

BEAT THE HEAT

Do you know the difference between heat stroke and heat exhaustion, or when to call 9-1-1? Find out in this month's safety theme.



MAINTENANCE TIPS

Don't overlook these pitfalls in buildings, sidewalks and vacant properties. - p. 4

MANAGE PROTESTS

Find out how to reduce law enforcement risk during protests. - p. 11

LIABILITY BEAT

Include these items in your employee handbook. - p. 13

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How to Reach Us

Cover photo: by Marc Bruxelle

The opinions expressed in this newsletter are those of the authors and do not reflect the views of LGRMS, ACCG, or GMA.



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UPCOMING WEBINARS AND TRAINING

Advanced Workers' Compensation

HALF DAY | 8:30AM-12:30PM

July 16 - Gainesville, GA

Aug. 6 - Cartersville, GA

Contracts for Local Governments

FULL DAY | 8:30AM-4:30PM

July 23 - Tifton, GA

Aug. 8 - Cartersville, GA

Aug. 20 - Gainesville, GA

Law Enforcement Risk Specialist

FULL DAY | 8:30AM-4:00PM

Sept. 19 - Cartersville, GA

Sept. 24 - Macon, GA

Sept. 26 - Garden City, GA

Safety Coordinator I

HALF DAY | 8:30AM-12:00PM

July 24 - Tifton, GA

July 30 - Statesboro, GA

Aug. 27 - Macon, GA

Sept. 4 - Cartersville, GA

Sept. 17 - Gainesville, GA

Safety Coordinator II

HALF DAY | 1:00PM-5:00PM

July 24 - Tifton, GA

July 30 - Statesboro, GA

Aug. 27 - Macon, GA

Sept. 4 - Cartersville, GA

Sept. 17 - Gainesville, GA

Safety Coordinator III

HALF DAY | 8:30AM-12:30PM

July 25 - Tifton, GA

July 31 - Statesboro, GA

Aug. 28 - Macon, GA

Sept. 5 - Cartersville, GA

Safety Coordinator IV

HALF DAY | 1:00PM-5:00PM

July 25 - Tifton, GA

July 31 - Statesboro, GA

Aug. 28 - Macon, GA

Sept. 5 - Cartersville, GA

Events subject to change.
Check website for updates.

lgrms.com/training-event-calendar





A NOTE FROM THE EDITOR



By Dennis Watts
Training, Communication, and Public Safety Risk Manager

Welcome to the June and July combined edition of SHARE, the monthly publication of Local Government Risk Management Services (LGRMS). SHARE is sent to all GIRMA/IRMA, and WC, members 10 times per year. SHARE has two sections: (1) a general safety, risk, section, and (2) a worker safety-focused section. We cover those topics and issues most relevant to Local Governments in Georgia, plus some new features. We look forward to your feedback.

The LGRMS SHARE is published on or around the 20th of each month. If you are not currently on the distribution list to receive our monthly newsletter, it can be downloaded for free at www.lgrms.com.

In This Issue

In this issue, we have a variety of articles focusing on current topics affecting local governments. Workers and worker safety is always our number one focus. As part of that, our focus for workers and our local governments is beating the heat. This issue of SHARE focuses on being aware of signs and symptoms of heat exposure, and tips to protect you and your family.

On our personnel side we have provided a handout from the Law Firm of Elarbee Thompson Sapp & Wilson on personnel policies. The question really is, what policies

should be in our employee handbook? This gives at least some suggestions (along with links to some of our member content pages from their handbooks) on what should be included. We have a variety of law enforcement related articles this month, such as LE Risk Management and protest management, some suggestions on general building, sidewalk, and property maintenance, and a video link for Active Shooter training. This is a quick video, pertinent to all employees on what to do during an active shooter incident-do you run, hide, or fight? We also highlight and congratulate City of Kingsland, Chief Ricky Evans on being nominated and receiving the Georgia Risk Professional of the year by the Georgia Public Risk Management Association (PRIMA). Well deserved.

We at LGRMS have some great training opportunities over the next few months. Advanced Worker Comp, and Contracts for Local Government to name a few. Check out our website and training calendar for dates and registration. For questions or issues on training, or any other services provided by LGRMS, contact Shamilla Jordan at sjordan@lgrms.com.

From the staff of Local Government Risk Management Services, we wish you all a great summer.

Be safe. *Dennis*

SHARE Contacts: Dennis Watts, dwatts@lgrms.com or Shamilla Jordan, sjordan@lgrms.com

NOTES *from the* ROAD

SHINING A SPOTLIGHT ON OUR MEMBERS



By Weston Cox
LGRMS Risk Control Representative

Maintenance Reduces Risk

Whether it be structural concerns, cracked/uneven flooring or sidewalks, utility/plumbing issues, or liability concerns with vacant property, these items need to be a priority of every organization.

When it comes to the many responsibilities that a local government employee may be given, maintenance may be one of the last things on your mind. However, the importance of keeping check on the conditions of your buildings, sidewalks, and properties can have a huge impact on your overall risk exposure. Listed below are some helpful safety tips for addressing any maintenance concerns.

Buildings

- The best way to address building maintenance issues is through a process of inspection, detection, correction, and prevention.
- We recommend conducting an inspection for each of your city/county buildings at least once per year to identify any defects or damages.
- If any issues are found, they should be reported immediately to leadership for repair or replacement.
- An inspection checklist is recommended to note specific issues, specific locations where they were found, and to document these issues for review.
- Having these checklists in place and recorded documentation of defects can help to prevent the same issues from occurring again in the future.

Photo: Twiggs County Courthouse, iStock

Sidewalks

Sidewalk inspection criteria and walking path inspection criteria can both serve many useful purposes. These criteria help to reduce and eliminate slips and falls based on avoidable sidewalk and path hazards. Sidewalk defects and damaged surfaces can limit accessibility for people with disabilities or mobility impairments and make areas impassable for all pedestrians. Other reasons for these criteria include providing guidelines for employees, conveying information to citizens, and preventing and/or minimizing lawsuits and liability exposure. Listed below are a few measurements/indicators that should trigger a response for addressing a sidewalk maintenance issue through repair or replacement.

- Vertical displacement greater than ½ inch.
- Gaps or Cracks greater than ½ inch deep and ¾ inch wide.
- Three or more cracks in a single sidewalk section.
- If 50% or more of a sidewalk section has chipping/deterioration that is more than ½ inch deep.

Vacant Land/Properties

Protecting your vacant property is extremely important within our cities/counties as well. Vacant properties are exposed to a wide variety of risks and exposures. These involve issues like deteriorating conditions, vandalism and trespassing, as well as wind/water/hail damages related to natural disasters. Vacant property inspections are the best way to provide insight into the property's overall condition. These inspections can also help to identify any security concerns and help to mitigate risks to preserve the property's value.

- Identify any landscaping issues that could cause a slip/trip/fall accident.
- Install security cameras, perimeter fencing, or signage to help set expectations for visitors and monitor any suspicious activities.
- If there is an electrical, plumbing, or landscaping risk exposure, report these items to leadership and address the issues immediately.
- Inspect any/all trees at playground/park areas on a regular basis to ensure that there is no potential for damaged/dead tree limbs to fall on children or citizens. Depending on severity, an arborist may need to be assigned to address these issues.
- Have emergency plans in place for weather conditions. For example, consideration for closure of certain parks, playgrounds, or walking paths during a severe weather event.



RISK CONNECTION

REDUCING RISK FOR YOU AND YOUR EMPLOYER



PUBLIC RISK MANAGEMENT ASSOCIATION

Conference Takeaways

By Vincent Scott
LGRMS Risk Control Representative

Public risk managers encounter a variety of challenges in their efforts to protect communities and ensure effective management of public resources. Each year the Public Risk Management Association (PRIMA) holds its annual conference where public sector risk management professionals gather to engage with others from cities, counties, schools, states, and tribal nations. We participated in educational sessions and other networking events with peers from various public entities where we discussed the best practices and challenges.

During the “Friendly Feud: Risk Management Edition,” we discussed trending insurance topics where the question was asked “What are top risks that concerned public risk managers?” Turn the page for my top takeaways.



FRIENDLY FEUD

RISK MANAGEMENT EDITION

*Vincent Scott's Takeaways from the
2024 Public Risk Management Association Conference*

CYBERSECURITY THREATS

As public agencies increasingly rely on digital systems, the risk of cyberattacks grows. Public risk managers must address cybersecurity threats to protect sensitive data and ensure the continuity of critical public services. Risks include phishing attacks, data breaches, and the inadvertent sharing of sensitive information. Ensuring employees are trained and vigilant against cyber threats is crucial.

ARTIFICIAL INTELLIGENCE

Artificial Intelligence (AI) significantly enhances risk management across various sectors by providing advanced tools and techniques for identifying, assessing, and mitigating risks. New and evolving risks, such as those related to technological advancements in self-directed vehicles, drones, wearable technology, and societal changes, require continuous monitoring and adaptation of risk management strategies. By leveraging AI, organizations can significantly enhance their risk management capabilities, making processes more efficient, accurate, and proactive.

CLIMATE CHANGE

Increasing frequency and severity of natural disasters such as hurricanes, floods, wildfires, and earthquakes poses significant challenges. Climate change exacerbates these risks, making it crucial for public risk managers to develop and implement robust disaster preparedness and response strategies.

INFLATION

Inflation poses significant challenges for risk management, particularly for public risk managers tasked with protecting public resources and ensuring the continuity of services. Inflation leads to higher costs for goods and services, which can strain budgets. The cost of insurance premiums typically rises with inflation, adding another layer of expense. Public entities face higher costs for insuring public assets and operations, potentially leading to reduced coverage if budgets are tight.

EMPLOYEES/ EMPLOYMENT

Risk management in the context of employees and employment involves identifying, assessing, and mitigating risks related to workforce management and workplace safety. Risks include workplace accidents, exposure to hazardous materials, and ergonomic issues. The emergence of new health threats, like pandemics, further complicates these challenges. Preventing and addressing workplace violence, harassment, and bullying is critical. Organizations need effective policies, training, and response mechanisms to protect employees and maintain a positive work

environment. High turnover rates and difficulty in retaining top talent can disrupt operations and lead to increased costs. Organizations must manage risks related to employee dissatisfaction, burnout, and competition for skilled workers.

POLITICAL CLIMATE

Public risk management is profoundly influenced by the political climate. The interplay between risk management practices and political dynamics can present both challenges and opportunities. The political climate can influence public perception of risk and trust in public institutions. Political rhetoric and media coverage can shape how risks are perceived and how the public responds to risk management efforts. Develop and implement effective risk communication strategies that consider the political climate. Focus on building resilient systems and processes that can withstand political changes.

LAW ENFORCEMENT RISK

Risk management in law enforcement is critical for ensuring public safety, protecting officers, and maintaining community trust. Law enforcement agencies face unique challenges that require

comprehensive risk management strategies. Effective risk management in law enforcement requires a proactive and multifaceted approach. By addressing these challenges through comprehensive strategies, law enforcement agencies can enhance public safety, protect officers, and build and maintain community trust. Regular assessment and adaptation of risk management practices are essential to keep pace with evolving risks and ensure the continued effectiveness of law enforcement efforts.

FUTURE UPDATES

Meeting with professional peer groups offers numerous benefits, including enhanced learning through the exchange of ideas and experiences, which can lead to innovative solutions, best practices, benchmarking performance and gaining diverse perspectives on industry challenges. Additionally, such interactions help in staying updated with the latest trends and developments in the field, contributing to professional growth and improved organizational outcomes. I look forward to providing you all with future updates.

LAW ENFORCEMENT MATTERS

REDUCING RISK FOR PUBLIC SAFETY AGENCIES

Tips From the Top:

How Kingland Police Chief Rickey Evans created a safer and more efficient police department

Congratulations to Chief Rickey Evans of the Kingsland Georgia Police Department on being nominated and receiving the Georgia Risk Professional of the year award from Georgia Public Risk Management Association (PRIMA).

Chief Evans has implemented a successful risk management program that has not only changed the culture of the department but also reduced exposure. Through various initiatives and strategies, Chief Evans has prioritized the safety of his officers, reduced liability, and ensured the highest standard of police work for the community. This article will explore the key components of Chief Evans' risk management program and its impact on the department and the community.

Reducing Motor Vehicle Accidents

Chief Evans recognized the importance of reducing motor vehicle accidents within the department. He provided valuable training and implemented a comprehensive review process of emergency responses and pursuits. By doing so, Chief Evans not only reduced liability but also workers' compensation claims for the department.

Pursuing State Accreditation

Chief Evans is fervently pursuing State Accreditation for the Kingsland Police Department. This lengthy and arduous process ensures that the department and



Photo: Rickey Evans, City of Kingsland, GA

its employees are following State Law Enforcement Standards. By achieving accreditation, Chief Evans aims to reduce liability exposure, and ensure the highest standard of police work for the community.

Insurance and Self-Funding Mechanisms

The City of Kingsland is a member of the Georgia Municipal Association Interlocal Risk Management Agency (GIRMA) and the Workers' Compensation Insurance Fund. Participating in these programs allows the city to pool premiums into a risk-sharing fund, which helps pay for claim defense and losses. By establishing

policies and procedures that review accidents, injuries, use of force, pursuit, and other high liability incidents, the Kingsland Police Department has been able to reduce the number of claims and secure favorable insurance renewals, ultimately saving money for the taxpayers.


Implementing Risk Control Programs

Under Chief Evans' leadership, the Kingsland Police Department has implemented various risk control programs to eliminate or reduce hazard risk exposures. These programs include reaching full staffing, upgrading the police fleet, restructuring the command staff, issuing AR-15 rifles to officers, updating firearm training, establishing a training division, and creating an accident review board. These initiatives ensure that officers are well-equipped, trained, and held accountable, thereby reducing overall liability exposure for the agency and the city. Chief Evans has worked closely with Local Government Risk Management Services (LGRMS) Law Enforcement Risk Consultants, Natalie Sellers and Griffin Attaberry, reviewing policies and procedures to implement an action plan that will reduce claims and losses arising out of motor vehicle collisions.

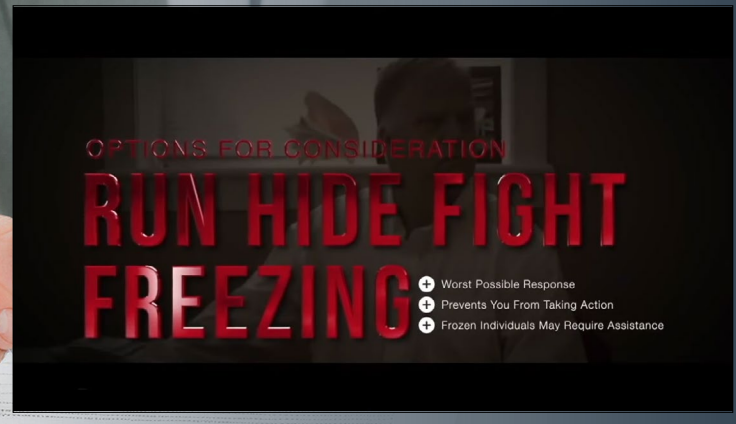
Cultivating an Enterprise-Wide Approach to Risk Management

Chief Evans has consulted with risk management experts and required his Deputy Chief to educate himself in risk management and loss prevention. This approach has empowered all staff in the department to be safety and risk leaders. Chief Evans has also participated in training courses and conferences focused on risk management in law enforcement and public sector risk management. Additionally, Chief Evans and his Deputy Chief are members of the Safety and Risk Committee through the Georgia Chiefs Association, contributing to the growth of a safety and risk culture within law enforcement leaders across the state.

Chief Evans' comprehensive approach to risk management in law enforcement has had a significant impact on the Kingsland Police Department and the community it serves. Through initiatives such as reducing motor vehicle accidents, pursuing state accreditation, utilizing insurance and self-funding mechanisms, implementing risk control programs, and cultivating an enterprise-wide approach to risk management, Chief Evans has created a safer and more efficient police department. His dedication to risk management serves as a model for other law enforcement agencies, promoting the profession of public risk management.



ACTIVE SHOOTER TRAINING VIDEO



This video is from The Cybersecurity and Infrastructure Security Agency (CISA), which leads the national effort to understand, manage, and reduce risk to our cyber and physical infrastructure and physical security and resilience.

The Options for Consideration video demonstrates possible actions that individuals can take if confronted with an active shooter scenario. This instructive video reviews the choices of running, hiding, or as an option of last resort, fighting the shooter. The video also shows how to assist authorities once law enforcement arrives.

VIDEO SERIES



Protests: Key Strategies to Manage Risk

By Natalie Sellers
Sr. Law Enforcement Risk Consultant

Managing the risk associated with protests is essential to ensure the safety of participants, the public, and property. Effective risk management involves planning, communication, and coordination among stakeholders, including law enforcement, local authorities, protest organizers, and community members. Here are key strategies to manage the risk of protests:

Pre-Event Planning

Conduct a thorough risk assessment to identify potential threats and vulnerabilities. Consider factors such as the size of the protest, its location, issues being protested, and counter-protesters presence.

Engage with protest organizers to understand their plans and expected turnout and to agree on ground rules. This can help anticipate crowd movements and address concerns.

Create designated areas for protesters, counter-protesters, media, and emergency services. This can help control the flow and minimize confrontations.

Communication Strategies

Establish clear lines of communication between law enforcement, protest organizers, and other stakeholders. Use these channels to share real-time information and updates.

Use various media channels to inform the public about potential disruptions, alternative routes, and safety measures.

Law Enforcement Preparation

Ensure sufficient police presence to manage the crowd and respond to incidents. Officers should be trained in crowd management and de-escalation techniques.

Prioritize nonviolent methods for crowd control, such as communication and negotiation, before considering the use of force.

Equip officers with the necessary gear to protect themselves and others, including riot gear, first aid supplies, and communication devices.

On-Site Management

Implement crowd control measures such as barriers, fencing, and checkpoints to manage the flow of people and prevent overcrowding.

Medical and emergency services should be on standby to respond to injuries or health issues.

Use surveillance and on-ground personnel to monitor the protest in real time, identifying and addressing issues promptly.

Post-Event Actions

Conduct a debriefing session with all involved parties to evaluate what worked well and identify areas for improvement.

Engage with the community to address any concerns or grievances during the protest.

Document the event thoroughly, noting incidents, responses, and outcomes. This information is crucial for future planning and accountability.

Specific Considerations

Develop a clear response strategy for violence or vandalism. This includes having rapid response teams to isolate and manage such incidents while ensuring the safety of peaceful protesters.

Ensure that all actions taken by law enforcement and authorities comply with legal standards and respect the rights of protesters, including freedom of speech and assembly.

When counter-protests are expected, ensure that both groups are kept separate and have safe spaces to express their views without confrontation.

Conclusion

Effective risk management requires a balanced approach that respects protesters' rights while ensuring public safety. This means law enforcement must ensure a firm but neutral police presence to protect the rights of all parties concerned and to prevent violence.

Key Takeaways

1. Before an arrest or citation is issued, there should be some independent crime (such as trespassing).
2. Officers should resist the urge to take any action based on the content of the speech or actions they take to provoke the officer with their speech.
3. To the extent possible, officers should issue citations rather than perform custodial arrests. This will prevent a Fourth Amendment seizure from occurring.
4. Any force that involves weapons or chemicals should be avoided.
5. The objective of protests is to provoke a response that will provide a visual desired by the protestors (e.g., police releasing dogs on protestors in Selma). Officers should try to avoid providing that visual.
6. Any commentary by officers is to be avoided.
7. Crisis communications should be mapped out before any protest event.

Considerations to work out with the prosecutor:

1. The prosecuting attorney should also work with the city before the disposition of criminal charges (less than full prosecution, e.g., deferred prosecution) to eliminate or minimize the possibility of a civil action being maintained.
2. Consideration of bail conditions consistent with the campus's need to maintain order by the violator.
3. Finally, a Georgia-specific issue is that cities have a lower level of sovereign immunity than counties or the state if someone does something wrong at the county or state level. The city could be held liable if it is a joint operation. The city or county should work closely with the city/county attorney to discuss this because any involvement could likely result in litigation.
4. Reference the model Policy for Civil Protests from Legal & Liability Risk Management Institute (LLRMI).

LIABILITY BEAT

HELPING CITIES AND COUNTIES REDUCE PROPERTY AND LIABILITY RISK



What needs to be in the Personnel Policy Manual?

By Chris Ryan
LGRMS Sr. Risk Control Representative

This is a question asked by most city and county governments. It's somewhat hard to have a one-size fits all response, especially with regard to varying workplace cultures on many issues. The truth is it depends. Sometimes there are certain policies the city or county might want because an incident or problem has happened.

We gave this question to the GMA and ACCG pool attorneys. Elarbee Thompson has provided a list of the primary and secondary list of policies for a model policy. Jarred-Davis has provided the Table of Contents for several manuals that have been completed fairly recently and will show a good sampling of options. Both of their responses will be posted to the LGRMS website at www.lgrms.com.

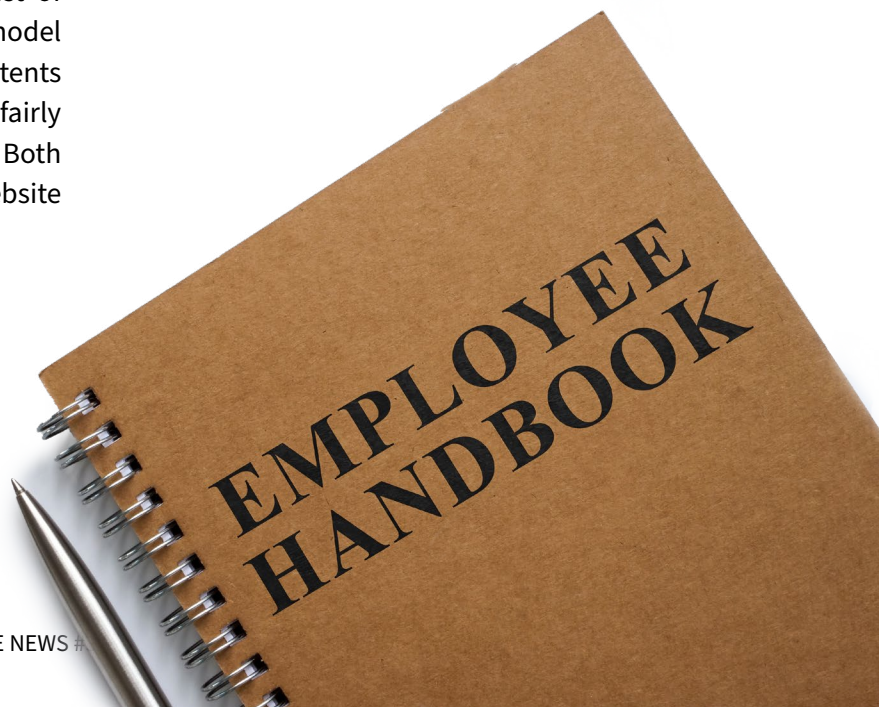
✕ — EMPLOYEE HANDBOOK EXAMPLES

These tables of contents are available online:

- [Banks County](#)
- [Charlton County](#)
- [Forsyth County](#)
- [Sumter County](#)



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CHECKLIST OF POLICIES AND PROCEDURES RECOMMENDED FOR INCLUSION IN EMPLOYEE HANDBOOK FOR GEORGIA LOCAL GOVERNMENT EMPLOYERS	
PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
Introduction/Welcome Page with prominent (bolded or in all caps) disclaimers: <ul style="list-style-type: none"> • Reaffirming at-will employment status (if applicable) • No property interests in continued employment or any other aspect of employment relationship • No contractual or vested rights or any other form of judicially enforceable interest, express or implied, in any benefit, policy, or procedure • Reservation of right to terminate, suspend, alter, amend or otherwise modify any aspect of this handbook at any time with or without notice • <i>[Include two versions of disclaimers so that one can be signed by employee and retained in personnel file]</i> 	Introduction/Welcome Page with prominent (bolded or in all caps) disclaimers: <ul style="list-style-type: none"> • Mission Statement/Statement of Core Values • Handbook supersedes any previously issued handbook, policies, procedures, practices, and understandings, written or oral • Any departure from the policies, terms and conditions of this handbook must be approved, in writing, by _____ • City's failure to enforce or comply with any aspect of this handbook shall not prevent or restrict future enforcement or compliance • No aspect of this handbook is intended, or shall be interpreted or applied, as constituting a law, rule, or regulation within the meaning of O.C.G.A. § 45-1-4 [Georgia Whistleblower Act] • Handbook for internal use only and is not intended, nor shall it be interpreted or applied, as creating a higher duty of care or as otherwise enlarging the City or any employee's civil liability in any way.

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CHECKLIST OF POLICIES AND PROCEDURES RECOMMENDED FOR INCLUSION IN EMPLOYEE HANDBOOK FOR GEORGIA LOCAL GOVERNMENT EMPLOYERS	
PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
EEO Policy (updated to include all recognized protected classifications): <ul style="list-style-type: none"> • EEO statement • Anti-Discrimination policy • Anti-Harassment policy • Anti-Retaliation policy • Complaint procedure • Investigation procedure 	EEO Policy (updated to include all recognized protected classifications): <ul style="list-style-type: none"> • Workplace civility policy • Anti-bullying policy • Affirmative action policy (as may be required by federal contracts/grants)
Recruiting/Hiring/Onboarding: <ul style="list-style-type: none"> • Categories of Employment (FT, PT, Temp, Seasonal) • Probationary/Working Test periods • Background checks (including policy & procedures re: criminal history information) • Disability accommodation policy & procedures 	Recruiting/Hiring/Onboarding: <ul style="list-style-type: none"> • Orientation policy
Compensation: <ul style="list-style-type: none"> • Payment of Wages • Payroll deductions • Classification System 	Compensation: <ul style="list-style-type: none"> • Premium pay • Hazard pay • Retention pay

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PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
<ul style="list-style-type: none"> • Overtime/Comp time • Safe Harbor for reporting misclassification • Breaks 	<ul style="list-style-type: none"> • Separation pay (including requirement of waiver and release of claims)
Benefits: <ul style="list-style-type: none"> • Disclaimers and reservation of right to terminate, suspend, alter, amend or otherwise modify • Disclaimers re: language of benefits plans control in the event of conflict with handbook • Insurance-related benefits • Retirement-related benefits • HIPAA Policy • Employee Assistance Program (EAP) • Take-home car policy 	Benefits: <ul style="list-style-type: none"> • Tuition assistance • Wellness program (with tax disclaimer) • Employee referral bonuses
Job performance policies: <ul style="list-style-type: none"> • Performance evaluation policy and procedures • Performance probation • Performance Improvement Plan (PIP) policy and procedures 	Job performance policies: <ul style="list-style-type: none"> • Mentor program

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PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
<ul style="list-style-type: none"> • Training, Conferences, and Seminars 	
Attendance policies: <ul style="list-style-type: none"> • Hours of operation • Holidays • Inclement Weather Policy 	Attendance policies: <ul style="list-style-type: none"> • Remote work policy • Pandemic/declared national, state, and regional emergency policy
Leave Policies: <ul style="list-style-type: none"> • Annual Leave (or PTO) • Sick Leave (or PTO) • Payment/Forfeiture of Accumulated Annual Leave/PTO • Military Leave • Court Leave (Juror or Witness) • Voting Leave • FMLA Leave • Workers' Compensation • Unpaid Leave of Absence • Return-to-Work policy and procedure • Light or restricted duty 	Leave Policies: <ul style="list-style-type: none"> • Leave sharing/Leave bank (including tax disclaimer) • Buy-back of Accumulated Annual Leave/PTO (including tax disclaimer) • Domestic Violence Leave • Bereavement Leave

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PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
Other policies governing employee conduct: <ul style="list-style-type: none"> • Anti-Workplace violence policy • Weapons policy • Workplace safety policy • Use of City vehicles • Drug-free workplace policy • Substance abuse/Drug testing policy • Social Media policy 	Other policies governing employee conduct: <ul style="list-style-type: none"> • Anti-Nepotism policy • Anti-Fraternization policy • Outside employment/Moonlighting policy • Smoking Policy • Dress Code, Jewelry and Tattoo policies • Grooming/Appearance/Personal Hygiene policy • Fragrance policy • Service/Comfort Animals in Workplace policy • Use of personal technology in workplace (e.g., recording workplace interactions, livestreaming, etc.) • No authority to provide referrals/recommendations re: former employees
Workplace Ethics/Conflicts of Interest: <ul style="list-style-type: none"> • Gifts/gratuities • Political activity • Expense reports • Use of City equipment or resources • Conducting personal business on City time 	Workplace Ethics/Conflicts of Interest: <ul style="list-style-type: none"> • Formal ethics policy & complaint procedure

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PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
Use of City computers, internet, smartphones, and other technology and equipment: <ul style="list-style-type: none"> • Disclaimer re: expectation of privacy and reservation of City's right to monitor, search, etc. • Prohibition on unauthorized deletion of emails, text messages, images, and other electronic records • Password policy 	Use of City computers, internet, smartphones, and other technology and equipment: <ul style="list-style-type: none"> • Prohibition on use of pirated software • Prohibition on uploading/downloading unauthorized software or files
Disciplinary procedures: <ul style="list-style-type: none"> • Code of Conduct/Grounds for disciplinary action (with disclaimer re: grounds provided for illustrative purposes only; not intended to be exhaustive list and not intended to alter at-will status of employment relationship) • Levels of disciplinary action (with disclaimer re: City retains discretion to impose disciplinary or other corrective action not listed when deemed appropriate) • Progressive discipline policy (with disclaimer re: City retains discretion to bypass or deviate from policy when deemed appropriate) 	Disciplinary procedures:

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PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
Grievance Procedure: <ul style="list-style-type: none">• Definition of grievance• List of non-grievable matters• Steps	Grievance and Appeal Procedures:
Appeal Procedure: <ul style="list-style-type: none">• Definition of appeal• List of non-appealable matters• Disclaimer re: appeal procedure imposes no substantive restrictions on City's right to exercise its authority as an at-will employer	Appeal Procedure:
Separation policy and procedures: <ul style="list-style-type: none">• Retirement• Voluntary resignations• Notice required to resign in good standing and/or avoid forfeiture of accumulated annual leave/PTO• Involuntary terminations (forfeiture of accumulated leave; City retains discretion to make exceptions but employee must provide release)	Separation policy and procedures: <ul style="list-style-type: none">• Procedures for layoffs due to Reorganizations / Restructurings or Reductions-in-Force• Recall procedures

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CHECKLIST OF POLICIES AND PROCEDURES RECOMMENDED FOR INCLUSION IN EMPLOYEE HANDBOOK FOR GEORGIA LOCAL GOVERNMENT EMPLOYERS	
PRIMARY POLICIES AND PROCEDURES	SECONDARY POLICIES AND PROCEDURES
<ul style="list-style-type: none">• DOL-800 Separation Notice• COBRA Notice• Return of City-issued equipment• Recoupment of Monies Owed	
Miscellaneous policies: <ul style="list-style-type: none">• Video Surveillance Policy	Miscellaneous policies: <ul style="list-style-type: none">• Emergency/active shooter procedures• Bulletin Board policy• Solicitation policy (donations, girl scout cookies, etc.)

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Take a moment to exercise your brain and relieve stress by solving these fun safety puzzles! Answers on page 23.



LETTER TILES

Unscramble the tiles to reveal a message.
Each tile is used only once.
Use spacing, punctuation and common words to find adjacent tiles.
Some words may be split into two lines.

e	r	g	t	s	k	e	e	d	i	e	m	y	.	i	s	e	n	c
t	r	o	H	e	a	c	a	l	a	m								

WORD SEARCH

- | | | |
|------------|----------|---------|
| heat | hydrate | fluids |
| exhaustion | extreme | buddy |
| stroke | pets | morning |
| cramps | elderly | recover |
| sunburn | children | break |

E	C	F	T	H	C	S	G	E	Z	Y	B	R	U	V
G	X	K	S	R	T	T	I	M	B	B	B	Q	L	C
E	V	H	A	Q	B	R	W	E	A	A	Y	Z	F	C
E	T	M	A	Q	Y	O	J	R	K	H	A	C	L	B
A	P	A	C	U	R	K	V	T	H	E	A	T	U	X
S	G	Y	R	H	S	E	P	X	B	Y	Z	D	I	L
O	V	I	Q	D	I	T	V	E	X	X	D	K	D	F
S	T	R	B	Z	Y	L	I	O	B	Y	E	A	S	B
U	H	S	V	V	P	H	D	O	C	O	S	E	D	G
Z	N	R	U	B	N	U	S	R	N	E	B	R	J	S
G	N	I	N	R	O	M	X	A	E	A	R	B	T	I
B	R	D	U	J	E	J	X	A	Y	N	M	E	P	Z
E	L	D	E	R	L	Y	I	L	R	V	P	N	Y	M
U	A	X	J	B	R	D	C	M	F	Y	D	E	G	A
T	Z	C	R	G	S	Y	C	B	H	U	C	L	B	X

Photo: Jekyll Island, Ed Williams, iStock





SAFETY THEME

KEEPING OUR MEMBERS SAFE ON THE JOB AND AT HOME

EXTREME HEAT

Share these reminders to stay safe when working or playing outdoors.

Temperatures this summer are trending higher than average around the country. Georgia is no exception. We all need to be extremely aware of how higher temperatures can affect us both at work and home.

We need to pay particular attention to our workers whose jobs are outdoors, and who do heavy physical labor. We have provided two info graphic posters from the CDC. Consider posting them in breakrooms, bulletin boards, or other places your workers frequent, and review the following tips.

Wear appropriate clothing.

Choose lightweight, loose-fitting clothing. Wear a hat with a brim.

Stay cool indoors.

- Stay in an air-conditioned place as much as possible.
- If your home does not have air conditioning, go to the shopping mall or public library—even a few hours spent in air conditioning can help your body stay cooler when you go back into the heat.
- Call your local health department to see if there are any heat-relief shelters in your area.
- Use your stove and oven less to maintain a cooler temperature in your home.
- Take a cool shower or bath to cool off.

Do not leave people or pets in cars.

Cars can quickly heat up to dangerous temperatures, even with a window cracked open. While anyone left

HEAT ALERTS: Know the difference.

HEAT OUTLOOK

Minor

Excessive
heat event in
3 to 7 days

HEAT WATCHES

Excessive
heat event in
12 to 48 hours

HEAT WARNING/ADVISORY

Excessive
heat event in
next 36 hours

Major

in a parked car is at risk, children are especially at risk of getting a heat stroke or dying. When traveling with children, remember to do the following:

- Never leave infants, children or pets in a parked car, even if the windows are cracked open.
- To remind yourself that a child is in the car, keep a stuffed animal in the car seat. When the child is buckled in, place the stuffed animal in the front with the driver.
- When leaving your car, check to be sure everyone is out of the car. Do not overlook any children who have fallen asleep in the car.

Schedule outdoor activities carefully.

- Try to limit your outdoor activity to when it's coolest, like morning and evening hours.
- Rest often in shady areas so that your body has a chance to recover.

Pace yourself.

- Cut down on exercise during the heat.
- If you're not accustomed to working or exercising in a hot environment, start slowly and pick up the pace gradually.
- Know when to stop activity.
- If exertion in the heat makes your heart pound and leaves you gasping for breath, STOP all activity. Get into a cool area or into the shade, and rest, especially if you become lightheaded, confused, weak, or faint.

Drink plenty of fluids.

- Drink more fluids, regardless of how active you are.
- Don't wait until you're thirsty to drink.
- Stay away from very sugary or alcoholic drinks—

these actually cause you to lose more body fluid.

- Avoid very cold drinks because they can cause stomach cramps.

Use a buddy system.

Heat-induced illness can cause a person to become confused or lose consciousness.

- When working in the heat, monitor the condition of your co-workers and have someone do the same for you.
- If you are 65 years of age or older, have a friend or relative call to check on you twice a day during a heat wave. If you know someone in this age group, check on them at least twice a day.

Check on people who are at high risk.

Although anyone at any time can suffer from heat-related illness, some people are at greater risk than others:

- Infants and young children
- People 65 years of age or older
- People who are overweight
- People who overexert during work or exercise
- People who are physically ill, especially with heart disease or high blood pressure, or who take certain medications, such as for depression, insomnia, or poor circulation

Visit adults at risk at least twice a day and closely watch them for signs of heat exhaustion or heat stroke. Infants and young children, of course, need much more frequent watching.

Remember, Stay Cool, Stay Hydrated, and Stay Informed.

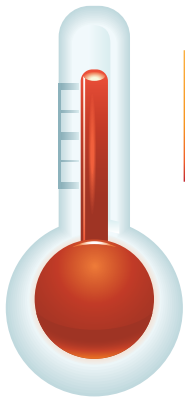
DID YOU KNOW?

Those living in **urban areas** may be at a greater risk from the effects of a prolonged heat wave than those living in rural areas.

Sunburn can significantly slow the skin's ability to release excess heat.

Most **heat-related illnesses** occur because of overexposure to heat or over-exercising.

During 1999–2009, an average of **658** people died each year from heat in the United States.



BEAT THE HEAT:

Extreme Heat

Heat-related deaths are preventable

WHAT:

Extreme heat or heat waves occur when the temperature reaches extremely high levels or when the combination of heat and humidity causes the air to become oppressive.

WHO:



Children

More males than females are affected



Older adults



Outside workers



People with disabilities

WHERE:



Houses with little to no AC



Construction worksites



Cars

HOW to AVOID:



Stay hydrated with water, avoid sugary beverages



Stay cool in an air conditioned area



Wear lightweight, light-colored, loose-fitting clothes

Outside Temperature 80°



Time Elapsed:
20 minutes



Time Elapsed:
40 minutes



Time Elapsed:
60 minutes

During extreme heat the temperature in your car could be deadly!

HEAT-RELATED ILLNESSES

WHAT TO LOOK FOR

WHAT TO DO

HEAT STROKE

- High body temperature (103°F or higher)
- Hot, red, dry, or damp skin
- Fast, strong pulse
- Headache
- Dizziness
- Nausea
- Confusion
- Losing consciousness (passing out)

- Call 911 right away-heat stroke is a medical emergency
- Move the person to a cooler place
- Help lower the person's temperature with cool cloths or a cool bath
- Do not give the person anything to drink

HEAT EXHAUSTION

- Heavy sweating
- Cold, pale, and clammy skin
- Fast, weak pulse
- Nausea or vomiting
- Muscle cramps
- Tiredness or weakness
- Dizziness
- Headache
- Fainting (passing out)

- Move to a cool place
 - Loosen your clothes
 - Put cool, wet cloths on your body or take a cool bath
 - Sip water
- Get medical help right away if:**
- You are throwing up
 - Your symptoms get worse
 - Your symptoms last longer than 1 hour

HEAT CRAMPS

- Heavy sweating during intense exercise
- Muscle pain or spasms

- Stop physical activity and move to a cool place
 - Drink water or a sports drink
 - Wait for cramps to go away before you do any more physical activity
- Get medical help right away if:**
- Cramps last longer than 1 hour
 - You're on a low-sodium diet
 - You have heart problems

SUNBURN

- Painful, red, and warm skin
- Blisters on the skin

- Stay out of the sun until your sunburn heals
- Put cool cloths on sunburned areas or take a cool bath
- Put moisturizing lotion on sunburned areas
- Do not break blisters

HEAT RASH

- Red clusters of small blisters that look like pimples on the skin (usually on the neck, chest, groin, or in elbow creases)

- Stay in a cool, dry place
- Keep the rash dry
- Use powder (like baby powder) to soothe the rash



CS280226



HOW TO USE THE MONTHLY SAFETY THEME

Here are some hints to help you get the safety message across to all employees each month.

Theme Poster

Make copies and post wherever you will get the most impact or email to your departments.

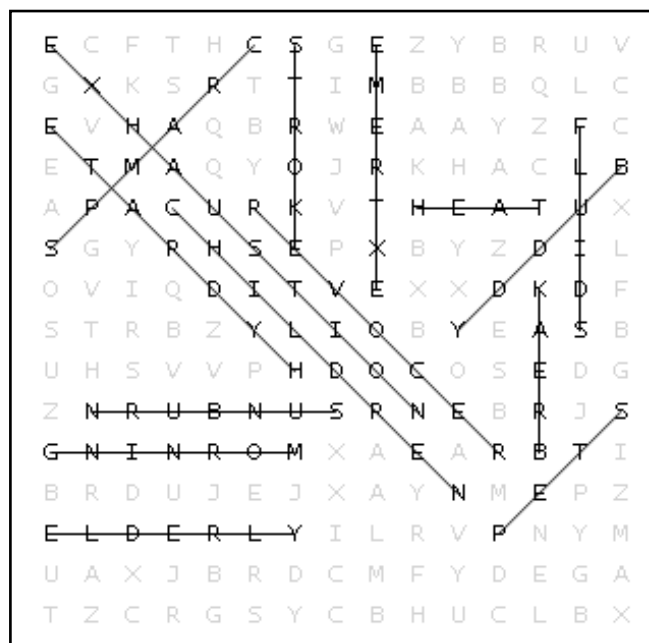
Theme Page

Repeats the poster message with the safety theme topic of the month.

Safety Meeting Agenda

- Assemble participants.
- Hand out copy of theme page.
- Pass around Participant Sign-in Sheet.
- Read theme out loud and discuss aspects of the theme in the department. Give examples. Ask for ideas, etc.
- Discuss accidents/incidents/near misses over the last month.
- Issue safety Self-inspection Checklists for each department inspection team.
- Discuss inspection items noted from last reports and the status of completion of reported items.

WORD SEARCH ANSWER



LETTER TILES

H	e	a	t	s	t	r	o	k	e	i	s	a	m	e	d	i	c	a	l
e	m	e	r	g	e	n	c	y	.										

General Self Inspection Program

Location, Area, or Department: _____ Date: _____

Surveyor: _____

General Evaluation

	Needs Action	Needs Improvement	Good	Very Good
A. Property/Liability				
a. Fire protection	_____	_____	_____	_____
b. Housekeeping	_____	_____	_____	_____
c. Slip/trip/fall	_____	_____	_____	_____
d. Public safety	_____	_____	_____	_____
B. Employee Safety				
a. Safety meetings	_____	_____	_____	_____
b. Safety rules	_____	_____	_____	_____
c. Work conditions	_____	_____	_____	_____
d. Auto/equipment	_____	_____	_____	_____

Property/Liability

	Yes	No
Fire protection	<input type="checkbox"/>	<input type="checkbox"/>
Emergency numbers posted	<input type="checkbox"/>	<input type="checkbox"/>
Fire extinguishers available/serviced	<input type="checkbox"/>	<input type="checkbox"/>
Fire alarm panel showing system is operational; no warning lights.	<input type="checkbox"/>	<input type="checkbox"/>
Automatic sprinkler system control valve locked in open position.	<input type="checkbox"/>	<input type="checkbox"/>
Automatic sprinkler heads clear of storage within three feet.	<input type="checkbox"/>	<input type="checkbox"/>
Flammable, combustible liquids stored in UL-listed containers.	<input type="checkbox"/>	<input type="checkbox"/>
Flammable, combustible liquid containers stored in proper cabinet or container.	<input type="checkbox"/>	<input type="checkbox"/>
Smoking, No Smoking areas designated/marked.	<input type="checkbox"/>	<input type="checkbox"/>
Any cigarette butts noticed in No Smoking areas.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Housekeeping

Stairwells clear of combustible items.	<input type="checkbox"/>	<input type="checkbox"/>
Furnace, hot water heater, and electrical panel areas clear of combustible items.	<input type="checkbox"/>	<input type="checkbox"/>
Work and public areas are clear of extension cords, boxes, equipment, or other tripping hazards.	<input type="checkbox"/>	<input type="checkbox"/>
Floor surfaces kept clear of oils, other fluids, or water.	<input type="checkbox"/>	<input type="checkbox"/>
Stored items are not leaning or improperly supported; heavy items are not up high.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Slip/Trip/Fall

Stair treads are in good condition; not worn, damaged or loose.	<input type="checkbox"/>	<input type="checkbox"/>
Handrails for all stairs/steps.	<input type="checkbox"/>	<input type="checkbox"/>
Guardrails for all elevated platforms.	<input type="checkbox"/>	<input type="checkbox"/>
Stair handrails are in good condition; not loose or broken.	<input type="checkbox"/>	<input type="checkbox"/>
Floor surfaces are even, with non-slip wax if applicable.	<input type="checkbox"/>	<input type="checkbox"/>
All rugs are held down or have non-slip backing.	<input type="checkbox"/>	<input type="checkbox"/>
Any holes, pits or depressions are marked with tape, barricades, or guardrails.	<input type="checkbox"/>	<input type="checkbox"/>
Wet floor signs are available and used.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

General Self Inspection Program

Public Safety

	Yes	No
Public areas kept clear of storage and supplies.	<input type="checkbox"/>	<input type="checkbox"/>
Emergency lighting for public assembly areas in buildings.	<input type="checkbox"/>	<input type="checkbox"/>
Evacuation plans posted for public assembly areas in buildings.	<input type="checkbox"/>	<input type="checkbox"/>
Public areas have necessary warning or directional signs.	<input type="checkbox"/>	<input type="checkbox"/>
Construction work has barriers, covers, and markings.	<input type="checkbox"/>	<input type="checkbox"/>
Street and road signs noted in good condition, clear of obstructions.	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks smooth and even; no holes, no raised or broken areas.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Employee Safety

Safety Meetings

Held in the department.	<input type="checkbox"/>	<input type="checkbox"/>
Meetings held ____ monthly ____ quarterly ____ other _____; documented	<input type="checkbox"/>	<input type="checkbox"/>
Different topic each time.	<input type="checkbox"/>	<input type="checkbox"/>
Covers department safety rules.	<input type="checkbox"/>	<input type="checkbox"/>

Safety Rules

Rules specific for this department.	<input type="checkbox"/>	<input type="checkbox"/>
Rules are written, posted in the department.	<input type="checkbox"/>	<input type="checkbox"/>
Reviewed with new employees.	<input type="checkbox"/>	<input type="checkbox"/>

Work Conditions

Employees exposed to: ____ Heat ____ Cold ____ Rain/sleet/snow ____ Use of chemicals		
____ Noise ____ Work in confined spaces ____ Work in trenches		
____ Traffic ____ Blood/body fluids ____ Other _____		

Proper personal protective equipment available

Respirators, goggles, face shields, chemical gloves, traffic vests, appropriate clothing

Trench boxes/shoring for trenching, ear plugs/muffs, body armor (law enforcement)

Confined space equipment, harness, air testing equipment, ventilation equipment, tripod

Fire department turn-out gear, blood-borne pathogens kits

Personal protective equipment required to be worn.	<input type="checkbox"/>	<input type="checkbox"/>
Employees trained on proper use.	<input type="checkbox"/>	<input type="checkbox"/>
Equipment properly maintained.	<input type="checkbox"/>	<input type="checkbox"/>
Shop equipment has proper guards to protect from pinch or caught-between type injuries.	<input type="checkbox"/>	<input type="checkbox"/>
Chemicals used in the department.	<input type="checkbox"/>	<input type="checkbox"/>
MSDS sheets available; employees trained on hazards, proper use, proper PPE to use.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Auto and Equipment

Seat belts provided.	<input type="checkbox"/>	<input type="checkbox"/>
Seat belts required to be used.	<input type="checkbox"/>	<input type="checkbox"/>
Drivers noted wearing seat belts.	<input type="checkbox"/>	<input type="checkbox"/>
All lights working including strobe lights, turn signals.	<input type="checkbox"/>	<input type="checkbox"/>
Tires in good condition, tread, sidewalls.	<input type="checkbox"/>	<input type="checkbox"/>
Glass in good condition; not cracked, broken.	<input type="checkbox"/>	<input type="checkbox"/>
Reflective tape, signs in good condition.	<input type="checkbox"/>	<input type="checkbox"/>
Any periodic, documented, self-inspection of the vehicles/equipment.	<input type="checkbox"/>	<input type="checkbox"/>
Proper guards on mowers, other equipment.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Safety Meeting Attendance Sign Up Sheet

City/County: _____

Date: _____

Department: _____

Topic: _____

Attendees:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Next meeting scheduled for _____

Safety Coordinator _____



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LET US KNOW HOW WE CAN HELP YOU.

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