



CITY OF ALPHARETTA, GEORGIA

OPERATIONAL RESTORATION PLAN

A GUIDE FOR RETURNING TO THE WORKPLACE AND REOPENING CITY FACILITIES
APRIL 30, 2020

INTRODUCTION

The City of Alpharetta has adopted this manual for internal operations, which is intended to serve as a guideline when City operations are in the process of being restored in the wake of the COVID-19 pandemic. The contents of the manual will serve to guide the City Administrator, Department Directors, and other key personnel in planning and implementing a phased return to typical operations and a reopening to the public of City facilities.

This manual is not a formal policy and does not alter or abridge current City of Alpharetta policies, including but not limited to, those policies outlined in the Alpharetta Employee Handbook.

It is also acknowledged that at the time of this publication the environment surrounding COVID-19 is evolutionary in nature. As a result, these guidelines are subject to change and modifications pursuant to legal changes, which may or may not be incorporated in the form of an amendment to this plan. It should also be noted that any proposal to return to work before widespread immunity has been achieved, either by prior infection or immunization, has risks that could lead to a second wave of infection. Therefore, the procedures for restoring operations involves a set of tools and procedures to enable the recovery and continuation of business operations following a pandemic such as the COVID-19 (coronavirus) outbreak.

The plan outlined in this manual has been developed to allow leadership to apply procedures and measures to allow increasing functionality, while remaining flexible to address changes in the restoration duration.

Implementing the return to full operations in a safe and thoughtful manner will be complex. For that reason, it is imperative that communication of the manual is shared and training is followed. Every employee must be aware of her/his responsibilities under the plan and must be counted upon to carryout those responsibilities to ensure everyone's safety and the success of our efforts.

AUTHORITY

The Mayor and City Council has vested in the City Administrator the authority to develop and implement this restoration plan. The decisions of the City Administrator and the actions of the City will be guided by the orders of the Governor of Georgia, the orders of the Fulton County Department of Public Health, and the guidelines established by the Centers for Disease Control and other appropriate public health agencies.

ROLES AND RESPONSIBILITIES

Mayor and City Council

The Mayor and City Council (Council) is responsible for ensuring the City of Alpharetta has the leadership, funding, and direction needed to restore operations at all City facilities.

City Administrator

The City Administrator is responsible for establishing guidelines and overseeing the daily progress of the restoration of operations and shall provide, as necessary, the Mayor and City Council with updates on progress and impediments.

Department Directors

Department Directors are the heads of their respective departments and as such, are responsible for ensuring their departments continue to provide all functions necessary to serve the public. Department Directors are also responsible for ensuring their departments and assigned personnel are adhering to the procedures and protocols outlined in this manual.

Management Team

The Management Team is comprised of the City Administrator, Assistant City Administrator, City Attorney, and Department Directors. The Management Team is responsible for assessing the rate of risk exposure for employees working during the response to the COVID-19 pandemic. This team will also provide recommendations and revisions to the Operational Restoration Plan Manual so as to address changes in procedures and mitigating risks for employees and the public.

PROCESS FOR RETURNING TO THE WORKPLACE

Although no plan can guarantee full and immediate resumption of operations given the unknown impact of COVID-19, creating a sound framework as well as implementing strong processes and controls is first priority. These processes and controls will help prepare employees to handle and manage restoration of operations while protecting staff and the public and avoiding the spread of the virus.

The City of Alpharetta has developed the following five-step process for returning operations to the workplace and reopening City facilities to the public. Each step in the process builds upon the previous steps and includes specific guidelines for determining when that step can be triggered.

STEP 1: IDENTIFY EXPOSURE RISK FOR EACH EMPLOYEE

Department Directors are required to evaluate and document the exposure risk for each employee regarding the employee's exposure to the COVID-19 virus during their daily business functions. Individuals can catch COVID-19 from others who have the virus. The disease can spread from person to person through small droplets from the nose or mouth which are spread when a person with COVID-19 coughs or exhales. These droplets land on objects and surfaces around the person. Other people then catch COVID-19 by touching these objects or surfaces, then touching their eyes, nose or mouth. People can also catch COVID-19 if they breathe in droplets from a person with COVID-19 who coughs out or exhales droplets.

This Operational Restoration Plan implements a multitude of work site safety measures along with personal safety measures. The measures defined in this plan are designed for mitigating exposure risks. The Management Team will identify and implement best practices that will mitigate risks while performing specific tasks. All these policies and safety measures, combined with the full cooperation from all employees, helps define the true exposure risks for each employee.

The Management Team will assess the risk levels of individual employees based upon work assignments and exposures. The risk level categories outlined below are based upon OSHA's descriptions.

Very High Exposure Risk

Very high exposure risk jobs are those with high potential for exposure to known or suspected sources of COVID-19 during specific medical, postmortem, or laboratory procedures. Workers in this category include:

Healthcare workers (e.g., doctors, nurses, dentists, paramedics, emergency medical technicians) performing aerosol-generating procedures (e.g., intubation, cough induction procedures, bronchoscopies, some dental procedures and exams, or invasive specimen collection) on known or suspected COVID-19 patients.

Healthcare or laboratory personnel collecting or handling specimens from known or suspected COVID-19 patients (e.g., manipulating cultures from known or suspected COVID-19 patients). Morgue workers performing autopsies, which generally involve aerosol-generating procedures, on the bodies of people who are known to have, or suspected of having, COVID-19 at the time of their death.

City of Alpharetta employees in this category may include paramedics, emergency medical technicians (EMTs), and firefighters.

High Exposure Risk

High exposure risk jobs are those with high potential for exposure to known or suspected sources of COVID-19. Workers in this category include:

Healthcare delivery and support staff (e.g., doctors, nurses, and other hospital staff who must enter patients' rooms) exposed to known or suspected COVID-19 patients. (Note: when such workers perform aerosol-generating procedures, their exposure risk level becomes very high.)

Medical transport workers (e.g., ambulance vehicle operators) moving known or suspected COVID-19 patients in enclosed vehicles.

Mortuary workers involved in preparing (e.g., for burial or cremation) the bodies of people who are known to have, or suspected of having, COVID-19 at the time of their death.

City of Alpharetta employees in this category may include first responders in the Department of Public Safety.

Medium Exposure Risk

Medium exposure risk jobs include those that require frequent and/or close contact with (i.e., within 6 feet of) people who may be infected with COVID-19, but who are not known or suspected COVID-19 patients. In areas without ongoing community transmission, workers in this risk group may have frequent contact with travelers who may return from international locations with widespread COVID-19 transmission. In areas where there is ongoing community transmission, workers in this category may have contact with the general public (e.g., schools, high-population-density work environments, some high-volume retail settings).

City of Alpharetta employees in this category may include those directly assisting the public at front counters and field personnel such as Building Inspectors, Public Works Techs, and Parks Techs.

Lower Exposure Risk

Lower exposure risk (caution) jobs are those that do not require contact with people known to be, or suspected of being, infected with COVID-19 nor frequent close contact with (i.e., within 6 feet of) the general public. Workers in this category have minimal occupational contact with the public and other coworkers.

City of Alpharetta employees in this category may include those employees that typically have limited contact with the public, work from an office, and those that can safely practice social distancing.

Although most employee duties do not qualify as high risk of exposure, there should be high risk gear readily available for emergency situations within facilities that would require employees taking on high risk exposure when providing first aid to employees or visitors, prior to emergency services arriving.

STEP 2: IDENTIFY APPROPRIATE PERSONAL PROTECTION EQUIPMENT

Very High Risk Exposure And High Risk Exposure Employees

Personal Protection Equipment (PPE) will be supplied to those employees who have been determined by the Management Team as belonging in the Very High Exposure Risk and High Exposure Risk categories. PPE will include but not limited to masks and gloves.

All types of PPE supplied by the City of Alpharetta must be:

- Selected based upon the hazard to the worker,
- Properly fitted and periodically refitted, as applicable,
- Consistently and properly worn when required,
- Regularly inspected, maintained, and replaced as necessary, and
- Properly removed, cleaned, and stored and disposed of, as applicable.

In addition, training will be provided for employees on issued PPE and when/how to request new PPE.

For employees categorized as Very High Exposure Risk and High Exposure Risk PPE must be worn if within 6 feet of another person and/or if passing through common areas. Additional requirements for the wearing of PPE may be established by the employee's Department Director.

All Other Employees

Employees not categorized by the City as Very High Exposure Risk or High Exposure Risk will not be supplied PPE but will be permitted to wear their own PPE, such as a homemade face covering

device, provided the design permits the employee to safely perform her/his job duties and is made of an appropriate material for the workplace.

NOTE: After Step 5 – Phase 3 as defined later in this manual has commenced, the Director of Human Resources or her designee will accept and review all requests for PPE. The Director of Human Resources or her designee will maintain a log of all PPE that has been approved, ordered, and distributed to City of Alpharetta employees.

STEP 3: ESTABLISHING PROCEDURES FOR THE WORKPLACE

City of Alpharetta staff must collectively work together to ensure the safety of our facilities and avoid the spread of the virus. The following general procedures shall be implemented for all facilities in addition to any specific procedures created for site work plans during Step 4 of this process.

Employee Health Screening

All employees physically working at a City of Alpharetta facility shall ensure they are health screened daily in accordance with the procedures outlined below. These procedures were developed in conjunction with CDC Guidelines with the goal of protecting personnel, their co-workers, and family members.

Public Safety Department Personnel

Due to the higher exposure risk, unique environment, and minimum staffing requirements encountered in the Department of Public Safety, more stringent procedures have been established for personnel of that department. These procedures are defined in Department of Public Safety General Order 03-20-13 and are incorporated by reference into this manual and operational plan.

All Other Personnel

Upon arrival at work and before entering the general population area of their assigned facility, an employee shall:

- Check for symptoms (fever, cough, shortness of breath, sore throat, diarrhea).
- Take her/his temperature using a City provided non-contact thermometer. If a temperature of 100.4 or above is noted, the employee shall not report for work, shall immediately leave the premises, and shall immediately notify her/his supervisor by phone.
- Notify her/his supervisor of any close contact within the last 14 days with someone with a diagnosis of having COVID-19.
- Notify her/his supervisor if the employee or anyone living under the same roof as the employee has travelled internationally or domestically within the last 14 days.

Social Distancing

Social distance shall be observed at all City of Alpharetta facilities until otherwise notified by the City Administrator based upon guidance from federal, state, or county public health agencies. Social distancing means keeping space between yourself and other people outside of your home. Social distancing requires that each employee:

- Stay at least 6 feet from other people,
- Do not gather in groups,
- Stay in her/his assigned area and within individual workspaces, with the exception of entering/leaving the building or the lavatories or to complete a job task,
- Does not physically attend or host external meetings, and
- Addresses all concerns regarding symptomatic behavior should to her/his supervisor.

Additionally, barriers, signage and markers shall be installed in common areas to help facilitate the implementation of social distancing requirements.

In efforts to minimize the amount of areas exposed to contamination, employees will refrain from in-person visitations. Employees are encouraged to use phone and teleconferencing apps. Additionally, employees will refrain from traveling through other staff areas where applicable.

Employees are asked to be mindful about social distancing throughout their entire shift and to take proactive planning steps at the beginning of their work weeks/days in order to be successful with social distancing throughout their workday.

Postal, Interoffice, And Package Mail Deliveries

Various early studies indicate the COVID-19 virus can remain viable and infectious in droplets in the air for hours and on some surfaces for up to three days. The virus could be detected up to three hours later in the air, up to four hours on copper, up to 24 hours on cardboard and up to three days on plastic and stainless steel.

Processing daily US post office mail or interoffice mail will require gloves and disinfectant. Envelopes shall be immediately disposed in a garbage can. Documents personally delivered to the department should be treated like mail and the same protocols should be applied.

Fleet Management

Many City of Alpharetta employees not only have a personal workspace but routinely use City provided vehicles. Some employees may even commonly share such a vehicle. Therefore, it is imperative that all City of Alpharetta vehicles are included in any plan to restore operations while limiting the spread of COVID-19.

Vehicles shall have a supply of gloves and sanitizer, and it shall be the responsibility of each employee who is assigned or uses each vehicle to immediately notify her/his supervisor when the supply of these items in the vehicle is running low. It shall also be the responsibility of each employee assigned or who uses a City of Alpharetta vehicle to ensure the vehicle is cleaned, using appropriate disinfecting wipes, before and after he/she uses it.

Maintenance And Custodial Responsibilities

Frequent and thorough cleaning of facilities is a critical factor in protecting the health and safety of employees and the public. Every employee has a crucial role in cleaning and maintaining City facilities. During the period in which this Operational Restoration Plan is in effect, the following enhanced custodial maintenance requirements shall be followed.

- All City facilities, including common areas, will be properly cleaned and sanitized prior to reintroducing staff to the facility.
- All offices will be provided with cleaning and sanitizing products to use to fulfill employee responsibilities described below.
- A schedule will be determined to clean public common areas on a regular basis. Frequency of such cleaning and sanitizing will depend on the phase of reintroduction described in Step 5. Common area cleaning and sanitizing includes, but is not limited to, the following:
 - Doorknobs, push bars, handles, and panels
 - Light switches
 - Stair rails
 - Drinking fountains
 - Restrooms
 - Conference rooms
 - Breakrooms/kitchens
 - Plexiglas barriers/sneeze guards
 - Countertops
- Modify workspace environments to reduce exposure as applicable to the facility:
 - Install Plexiglas barriers/sneeze guards for each customer service counter.
 - Remove all publications, periodicals, applications, etc. in public areas.
 - Post information and signage throughout facility regarding washing hands, sneezing, social distancing, etc.
 - Gloves are required to process incoming mail.

Employee Responsibilities

Every employee shall be responsible for the following:

- Wear assigned PPE required. Employees are assigned PPE based on their risk level.
- Wash hands regularly with soap and water. When washing is not possible, hand sanitizer shall be utilized. Refer to OSHA handwashing video.
- Avoid touching eyes, nose, and mouth.
- Follow Health Screening protocol including temperature readings and communicating readings and answers to Supervisors.
- Clean personal workspaces on a regular basis. Specifically, the following shared surface areas must be cleaned throughout the day:
 - Phone
 - Keyboard + mouse
 - Desk surface and drawers
 - Chair arms and any other surface touched regularly
 - For employees with their own office – light switches and door handles
- Avoid using other employee's supplies, equipment, phones, etc. If necessary to share equipment, please clean before and after use.
- Clean common areas after use. For example, wipe down counter after servicing a customer or wipe down computer keyboard after using a communal keyboard.
- Eat only in designated areas. After eating, wipe down all surfaces used (chair, table, countertop, microwave button, fridge handle, etc.). Do not provide communal food/beverages. Refrain from sharing serving utensils.
- Use proper hygiene etiquette.
 - Cover mouth and nose with a tissue when you cough or sneeze or use the inside of your elbow.
 - Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds. If soap and water are not available, use hand sanitizer containing at least 60% alcohol.

Cleaning And Disinfecting If Someone Is Symptomatic

If an employee has developed symptoms of COVID-19 in the workplace, the areas used by the employee must be properly cleaned and disinfected prior to being used again.

- First, close off areas used by the person who is symptomatic. Next, open outside doors and windows to increase air circulation in the area. Wait 24 hours before you clean or disinfect. If 24 hours is not feasible, wait as long as possible.

- Clean and disinfect all areas used by the person who is sick, such as offices, bathrooms, common areas, shared electronic equipment like keyboards, phones, etc.
- If more than 7 days since the person who is sick visited or used the facility, additional cleaning and disinfection is not necessary. Continue routine cleaning and disinfection.

STEP 4: DEVELOP DEPARTMENT WORK PLANS TO MINIMIZE RISK

Each Department Director shall evaluate the needs of her/his department, the safety of assigned employees, and the needs of the public/customers. It is anticipated that the return to full staffing at all City of Alpharetta facilities and the introduction of staff and the public to facilities will occur in phases and follow the recommendations and orders issued by the Governor or the guidance issued by appropriate federal, state, or county health agencies. The goal of Step 4 is to proactively plan for resuming business and to safely reintroduce the staff into the facility.

As Department Directors are developing their Work Plans, the following should be taken into consideration:

- **Identify Functions**
What functions can be administered at the employee's home and which must occur at a City facility? Which functions can be administered and how can they be administered when a facility is closed to the public, if the public has restricted access, and when the public has unrestricted access? Workflow and work plans for employee assignments must be developed that will satisfactorily provide public service under these various work conditions.
- **Evaluate Department Layout and Staffing Needs**
Can all employees be at their assigned work areas at one time and achieve social distance standards? Department Directors will need to determine if staggering employees at home and in the office would help accomplish a safe distance between employees. Consideration shall be given to alter the workday shifts (vary start/end times or extend workdays/shifts to eliminate a shift). This may require a relocation of an employee's workstation assignment.
- **Identify Department Equipment Needs**
For those functions that can occur from an individual employee's home, Department Directors shall identify their equipment needs and create employee work-at-home plans to ensure all department functions are being addressed by each employee. The work plan will include the methods of obtaining additional equipment, instructions, and work documentation for completing all responsibilities. The work plan will include defined dates/times for when employees are expected to obtain the equipment, instructions, and work documentation.
- **IT Needs**
The Department Director shall coordinate all technological equipment needs with the Information Technology Department. Remote work is accomplished through three techniques. First, for users issued City laptops, automated VPN access through NetMotion. Second, through access to Windows Remote Desktop Servers. Finally, through publicly accessed cloud offerings, such as SharePoint, Team, OneDrive, and Office 365. For users who need to answer a public City extension, a cell phone can be

provided to handle those calls.

- Identify Department Cleaning and Sanitization Process and Needs
Department Directors shall be responsible for ensuring their staff are implementing the required procedures for their workspaces and department.
- Develop an Absenteeism Strategy
Department Directors will evaluate operation plans if absenteeism spikes from increases in sick employees, those who stay home to care for sick family members, and those who must stay home to watch their children if dismissed from childcare programs and K-12 schools. Plan to monitor and respond to absenteeism at the workplace. Implement plans to continue your essential business functions in case you experience higher than usual absenteeism. Prepare to institute flexible workplace and leave policies. Cross-train employees to perform essential functions so the workplace can operate even if key employees are absent

STEP 5: REINTRODUCE EMPLOYEES AND THE PUBLIC INTO THE WORKSPACE

The following phases were prepared with the goal of returning all City of Alpharetta facilities and their functions to an equivalent of the “business as usual” condition that existed prior to the COVID-19 pandemic. Each phase was developed by adding onto the previous phase; however, these phases do not need to happen in sequential order. Also, if necessary based on orders issued by the Governor or the guidance of appropriate federal, state, or county public health agencies, phases could be reversed to adapt to the situation.

Phase 1: Preparation – Closed To The Public

Administrative staff and other limited supervisory staff (as determined necessary by Department Directors) are to report to work to ensure all necessary preparations, procedures, and equipment is in place. All City of Alpharetta facilities and vehicles will be cleaned prior to and in preparation for Phase 2. Developed work plans shall adhere to strict social distancing practices. Work plans could include staggered shifts, staggered breaks, arrangements for employees to work remotely or other strategies to limit the number of employees working together. During this phase, Department Directors will receive training on all PPE that will be assigned to their staff. During this phase it is imperative that staff observe all applicable procedures identified in Step 3: Establishing Procedures For The Workplace defined earlier in this document.

The expected duration of Phase 1 is 3 to 5 days, or until all preparations are complete. It is important that all preparation in Phase 1 is complete before moving to Phase 2.

Phase 2: Implement Department Work Plans – Closed To The Public

Following completion of Phase 1, Work Plans developed in Step 4 will be implemented. Additionally, Department Directors shall:

- Make arrangements for staff to train on how to use PPE, what PPE is necessary, how to properly put on, use, and take off PPE, and how to properly dispose of PPE.
- Educate staff about how they can reduce the spread of the virus (at work and at home) and their personal responsibilities as identified in Step 3: Establishing Procedures For The Workplace defined earlier in this document.
- Enforce the “no in-person meeting” rule with the public and at any City of Alpharetta facility. Meetings shall be conducted via conference call or an online meeting platform.
- Ensure employees are still following the Health Screening protocol including temperature checks

The expected duration of Phase 2 is contingent on the severity of the epidemic within the localized area. The City Administrator will utilize all available recommendations provided by the federal, state, and county public health agencies in determining if advancing to Phase 3 of this Plan is appropriate.

Phase 3: Restricted Public Access

During Phase 3, the public will begin to be given restricted access to City facilities. Restricted access means:

- Limiting/regulating the number of individuals from the public permitted to enter the building. The number of individuals permitted entrance could change periodically based upon the conditions observed in the community or applying the generally accepted practices created on knowledge of the COVID-19 virus.
- Meetings with the public within a City facility are by appointment only. All in-person meetings will comply with the 6-foot social distancing rule and will provide sanitizing products and pre/post- meeting cleaning measures.
- All visitors entering an employee accessed workspace/work area or meeting area within offices will have their temperatures taken by a City employee using a City-issued no-contact thermometer. If a visitor registers a temperature of 100.4 degrees or higher, he/she will be advised of the temperature and advised that because of the fever they cannot access the facility.
- All employees must still undergo the Employee Health Screenings and carryout the Employee Responsibilities as identified in Step 3: Establishing Procedures For The Workplace defined earlier in this document.

Additionally, during this phase, general staff who have been working remotely may be reintroduced to the facility provided adequate social distance and sanitation measures can still be enforced.

The expected duration of Phase 3 is contingent on the severity of the epidemic within the localized area. The City Administrator will utilize all available recommendations provided by the federal,

state, and county public health agencies in determining if advancing to Phase 4 of this Plan is appropriate or if a return to a previous phase is required.

Phase 4: Open To Public – Normal Operations With Continued Social Distancing / Safety Protocols
The public will be permitted to enter the facility with minimal restrictions. Social distancing of 6 feet is still in place during this phase for visitors and remains a requirement for employees. This means our providing full service to the public with the possibility of limited on-site staffing.

- City staff will perform job functions while maintaining social distancing.
- Employees are still required to have their temperatures checked daily.
- All visitors entering an employee accessed workspace/work area or meeting area within a City of Alpharetta facility will have their temperatures taken.

The expected duration of Phase 4 will continue until the threat of contracting COVID-19 is considered by federal, state, and/or county public health agencies to be nearly/entirely eliminated or until the risk of employee-to-employee infections is deemed minimal. In the event that the epidemic rebounds, the City Administrator will determine if a return to a previous phase of this plan may be necessary or prudent.

Phase 5: Open To Public – Normal Operations With Full Staffing

The last phase would be the condition that is equivalent to “business as usual” before the COVID-19 pandemic. The City of Alpharetta will return to full staffing during regular business hours. The necessity for most enhanced safety protocols (such as the 6-foot social distancing rule) and equipment (Plexiglas barriers, face masks/covering, or latex gloves) would be gradually phased out, but the sanitizing of hands and office surfaces will remain as normal daily work procedure.

If the epidemic recrudesces, the City Administrator, based upon guidance from appropriate federal, state, or county public health agencies, shall order that a previous phase of this plan be re-implemented.

WHOLE TEAM COOPERATION

A successful restoration of the City of Alpharetta's operations cannot occur without the full cooperation of all employees. Cooperation means working together to achieve a common goal, which is to provide comprehensive public service without sacrificing the health and safety of our employees, citizens, and other customers. In the workplace, this means a healthy environment in which employees work together to achieve both personal and organizational objectives.

This Operational Restoration Plan and manual shall be followed to ensure the purpose of the document, to protect employees and the public and reduce the spread of COVID-19, is being fulfilled. Each time an employee makes an exception or does not enforce a procedure outlined within, it erodes the effectiveness of the plan and puts individuals at risk.

This plan shall be followed by the leadership team and all employees and can only be modified by the City Administrator or his designee.