review business hours and work schedules to determine if they can be modified in a manner that best promotes social distancing, business continuity, or other pandemic response goals during an emergency.
- Identify essential functions that may be accomplished via telecommuting and whether the function needs access to all systems and applications or only email and/or voice communications.

Pandemic Response and Guidelines

- Identify technical planning methods such as the World-Wide-Web, Virtual Private Network, and Instant Messenger to be implemented prior to a pandemic emergency. Develop a Communications Plan
- Communicate with employees about the threat of a pandemic emergency and describe the steps the City is taking.
- Distribute practical information on maintaining a healthy work environment.
- Update employee emergency contact information regularly.
- Identify key internal and external stakeholders and the methods that will be used to communicate with them.
- Communicate to employees' certain provisions such as:
 - a. Previously approved vacation, compensatory time, leave of absences (other than for sick or family leave purposes) may be rescinded with minimal notice.
 - b. Employees may be required to report for work with minimal notice.
 - c. Employees' work schedules and/or hours of work may change with minimal notice
 - d. Employees may be directed not to report for work.
 - e. Employees may be required to work at other locations or telecommute with minimal notice.
 - f. Employees may be assigned overtime with minimal notice.
 - g. Employees may be assigned WOOC with minimal notice.
 - h. Employees may be assigned to work other duties or to work in other departments with minimal notice.