



# **COVID 19 RETURN TO WORKPLACE GUIDE**



**Crucible, Inc.**

# RETURN TO WORKPLACE GUIDE

## Building Confidence. Together.

These are unprecedented times — our communities, families, employees and organizations as a whole have all been impacted by the COVID-19 pandemic. The decision and process for returning to the workplace can be complex and encompasses a variety of key aspects — starting with a safe, clean and secure workplace.

Fostering the wellbeing of our employees means many things — it goes beyond the physical health of our employee, and the bricks and mortar of the buildings in which our teams work. It includes the way people connect, the stress and worries they may face personally and professionally, the work products they create, teams they lead and the culture that drives it all.

As local, state and federal authorities evaluate and begin to loosen shelter-in-place orders and other restrictions we must work together to develop an action plan that addresses potential challenges to protect our people, property and organization.

This guide is designed to be an initial approach in helping us develop an action plan guiding those decisions.

## 5-Step Process to Returning to the Workplace



# 5-STEP PROCESS TO RETURNING TO THE WORKPLACE

---

**STEP 1** **ELIGIBILITY TO REOPEN**

- Federal Government
- State Government
- Local Government

**STEP 2** **EMPLOYEES: Implementation Policies and Procedures by Role and Function**

- Infection prevention measures
- Social distancing and hygiene
- Personal protective equipment
- Proactive claims management
- Employee assistance programs
- Compensation and benefits modifications
- HR policy considerations

**STEP 3** **FACILITIES AND EQUIPMENT: Sanitization, Life Safety, Building System and Social Distancing**

- Cleaning and decontamination
- Industrial hygiene and engineering
- Protection and response

**STEP 4** **OPERATION CONTINUATION**

- Human Capital
- Essential Functions
- Risk Analysis
- Resource Utilization

**STEP 5** **CUSTOMERS, CLIENTS AND PUBLIC**

- Contact points
- Communications consulting
- Waivers and notices
- Claims reporting support

# KEY QUESTIONS TO CONSIDER

---

Researched library of questions to consider when determining our return to workplace plan.

## Workplace

- What federal, state, or local guidelines and regulations apply to our organization and people as we contemplate returning to the workplace?
- Are we prepared and able to comply with all federal, state, and local return to workplace guidelines?
- Have we developed a site-level weekly work schedule that will allow us to meet our clients' needs while also ensuring our employees' safety and our compliance with relevant guidelines and regulations?
- Have we defined customer and visitor contact protocols by site?
- Have we identified which employees are most critical to return to a physical site and which employees can continue to work remotely?
- How are we treating remote work moving forward?
  - » Staggering weeks in office and at home among team members, or part-time remote work on alternate weekdays.
  - » Responding to employee requests to continue to work from home, including long-term arrangements.
  - » Updating technology to support virtual workers.
- For employees returning to a physical site, will we need to provide them with safe alternatives to local public transportation options?
- Have we considered what steps we should take to implement temperature checks?
- Can we use contact tracing for employees and visitors to help reduce the risk of spreading COVID-19?
- Should we introduce sanitization protocols and more frequent and stringent cleaning protocols at each of our sites?
- Do we need to change our policies to encourage employees to clean their workspaces, take time to clean their hands, and promote our new safety protocols?
- Will we require our employees and visitors to wear personal protective equipment (PPE), such as masks when they are onsite?

- Do we need to retain healthcare professionals or third-party vendors to implement our mitigation strategy, such as, screening and/or temperature taking?
- Do we have a targeted notification plan for notifying individuals at risk of exposure?
- Have we developed a policy around business and personal travel for our employees?
- Do we have a policy on whether we will allow visitors onto our sites?
- Do we have a contingency plan in place if there is a significant spike in COVID-19 cases during the return transition period?

## People

- Is our leadership prepared and trained to lead a people-first way of working through this transition?
- What cultural strengths should we leverage as a focus point?
- Do we need to institute policies and programs to protect employees that have an underlying condition and are returning to a physical site?
- How do we help employees feel safe and comfortable as they return to their workplaces?
- How will we respond if an employee does not feel safe coming back to a physical work site, even though that employee cannot work remotely?
- Do we have a plan to address the mental and emotional health of our employees?
- What policies or programs can we introduce to help our employees manage their stress levels as they begin to come back to the workplace?
- What new benefits should we offer to promote the health and wellbeing of our employees?

## Key Questions to Consider - Continued

### Our Communications

- What inventory of training on new workplace safety and disinfection protocols has been implemented?
- Do we have exposure-response communications ready to go to any affected employees and customers?
- Have we considered what policy updates should be circulated to employees?
- What employee benefits changes do we need to communicate to employees?
- Do we have media communications ready to release on topics such as return to workplace timetables, safety protections in place, and how our organization is supporting workers and customers? Are we prepared to respond to the media for workplace exposures?

### Our Processes

- Have we coordinated an efficient business continuity plan that includes infectious disease control?
- Do we have the information necessary to facilitate efficient, data-driven decisions?
- Have we updated plan resources and contact information to ensure accuracy?
- What employee benefits deadlines have been impacted by disaster relief?
- Do we have a robust change management approach that can drive awareness during these difficult times and that can support our culture and organizational objectives?
- What is our plan for training on new processes, policies, and operational procedures during the transition back to workplace and afterwards?
- How will we define and measure a successful transition?



# DETERMINING ELIGIBILITY TO REOPEN

---

Determining when to reopen our business or modify our current operations is an important decision. Understanding our eligibility to reopen is a critical first step that should be informed by credible resources from the White House, Centers for Disease Control and Prevention (CDC), Occupational Health and Safety Administration (OSHA) and directives by federal, state and local entities.

## Eligibility to Reopen

### Key Actions Safety Checklist

#### GOAL:

Monitor and assess the legal obligations our organization may face when reopening and help to guide decision making based on state, local and federal government directives.

- Review Current Government Guidance and Statistical Data
- [City of Milwaukee Health Department “Moving Milwaukee Forward”](#)
- [White House “Guidelines for Opening Up America”](#)
- [Johns Hopkins Coronavirus Resource Center](#)
- [Centers for Disease Control Reopening Guidance](#)
- [State of Wisconsin “Badger Bounce Back”](#)

## STEP

# 2

# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

Employees are a critical part of our organization's success. Keeping them safe and ensuring their wellbeing is key throughout any transition back into the workplace. Once we have established a timeframe for re-occupying our facility (or facilities), employee-specific policies, procedures and controls need to be implemented to ensure the safety of our people.

Consider the following items when developing potential workplace policies:

- Proper implementation of social distancing in the workplace. Local, state and federal guidelines (CDC, OSHA) and how they apply to our operation
- How to monitor and assess potential for employee exposure
- Selection and distribution of compliant protective measures and proper types of personal protective equipment (PPE)
- Proper employee health screening procedures and isolation of employees who may be infected ([OSHA, 2020](#))
- Additional compliance considerations related to human resources policies and benefit programs

## CONTINUE TO IMPLEMENT BASIC INFECTION PREVENTION MEASURES ([OSHA, 2020](#))

### HOW TO PREVENT THE SPREAD OF THE VIRUS

Practicing good infection prevention behaviors creates good habits that will help prevent the spread of the virus during an outbreak. Prevention continues to be the priority at this time, especially because we are still in the middle of cold and flu season. All employees – regardless of symptoms – are expected to take action to help prevent the spread of COVID-19. The symptoms that are currently being seen with COVID-19 are fever and respiratory symptoms such as cough and shortness of breath. To help keep the spread of the virus to a minimum employees are asked to:

- Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom, before eating, and after blowing your nose, coughing, or sneezing.
- Cover your nose and mouth with a tissue when coughing or sneezing (or an elbow or shoulder if no tissue is available)
- Avoid close contact with people who are sick
- Avoid touching your eyes, nose, and mouth with unwashed hands
- Clean and disinfect frequently touched objects and surfaces
- Use an alcohol-based hand sanitizer with at least 60% alcohol if soap is not available
- Stay home if they have symptoms of acute respiratory illness or a fever of 100.4 degrees or higher.

### ADDITIONAL PREVENTION MEASURES

Under applicable state regulations, the Authority has a general duty to furnish a place of employment that is free from recognized hazards that can cause harm or injury to the employees. The Authority is taking precautionary measures to comply with these regulations to protect, to the best of our ability, our employees. Facilitate infection control practices: The Authority will display posters available for distribution throughout workplaces that remind employees of the proper hand washing, respiratory hygiene, and cough etiquette to help prevent the transmission of this virus in the workplace.

**Social Distancing:** Viruses like COVID-19 are primarily spread by respiratory droplets expelled by coughs and sneezes. These droplets travel less than 6 feet before dropping out of the air due to gravity. Therefore, strategies of social distancing, staying about 6 feet or more away from other people, can be one of the most effective strategies to keep from becoming infected or spreading infection to others.



STEP  
2

# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

## PRACTICE SOCIAL DISTANCING AND PERSONAL HYGIENE

Employers should:	
Make sure that employees can maintain at least six feet of physical separation, including co-workers and customers.	Mark with signage or tape six-foot spacing for employees and customers to maintain appropriate distance from one another.
Regularly clean high-touch surfaces including doorknobs, light switches, shared equipment, toilet handles, sink faucets, and clock in/out areas.	Provide face coverings to employees.
Provide hand sanitizer (with at least 60% alcohol) and sanitizing products for employees and customers.	Provide handwashing stations with soap, clean water, and single use paper towels and encourage frequent handwashing for 20 seconds or longer.

## MEDICAL MONITORING, TESTING PROTOCOLS AND EMPLOYEE COMMUNICATION

Implement a communication program to keep employees notified of CDC communicated symptoms list, and guidelines for self-reporting.	Engage medical provider resources that can make options available to employees such as telephonic medical resources and access to testing.
--	--

## IMPLEMENT WORKPLACE CONTROLS USING THE “HIERARCHY OF CONTROLS” ([OSHA, 2020](#))

Engineering controls, such as physical barriers, increased ventilation, and altering job tasks to reduce exposure.	Safe work practices that promote infection control such as additional signage, hands-free or no touch operation of devices (faucets, trash cans, soap or sanitizer dispensers).
Administrative controls, such as alternating work schedules, discontinuing non-essential travel or replacing with virtual communications.	PPE must be provided to workers with the potential to be exposed as part of their normal assigned job duties. PPE will be made available to employees who may come in close contact with customers, vendors, or the general public ( <a href="#">OSHA, 2020</a> )



# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

## Leave Considerations

Our organization is unique and should take its individual circumstances into account when developing a “return to the workplace” plan. Leaders within the organization must remain focused on their employees’ physical and emotional wellbeing. It is not enough to establish physical safety measures — employers must also ensure employees feel safe.

Area	Issue/Concern	Considerations
Absence and Leave	Do you intend to limit paid time off (PTO) requests as you are ramping back up to normal operations?	<ul style="list-style-type: none"> <li>• Employees may lose or forfeit PTO due to policy maximums/carry-over provisions</li> <li>• Change PTO maximum/carry-over policy provisions</li> <li>• Allow cash out of PTO to allow employees to reduce bank amounts rather than lose or forfeit PTO</li> </ul>
	How will you handle leave requests specific to COVID-19?	<ul style="list-style-type: none"> <li>• Establish emergency leave form to be used for COVID-19-related leave</li> </ul>
	Do you need updates to Our bereavement leave?	<ul style="list-style-type: none"> <li>• Revise bereavement leave policies</li> </ul>
Work From Home	Do our current policies reflect new business environment?	<ul style="list-style-type: none"> <li>• Review and revise work-from-home as needed</li> <li>• Respond to employee requests to continue to work from home, including long-term arrangements</li> <li>• Update technology to support virtual workers</li> <li>• Examine long-term cost savings or impact of offering permanent remote work</li> </ul>
Travel	How will you reintroduce business travel?	<ul style="list-style-type: none"> <li>• Consult with Our risk management team to review and revise corporate travel policies as needed</li> <li>• Define and begin with “essential business travel” only</li> </ul>

# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

## Employment Considerations

- What additional areas of HR should be reviewed?

Area	Issue/Concern	Considerations
Re-Onboarding	Employee resources	<ul style="list-style-type: none"> <li>• Promote and highlight our employee assistance programs (EAPs) and other wellness programs available to employees.</li> </ul>
	Line manager communication	<ul style="list-style-type: none"> <li>• Managers have learned to change their behaviors and trust their teams to do the right things. Ensure they put people first and are equipped with the messages, tools and skills to help their teams face increased personal challenges during this time (bereavement and loss, child care and school-cancellation, financial stress, etc.)</li> </ul>
	Respect in the workplace	<ul style="list-style-type: none"> <li>• When bringing employees back, consider the opportunity to reinforce expectations around respect in the workplace and remind employees about policies related to discrimination and confidentiality.</li> </ul>
	Employee communications	<ul style="list-style-type: none"> <li>• Ensure that employees have a way to communicate their concerns quickly and confidentially.</li> </ul>
	Executive communications	<ul style="list-style-type: none"> <li>• Leaders have never put more emphasis on communication; make sure you don't lose this and ensure leaders remain visible as the situation continues to evolve.</li> </ul>
Staffing Waves	Do you have a plan to manage through expected waves of the pandemic?	<ul style="list-style-type: none"> <li>• Consider various staffing strategies, including shift staggering and cross training.</li> <li>• Work with our business continuity team to prepare to operate in phased waves as/if needed.</li> </ul>

# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

Area	Issue/Concern	Considerations
Role Evaluation and Job Fit	Do job descriptions need to be updated?	<ul style="list-style-type: none"> <li>Think about how and if jobs have changed since the COVID-19 crisis. Are they being done remotely? Are there new technologies being utilized? Are there new standard operating procedures (SOPs) to be performed?</li> </ul>
	Do job changes impact qualification, experience and eligibility for roles?	<ul style="list-style-type: none"> <li>If there have been changes in how and where jobs are being performed, are people in the jobs still qualified or able to do the work as expected?</li> </ul>
Transition and Employee Exits	Do job changes impact employment?	<ul style="list-style-type: none"> <li>If employees are not able or unwilling to meet requirements of jobs that have changed, do we have a process in place to consider them for other internal opportunities?</li> </ul>
Performance Management	How does COVID-19 impact Our 2020 performance management process?	<ul style="list-style-type: none"> <li>Do we have enough data to fairly evaluate employees for the year? If the job has changed as a result of COVID-19, are employees clear on what the new expectations are?</li> <li>Do they need a grace period during which to learn new processes or skills? In instances of significant change related to COVID-19 should you consider hitting pause on Our performance management process in 2020?</li> </ul>
	Is our management team prepared to manage remotely?	<ul style="list-style-type: none"> <li>Do managers understand how to measure performance and success with changes to roles or with remote workers?</li> </ul>
Recruiting	Job postings, supporting technology and training for managers	<ul style="list-style-type: none"> <li>Do you have a process and platform to enable remote/video interviews?</li> <li>Do you have a process to ensure that technology accessibility does not create issues with parity/discrimination?</li> <li>Have our hiring managers been trained on how to conduct interviews remotely/ via video and briefed on company expectations for professionalism and brand?</li> </ul>

# IMPLEMENTATION OF EMPLOYEE POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

## Communications Considerations

During these trying times, employee considerations and claims are top of mind for many. A key approach to returning to work is to remember to connect and communicate consistently with our employees. Many will re-enter the workforce with fear and hesitancy, and it is the role of HR to ensure that all necessary considerations have been taken care of on their behalf so employees can continue their job without fear. HR must anticipate and stay ahead of the curve.

- What should we be thinking about related to communications and employee engagement?

Area	Issue/Concern	Considerations
Communications	Overall plan	<ul style="list-style-type: none"> <li>• A clear communication plan will allow employees to understand how the organization plans to reopen or reestablish business processes.</li> </ul>
	Policy communication	<ul style="list-style-type: none"> <li>• Make sure that employees clearly understand all leave or other Families First Coronavirus Response Act (FFCRA) related policies and/or policy updates that are implemented in response to COVID-19 and state/local leave laws.</li> </ul>
	Workplace social distancing	<ul style="list-style-type: none"> <li>• In partnership with our facilities and risk management team, determine the appropriate social distancing and sanitation protocols for our organization and ensure they are clearly communicated via signage or audio announcements to both employees and visitors.</li> </ul>
	HR policy	<ul style="list-style-type: none"> <li>• Have communications ready for all new or revised HR policies to establish clear guidance, enhance employee confidence and reduce fear.</li> </ul>
	Anticipate media inquiries	<ul style="list-style-type: none"> <li>• Prepare to respond to the media surrounding workplace policies, and in the event of workplace exposures.</li> </ul>
Employee Engagement	Has employee engagement been impacted by the pandemic?	<ul style="list-style-type: none"> <li>• Implement a full engagement survey or pulse survey to get a baseline evaluation for current levels of employee engagement, resiliency, burnout and overall commitment to the organization.</li> </ul>
	Wellbeing	<ul style="list-style-type: none"> <li>• Think holistically about our employees' wellbeing — it's not just about physical, but emotional, financial and career.</li> </ul>

STEP  
2

# IMPLEMENTATION OF EMPLOYEE

## POLICIES AND PROCEDURES BY ROLE AND FUNCTION

---

### Compensation Considerations

Practical guidance is needed now more than ever, especially when it comes to how employees are paid. Business operations, including compensation planning, require a personalized response. Now is the opportunity to reevaluate our current expense structure and consider what approach could be recommended to alleviate financial burden.

- What areas of compensation should be reviewed?

Area	Issue/Concern	Considerations
	<p>Are we planning to continue or expand work-from-home as part of normal operations?</p>	<ul style="list-style-type: none"> <li>• Fair Labor Standards Act compliance (meal periods and overtime for non-exempt employees)</li> <li>• Technology (telecommunications, devices, security, access)</li> <li>• Ability to check in on employees (IP address, productivity, instant messaging)</li> <li>• Maintain staffing to ensure seamless business operations</li> <li>• Determine which jobs are appropriate, and balancing internal equity</li> <li>• Engage employees to ensure a team culture</li> </ul>

STEP

3

# IMPLEMENTATION OF FACILITIES SANITIZATION, LIFE SAFETY, BUILDING SYSTEM AND SOCIAL DISTANCING POLICIES

Once we have decided to reopen, physical facility and equipment preparation will need to begin. It's important to follow current and future local, state and federal CDC, National Fire Protection Agency (NFPA), American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) and OSHA guidelines. Documentation of the steps you are taking to prepare our facilities and communication to employees continues to be a critical part of the process. Facility design may require adjustments as well as occupancy limitations to maintain compliance with guidelines and best practices.

## PHYSICAL FACILITY PREPARATION

All life safety systems should be checked to ensure proper operation (NFPA, 2020):

- Fire alarm
- Emergency lighting systems
- Exit lights
- Fire extinguishers

All critical building systems should be checked for proper operation:

- HVAC systems: increase air exchanges in the building if possible (ASHRAE, 2020)
- Power systems
- Security and fire protection systems, communication systems
- Water should be run to eliminate rusty or stale water

- Check all parking lots, sidewalks and equipment for slip, trip and fall hazards
- Check all lighting to ensure proper operation

- Employee congregation areas should be secured/managed based on current social distancing guidance (CDC, [Social Distancing, Quarantine, and Isolation, 2020](#))

- All buildings should be properly cleaned and disinfected prior to re-opening (CDC, 2020)
- CDC guidelines should be followed for cleaning
- Replace HVAC filters (ASHRAE, 2020)
- Specific cleaning guidelines should be developed for various locations and surfaces

- Post infection control and social distancing guidelines throughout the facility
- Prohibit access to areas where employees can congregate together (lunchrooms, cafeterias, large meeting spaces)
- Establish controls to maintain six feet of separation or utilize physical barriers in public spaces, equipment and restrooms

STEP  
4

GOAL:

Develop a plan that dictates clear, realistic and meaningful guidance of site-specific protocols and procedures that protect your employees.

Make sure you have a plan and structure in place to communicate these processes and policies with employees and share new information as local, state and federal guidance evolves.

## OPERATION CONTINUATION

For our business to function properly, new considerations must be made for the globally impacted supply chain. The marketplace has changed and may necessitate partnering with new or additional vendors, and implementing contingency plans should a vendor be impacted during recovery.

Continue to communicate with our supply chain partners to ensure you have a back-up plan should there be a break down along the line. This may involve increasing inventory levels of high volume products/services. This also includes making sure our supply chain and vendors are in compliance with protocols and provide proper documentation to indicate ongoing safety checks and operational continuity.

### 809 BUILDING

Overall space to be reviewed by consultant. Updates to be made based on recommendations. PPE is available for staff.

#### PROCUREMENT

##### Staff and Workspaces

Staff is currently working staggered at-home shifts allowing for distancing between cubicles. This will continue. Consideration for placement of Senior Purchasing Agent Purchasing Agent computers may need to be looked at as they share a common corner.

##### Vendors and Visitors

Vendors have not been coming in. This has been historically low. It is anticipated to remain this way. Bids are currently being left on the 1<sup>st</sup> floor of the 809 Building and contractors are calling to Procurement to let them know they have been dropped off. Staff then retrieves the bids. Melissa feels this is working at that there is no need for a dropbox.

#### HUMAN RESOURCES

##### Staff and Workspaces

Staff is currently working from home. Staff will begin staggered at-home in office shifts allowing for social distancing. All HR functions are accessible via work from home.

##### Employees and Visitors

#### ACCOUNTING

Staff is currently working staggered at-home shifts allowing for distancing between cubicles.

##### Visitors

Clients and Residents have not been coming in. This has been historically low. It is anticipated to remain this way.

## COMMUNITY SERVICES

### Physical Spaces:

**COS 2nd floor office:** This office is an open concept low-cubicle office currently. Pictures of the cubicles have been sent to the Procurement department for them to work with their consultant on office design to see what protective barriers, if any, should be installed.

**Hillside Jobs Plus office:** The Jobs Plus staff works out of an office in the Hillside high-rise. The Job Coaches currently have a separate offices and the two Community Coaches currently have their own cubicles with walls higher than the COS office. We will send pictures of the space to the Procurement department for them to work with their consultant on office design to see what protective barriers, if any, should be installed.

**Visitors at Community Services:** Since the Safer at Home Order, we have limited the number of visitors to the Community Services offices. We have been accepting delivery packages for departments when business-related; however, we have asked all staff to refrain from having personal items delivered to Community Services. In addition, we have had no walk-in clients for Public Safety, Resident Services, or Housing Intake to reduce the number of persons in the office. This will remain.

However, we will work out a way for Housing Intake and Resident Services to make appointments to use separate workstations with a protective barrier (and a slot to pass paperwork) in the multipurpose room when necessary. The number allowed at any one time will be limited to two and staff will need to schedule these workstations ahead of time, meet the client outside and escort them into the multipurpose room. In this way, residents can be serviced without bringing them to the second floor of COS.

---

### Public Safety:

**Beginning of Shift:** We will continue our current procedures. Upon arriving to the work site, each person must contact the dispatch center and inquire if there were any other officers in the office. If none, the officer can enter the building to check in and gather their equipment. This was implemented in order to continue the social distancing and minimize the amount of public safety staff mingling at one time near the dispatch center.

**Disinfection:** We will continue current procedures: Upon checking punching in, public safety staff will sanitize their work stations, equipment and vehicles before and after use. In addition, officers will carry with them additional disinfectant wipes, gloves and masks. At a minimum, masks should be used when officers are in the field.

**Dispatch Center:** Only one dispatcher at a time will be stationed in the Dispatch Center. In the event there are two dispatchers scheduled to work, they will work from the second station that was created outside of the Dispatch Center in a cubicle. The dispatcher working at the second station has a phone, computer and radio access.

In addition, in the event the Dispatch Center or COS second floor was compromised, a disaster recovery Dispatch Center was created. This third station is located in the COS 1st floor Neighborhood Network lab. Dispatchers and Officers will have access to all necessary equipment at that station.

**Calls for Service:** Public Safety Specialists will continue to responding to all calls for service with some modification. For more minor infractions such as loud noise, neighbor troubles or minor theft complaints, if all contact information was provided, the officer would attempt to handle the complaint initially via phone.

If the officer has to respond to the location or unit, the officer may interview the resident or party at the unit door. The officer will also attempt to keep a six foot distance in interviews.

If there is a need to enter the unit, the officer will inquire if the resident or party has a mask to put on. If they do not have a mask, the officer would provide a mask in order to conduct the interview.

**New Dispatcher or Public Safety Specialist Training:** All new public safety staff will receive 6 weeks of training. The training will be done using social distancing and virtual computer training.

During their first week, Public Safety Specialists will have three days of class room work, including studying the training manual,



Standard Operating Procedure manual, Sprinkler System manual, development lease and resident handbook. Testing will follow. The remaining two days will consist of providing the new officer all equipment and uniforms.

The next week, the new officer will have virtual computer training. The designated trainer will connect to an assigned work station computer via HACM Screen connect and train the new officer on all computer software applications used by Public Safety. Testing will follow.

The remaining four weeks, the new officer will be assigned a Public Safety squad. The designated trainer will meet the new officer at each location for training or if the designated trainer has to respond to a call for service, the new officer will meet and shadow the new officer in a different squad.

**Access Cards:** In addition, Public Safety has continued to program access cards for staff, service providers, and contractors, while postponing the taking of photos to be put on the access cards. We have also postponed any photos for access cards for residents.

Once the Safer at Home Order is lifted, Public Safety will look into other safe options to proceed with taking access card photos both at COS and at housing developments. DETAILS STILL TO BE WORKED OUT.

---

### **Housing Intake:**

**Disinfection:** When they arrive at the office in the morning, intake staff will sanitize their work station, keyboard, mouse, telephone, etc. with disinfectant. Each station will have sanitizer and disinfectant available.

**Taking Applications:** Housing Intake will continue to take requests applications by phone for the senior/disabled waitlist. They will send and receive them via the mail, until such time as they are able to do so via Rent Café.

**Full applications/forms meetings:** Until the end of safer at home, full application packets can be mailed out to applicants needed with signature post-it's in place to help guide them. Phone interviews can be done ahead of time to assist with completion of forms prior to sending for signature.

Once Safer at Home is lifted, we will return to a very modified type of forms meeting. Forms meeting invites will be mailed out confirming the dates available, and applicants will call in to make an appointment. Appointments will be staggered to reduce the number of clients in the office at any one time to 2 applicants. Attendees will be generally limited to the adults on the lease. Other family members such as children will not be allowed.

The interviewer can utilize one of the Housing Intake interview stations with table top protective barriers that will be set up in the first floor COS multipurpose room for any work they are doing with applicants. Forms will be passed via a small opening for signature.

In all cases, they should wear a mask (cloth or non-surgical) when working with applicants and encourage the applicant to wear a mask as well (extra masks will be on hand in case the applicant does not have one). A staff member will then disinfect the space at the end of each interview.

**Reject Hearings:** Reject hearings will take place in the first floor multipurpose room with appropriate social distancing between the hearing officer, the Intake staff person, and the applicant. Appointments will be made at appropriate intervals to allow for a full hearing with only one rejected applicant at a time.

In all cases, they should wear a mask (cloth or non-surgical) when working with applicants and encourage the applicant to wear a mask as well (extra masks will be on hand in case the applicant does not have one). A staff member will then disinfect the space at the end of each interview.

If desired by Intake staff, reject hearings can also be done remotely, but only if the applicant has the technology to do so and agrees to do it remotely. In such cases, the applicant can send documentation to counter the rejection to the Hearing officer prior to or immediately after the hearing by taking a picture and sending via email.

## **Resident Services:**

**Disinfection:** When they arrive at the office in the morning, resident services staff will sanitize their work station, keyboard, mouse, telephone, etc. with disinfectant. Each station will have sanitizer and disinfectant available.

**Choice Neighborhood Case Managers:** Until the COS office has received protective barriers between cubicles, Case Managers will continue to work from home. Once protective barriers are in place, they will return to working out of the office on a regular basis. At that time, we will consider having two of the six of them work out of the CNI satellite office at Westlawn, however, this is only a possibility to consider at this point to decrease density.

Even after safer at home, case managers will not meet with clients in their homes until further notice. Case managers may drop off or pick up paperwork from a client, but must try to conform to physical distancing guidelines.

Case managers can utilize one of the Housing Intake interview stations with table top protective barriers that will be set up in the first floor COS multipurpose room for any work they are doing with clients (job search, resume, assessment, etc.). One of these stations may be set up with a computer HACM screen-connect so that the client can follow along on a screen while the case manager uses their laptop. They may also use the Westlawn management office if there is similar protected space to interview someone there. In all cases, they should wear a mask (cloth or non-surgical) when working with clients and encourage their client to wear a mask as well. They will then disinfect the space at the end of the use.

**Jobs Plus:** The Hillside Works! (Jobs Plus) staff work out of an office in the Hillside highrise

Until the office has had installed any barriers recommended by the Procurement consultant, both Job Coaches and Community Coaches will continue to work from home. Once we believe any and all protective barriers are in place, they will return to working from the office on a regular basis.

Community coaches will not do any door-to-door outreach or informational meetings or other general public outreach until further notice. Instead, they will focus on outreach and community engagement through use of phone and mail and social media, and strategies will need to take this into account.

Job coaches will continue to focus on assessments, referrals to job training or other supportive services, and assistance with job search. However, they will try to do more through the phone or mail.

Even after safer at home, Jobs Plus staff will not meet with clients in their homes until further notice. However, there will be times when they will need to meet with clients as it is more effective. We will set up one table with a table top protective barrier that will be set up as far as possible from any work spaces so that job or community coaches can work with clients to get forms signed or for assessment, motivational interviewing, job search, resume, etc.).

It will be set up with a place to plug in their laptop on one side and a computer connected via HACM screen connect on the other so that the client can follow along on a screen while the case manager uses their laptop to assist with resume/job search if needed. In all cases, they should wear a mask (cloth or non-surgical) when working with clients and encourage their client to wear a mask as well (extra masks will be on hand in case the resident does not have one). They will then disinfect the space at the end of the use.

Resident meetings in the office will be by appointment only and only one resident is allowed to be in the office at a time. We will need to work out a procedure so that all staff appointments for the interview space (perhaps booking it as a resource on the calendar) to avoid double booking. In addition, we will need to work out protocols for greeting the resident and bringing them to the interview space.

**Youthbuild:** The new crew of 10-12 is scheduled to start in July or August. At this point, Employ Milwaukee still anticipates having them meet at WRTP M-R mornings for education.

We will pick up from there in the van to drive to the work site. Because the assigned scattered site work site on 58th Street is quite small/tight, we will need to split the group into two. If possible, we may be able to split so that one group is working inside and one outside (e.g., garage or landscaping). Masks and safety glasses are a must, both at work sites and during transportation. Washing of hands frequently will be strongly encouraged, and hand sanitizer will be available at the site and when getting in and out of the vehicle.

Another possible option, especially after they have been with us a couple months, is to have one group working on disinfecting/cleaning HACM high-rises and another doing the work site, then switch off either every other day or every other week. In this case, however, we would need to have a supervisor at the assigned building that will provide appropriate supervision and guidance.

We have thought about splitting the group into two for transportation to and from education or sites. However, we know that we cannot leave this training group alone for a half hour at a time without losing them or having issues. Thus, we will transport them all together, but they will keep both safety glasses and masks on at all times. The vehicle is disinfected immediately prior to anyone getting in the van for any trip.

---

**Education Specialist:** The new Education Specialist will be working from their desk in the COS office. Most outreach to clients will be done via phone or mail or social media.

Even after Safer at Home, the Education Specialist will not meet with clients in their homes until further notice. He/she may drop off or pick up paperwork from a client, but must try to conform with physical distancing guidelines.

There will be times when it is more efficient/effective to meet with a client. The Education Specialist can utilize one of the Housing Intake interview stations with table top protective barriers that will be set up in the first floor COS multipurpose room for any work they are doing with clients (quarterly reviews of report cards/progress, college search, scholarships, school comparisons, etc.). One of these stations may be set up with a computer HACM screen-connect so that the client can follow along on a screen. In all cases, they should wear a mask (cloth or non-surgical) when working with clients and encourage their client to wear a mask as well. They will then disinfect the space at the end of the use.

---

**Social Worker:** The social worker will attempt to do more work via the phone, with client referrals, with relatives, with housing managers, or with LSS Service Coordinators rather than in-person home visits.

If there is an important need for physically seeing a client in a building, the Social Worker will meet in a community space in the building, and will maintain proper physical distancing guidelines and wear a mask, and encourage the client to wear a mask during the visit.

At this time, we are not anticipating re-starting Resident Organization meetings for a while, probably not during 2020, as large group meetings will be discouraged. The Social worker will endeavor to check in with each building's resident leaders once every two weeks for updates.

---

**Hillside Family Resource Center:** The space is set up with the Manager and her assistant having separate offices, so no new barriers appear to be needed. Disinfection procedures for Resident Services will also apply for this office. Any meetings or events in the Multipurpose room at this time are cancelled for the rest of the year, and there will need to be a discussion after Safer at Home as to what type of events (and size) can be allowed and when, if any. This will be dependent upon the changing situation.

Visitors to the Learning lab, and to the 2nd and 3rd floor other than staff will sign in and a bottle of hand sanitizer will be stationed right next to the sign-in book. Partners will be informed that visitors to the building are expected to comply with social distancing and use of masks is strongly encouraged indoors.

---

**Milwaukee Fatherhood Initiative:** Two staff currently work out of this office at 5003 W. Lisbon Ave. (although right now, they are working from home). We will send pictures of this office to the Procurement department for suggestions regarding protective barriers. The MFI had been scheduled to move at the end of the year to a different location. We will follow up to see if this schedule has changed.

In the meantime, until we are sure that the space will protect the staff, they will continue to work from home.

Disinfection procedures for Resident Services will also apply for this office.

They will not meet with clients in the Lisbon office and walk-in's will not be allowed. Instead, they will try to work with and outreach to clients by phone, mail, email and social media.

Trainings in the House of Corrections have been discontinued at this time due to COVID, and we do not anticipate them resuming this year.

Community trainings are currently done remotely. They may resume in-person community trainings after Safer at Home is lifted, but the in-person classes will have limits on number of participants and social distancing will need to be strictly enforced. Meals during trainings will be prepared box lunches.

## MAINTENANCE OPERATIONS

### Staff and Workspaces

HVAC Mechanics have been and are handling all calls as normal.

Pest Control is currently focused on lawns and are doing Bed bugs calls as needed. They are also working in common spaces where there are no residents. They are respirator certified and have them in their care to wear them. Residents are required to leave the unit prior to staff entering so there are no distancing issues.

Painters are working in vacant units and scattered sites. For the most part, painters don't go into occupied unless there is an emergency. That will not change too much. They will focus on vacant units as they always have and use the appropriate PPE's when there is a need to go into occupied units.

Carpenters are working in vacant units and scattered sites. As with the painters, for the most part, work on vacant units but will go into occupied units when required using the PPE's.

Cleaning Crew is currently focusing on high-rise common spaces. An additional 6 temporary staff are being brought onboard to aid in this process.

Most staff use their own vehicles for work transportation. Of those that are using HACM vehicles they are being used by the same employee each time. Employees will be encouraged to wipe down the vehicle they are using after each use in case another employee needs that vehicle.

All staff has access to needed PPE. Moving forward Jim Wellman would like to make it mandatory of all staff to wear PPE when working in public spaces.

### Work Orders

Currently the routine day-to-day work orders are starting to be prioritized and worked on. It is assumed that until Safer at Home is lifted maintenance will be able to stay on top of them. As of right we don't see a need for additional staff. We will monitor the progress and update if there is a need in the near future.

At the point of contact with residents submitting work orders the person who is taking the information for the work order should ask any questions and add the info to the work order. The employees should be advised in advance whenever possible and the resident should be advised of precautions they can take like staying in a separate room or using their own PPE's if available.

## RENT ASSISTANCE

Currently the staff is distanced from each other by utilizing office space 5125 N Lisbon Building and in the former Scattered Sites offices. This will continue. Cleaning and disinfecting is taking place but more time is needed to handle the spaces. Outside services are being explored.

The office will continue to be closed to the public through July 31, 2020, subject to change based on changing variables due to the pandemic. This is the date that HUD Waivers are scheduled to expire. During this period the sections will operate as follows:

**Lease and Contracts:** This section is responsible for Lease Signings, Request for Tenancy Approvals (RFTA) and Available Unit Listings. All necessary communications are being handled via mail, fax and email. This will continue in this phase.

**Certification:** This section is responsible for Certification Appointments, Adjustment Requests and Portability. Interviews are currently being conducted by phone. Other necessary communication is being handled via mail, fax and email. This will continue in this phase.

**Inspections:** This section is responsible for Bi-Annual Inspections, New Move-In Inspections and Emergency/Complaint Inspections. Bi-Annual inspections are being done through Landlord Self-Certification. A self-certification form has been created and being mailed to Landlords. New Move-In inspections are being conducted on Vacant Units whereas units that are occupied and require an inspection are being conducted virtually. Emergency/Complaint Inspections will be determined on a Case by Case Basis. All other communications is being handled via mail, fax and email. This will continue in this phase.

**Hearings:** This section is responsible for conducting hearings and coordinating repayment agreements. Both are being conducted via phone interview. All other communications is being handled via mail, fax and email. This will continue in this phase.

**Waiting List:** This section is responsible for scheduling eligibility appointments and briefing. Eligibility interviews are being conducted via phone interviews. Briefings are being conducted via phone interviews and virtually. All other communications is being handled via mail, fax and email. This will continue in this phase.

The office will remain closed to the public. During this phase a drop box system will be implemented for participants to deliver paperwork to the office. The sections of Lease and Contracts, Certification, Hearings and Waiting List will continue to operate as in Phase 1. This Phase will also see the implementation of the Yardi Rent Café Portal (this is key). This system will allow participants and landlords the ability to see various statuses remotely.

**Inspections:** Bi-Annual inspections will be conducted virtually and in-person. New Move-In inspections will continue to be conducted on Vacant Units whereas units that are occupied and require an inspection will be conducted virtually and in-person. Emergency/Complaint Inspections will be conducted virtually and in-person. All other communications is being handled via mail, fax and email and will continue in this phase.

In this phase the office is opened to the public. Based on the expiration of HUD waivers, the office opening date would be tentative for August 1, 2020, subject to change based on changing variables due to the pandemic. The opening would follow guidelines and practices established by the CDC. All sections, with the exception of Hearings would resume normal operations. Hearings and briefings would continue to be conducted via phone interviews.

## Housing Developments

### OFFICE STAFF AND WORKSPACES

**Arlington Court:** The Manager and the Administrative Assistant are separated. The Administrative Assistant is separated from the residents by a window with an opening at the bottom to allow for paper to be passed. However, it is not always possible due to residents with disabilities. The use of a drop box will aid in the reduction of interaction between the staff and residents.

**College Court:** The Manager and the Administrative Assistant are separated. There is a sliding glass window that separates the staff from the residents, contractors, and vendors. Distancing sliding window is fine.

**Holton Terrace:** The Manager and the Administrative Assistant are separated. There is only a counter where interaction with residents and vendors take place. A plexiglass barrier will need to be installed to ensure proper protection.

**Locust Court:** The Manager and the Administrative Assistant are separated. The staff is separated from the residents and vendors by a glass window with a slot for handing documents back and forth. The interoffice mail is placed in document holders near the interior office door. This is over six feet from the Admin's desk.

**Riverview:** The Manager and the Administrative Assistant are separated. The staff is separated from the residents and vendors by a glass window with a slot for handing documents back and forth. The interoffice mail is placed in document holders near the interior office door. This is over six feet from the Admin's desk.

**Parklawn:** The Manager and the Administrative Assistants are separated. Currently two staff members are not separated but they do not sit close to each other. Plexiglass will be installed to separate the staff. There is a window separating the staff from the residents and vendors. It may be necessary to install an intercom/speaker system as sometimes it is difficult to hear each other.

**Hillside Terrace:** The Managers have separate offices. The Administrative Assistants and Recertification Specialists office space is 6 feet apart. Plexiglass will be installed to separate staff. Residents are separated from staff by a window between the office space and the lobby space.

**Becher:** The Manager and the Administrative Assistants are separated. They in turn are separated from the residents and vendors by glass.

**Lincoln Court:** The Manager and the Administrative Assistants are separated. There is only a counter where interaction with residents and vendors take place. A plexiglass barrier will need to be installed to ensure proper protection.

**Mitchell Court:** The Manager and the Administrative Assistants are separated. There is only a counter where interaction with residents and vendors take place. A plexiglass barrier will need to be installed to ensure proper protection.

**Merrill Park:** The Manager and the Administrative Assistants are separated. There is only a counter where interaction with residents and vendors take place. A plexiglass barrier will need to be installed to ensure proper protection.

### MAINTENANCE STAFF

**Arlington Court:** The staff is using PPE as necessary. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.



**Locust Court:** The staff is using PPE. Work order request are either phoned in, or requested via glass window, by residents. Those that are generated for contractors and/or the turn team will be handled in the same manner. Work orders for onsite maintenance are placed in a hanging, metal document holder, near the inside-office entry door, which allows six feet or more distance from any of the office staff. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.

**Holton Terrace:** Additional PPE has been ordered. Maintenance Specialist has his own shop which allows for distancing. Maintenance Staff will wear masks and gloves and will remain six feet away all times. The resident will be offered a mask as well.

**College Court:** Staff is to wear protective items to offset the spread of covid-19 (cloth/disposable masks, gloves and goggles in the common areas). Wear disposable coverings/footie when inspecting/completing repairs in an occupied unit. The Manager, Maintenance Staff/Residents need to practice social distancing while inspecting/completing repairs inside the unit. Utilize the large elevator whenever possible to allow the 6 feet social distancing and avoid crowded elevators whenever there are more than two people inside the elevator. Use the stairs if possible/wait for the next elevator to return to the floor. Disinfect/wipe down the office equipment, bathroom/kitchen areas and chairs daily because other staff members utilize the areas. Wear disposable gloves while dispensing access cards, documents, and keys.

**Parklawn:** The staff is wearing masks and gloves. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit. There is adequate space in the shop the staff is able to maintain social distancing.

**Hillside Terrace:** The staff is wearing PPE, using hand sanitizer and disinfecting sprays. Sanitizing office space and Highrise happens daily. Work orders are usually taken through phone call requests, some residents that do not have phone access will come into the office and request through window. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit. In the shop additional tables will be set out to encourage social distancing during lunch and breaks.

**Becher Court:** The staff is using PPE as necessary. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.

**Lincoln Court:** The staff is using PPE as necessary. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.

**Mitchell Court:** The staff is using PPE as necessary. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.

**Merrill Park:** For completing work orders, Maintenance Staff will wear masks and gloves and will remain six feet away all times. The resident will be offered a mask as well.



**Riverview:** the staff is using PPE as necessary. Work orders performed (in residents' units) by onsite maintenance, HACM maintenance or contractors will be performed with staff and/or contractors wearing face mask all times and/gloves when necessary. Face mask will also be provided to residents (who do not have their own) the time workers are visiting the unit.

### **Recertification Clerks**

**Effective 5-14-20 a new procedure has been implemented for Recertification:**

- Recertification Clerk will send out the recertification package via email, U.S. Mail or fax 120 days prior to the lease end de.
- Recertification Clerk receives the recertification package via email, fax or U.S. mail, calculates the new rent based on information obtained for residents.
- Recertification Clerk sends the resident a rent adjustment letter along with the new lease and asks the resident to sign and send back the lease to us via email, fax, U.S. Mail or Drop box.
- Housing Managers will be notified that we will be installing drop boxes the location with their input on where these boxes should be placed.
- We will inform our residents what the purpose of these boxes are for via newsletter and the recertification letter then will be sent out as part of the recertification notices.
- Drop boxes will be labeled "Recertification/interim documentation on the top, side and in the front of the boxes.
- Recertification Clerk and Site staff will wear gloves when retrieving documents from these drop boxes.
- Staff will check the contents of these boxes daily.

Retrieved contents should be sent via inter office mail to the appropriate recertification clerk.

### **Vendors**

**Locust Court:** Vendors and contractors can interact via same window as residents for the passing of work orders, keys and documents for signatures, and packages and supplies can be left in the areas outside the Administrative/management offices in the sitting area. Any face to face contact with vendors, contractors, or all others will require face mask to be worn by all parties and gloves worn by management or other staff members (when necessary.)

**Parklawn:** Contractors step into our hallway leading into the Admin Office because they have to sign in. This space is separate from the rest of the staff. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Hillside Terrace:** Vendors and contractors interact through the window, picking up work orders, keys, sign-in, delivering packages. . If they are going into units they are to follow the protocol established for Maintenance Staff.

**Becher Court:** The addition of the plexiglass barrier will ensure a proper barrier is established. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Lincoln Court:** The addition of the plexiglas barrier will ensure a proper barrier is established. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Mitchell Court:** The addition of the plexiglas barrier will ensure a proper barrier is established. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Merrill Park:** The addition of the plexiglas barrier will ensure a proper barrier is established. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Holton Terrace:** The addition of the plexiglas barrier will ensure a proper barrier is established. If they are going into units they are to follow the protocol established for Maintenance Staff.

**Riverview:** The staff is separated from the vendors by a glass window with a slot for handing documents back and forth. If they are going into units they are to follow the protocol established for Maintenance Staff.

**College Court:** The staff is separated from the vendors by a glass window with a slot for handing documents back and forth. If they are going into units they are to follow the protocol established for Maintenance Staff.

### **Residents**

**Locust Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Hillside Terrace:** The office and the common areas of the high-rise being cleaned on a daily basis. There is a need to have staff available to maintain the common areas of the family units.

**Becher Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Lincoln Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Mitchell Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Merrill Park:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Holton Terrace:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Riverview:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Arlington Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**College Court:** All common areas are being cleaned and disinfected on an ongoing daily basis.

**Parklawn:** The public side of the office is being cleaned and sanitized. There are no other common spaces for residents. Each unit has its own front and rear exit.

## **TRAVAUX, INC.**

### **400 E. Ogden**

#### **Workspaces**

Overall space to be reviewed by consultant. Updates to be made based on recommendations. PPE including masks and sanitizer is available for staff. Meetings of 6 or less can be accommodated in the Travaux conference room. Any meetings with more than 6 will be done virtually.

The office is being kept cleaned and sanitized by an outside vendor and it should be noted that they are following all CDC guidelines while doing so.

#### **Office Staff**

The Procurement & Contract Director, Construction Administrative Coordinator, Assistant Project Manager and Project Accountant are currently working in the office, properly spaced out and will continue to do so.

#### **Project Managers**

Currently Project Managers are working from home and will continue to do so.

### **CONSTRUCTION**

The Construction Section has been working as usual and will continue to do so.



STEP  
5

## MAINTAINING CUSTOMER AND PUBLIC RELATIONSHIPS

---

Customers, clients and the public should be aware of the safeguards you have put in place to ensure their safety. Actively monitoring feedback from these stakeholders will help validate the safety measures put in place. A regular review of the changing safety recommendations from the CDC, OSHA, local, state and federal authorities, and other governing bodies within our jurisdiction will help ensure our organization's compliance with health and safety mandates and requirements.

Now is the time to evaluate our communications channels with our customers and the public. Designate a point of contact or team that can facilitate responses to questions, concerns or responses in a timely way.

### CLIENT / CUSTOMER / PUBLIC RELATIONSHIP CHECKLIST

Conduct exposure assessments to determine contact points ([OSHA, 2020](#))

- Assess scope of client/customer/public communication
- Develop customer waivers and notices
- Consider building occupancy limitations
- Consider facility layout/design modification to facilitate social distancing
- Review claims mitigation procedures and policies
- Actively monitor the interaction process to validate implemented safeguards

- Prepare to respond to the media surrounding workplace policies, and in the event of workplace exposures. ([CDC, 2020](#))
- Create visitor policy to safely allow vendors, customers and all visitors access to workplace

