



CTDOT COVID Steering Committee Framework for COVID-Safe Operations & Workplace Reentry

Overview

As part of the Connecticut Department of Transportation's (CTDOT) Coronavirus (COVID-19) response, the Department launched a CTDOT COVID Steering Committee to identify ways the agency can improve and sustain a healthy and safe work environment for all employees. Due to the ever-changing public health emergency, our success in mitigating as many COVID-19 risks as possible depends on many factors, including the ability to adapt and respond to updated Federal and State health and safety guidelines as they become available.



Throughout the COVID crisis, CTDOT has remained open and operational. We are essential to the movement of people and goods across the State. In addition to our essential function keeping Connecticut moving, we've proudly assisted in the State's coronavirus response and recovery. Our work has gone uninterrupted because of the dedication of our workforce in the field and beyond, and the ability to work remotely through telework. And now, as many of Connecticut's sectors are preparing to safely reopen, the CTDOT COVID Steering Committee is preparing for the next phase of CTDOT's operations during this pandemic. Timing of CTDOT's next phase and building re-occupancy will be dependent on the foundational work and recommendations of the Steering Committee.

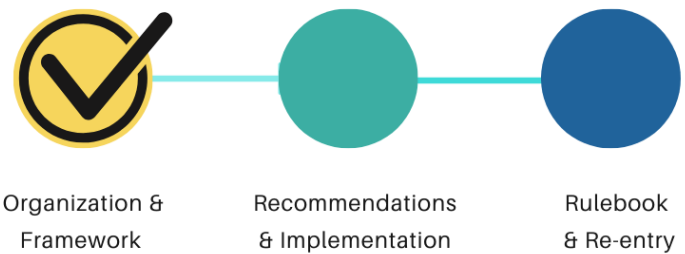
The COVID-19 pandemic has created high levels of uncertainty and unpredictability. Although there is no single policy or proposed response to alleviate all concerns or risks related to COVID-19, there are measures CTDOT can and should take to the greatest extent possible to minimize exposures to our people and the public—and CTDOT cannot do this alone. This Department has a responsibility to our employees and every employee has a responsibility to each other in helping promote a COVID-safe workplace, because we are in this together.

The CTDOT COVID Steering Committee has been charged with analyzing the needs for a variety of work environments and stakeholders, from field operations to office settings, including those currently teleworking as a result of the COVID emergency.

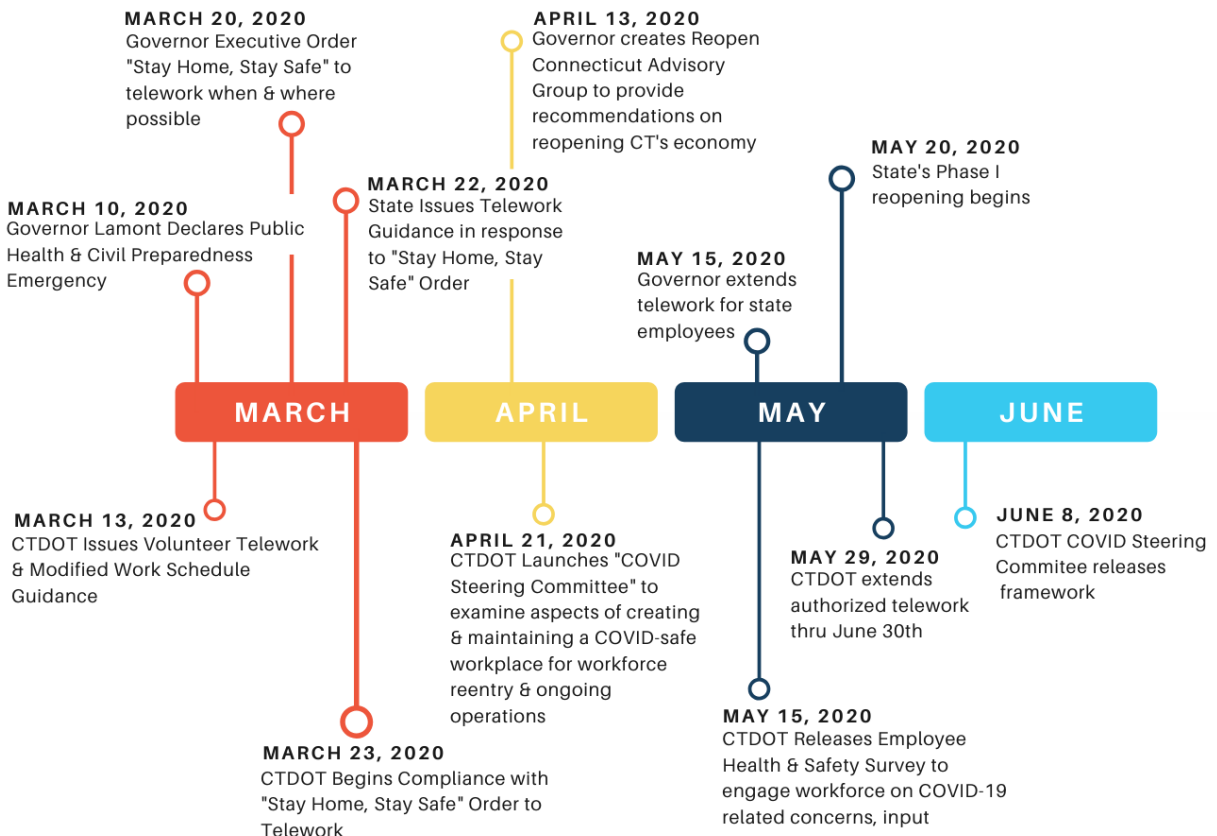


Workflows of the Steering Committee have been organized into five work groups: Health & Safety, Business Operations, Building Operations, Satellite Offices, and Communications. Each work group is tasked with identifying recommendations for immediate and long-term solutions with the objective of creating and sustaining as COVID-safe a work environment as reasonably possible. The panel will advance recommendations, implementation and ongoing advisory support during the COVID emergency. This document is a framework, which is intended to outline the objectives, expectations and deliverables from each working group of the COVID Steering Committee. There will be additional guidance issued in the future, including recommendations and a rulebook or guidance for employees on COVID-related information, policies, and protocols.

CTDOT COVID STEERING COMMITTEE DELIVERABLES



Where We Are





Health & Safety Work Group

Overview

Membership

James Ritter	Leader, Occupational Health & Safety
David Shute Michael VanNess Steven Sartirana Morgan Kennerson	Occupational Health & Safety
Ann Marie Arildsen, RN	University of Connecticut Health Center
Brenda Abele	Human Resources
Greg Dorosh	Engineering & Construction
Shawn Keeney Aidan Neely	Highway Operations
Gary Sojka Todd Hiller	Policy & Planning

Group's Objective

The objective of the Health & Safety Work Group is to take a comprehensive advisory role in creating, maintaining and supporting a COVID-safe work environment. To provide a structured policy and procedural framework for the safe reentry of employees into the workplace and to sustain ongoing COVID-safe operations at CTDOT.

Framework & Details:

1. Development of the CTDOT Health and Safety COVID-19 Prevention, Response and Compliance Strategies

Intersects – Buildings Ops, Business Ops, Satellite Facilities, Communications

Unit Specialists Needed – CTDOT Executive Team, Functional Unit Heads, Human Resources, Facilities, Stores, Research Team, Facilities, Office of Health & Safety (OH&S), & Security, and also Connecticut Department of Labor's Division of Occupational Safety and Health, Connecticut Department of Public Health (CTDPH), & the University of Connecticut

- CTDOT Office of Health & Safety (OH&S) Policies, Directives, Guidance Documents
 - Establish the necessary Safety Directives or other OH&S documents that will provide scope and guidance and the operational parameters for COVID-19 compliance and accountability.
 - Advise Department leadership in the various OH&S implementation and compliance, requirements, strategies and options including emerging best practices.
 - Monitor and evaluate evolving best practices coming from the CDC, National Institute for Occupational Safety and Health (NIOSH), CTDPH and other sources and propose potential changes to reflect emerging effective strategies in managing the hazards of COVID-19.
 - Continuous evaluation of response strategies and recommend adjustments as required.
- Continuous Evaluation of CTDOT COVID-19 Implementation and Response Strategies
 - Through the American Association of State Highway Transportation Officials (AASHTO), collect and evaluate other State DOT's response efforts and action options.
 - Review physical distancing effectiveness and adaptations
 - Evaluation of PPE effectiveness as well as PPE supply chain, availability and distribution

2. Develop and Implement CTDOT COVID-19 Response Protocols

Intersects – Buildings Ops, Business Ops, Satellite Facilities, Communications

Unit Specialists Needed – Facilities, Functional Unit Heads, Human Resources

- COVID-19 Employee call out procedure, Supervisor’s information form
- Standard response procedures consistently applied throughout the Department
- COVID-19 investigations, data collection and reports
- CTDOT COVID-19 Response Team(s) for each major facility/group to provide standard onsite response to potential COVID-19 exposures. (OH&S Workplace Liaisons)
- Standard routine and enhanced cleaning protocols and supplies to be available to the workforce
- Medical and Health Services
 - Employee health screening feasibility
 - CTDOT/UConn OH&S clinical operations
 - Employee OH&S Tracking/Monitoring System

3. Employee Health, Well Being & Outreach

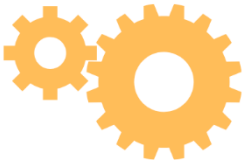
Intersects – Business Ops, Communications

Unit Specialists Needed – CTDOT IT support, OH&S Software System Developer support, Human Resources, Functional Unit Heads, Lexington Group, Training Center

- Evaluate employee emotional health and stress
- Establish a process by which employee COVID-19 concerns can easily be brought forward so that they can be addressed in an effective and consistent manner
- Upgrade the current OH&S Software System and implement the Employee Portal to enhance and improve access and availability
- Evaluate the potential value for employee assistance to address special needs
- Engage the EAP to help design an emotional response plan if needed
- Develop guidelines for employee/supervisor/workforce interactions and develop specific, on-line, training programs for supervisors and employees to help prepare them for reentry into the workplace

Deliverables:

- **Changing What We Do**
 - Develop and implement a series of specific Safety Directives and other OH&S documents that provide a consistent framework for the Department to help effectively manage the hazards of COVID-19 in the workplace.
 - Support the creation of a safe work environment that integrates established COVID-19 prevention standards, requirements and strategies and that monitor the health and well-being of CTDOT employees in the workplace.
 - Standard written response protocols for COVID-19 case management throughout the Department including contact tracing, documentation and reports.
 - Measure employee concerns and comfort through employee survey feedback. Develop employee concerns reporting process; EAP employee outreach and feedback program.
 - Recommend on-line COVID-19 training programs.



Business Operations Work Group

Overview

Membership	
Scott Hill	Co-Leader, Engineering & Construction
Jose Romero	Co-Leader, Information Technology
Alberta Goodwin Maria Ward	Information Technology
Gary Pescosolido Chuck Roman	Finance & Administration
Ted Nezames Becky Rozanski Allison Burch	Engineering & Construction
Sherri Ruiz-Clark	Highway Operations
Rob Bell Jim Spencer Kerry Ross Melanie Zimyeski	Policy & Planning
Phil Scarrozzo Marlene Cordero	Public Transportation
Dan Callahan	Human Resources
Mike VanNess	Occupational Health & Safety

Group's Objective
<p>The objective of the Business Operations Work Group is to review and recommend ways to limit COVID exposures in the workplace while maintaining key business functions. Key focus areas include personnel staffing, processes and equipment. While the group's main focus is the CTDOT Headquarters building, much of what is developed will be applicable to the other CTDOT facilities.</p>

Framework & Details:

1. **Safety/Rules of Conduct:** will develop and propose guiding principles to be shared with employees regarding rules of conduct when returning to the workplace.
2. **Workplace:** will recommend new protocols to help protect employees and maintain the safety of the workplace, this will include recommendations for employee workspaces, shared workspaces, and common areas.
3. **Workforce:** will assess recommendations for bringing employees back into the workplace while maintaining the safety of the employees and the workplace; will develop evaluation tools for supervisors of teleworkers and plan the best way to integrate new hires into the workplace under the new guidelines and safety rules
4. **Technology Infrastructure:** will include recommendations that will allow employees to continue working from home if that is the direction that the Department pursues along with recommendations to merge telecommuting needs with the needs of employees returning to work in the office environment.

Deliverables:

- **Changing the Workplace**
 - Office building layout modifications
 - Repurposing the function of areas within the workplace to meet new requirements and still manage our business needs
- **Changing How We Work**
 - Recommend and implement workspace/conference/breakroom protocols
 - Recommend and implement protocols for shared equipment including but not limited to office equipment and supplies, conference room equipment, and common area appliances
 - Restrict visitor access and/or implement new protocols for necessary visitors
 - Recommend an alternating progressive return to work schedule
 - Recommend methods to continue business operations while employees are split between telecommuting and working in the office
 - Recommend technology infrastructure necessary for business operations to continue effectively and efficiently
 - Consider feasibility of business operations feedback from the employee survey



Building Operations Work Group

Overview

Membership	
Sue Donlon	Leader, Operations & Support
David Hartley Fred Krauth Michael LeBlanc	Property & Facilities Services
James Ritter	Occupational Health & Safety
Michael Morrison	Security
Jill Brennan	Concessions
Greg Dorosh Michael Strong Chris Bonsignore	Engineering

Group's Objective

The objective of the Building Operations Work Group is to review and recommend activities related to building maintenance and physical operations that will minimize COVID risk exposures at CTDOT Headquarters (HQ) campus buildings in Newington.

Framework & Details:

- 1. Facility Cleaning & Disinfecting:** will assess current COVID-19 cleaning protocols (frequency of high touch disinfecting during day) and full custodial services provided at night and any modifications that may be necessary for phased workforce reentry.
- 2. Automation & Touchless Modifications:** will fully review automation and touchless alternatives for high touch and public use areas, including and not limited to bathrooms, interior doors, water fountains and other fixtures.
- 3. Inventory Control:** will identify systems for maintaining an adequate supply of PPE and disinfecting material, including purchasing and distribution, to support phased workforce reentry and COVID-safe operations Department wide.
- 4. Building Access:** will assess current COVID-19 visitor restrictions and building access, coordinate any additional modifications for hours of operations (maintenance staffing needs), PPE needs for security and front desk; occupancy requirements; modifications to lobby that may be required to accommodate social distancing and potential screenings, if recommended.
- 5. Essential & Non-Essential Amenities:** will review and recommend necessary modifications and protocols for building amenities for consistency with official State and Federal health and safety guidance; assess, prohibiting or limiting access, occupancy requirements, and standards for areas, such as the cafeteria/food service, gift/convenience store/retail, kitchenettes, and the fitness center/gym.
- 6. Building Circulation:** will review building circulation patterns and HVAC systems/filtration to increase ventilation rates and percentage of outdoor air in circulation where possible.

7. **Building Signage & Movement:** will assess current COVID-19 signage, which includes face covering and social distancing notices, and any modifications that may be necessary for phased workforce reentry; review will consider foot traffic patterns, floor markers and hand sanitization station placements.
8. **Motor Pools:** will review vehicle protocols and COVID-19 precautions with guidance from CTDOT Office of Health & Safety.

Deliverables:

- **Changing What We Do**
 - Comprehensive cleaning & disinfecting plan
 - Inventory control system related to PPE & Disinfecting Material
- **Changing the Workplace**
 - Recommend touchless and automated enhancements for facility
 - Implement amenity protocols aligned with phased building re-occupancy
 - Recommend and implement shared vehicle protocols
 - Recommend building occupancy, access and other modifications and protocols, including building circulation
 - Recommend signage and markers for COVID-19 policy requirements and availability of hand sanitation stations
 - Consider feasibility of building operations feedback from the employee survey



Satellite Office Work Group

Overview

Membership	
Paul Rizzo	Leader, Highway Operations
Douglas Harris Rich Reagan Dan DiReinzo Scott Niland	Highway Operations
John Dunham Mike Mendick	Engineering & Construction
Fred Krauth	Property & Facilities Services
Morgan Kennerson Steve Sartirana	Health & Safety
Sina Ball	Inventory Management
Dan Callahan	Human Resources
Marlene Cordero	Public Transportation

Group's Objective

The objective of the Satellite Office Work Group is to review and recommend procedures and practices to help minimize COVID exposures in district headquarters, field offices, and maintenance facilities.

Framework & Details:

1. **Safety:** will engage the Healthy & Safety work group to inform and develop guidance on how to run field operations safely; and will identify methods to communicate and educate employees concerning information related to new guidelines, policies, and procedures.
2. **Satellite Offices:** will engage the Business Operations and Building Operations work groups to ensure coordination and consistency in identifying new protocols at the district level, including employee workspaces and common areas.
3. **Field:** will concentrate on the best way to bring all field employees back to work, maintaining the safety of the employees at the facilities, while in transit/in a vehicle, and at work sites; will also examine methods to determine traffic counts and thresholds in order to adjust our roadway presence.
4. **Logistics:** will focus on meeting the demand for necessary supplies for cleaning and adhering to new safety policy and procedure requirements; will also coordinate with the State Emergency Operations Center ESF-7 to supplement supply needs.

Deliverables:

- **Changing the Workplace**
 - Satellite building layout modifications and touchless options
- **Changing What We Do**
 - Recommend maintenance facilities cleaning protocols to provide team daily cleaning of common areas, touch points, equipment to be documented with a daily cleaning log and cleaning checklist
 - Recommend standardize employee engagement & education – regularly checking serviceability of face masks, self-distancing, posting policies and open-door tailgate talks
- **Changing How We Work**
 - Implement conference/breakroom protocols
 - Restrict visitor and building maintenance vendor access
 - Recommend a phased workplace reentry
 - Standardize PPE/supplies and educational material distribution to employees (safety kit)
 - Provide COVID-19 Guidebook binder in each location with all COVID-19 related material
 - Ensure proper facility signage/markers and vehicle protocols are implemented
 - Consider feasibility of satellite office feedback from the employee survey



Communications Work Group

Overview

Membership	
Jackie Primeau	Co-Leader, Commissioner's Office
Wanda Seldon	Co-Leader, HR/Labor Relations
Judd Everhart	Commissioner's Office/Communications
Kasey Faraci Ed Block	Policy & Planning
Rob Barakat	Engineering & Construction
Jim Stutz	Public Transportation
Jim Chupas	Highway Operations
Sam Nolette	Information Technology

Group's Objective

The objective of the Communications Work Group is to take a comprehensive advisory role in providing COVID-safe messaging, materials, and content is consistent and accessible across the agency to support the safe reentry of employees and to sustain ongoing COVID-safe operations at CTDOT.

Framework & Details:

1. **Employee Engagement** – will identify ways to create an employee-leadership feedback loop to provide for employee concerns and voices to be part of COVID-safe operations and phased workforce reentry.
2. **Internal Communications** – will identify and ensure COVID-related information, messaging and material is clear, consistent and accessible to all employees; assess ways to set expectations and increase employee awareness of the behaviors that can safeguard health and wellbeing in the workplace.
3. **External Communications** – will identify key external stakeholder and communication channels to ensure CTDOT's COVID-related information is clearly and consistently communicated.
4. **Digital Communications** – will review current communication channels for internal and external audiences and identify opportunities for enhanced digital and virtual communications.

Deliverables:

- **Changing How We Work**
 - Creating a COVID playbook or guidebook for employees and supervisors – one-stop-shop for COVID materials (also accessible online)
- **Changing How We Communicate**
 - Implement weekly messages from the Commissioner during COVID-19
 - Launch employee survey in partnership with the Health & Safety Work Group
 - Recommend messaging and enhanced communication outreach, which includes social media
 - Recommend employee engagement and outreach – employee survey, virtual townhalls, other communications options
 - Consider feedback from the employee survey for more effective communications and messaging