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To: Northline Utilities and NorPro Employees  
From: Emergency Operations Team  
Re: Guidance Sheet #23 – Coronavirus Disease (COVID-19)  
Date: April 7, 2020

## Dashboard

Our Northline Utilities Emergency Operations Team feels that it is important to share an overview of the Northline Family as we monitor how COVID-19 is impacting our population.

Employees Tested for COVID-19	Employees with a Negative Test Result	Employees with COVID-19 Test Results Pending	Employees with a Positive Test Result
10	6	3	1

## Strategy Guidance

### NYS Income Tax Update

New York State personal income tax and corporation tax returns originally due on April 15, 2020, have been extended to July 15, 2020. In addition, all related tax payments due on April 15, 2020, may be deferred to July 15, 2020, without penalties and interest, regardless of the amount owed.

### Harvard Business Review

Harvard Business Review has made their coronavirus coverage free for all readers. No subscription is necessary to read their many articles on the subject.

### That Discomfort You're Feeling is Grief – by Scott Berinato

<https://hbr.org/2020/03/that-discomfort-youre-feeling-is-grief?autocomplete=true>

David Kessler, co-author of *On Grief and Grieving: Finding the Meaning of Grief through the Five Stages of Loss* answers questions about grief and the COVID-19 Pandemic.

Kessler points out that we are feeling several different griefs. We are experiencing the loss of normalcy, the fear of economic toll, the loss of connection, and the absence of safety in our uncertain world. This grief is something that we are feeling as a global society – collectively.



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Kessler discusses how the classic five stages of grief (denial, anger, bargaining, sadness, acceptance) look for many of us during this time. Understanding that grief is not linear and that these stages do not always happen one after the other. We, ourselves, have said many of these things – sometimes within the same day.

Denial:	This virus won't affect us.
Anger:	You're making me stay home and taking away my activities.
Bargaining:	Okay, if I social distance for two weeks everything will be better, right?
Sadness:	I don't know when this will end.
Acceptance.	This is happening; I have to figure out how to proceed.

Particularly, the uncertainty of what the future holds (anticipatory grief) can lead to feelings of anxiety and panic. But there are ways to manage this anxiety:

You can find balance in the things you are thinking;  
You can come into the present;  
You can let go of what you can't control;  
And, you can stock up on compassion.

Kessler closes the article by talking about how powerful it can be to name what we are feeling *grief*. By naming it grief, it gives us permission to feel our feelings – to feel the sadness, the fear, or the anger. Feeling these feelings and not holding them back, allows them to pass through us. This can bring order to our feelings and empower us to find light in the darkest times. “Let yourself feel the grief and keep going” – David Kessler

### Working Remotely – Tip of the Day

#### Use a Planner



In addition to making to-do lists, get into the habit of using a calendar or planner. For example, if you work from home some days but you are in the office others, get in the habit of using a planner to write down and keep track of deadlines, appointments, and meetings.

Many different task management tools make telecommuting a breeze. By organizing tasks into projects, you can attack them one bite at a time.

Use a planner to log all tasks and activities, no matter if you work remotely or in the office. Plan the work and work the plan.

Thank You Northline for all  
that you have done and  
continue to do!





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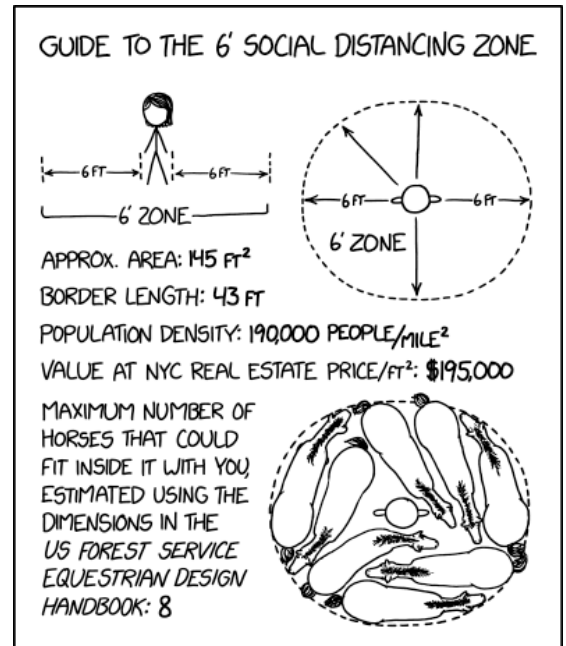
## Customer Measures

The Northline Utilities COVID-19 Emergency Operations Team is meeting daily to monitor the wide range of issues associated with COVID-19. The Team reviews the evolving recommendations from the appropriate regulatory agencies so that they can be incorporated into our strategy and developing processes. They also are gathering and assessing information provided by our customers.

The COVID-19 Emergency Operations Team is working with the Project Teams to review and institute best practices across our organization.

Some of the best practices that we have identified, and have/are instituting are:

- Reviewing the Daily Self-Checker Each Morning before coming to work
- Not coming to work if you are sick
- Handle your own tools
- Maintain continuity of equipment operators, clean between operators if there is a change
- Do not pass around the safety briefing for signatures, one person signs for all
- Tailboards and meetings to be done outside so social distancing is not an issue
- Nightly cleaning and disinfecting of common areas and frequently touched surfaces
- Restricting visitor access to the work site
- Maintaining distance (approximately 6 feet or 2 meters) from others – a situation that must be recognized and mitigated
- One person in a vehicle / One person in a bucket



### SELF CHECK QUESTIONS

- Have I traveled from a country/region with widespread sustained transmission and/or sustained community transmission of COVID-19?
- Have I been in contact with someone who has traveled from either of the above and is now sick?
- Have I had contact with someone with lab confirmed COVID-19 in the last 14 days?
- Have I been told by a public health official that I may have been exposed to COVID-19?
- Have I had any of the following symptoms in the last 14 days?
  - Fever greater than 100 F, sore throat, difficulty breathing, and/or cough?
- Am I currently experiencing a fever over 100 F, difficulty breathing, and/or cough?

### Risk Assessment Guidance

The Emergency Operations Team has developed a Daily Self-Checker to be used by employees. This Daily Self Checker is a list of questions that everyone should ask themselves every morning before work. If you answer “Yes” to any of these questions you should not go to work, and you should immediately reach out to the Emergency Operations Team Liaison Officer, Ricardo Aguilar by cell phone (518)-420-7078.




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**Notification**

Remember, as part of our Northline Notification Protocol:

These are the reasons to contact Ricardo Aguilar ([raguilar@northlinellc.com](mailto:raguilar@northlinellc.com)), Emergency Operations Team Liaison Officer:

- I went home with COVID-19 symptoms
- I stayed home sick with COVID-19 symptoms
- I was advised by a Health Care Provider to be tested
- I was made aware of someone else that has COVID-19 symptoms or stayed home
- I was asked to leave the jobsite by the customer due to a potential exposure
- I tested positive for COVID-19
- I encountered someone known to have tested positive for COVID-19 or
- I completed a trip to a CDC-categorized Coronavirus Warning Level 3 location

This notice must be directed to Ricardo Aguilar, Emergency Operations Team Liaison Officer at [raguilar@northlinellc.com](mailto:raguilar@northlinellc.com) or by cell phone (518)-420-7078. The assigned Northline Project Manager will be notified and in turn the Project Owner, trade contractors and suppliers of the situation.

If you have any questions regarding this guidance, please do not hesitate to contact a member of the Emergency Operations Team. You are encouraged to send e-mails to [Covid19EmOps@northlinellc.com](mailto:Covid19EmOps@northlinellc.com) or to specific individuals on the team.

Name	ICS Role	Office Number	Cell Number	E-mail Address
Jamie Atkins	Incident Commander	518-647-8198 ext. 201	518-569-8702	<a href="mailto:jatkins@northlinellc.com">jatkins@northlinellc.com</a>
Lori Mayott	Public Information Officer/Incident Commander (Alt)	518-647-8198 ext. 322	518-488-8730	<a href="mailto:lmayott@northlinellc.com">lmayott@northlinellc.com</a>
Rick Aguilar	Liaison Officer/Public Information Officer (Alt)	518-647-8198 ext. 324	518-420-7078	<a href="mailto:raguilar@northlinellc.com">raguilar@northlinellc.com</a>
Rudy Kunz	Safety Officer/Liaison Officer (Alt)	518-647-8198 ext. 227	518-275-5583	<a href="mailto:rkunz@northlinellc.com">rkunz@northlinellc.com</a>
William Straight	Business-Customer Liaison/Incident Commander (Alt)	518-647-8198 ext. 231	518-569-4140	<a href="mailto:wstraight@northlinellc.com">wstraight@northlinellc.com</a>
Lee Pray	Human Resources/Safety Officer (Alt)	518-647-8198 ext. 234	518-726-6724	<a href="mailto:lpray@northlinellc.com">lpray@northlinellc.com</a>
Brandy Rousseau	Business-Customer Liaison (Alt)	518-647-8198 ext. 236	518-423-4914	<a href="mailto:brousseau@northlinellc.com">brousseau@northlinellc.com</a>
William Murty	Field Liaison	N/A	716-609-7461	<a href="mailto:BMurty@NorProLLC.com">BMurty@NorProLLC.com</a>

*““Normal Life” doesn’t feel normal today, it won’t feel normal tomorrow. But maybe one day, normal life will feel a little bit more like you remember it feeling.” – anonymous*