Pandemic
Continuity of Operations Plan

City of Grand Rapids

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CITY OF
GRAND RAPIDS
IT'S IN MINNESOTA'S NATURE

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1. OVERVIEW & CONTEXT

1.1 PANDEMIC OVERVIEW

Pandemics represent one of the greatest potential threats to the public's health. Pandemics are distinct from seasonal epidemics that happen nearly every year, causing an average of 36,000 deaths annually in the United States. Viruses that circulate globally in humans cause seasonal epidemics. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness. Pandemic refers to a worldwide epidemic due to a new, dramatically different strain of virus to which there is no immunity. The new virus strain may spread rapidly from person to person and, if severe, may cause high levels of disease and death around the world.

The worldwide public health and scientific community is increasingly concerned about the potential for a pandemic outbreak to spread across several continents. Although many officials believe it is inevitable that future pandemics will occur, it is impossible to predict the exact timing of their arrival. It is difficult to predict the severity of the next pandemic, if it will be associated with the current strains or an entirely different strain, and whether the pandemic virus strain will be treatable with exiting medicines. The Centers for Disease Control and Prevention (CDC) estimates that in the U.S. alone, a pandemic could infect up to 200 million people and cause between 200,000 and 1,900,000 deaths.

There are several characteristics of a pandemic that differentiate it from other public health emergencies. Unlike other natural disasters, where any disruption to business service provision is likely to be infrastructure-related, disruption to business operations in the event of a pandemic is anticipated to be mainly human-resource oriented. A pandemic has the potential to cause illness in a very large number of people. A pandemic could overwhelm the health care system and jeopardize essential community services by causing high levels of absenteeism in the workforce. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities could be disrupted during a pandemic. Finally, the pandemic, unlike many other emergency events, could last many months and affect many areas throughout the world simultaneously.

In a pandemic situation, the goal is to slow the spread of disease to prevent illness. The most effective strategy to accomplish this is through vaccination. However, it is likely that effective vaccines will not be available for many months following the emergence of a new pandemic strain. Existing antiviral medications may also not be effective or available. Other infection control strategies such as social distancing, improved hygiene and respiratory etiquette, isolation, and quarantine may be used to control the spread of disease.

1.2 PANDEMIC ALERT PHASES

The Itasca County Health Department, in conjunction with the Minnesota Department of Health, is responsible for the coordination of all Public Health measures in Itasca County. Beyond the traditional scope of medical care, the priorities in a pandemic response will be: communication of medical information, disease surveillance, vaccine delivery, distribution of medications, public health authority and disease control. Certain key actions may be accomplished in these priority areas during each phase of a pandemic. In Grand Rapids, the City will support the Itasca County Public Health Department in their response.

The World Health Organization (WHO) has established six phases of pandemic alert as a system for informing the world of the seriousness of the threat and of the need to launch progressively more intense preparedness activities. The State of Minnesota has taken the World Health Organization's Pandemic Phases and developed corresponding Minnesota Response phases. Each Minnesota Response Phase has a Lead Technical Agency that leads the State's efforts.

Lead Technical Agencies by Minnesota Response Phase

Minnesota Response Phase	Type of Transmission	Lead Technical Agency
Inter-Pandemic Period (period of time between pandemics)		
1	Avian/Animal to Avian/Animal	Board of Animal Health Department of Agriculture Department of Natural Resources
2	Avian/Animal to Avian/Animal	Board of Animal Health Department of Agriculture Department of Natural Resources
Pandemic Alert Period		
3	Limited human infection but not spread human to human	Minnesota Department of Health
4	Limited human-to-human transmission	Minnesota Department of Health
5	Significant human-to-human transmission	Minnesota Department of Health
Pandemic Period		
6	Sustained human-to-human transmission	Minnesota Department of Health

2. PLAN PURPOSE

The primary purpose of the Pandemic Continuity of Operations Plan is to enable the City of Grand Rapids to respond effectively and efficiently to a pandemic in maintaining essential city services. This plan is not meant to replace the City of Grand Rapids Emergency Operations Plan but rather

to be a supplement to that plan. Employees engaged in planning, mitigation and recovery are encouraged to familiarize themselves with both plans. The City Administrator may deviate from this plan as appropriate.

3. PLAN OBJECTIVES

The City's objectives during a local pandemic are the following:

1. Reduce transmission of the pandemic virus strain among our citizens and employees.
2. Minimize illness among employees.
3. Maintain essential City operations and services.
4. Minimize the economic impact of a pandemic upon our community.

4. PLANNING ASSUMPTIONS

The following worst-case scenario planning assumptions were used in the development of this continuity plan.

4.1 TIME PERIOD

1. There may be less than six weeks of warning from the time the pandemic is announced before it reaches Minnesota.
2. The time interval between alert phases may be rapid (ranging from days, to weeks, to months).
3. The pandemic may last as long as eighteen months in several waves with mortality and morbidity increasing and decreasing sporadically.
4. Waves of severe disease may last 1 to 4 months.

4.2 PREVENTION AND TREATMENT

1. A vaccine may not be available for many months after a pandemic begins and supplies may be limited.
2. Antivirals may not treat or protect against the pandemic virus strain.
3. Effective antiviral medications (e.g. Tamiflu) may be in very limited supply and their distribution may occur in phases.
4. Infection control (e.g. respiratory etiquette, hand hygiene) strategies will be used to slow the spread of disease.
5. Social distancing strategies (e.g. postponing public gatherings) may be used to control the spread.
6. Isolation of ill people will be required.
7. Quarantine of healthy people exposed to ill people may be implemented.

4.3 STAFFING

1. Up to 40% absenteeism from work by staff and vendors may occur.
2. Absenteeism will be the result of workers becoming ill, staying home to care for children or family members, or refusal to go to work.
3. Persons who become ill are likely to miss a few days to many weeks of work.

4.4 PROVIDERS OF SERVICES / PRODUCTS

1. City services will be stressed, but essential services will remain functional.
2. Functions carried out by contractors, consultants and vendors may be erratic.
3. The City may not be able to rely on mutual aid resources from county, state or federal agencies to support local response efforts.

5. THE ROLE OF THE CITY

The City of Grand Rapids Pandemic Continuity of Operations Plan further groups the World Health Organization's phases into three color-coded Activity Phases. During the Yellow Phase, activities are primarily centered on ensuring response capabilities. Activities during the Red Activity Phase center on closer monitoring and response a pandemic threat. The green Activity Phase is concerned with returning City operations to normal.

Table 1. City of Grand Rapids Pandemic Management Overview

<table>
<tr><th colspan="2">Activity Phase</th><th>City of Grand Rapids
Overview of Activities</th></tr>
<tr><td rowspan="2">Yellow = Preparedness</td><td>1. No new virus subtypes have been detected. If present in animals, the risk of human infection or disease is considered to be low.</td><td rowspan="2">STRENGTHEN PREPAREDNESS: Activity Phase 1
● Update City Continuity of Operations (COOP) Plan
● Prioritize department activities

MINIMIZE THE RISK: Activity Phase 2
● Educate city employees with regard to preventative hygiene.
● Post hygiene reminders in key locations within city buildings.
● Stockpile materials such as masks and gloves.
● Explore alternative minimal staffing models and cross training needs.</td></tr>
<tr><td>2. No new virus subtypes have been detected in humans. However, a circulating animal subtype poses a substantial risk of human disease.</td></tr>
<tr><td>Red = Response</td><td>3. Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.</td><td>EARLY MONITORING, DETECTION, NOTIFICATION:
Activity Phase 3 & 4</td></tr>
</table>

		• Share real-time accurate information with the Itasca County Health Department and Itasca County Emergency Management Director. • Provide timely information to employees and assist the Itasca County Health Department with the dissemination of the information or residents and businesses. • Carry out disease surveillance and control activities CONTAINMENT: Activity Phase 5 • Assist with infection control guidance (isolation, quarantine, and social distancing) • Monitor employees for signs of and send them home as necessary. RESPONSE: Activity Phase 6 • Assist the Itasca County Health Department in the distribution of medicines and/or vaccines as available. • Implement prioritized service delivery and alternative staffing measures.
	4 Small cluster(s) with limited human-to-human transmission, but spread is highly localized, suggesting that the virus is not well adapted to humans.	
	5 Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	
	6. Pandemic: increased and sustained transmission in general population	
Green = Recovery	7. Post pandemic	• Resume routine operation, as able, based on staffing • Assist employees and community in recovery • Evaluate response and update plans

During a pandemic, the City of Grand Rapids will be responsible for maintaining essential city services and supporting the public health response. The City of Grand Rapids may activate its Emergency Operations Center when unified internal response is necessary and will coordinate with the Itasca County Emergency Operations Center (EOC) upon activation. The City of Grand Rapids will maintain communication with the Itasca County Public Health Department and will implement recommended procedures that promote the health and safety of employees as is practical.

6. AUTHORITY & PROTOCOLS

6.1 CONTINUITY PLANNING TEAM

The City Administrator will serve as the Pandemic Continuity of Operations Planning Coordinator. City department heads will participate in the development of this plan that will identify and prioritize essential city services. This plan will also

describe the role and responsibilities of each city department in the provision of these services.

6.2 INTERNAL AUTHORITY

Mayor: The Mayor, in consultation with the City Council and City Administrator will have the authority to activate and terminate the response plan, alter operations and recovery activities. The Mayor will also serve as the City's spokesperson and may delegate this authority.

City Administrator: The City Administrator will oversee the overall implementation of the plan. The City Administrator has the authority to reassign employees between departments to insure the delivery of essential city services. The City Administrator is responsible for the collaborative construction of the Pandemic Continuity of Operations Plan as well as oversight in the stockpiling of material goods needed to prevent the spread of disease.

Emergency Management Director: The Emergency Management Director is responsible for plan coordination in all phases of its implementation. The Emergency Management Director shall keep the City Administrator fully aware of implementation status and the progress of activities.

Department Heads: Department heads will direct the operations of their departments in accordance with instructions received from the City Administrator. Department heads have the authority to reassign job tasks within their department.

6.3 PROCEDURES

The triggering mechanism for implementing activity responses as depicted in Table One is the Activity Phase as communicated by the Minnesota Department of Health.

6.4 ADMINISTRATION AND LOGISTICS

Each City Department is responsible for maintaining records of activities to mitigate a pandemic and maintain the essential city services they are responsible for. Daily reports of absence, submitted to the Human Resources Director may be necessary to evaluate the readiness of the City's workforce.

7. ESSENTIAL CITY SERVICES

7.1 PRIORITY OF SERVICES

The City of Grand Rapids has considered the following factors when determining priority service levels:

- Health, welfare and safety of employees;
- Health, welfare and safety of citizens;
- Economic impact of not providing service;
- Impact of performing (or not performing) services;
- Ability to provide services during a pandemic; and
- Availability of alternate methods of delivering services.

Essential services have been prioritized using the following categories and criteria.

Priority One: Immediate threat to public health, safety or welfare. Activities that must remain uninterrupted. Generally, these would include agencies and facilities that operate 24 hours a day and/or 7 days a week. (If the service closed on a weekend or holiday, it may not be a Priority One service.) These categories include:

- Fire suppression
- Law enforcement
- IT
- Emergency road repair
- Emergency Operations Center Staffing
- Snow removal from roadways

Priority Two: Direct economic impact, constitutionally or statutorily mandated periods, or civil disorder may develop if not performed in a few days. Activities that can be disrupted temporarily or might be periodic in nature, but must be re-established within a few days, usually within a pay period. These categories include:

- Processing payroll
- Legal services
- Payment to vendors
- Emergency equipment repair
- Cleaning and disinfecting facilities during a pandemic
- Maintaining Bldg./HVAC
- City Council meetings
- Emergency procurements and contracting
- Insurance payments
- Disaster recovery assistance
- Phone service
- Time sensitive inspections for construction activities
- Vehicle maintenance services
- Maintaining City web site

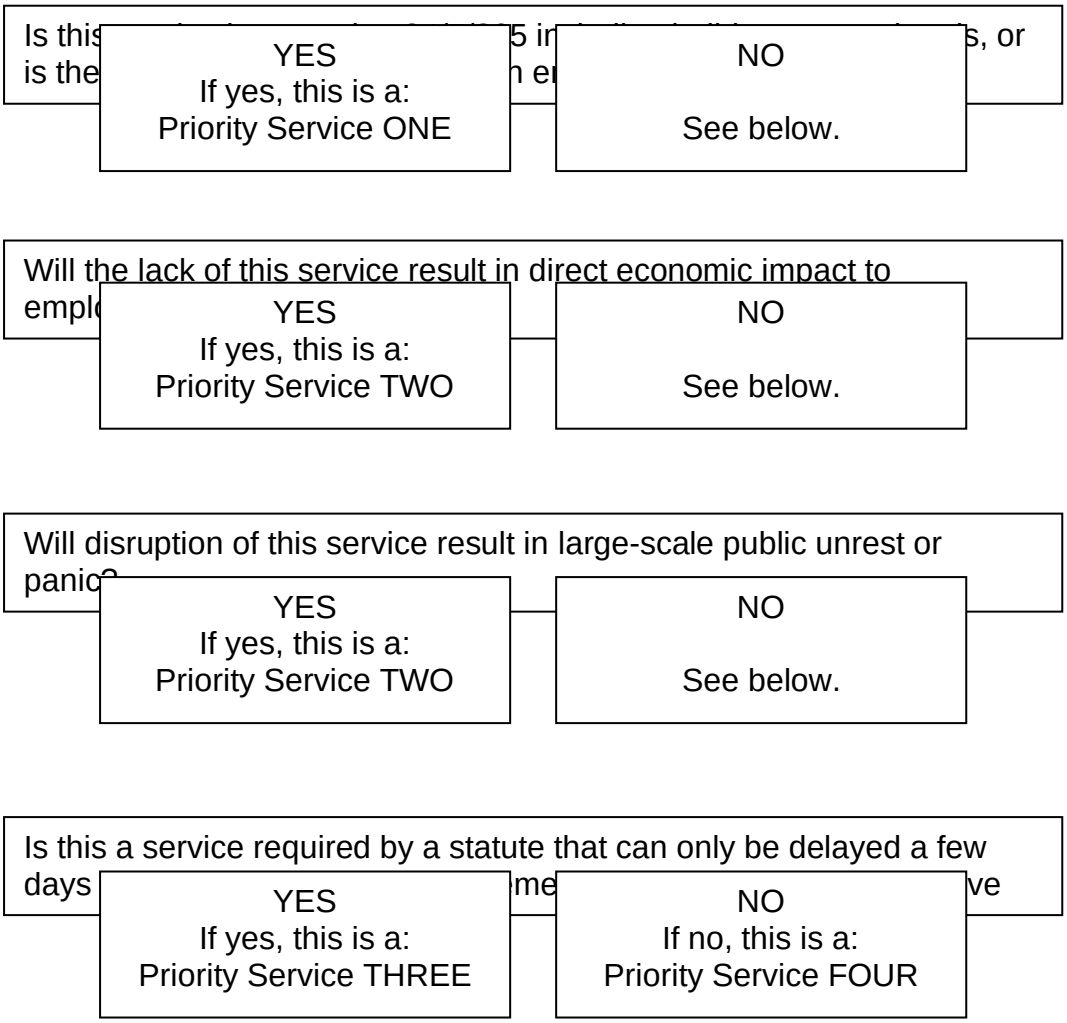
Priority Three: Regulatory services required by law, rule or order that can be suspended or delayed by law or rule during an emergency. Activities that can be disrupted temporarily (4-6 weeks) but must be re-established before the pandemic wave is over.
These categories include:

- Mail services
- License renewals
- Issuing building permits
- General inspections services (not time sensitive)
- Collective bargaining with labor unions
- Grant and contract management
- Project management
- Investigation of complaints
- Filling job vacancies

Priority Four: All other services that could be suspended during an emergency and are not required by law or rule. Activities that can be deferred for the duration of a pandemic wave. These categories include:

- Educational programs
- Training
- Research
- Recreational programs
- Reception desks
- Crime and fire prevention programs
- Grounds maintenance (lawn mowing)
- General Education and Outreach programs
- General maintenance programs
- Financial analysis
- Internal Audit
- City Boards and Commissions
- Library Services
- Pokegama Golf Course

7.2 PRIORITY OF SERVICE MATRIX:



8. OPERATIONAL RESPONSE

The following activities will occur during City of Grand Rapid's Response Phases. It is understood that the tasks and responses assigned to each phase will very likely continue into the next phase. The list is cumulative, with items from each phase carrying over to the next phase. Monitoring will occur in all phases.

The Emergency Management Director will be the overall coordinator for a pandemic outbreak. City departments will work collaboratively and utilize the National Incident Management System (NIMS) for planning and managing work.

It is the responsibility of each department head to:

- Ensure that all employees within their department are familiar with expectations;

- Ensure that incident command (NIMS) training occurs in each department as applicable;
- Define each position's certification and training requirements;
- Re-allocate staff internally during a pandemic to ensure priority service one and two functions are accomplished;
- Compile and report absenteeism to the Human Resources Department on a daily basis.

Activities During Phases
The following are actions for each of the phases. It should be noted that these actions are progressive as the seriousness increases from Activity Phase 1-2.

8.1 PHASE YELLOW (PREPAREDNESS): ACTIVITY PHASES 1-2

City of Grand Rapids Response: Phase Yellow

A. City Emergency Management Director will:
- Educate employees on appropriate influenza information
- Assist the Itasca County Health Department in educating, residents, and businesses on appropriate information.
- Encourage residents and employees to have cache of necessary items at their residents.
- Create a City Pandemic Continuity of Operations Plan (COOP).
- Determine what type of protective actions/supplies will be required at each stage.

8.2 PHASE RED (RESPONSE): ACTIVITY PHASES 3-6

City of Grand Rapids Response: Phase Red

A case of pandemic virus in the U.S., confirmed by Centers for Disease Control.

A. The Emergency Management Director will serve in a staff capacity to the Mayor and City Administrator, and will coordinate all aspects of this plan. The Emergency Management Director shall notify the City Administrator of the status of the pandemic. The City Administrator shall notify the Mayor and City council.

B. Department heads will do the following depending upon progression of the pandemic:
1. Work with other department heads to refresh training for City Employees on preventative techniques.
2. Instruct City employees to stay at home if they are displaying symptoms of the flu.

3. Reduce number of face-to-face meetings throughout City.
4. Implement social distancing/health hygiene protocols for all city employees.
5. Shift workloads and employees as needed.
6. Contact school officials regarding their plan.
7. Consider activation of the City's Emergency Operations Center.

8.3 PHASE GREEN (RECOVERY): ACTIVITY PHASE 7

City of Grand Rapids Response: Phase Green

A. **Conduct evaluation.** Conduct an after action evaluation of the City's pandemic response.

B. **Update plans.** Update the Pandemic Continuity of Operations Plan and other emergency response plans as appropriate.

B. **Workforce.** Encourage City workers to remain healthy.

9. COMMUNICATION

The City Emergency Management Director (EMD) shall activate the Communications Committee during the Red Response Phase of this Pandemic Plan or as deemed necessary. A Communications Committee shall be formed and shall consist of the EMD, Mayor, City Administrator, Communications Specialist and appropriate department heads as designated by the City Administrator.

A. Public Information Officer (PIO)

The only official authorized to serve as the Public Information Officer (PIO) for the City of Grand Rapids is the Mayor. If the Mayor were unavailable, the City Administrator or designee would serve as the alternate PIO. These individuals would be given access to all information necessary to carry out their roles as PIO for the City of Grand Rapids.

B. Communications Committee

The Communications Committee is charged with the following emergency public information responsibilities:

1. Support the City PIO in the dissemination of emergency public information.
2. Establish coordinated news conferences, news releases and to determine schedule for media briefings.

3. Prepare and disseminate educational and newsworthy information through the City's various media including the City's Web site, Newspapers, Cable TV, pamphlets, and other venues as deemed necessary.
4. Coordinate actions with the designated PIOs representing other state and federal agencies, voluntary agencies and local governments involved in the emergency response.
5. Coordinate actions with the designated PIOs from any business/industries that have direct involvement in the response to, or the recovery from a pandemic.
6. Coordinate rumor control, through the various media including the City's Web site, cable television, local newspaper, radio and other means necessary.
7. Monitor media reports and other sources of information to identify and address unanticipated public health concerns, rumors, and other issues that may arise during an event. As necessary, develop materials to address these concerns.
8. Centralize all information by managing requests for, and release of, information through the Communications Committee.
9. Ensure that coordinated communications occur between all departments.

C. City Departments

City Departments will assist with the following public information tasks:

1. Support the City PIO in the dissemination of emergency public information.
2. Serve as a source of public information for the City PIO. Department heads will provide pertinent information to the City PIO, concerning the emergency.
3. Distribute various guidance materials. As one of its ongoing responsibilities, various departments may be asked to distribute a variety of disaster response and recovery-related documents that are intended for public use.
4. Coordinate and distribute intelligence information.

10. PREVENTION & CONTROL

A. General Principles

The goal is to protect the health of employees and the public. A number of disease containment measures may be considered. These include the following:

1. Isolation: restriction of movement/separation of ill/infected persons with a contagious disease;
2. Quarantine: restriction of movement/separation of well persons who likely have been exposed to a contagious disease;
3. Self-shielding: self-imposed exclusion from infected persons or those who may be infected (e.g., staying home);
4. Social distancing: reducing interactions between people to reduce the risk of disease transmission; and
5. "Snow" days: days on which offices, schools, transportation systems are closed or cancelled, as if there were a major snowstorm.
6. Personal protective equipment (PPE). The use of personal protective equipment such as hand hygiene products, tissues, masks and gloves.

Of these measures, self-shielding is the most effective measure that can be taken at the individual level to prevent infection. Department Heads may consider allowing employees to work from home when possible.

B. Reduce the risk of infected persons from entering the workplace

It is important that employees and visitors are educated about the symptoms and do not enter the workplace if they are symptomatic. Workplace visitors should be strictly limited to those essential for the operation of Priority Service Functions.

1. Department Heads will ensure:

- Each department understands its responsibilities under this plan.
- Employees receive information about pandemic, including information regarding how to prevent transmission of the virus with hand hygiene, environmental cleaning, and social distancing via brochures, newsletters, employee notice boards, and information included with pay stubs.
- Workers are cross-trained if practical for Service Priority One and Two functions.
- Visual alerts are posted at entry points to the facility, advising staff and visitors not to enter if they have symptoms of illness.
- Adequate supplies of tissues, hand hygiene products (e.g., soap and water, paper towels, alcohol-based hand rubs), cleaning supplies, and masks are available for employees.
- Visual alerts with key infection control messages (hand hygiene, covering coughs and sneezes, and social distancing) should be posted in the workplace (including entrances, notice boards, conference rooms, break rooms, and restrooms).
- Decontamination stations consisting of antibacterial wipes and towels will be stationed at entrances to city buildings.
- Shared work areas such as desktops and tables, and frequently touched surfaces such as door handles, stair rails, etc., are cleaned and disinfected at least between shifts or more often if possible. Routinely used cleaning products (EPA-registered disinfectants, bleach solution) may be used.

C. Pandemic Vaccine

If a vaccine for the pandemic virus strain is available, the Minnesota Department of Health or Center for Disease Control (MDH/CDC) will determine priority groups for vaccine and will inform the public on how the vaccine will be used. It may take six months or more from the beginning of the pandemic to manufacture the vaccine. Employees should be encouraged to receive the annual seasonal vaccine.

D. Antiviral Medications

Antiviral medications may play an integral role in the treatment and prevention of a pandemic, however, the certainty of their efficacy is currently unknown. Unlike a pandemic vaccine, antiviral medications are already available, however, the supply may be limited during a pandemic and these medications may not prove to be an effective treatment and prevention tool for a pandemic. If antivirals are available and thought to be efficacious, MDH/CDC will determine priority groups for antivirals and will inform the public on how antivirals will be used.

E. Heating, Ventilation, and Air Conditioning (HVAC) Systems

There is evidence that a virus can spread more easily in inadequately ventilated indoor spaces. Workspaces should be well ventilated. In office buildings, ventilation is usually done by using HVAC systems. HVAC should be maintained regularly according to appropriate standards and building codes. Filters should be cleaned and changed frequently.

Differences between Influenza and the Common Cold

Symptom	Influenza	Common Cold
Fever	Usual, sudden onset, and lasts 3-4 days.	Rare
Headache	Usual and can be severe	Rare
Aches and pains	Usual and can be severe	Rare
Fatigue and weakness	Usual and can last 2-3 weeks for more after the acute illness	Sometimes, but mild
Debilitating fatigue	Usual, early onset, and can be severe	Rare
Nausea, vomiting, diarrhea	In children <5 years old	Rare
Watering of the eyes	Rare	Usual
Runny, stuffy nose	Rare	Usual
Sneezing	Rare in early stages	Usual
Sore throat	Usual	Usual
Chest discomfort	Usual and can be severe	Sometimes, but mild to moderate
Complications	Respiratory failure; can worsen a chronic condition; can be life threatening	Congestion or earache
Fatalities	Well recognized	Not reported

11. EMPLOYEE HEALTH AND SAFETY

A. Advice for Employees

- A virus is a respiratory disease that spreads easily from person to person.
- Do not come to work if you are ill, especially if you have any symptoms. The symptoms are fever, headache, fatigue or weakness, sore throat, cough, difficulty breathing, and muscle or join aches and pains. These symptoms usually occur suddenly.
- A virus is spread by coughs and sneezes, so cover your nose and mouth with a tissue or your upper arm when you are coughing, sneezing or blowing your nose. Throw used tissues away and clean your hands immediately.
- A virus is also spread when people touch their eyes, nose, or mouth with hands contaminated with discharges of the nose or throat of infectious people. It is important to keep your hands away from your eyes, nose and mouth, and to keep your hands clean to minimize the risk of infecting yourself with the virus.
- A virus is readily inactivated on hands by cleaning them with soap and water or an alcohol-based hand rub.
- To clean your hands with soap and water: lather them with soap and water (it is not necessary to use an antibacterial soap), rub hands together vigorously for 15-20 seconds (this is about the time it takes to sing the ABC song), rinse hands thoroughly with water, and dry hands with a clean cloth or paper towel or an automatic hand dryer.
- To clean hands with an alcohol-based hand rub: use a product that contains at least 60% alcohol, put enough rub on one palm to cover all surfaces of both hands , and rub hands together covering all surfaces of the hands and fingers until dry.
- Avoid exposure to the saliva of other people by not sharing glasses and eating utensils, etc.

B. Social Distancing

All employees will receive information on social distancing measures. Social distancing is encouraged for those employees remaining in the workplace; and ill employees are excluded from the work place.

1. Department heads may implement the following Social Distancing Strategies:
   - Arrange for employees to work from home (e.g., telecommuting), as possible;
   - Encourage the use of flexible work schedules for employees who must be in the workplace to minimize contact with other employees;
   - Minimize face-to-face contact with other people by using telephone and the Internet to conduct business, even for employees in the same building;
   - Separate work teams into different work locations, as possible;
   - Stagger work shifts to minimize contact between employees;
   - Avoid unnecessary travel and cancel or postpone non-essential meetings, gatherings, workshops, and training sessions;
   - Allow an interval between shifts so that the worksite can be thoroughly ventilated (either opening all doors and windows or turning up air conditioning system);

- Bring a lunch from home and eat at desk or away from others (avoid the lunch room, cafeteria, and crowded restaurants);
- Introduce staggered lunchtimes so the number of people in the lunch room is reduced;
- Limit congregating in areas where people socialize. Employees should be instructed to do what needs to be done and then leave the area;
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, using a large meeting room and instructing employees to sit as far away from other people as possible (>3 feet);
- Avoid shaking hands or hugging other people;
- Use stairs instead of crowded elevators; and
- Set up systems where clients can request information via phone, email, and fax and have information ready for fast pickup or delivery.

C. Workplace Cleaning

A virus can survive on nonporous surfaces up to 24-48 hours. Cleaning frequently touched surfaces can help reduce the risk of transmission. The transfer of bacteria and viruses from environmental surfaces to people occurs largely by hand contact with the surface followed by inoculation of the mucous membranes of the eyes, nose, or mouth by contaminated hands. In a pandemic, it is likely that there will be a shortage of cleaning staff and that available staff may be working outside of regular business hours to reduce the chance of exposure in the workplace. Therefore, it may be necessary for other employees to assist with cleaning their facilities.

- Routine cleaning tasks (e.g., vacuuming, floor cleaning, dusting) should be suspended and the focus should be on cleaning frequently touched surfaces/items in areas where employees are working (not all areas of a building may be used in a pandemic);
- Shared work areas such as desktops and tables, and frequently touched surfaces such as door handles, stair rails, faucet handles, etc., should be cleaned and disinfected by cleaning staff or other employees at least between shifts and more often if possible;
- Telephones and other equipment should not be shared. Equipment that must be shared should be cleaned and disinfected between users;
- Cleaning supplies should be made available for use by employees. Specialized cleaning solutions are not needed. Routinely used cleaning products (EPA-registered disinfectants, bleach solution) may be used;
- If bleach solution is used, mixing ¼-cup household bleach with 1 gallon of water makes bleach solution. This solution should be mixed fresh daily;
- Persons performing cleaning duties should wear cleaning gloves and should clean hands after removing gloves;
- Vacuuming and dusting should be avoided during a pandemic to reduce the spread of dust particles that could contain a virus. If dusting is performed, it should be damp, not dry. If vacuuming is performed, it should be done

using vacuum cleaners with high-efficiency particulate air (HEPA) filters; and

- Remove non-essential items (e.g., magazines/newspapers) from common areas (such as lunchrooms).

D. Hand Hygiene

Transmission of a virus can occur by indirect contact from hands and articles freshly soiled with discharges of the nose and throat of an acutely ill individual. By frequently cleaning your hands, you eliminate germs that you have picked up from other people, from contaminated surfaces, or from animals and animal waste.

- Hand hygiene is an important step in preventing the spread of infectious diseases, including ;
- Hand hygiene can be performed with soap and warm water or by using waterless alcohol-based hand sanitizers;
- Viruses are is readily inactivated by soap and water or an alcohol-based hand rub;
- Antibacterial hand wash products are not required because routine products, along with proper hand washing procedures, will inactivate the virus;
- Employees should take responsibility for keeping their hands clean and for minimizing hand contact with environment surfaces, both to reduce contamination of surfaces and to reduce the risk of contaminating their hands.

E. Personal Protection Equipment (PPE)

Employees whose work involves close contact with humans or animals known or suspected to be infected with a virus will be provided appropriate personal protective equipment (PPE). Although most employees outside of healthcare or animal control settings will not need PPE, the need for PPE by employees whose regular duties do not involve possible contact with infected humans or animals will be evaluated on a case-by-case basis.

11.1 **MANAGEMENT OF ILL EMPLOYEES IN THE WORKPLACE**

The latest Minnesota Department of Health (MDH) recommendations should be followed regarding management of employees who become ill at work and the identification of workplace contacts (see below).

A. Employee Becomes Ill at Work

If an employee feels ill or observes that another person is exhibiting symptoms at work, they should contact their supervisor as soon as possible.

The supervisor will determine if the employee has symptoms by using the Illness Screening Form as depicted below.

Illness Screening Form

Ask the ill person if they have any of the following symptoms:

* Fever (feels feverish and hot)
* Headache
* Fatigue or weakness
* Sore throat, cough, or difficulty breathing
* Muscle or joint aches or pains

An ill person with any of the above symptoms should be considered a suspected case of pandemic.

If the employee does *not* have any symptoms listed in the Illness Screening Form:

The employee is unlikely to have a virus. However, the ill employee should still be advised to go home as soon as possible and keep their supervisor aware of their health status and to contact their health care provider.

If the ill employee has any of the symptoms listed on the Illness Screening Form, the supervisor should:

- Consider the ill employee to be a possible pandemic virus case.
- Inform the ill employee where they can find a mask and instruct them to wear it immediately. This will help prevent other employees from exposure to respiratory secretions/aerosols from the ill employee.
- Advise the ill employee to leave the workplace immediately and to contact their healthcare provider.
- Advise the ill employee not to use public transportation if possible. If the use of public transportation cannot be avoided, the ill employee should be advised to clean their hands before using public transportation, to wear a mask, and to stay as far away from other passengers as possible.
- Advise the ill employee who cannot immediately leave the workplace because of transportation or other issues to isolate themselves from others in a room with a door that closes.
- Request to be informed when the ill employee has left the workplace.
- After the ill employee has left the workplace, ensure that their work area and any other known places they have been that day are thoroughly cleaned and disinfected.

- Advise an ill employee not to return to work until they are healthy and no longer infectious using the current MDH/Center for Disease Control and Prevention (CDC) definition of the infectious period for pandemic .

C. Return to Work of a Recovered Individual

Employees who have recovered will be allowed to return to work at the sole discretion of the City Administrator.

12. PANDEMIC POLICIES

12.1 HUMAN RESOURCES CONSIDERATIONS

In preparation for the pandemic, where a significant amount of City employees could be absent for various reasons, the City may implement policy changes as recommended by the Human Resources Director and City Administrator and forwarded to the City Council. These policy changes MAY include such things as travel, use of annual leave and compensatory time, family and medical leave, and alternate job duties.

GLOSSARY

Contact	A contact is a term used to refer to someone who has been in close proximity with an individual who is, or is suspected of being, infected with an infectious disease.
Hand hygiene	Hand hygiene is a term that applies to the cleaning of one's hands. This is usually done with soap and water, hand sanitizer, or hand wipes. To kill a virus hands must be washed with soap and water for 15 seconds and hand sanitizers or wipes must be used for 10 seconds and have an alcohol content of at least 60%.
Human-to-human transmission	Human-to-human transmission refers to the ability of an infectious disease to be passed from one person to another. Some viruses can be transmitted between animals (animal-to-animal), some can be transmitted from animal-to-human (and vice versa), and some can be transmitted from human-to-human.
Infection control	Infection control is a broad term used to describe a number of measures designed to detect, prevent, and contain the spread of infectious disease. Some measures include hand washing, respiratory etiquette, use of personal protective equipment (PPE), prophylaxis, isolation, and quarantine.
Infectious disease	An infectious disease, or communicable disease, is caused by the entrance of organisms (e.g. viruses, bacteria, fungi) into the body that grow and multiply there to cause illness. Infectious diseases can be transmitted, or passed, by direct contact with an infected individual, their discharges (e.g. breath), or with an item touched by them.

Isolation	Isolation is when sick people are asked to remain in one place (e.g. home, hospital), away from the public, until they are no longer infectious.
Pandemic	A pandemic , or pandemic flu, occurs when a new subtype of virus: 1) develops and there is little or no immunity (protection due to previous infection or vaccination) in the human population; 2) it is easily passed from human to human; 3) is found in many countries; and, 4) causes serious illness in humans.
Personal Protective Equipment (PPE)	PPE is specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body.
Quarantine	A quarantine is when healthy people who have been in close proximity to an infected person are asked to remain in one place, away from the general public, until it can be determined that they have not been infected.
Respiratory etiquette	Respiratory etiquette, or good coughing and sneezing manners, is one way of minimizing the spread of viruses which are passed from human-to-human in the tiny droplets of moisture that come out of the nose or mouth when coughing, sneezing, or talking. Healthy and sick people should cover their nose and mouth when sneezing, coughing, or blowing their nose and then put the used tissue in the trash.
Seasonal Influenza	Seasonal Influenza, commonly referred to as the flu, is an infectious disease. In the United States, flu season usually occurs between December and March. The virus is one that has the ability to change easily; however, there is usually enough similarity in the virus that the general population is immune from previous infection or vaccination. Each year experts monitor the virus and create a new vaccine to address changes in the virus. For this reason people are encouraged to get a flu shot each year.
Social distancing	Social distancing is an infection control strategy that includes methods of reducing the frequency and closeness of contact between people to limit the spread of infectious diseases. Generally, social distancing refers to the avoidance of gatherings with many people.

ANNEX

1. Management of Ill Employees
2. Priority of Services by Department

ANNEX 1: MANAGEMENT OF ILL EMPLOYEES

Advise employees that if a person feels ill, or if someone observes that another person is exhibiting symptoms of illness at work, they are to contact their department supervisor.

Duties of the Department Supervisor include:

1. Speak with the individual.
2. Check if the employee has any symptoms.
   - If the employee does not have any symptoms they are unlikely to have influenza and should be reassured and advised to call the supervisor again later or to see their doctor if they are still concerned.
   - If the employee has symptoms, they should be treated as a suspected case.
3. Complete a Suspect Case Form (attached).
4. Provide employee with a surgical mask and instruct them to wear mask immediately. (This is to help protect other staff.)
5. Instruct employee to leave work. If possible, public transportation should be avoided. If public transportation is unavoidable, instruct the employee to keep the mask on and cough or sneeze into a tissue while traveling.
6. Advise the employee to contact a health professional.
7. Advise the employee on how long to stay away from work.
8. Inform the employee's department head that they have left work.
9. The Department Head should inform the Human Resources Director and provide the HR Director with the Suspect Case Form for Management of Staff Who Become Ill at Work.
10. Have the employee's workstation cleaned and disinfected.
11. The City of Grand Rapids may ask departments to 1) identify contacts (once an employee is suspected to be infected); 2) advise contacts that they have been in contact with a person suspected of having; and/or 3) ask contacts to go home, and stay home until advised otherwise.
12. Set up a system to manage the absence and return to work of the employee and their contacts. Include:
    - Decisions on sick leave and cover arrangements
    - checking on the employee during his/her absence from work
    - A process for ensuring that the employee is healthy and not infectious before allowing them to return to work
    - Encourage employees to return to work once they have recovered.

SUSPECTED CASE FORM
FOR MANAGEMENT OF STAFF WHO BECOME ILL AT WORK

Name:	**Date:**	• **Visitor** • **Employee**	**Date of Birth**:
Job Title:	**Worksite:**	**Location of Isolation**:	
Address:			
Telephone no: _____(Work)	_____(Home)	_____(Other)	
Symptoms noticed: • **Fever** • **Headache** • **Dry cough** • **Cold** • **Body aches** • **Fatigue** • **Other:**	**Time of fever on-set: _____** **Time of isolation: _____** **Date expected to return to work: _____**		
Where referred:			
Notes:			

Close contacts during previous 2 days:

Name:	**Email:**	**Telephone no.:**	**Address:**
1.			
2.			
3.			
4.			
5.			
6.			

Details of Reporter

Name:
Job Title:

Telephone no. _____(Work) _____(Home) _____(Other)

COMPLETED FORM MUST BE PROMPTLY SUBMITTED TO THE H.R. DEPARTMENT

ANNEX 2: PRIORITY OF SERVICES BY DEPARTMENT

Priority	Department	Service
	Info Technology	
1		Maintain Computer Network
1		Maintain Telephone Service
1		Maintain Electronic Processes/Systems
1		Data Backup
1		Testing of Recovery Procedures
2		Support End Users
1		Technology Acquisitions
2		Updating Web Site (non-critical information)
1		Updating Web Site (Critical information)
	Human Resources	
1		Coordinate City Staffing
1		Answering Telephones
1		Front Desk greeting visitors
1		Workers compensation processing
1		Insurance Enrollment/Changes
1		Hiring Temp Employees if employees are sick
4		Hiring regular employees
	Public Works	
1		Public Safety Traffic Flow
1		Traffic Lights
1		Street Lights
1		Signage
1		Road Conditions
1		Snow & Ice Control
1		Assistance to Police & Fire
1		Fleet Maintenance
1		Storm Water Utility – Protect waters & assure drainage
1		Airport Maintenance
2		Building Maintenance
2		Identify & Correct Public ROW Hazards
4		Address Public Requests

	Parks & Recreation	
4		Open Civic Center to Public Functions
2		Maintain Facilities
3		Maintenance of Civic Center and Parks
2		Maintain Equipment
	Community Development	
1		Final Inspections/Cert of Occupancy
1		Inspections to allow Heat & Water to Existing Bldgs.
1		Processing Permit Applications
1		Issuing Major Permits/Collecting Fees
2		Telephone/In Person Customer Service
1		Fire Safety Inspections
2		Plan Review
2		Regular Inspections
2		Zoning Petitions/Requests Subject to 60-Day Rule
4		GREDA Meetings Not Involving Bill Payments
4		Planning Commission Meetings Not Involving Items Subject to 60 Day Rule
	Library	
4		Public computer access within library
4		Books/Periodical Check Outs
2		Building Maintenance
	Golf	
4		Open for Playing
1		Maintenance of Building and Course
	Finance	
1		Payroll processing
1		Vendor Payments
2		Receipting incoming funds
	Fire	
1		Fires
1		Car Accidents
1		Fire/CO Alarms

1	Response Reports
2	Training
2	Inspections
2	Plan Review
2	Process and Issue Permits
4	Public Education

Police

1	In Progress Calls
1	Assault
1	Burglary
1	Forgery
1	Narcotics
1	Fleeing a Police Officer
1	Child Abuse/Neglect
1	DWI
1	Kidnapping
1	Rape/Sex Offenses Investigation
1	Disturbing the Peace
1	Violation of Order for Protection
1	Trespass
1	Robbery
1	Shoplifting
1	Vehicle Theft
1	Weapons Offense
1	Obstructing Legal Process
1	Impersonating an Officer
1	Reckless/Careless Driving
1	Exhibition Driving
1	Parking Violation - Fire Related
1	Parking Violation - Handicapped
1	Lost Persons
1	Missing Persons
1	Property Damage Accident - Blocking
1	Personal Injury Accident
1	Fatal Motor Vehicle Accident
1	Medical Emergency - Life Threatening
1	Medical Emergency - Non Life Threatening
1	Occupational Accident
1	Public Assist – Fall
1	Animal Bites
1	Vehicle Theft
1	Fires - Grass
1	Fires - Vehicle
1	Fires - Structure
1	Fires - Other
1	Suicide Attempts

1	Suicides
1	Sudden Death/Found Bodies
1	mental Cases/Crisis Cases
1	Domestic Disputes
1	Check the Welfare
1	9-1-1 Hang-ups
1	Public Health & Safety Complaints
1	Burglary Alarms - Commercial
1	Robbery Alarms
1	Duress Alarms
1	Panic Alarms
1	Medical Alarms
1	Fire Alarms
1	Requests for Police Reports - Courts/Prosecutor
1	Death Notifications
1	Drunkenness
1	Suspicion
1	Bomb Threat
1	Prowler Call
1	Stalled Vehicle blocking
1	Felony Warrants
1	POST Mandated Training
2	Arson Investigation
2	Runaway
2	Parking Violations - Prohibited Parking
2	H&R Property Damage Accident
2	Animal Complaints
2	Barking Dogs
2	Burglary Alarms - Residential
2	Money Escorts (City)
2	Smoke Detectors/CO 2 Alarms
2	Misdemeanor Warrants involving violence
3	Liquor offenses
3	Vandalism
3	Theft
3	Theft from Vehicle
3	POR Sex Offender Checks
3	Other Traffic Violations
3	Commercial Truck Violations
3	Parking Violations – Sidewalk
3	Parking Violations – Snowbird
3	DARE Program
3	School Liaison Officer Activities
3	Open Doors
3	Supervisory staff meetings
4	Truancy
4	Harassing Communications
4	Obscenity Crimes
4	NSF Checks
4	School Bus Stop Arm Violation

4	Bicycle Violations
4	Give False Info to Police Officer
4	Parking Violation
4	Parking Violation – Junk Vehicles
4	Snowmobile Violation
4	Found – Property
4	Found - Animals
4	Property Damage Accidents – Not Blocking
4	Subpoena Service
4	Funeral Escorts
4	Permit to Purchase Handgun
4	Request Police Reports – Citizen
4	Pub Relations/Tours
4	Unshoveled Sidewalk
4	Vehicle Lockouts
4	Residence Lockouts
4	Speed Trailer Deployment
4	Gas Drive Offs
4	Stalled Vehicle Not Blocking/Unoccupied
4	Littering/Illegal Dumping
4	Civilian Ride-Alongs
4	Toward Zero Deaths
4	Compliance Checks
4	Solicitor Complaints
4	Misdemeanor Warrants not involving violence
4	Non-Post Mandated Department Training
4	Department Meetings / Crime Prevention Activities

Engineering

1	Eliminating Right of Way Hazards
1	Assist Public Utilities in correcting Right of Way issues
2	Street and Airport Capital Improvement Projects
2	GIS Mapping
3	Right of Way and Storm Water Utility Permits
4	Design and Supervise Construction CIP Projects