Tacoma Housing Authority

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To:	EOC
From:	Non-Client Facing Reopening Work Group
Date:	June 17, 2020
Subject:	Recommendation for Employees Returning to THA

1. BACKGROUND

Due to COVID– 19 THA closed their doors to the public effective March 14, 2020 and all non-essential staff were set up to work from home immediately thereafter. COVID-19 is changing how we interact and how offices will operate for the foreseeable future.

On May 1, 2020, the Governor's office outlined the state's four-phase approach to reopening businesses. The Washington Phase Approach (see Appendix A) relies heavily on modifying physical distancing measures in order to allow society to re-open for people to interact safely. Physical distancing (of at least 6ft), use of face masks, and good hygiene will need to be followed even once all businesses/activities are able to operate without restrictions. Pierce County is now in Phase 2 (as of June 4, 2020) of the four phases.

The Non-Client Facing Work Group has been tasked with addressing two questions:

- How long employees should follow the emergency telework schedule?
- How to bring back the non-client facing employees safely?

2. RECOMMENDATION

2.1. Emergency Telework Schedule

At this time, the Non-Client Facing Work Group is making a recommendation to have non-client facing employees continue to telework through at least December 31, 2020. We will revisit the time frame in early/mid-December from a public health and space needs perspective. We make this recommendation for several reasons:

- *Lack of Physical Space*
  Prior to COVID-19, THA was faced with insufficient space to house employees at 902 and in fact was in the process of redesigning the space for a remodel of the first floor. This was prior to physical distancing requirements. With physical distancing, which we believe will be in effect for some time, there is not enough space for all employees to return to 902 or our site offices at the same time.

- *Impact of School Schedules on Working Parents*
  We are hearing that Tacoma Public Schools and other local school districts may not be returning to school in September "as normal". It sounds as if a combination of remote learning and alternative scheduling will likely be in place when schools reopen which will result in school

aged children being home during regular school hours. For working parents, this will be a challenge. Having the opportunity to telework will be very helpful for these families. (The Office of Superintendent of Public Instruction (OSPI) announced on 6/11/20 that schools could open "as normal" in September but left discretion up to each school district to make decisions based on local public health conditions. TPS has yet to make a final determination.)

- *COVID 19 Resurgence*
  Public health officials warn that there is likely to be a resurgence of COVID 19 in the fall. If this occurs, the governor/local officials are likely to reinstate the Stay Home, Stay Healthy order and move Pierce County back to Phase I. Having staff already teleworking will lessen the business disruption experienced when COVID first surfaced.

Once all remote work equipment has been deployed and staff do not need to rely on remote desktop to access the network, non-facing client staff may be notified to remove personal items from their offices. Until that time, staff may periodically use their office for work that they are unable to perform at home. Staff must follow all safety guidelines outlined in THA's Coronavirus Safety Plan and Approach.

2.2. Returning to the Office

Once EOC determine non-client facing staff can return to the office, we recommend that staff return to the office in a hybrid fashion—a combination of working at the office and telework. The departments with the largest number of staff that fall into this category are: Admin, Executive, Finance, HR, PIE and RED, however almost every department has staff that falls into this category.

2.2.1. *Matrix of Staff Needs for Office Access*

The Workgroup has compiled the in-office needs of non-client facing staff. Specifically, we looked at their needs and purposes for being in the office, office space needs (assigned or shared), and their equipment needs. Appendix B includes a matrix outlining the impacted departments and positions as well as their needs regarding access to the office. In total there are 57 positions impacted.

2.2.2. *Factors for Consideration*

The following factors need to be considered in determining how many non-client facing staff work in the office on a given day:

- **Number of Offices/Desks Available:** We need to keep physical distancing in mind when scheduling office/desk space usage, especially for people sitting in cubicles. We cannot have people in two adjoining cubes even with plexiglass partitions. In order to

determine the amount of office time available to non-client facing staff we must first determine how much office/desk/cubicle space can be used on the same day while practicing physical distancing.

- **Staff Needs for Office Access:** While the workgroup did an initial assessment/estimate of staff needs for being in the office, once we know how much space is available we will need to explore whether or not staff need to be at 902 or if another THA property is an option. We will also need to use the equipment list to determine the need for desks versus touch down stations.

- **Department Needs for Face to Face Collaboration:** We need to address and consider if some projects or departments have greater need for face to face collaboration. These factors will be part of the decision making in how space allocation decisions are made.

- **Process for Approval:** The workgroup defers to HR's telework procedures in terms of how staff will be approved for continued telework once the emergency telework schedule comes to an end.

- **How to Assign/Schedule Workspace:** The workgroup is exploring what type of tool could be used to assist with scheduling for shared office space and meeting/conference rooms.

- **Equipment Needs:** Work from home equipment needs have already been addressed in the IT Needs study done by Sandy. All items on the list have been ordered and expected to arrive by June 30, 2020. The workgroup is now determining what equipment staff will need access to when they return to the office.

- **Sanitation Needs:** Staff will need to be clearly informed of their responsibility to ensure a clean and sanitary workspace at the beginning and end of their "shift". The Safety Plan will outline these requirements.

- **Minimum/Maximum Days to Telework:** Once we determine how many people can be in the office at once with social distancing, we may need to explore if there will there be a minimum number of days each person needs to telework in order to meet these needs. This will be determined on site specific basis (i.e. 902, FIC, Bay Terrace, etc.).

2.4. **THA WORK CULTURE & TELEWORK**
In order for telework to be successful, in addition to the items listed above and in the Telework Program, there are some work culture items that need to be addressed:

- We need to make sure we maintain the "family" feel of THA regardless of if one is a teleworker or always in the office; want to avoid "we"-"they"/silo-ing of people depending on where they work.

- We need to normalize some people being in the room and others being on Zoom (or similar platform) for meetings to be as inclusive as possible.

- Perhaps when we build new space, have more but smaller offices with common filing areas so people can more easily shift from office to office w/files in common location and create touchdown stations for people who can float between buildings

- Studies have shown that creativity decreases with telework. Each department will need to come up with ways to keep the idea exchange flowing.

- On-boarding of new staff is more difficult with telework. New staff may feel isolated if they are not permitted to telework per the Telework Program but most of their co-workers will be working off-site.

3. **NEXT STEPS**
The Non-Client Facing Re-Opening Workgroup has identified the following next steps and objectives:

- Develop hybrid-telework model based on office space availability and staff needs.

  By December 31, 2020, RED will lead the developing a model for office spaces based on need. They will also provide advance notice to staff on when to remove personal items.

- Identify a shared office scheduling tool.

  By October 31, 2020, the Reopening Group will identify a tool to do cross departmental scheduling.

- Research and identify practices to support maintaining a positive, interactive, and supportive workplace culture.

  This work will be ongoing. The Reopening Group will make recommendations to the EOC.

- Confirm THA building new office space as part of Hilltop developments.

  By August 30, 2020 the Cabinet will decide if THA will include office space for THA in its Hilltop redevelopment. Conversations will be led by RED.

- Adopt Telework Program set forth by HR-final draft available after 6/30.

  By July 31, 2020 the EOC will approve and adopt the Telework Program.

Appendix A: Washington's Phased Approach

WASHINGTON'S PHASED APPROACH
Reopening Business and Modifying Physical Distancing Measures

	Phase 1	Phase 2	Phase 3	Phase 4
High-Risk Populations*	Continue to Stay Home, Stay Healthy	Continue to Stay Home, Stay Healthy	Continue to Stay Home, Stay Healthy	Resume public interactions, with physical distancing
Recreation	Some outdoor recreation (hunting, fishing, golf, boating, hiking)	All outdoor recreation involving fewer than 5 people outside your household (camping, beaches, etc.)	- Outdoor group rec. sports activities (5-50 people) - Recreational facilities at <50% capacity (public pools, etc.)	Resume all recreational activity
Gatherings (social, spiritual)	- None - Drive in spiritual service with one household per vehicle	Gather with no more than 5 people outside your household per week	Allow gatherings with no more than 50 people	Allow gatherings with >50 people
Travel	Only essential travel	Limited non-essential travel within proximity of your home	Resume non-essential travel	Continue non-essential travel
Business/ Employers	- Essential businesses open - Existing construction that meet agreed upon criteria - Landscaping - Automobile sales - Retail (curb-side pick-up orders only) - Car washes - Pet walkers	- Remaining manufacturing - New construction - In-home/domestic services (nannies, housecleaning, etc.) - Retail (in-store purchases allowed with restrictions) - Real estate - Professional services/office-based businesses (telework remains strongly encouraged) - Hair and nail salons/Barbers - Housecleaning - Restaurants <50% capacity table size no larger than 5	- Restaurants <75% capacity/ table size no larger than 10 - Bars at <25% capacity - Indoor gyms at <50% capacity - Movie theaters at <50% capacity - Government (telework remains strongly encouraged) - Libraries - Museums - All other business activities not yet listed except for nightclubs and events with greater than 50 people	- Nightclubs - Concert venues - Large sporting events - Resume unrestricted staffing of worksites, but continue to practice physical distancing and good hygiene

* High-risk populations are currently defined by CDC as: persons 65 years of age and older; people of all ages with underlying medial conditions (particularly not well controlled) including people with chronic lung disease or moderate to severe asthma, people who have serious heart conditions, people who are immunocompromised, people with severe obesity, people with diabetes, people with chronic kidney disease undergoing dialysis, and people with liver disease; people who live in a nursing home or long-term care facility.

Appendix B: Matrix of In-Office Needs
June 16, 2020

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	In Office Need	Shared Office/Assigned Space	Equipment Needs	Other Comments
Administration				
Director	1-2 days per week to touch base with staff, and as needed for meetings	Shared office	Docking station or desktop, one monitor, keyboard, mouse, and access to printer, copier, scanner	
Project Manager II	1 time per week or more often as needed for meetings that need to be in person	Shared office space	Docking station or desktop, two monitors, keyboard, mouse, and access to printer, copier, scanner	
IT Manager	*TBD*	*TBD*	*TBD*	
IT Project Manager	*TBD*	*TBD*	*TBD*	
Sales Force Admin (2)	*TBD*	*TBD*	*TBD*	
Risk Manager	*TBD*	*TBD*	*TBD*	
Asset Manager	*TBD*	*TBD*	*TBD*	
Compliance Auditor (2)	*TBD*	*TBD*	*TBD*	
Sr Office Asst	None, can do all work remotely except when special project requires in office work.	Either	Docking station, two monitors, keyboard, mouse, and access to printer, copier, scanner	
IT Support Specialist (1) and System Support Admin (1)	15-20 hours, basic hands on work with servers, switches, IT equipment	Shared space is fine, with room for two	Docking station or desktop, two monitors, keyboard, mouse, and access to printer, copier, scanner	
Client Support and Empowerment				
Director	1 or 2 times a week, for planning meetings	Shared space is fine/but will need access to a space with a door	Docking station, copiers, printers	
Program Manager	1 or 2 times a week for planning meetings	Shared space is fine	Docking stations, monitors, printers, copiers	

Program Manager	1 or 2 times a week for planning meetings	Shared space is fine	Docking stations, monitors, printers, copiers	
Office Asst	Will not return to office until school resumes and then may have to have modified scheduled to accommodate school schedule.	Will need dedicated space	Will need process for her to print at 902 and communicate with a 902 buddy. (I just made that up - Kendra)	
Executive				
Exec Director	20 hrs a week	Mostly, for private meetings with staff and visitors; storage and access to files and shelved materials.	Desk; telephone; computer connected to servers; copier and scanner; table and chairs.	Schedule is irregular.
Dep Exec Dir	0-15 hrs for meetings, calls, mailing, printing, copying	Shared fine, assigned for calls/video calls	Printer, copiers, monitor, phone, water dispenser, supplies, postage machine, filing cabinet	
Exec Admin	0-2x a week as needed for mass printing, mailing, copying, binding, public records requests, office supplies, meetings	Assigned office (constant confidential information)	Monitors, printer/copier, phone	
Finance				
Director	2+ times a week for staff, planning and meetings	Shared	Desktop, Monitors, copiers, printers	
Comptroller	0-1 times a week	Eventually Shared	Desktop, Monitors, copiers, printers	
Manager	1 or 2 times a week for planning and meetings	Shared	Docking station, Monitors, copiers, printers	
Sr Acct (2)	0-3 times a week	Shared	Desktop, Docking station, Monitors, copiers, printers	
Acct Spec (6)	Ranges from 0 to 5 depending on position	4-5 shared / 1-2 assigned	Desktop, Docking station, Monitors, copiers, printers, scanner, check scanners.	

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Policy, Innovation, and Evaluation				
Manager	0-15 hrs for meetings, calls, mailing, printing, copying	Shared fine, assigned for calls/video calls	Printer, copiers, monitor, phone, water dispenser, supplies, postage machine, filing cabinet	
Project Manager (3)	Only sporadic need for meetings, signatures, mailings, scanner/copier	Shared – with access to conference room	Docking station with dual monitors, mouse, scanner, printer, mailer	
Manager Communication & Marketing	Minimal, Mass printings and test prints which happen every couple of months.	Shared, assigned or unassigned hot-spots	Workstation: monitor, mouse, and a docking station with a Type-C connector, a printer/scanner/copier	
Policy Analyst	Minimal	Shared – with access to conference room	Docking station with dual monitors, mouse, scanner, printer	
Property Management				
Director	1-2 days a week to touch base with staff, as needed. Primarily working via Zoom/Team meetings	Shared office space, possibly with other managers, remote locations/902	Docking station, monitor, keyboard, printer	Propose to keep Yvonne's office the same and convert Frankie's office to touchdown space for PM
Portfolio Manager (1)	In-office 3-4 days a week (Bay)	Designated office	Current computer set up	Will continue
Ops Coord & Operations Manager	In office 1-2 days a week (902)	Will split current office	Equipped for in-office and telework	Will continue
Rental Assistance				
Director	2-3 days per week to support staff	Can share if need be/rotate	Already has what is needed	
Asst. Director	2-3 days per week to support staff	Can share if need be/rotate	Already has what is needed	
Program Manager (2)	2-3 days per week to support staff	Can share if need be/rotate	Already has what is needed	
Landlord Engagement Specialist	Minimal	Shared/Rotates w/ cubicle mate	Already has what is needed	
Compliance. Auditor	Minimal	Shared/Rotates w/ cubicle mate	Already has what is needed	
Real Estate Development				
Director	Average 2 days per week; Anticipate several in person	It could be shared; concern is when you need to be in	Dual monitors; computer, cell phone, access to	Ideally a space could be assigned to RED

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	meetings will be required and main concern is that the requirement to show up for in-person meeting will increase over time (harder with half the people in person and half on Zoom)	office on an unscheduled day/event	printer/scanner and prefer using the joint scanner. Some file space – not a lot; bookshelf space for plans, books, etc.	for projects – like a map/plan review room. Would like Cacey's space to be used for this purpose and to explore if the flat files in Vickie's office could be stored here, with a table available for RED staff to review plans/work or have smaller meetings.
Manager (2)	How much time do they need to be in the office? *Anticipate avg. 2 days/week in office/may vary by week.* What type of activities need to be done either face to face or in the office? Certain meetings, perhaps PE's, reviewing plans/, printing. Why do they need to be in the office? *See Above.*	Could be shared but need space for files.	Need to have file cabinets somewhere. As a manager, may need to have private office time on occasions to meet with staff. Technology equip: phone, computer, dual monitors, printer, copier.	
Project Manager (3)	Av 2-3 days in office but will need them to be flexible base on community events; space for files	Can share space but need space w/door for confidential & line on mtgs	Laptop, 2 monitors; copier/scanner/phone/ headset; docking station	
Construction Manager (2)	Avg 2 days per week for face-to-face meetings, printing needs and	Can share workspace (vs).	Laptop and docking station with extra monitor. Phone	Think one space allocated for drawings

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	to access paper files(vs) Avg 1-2 days per week for face-to-face meetings, printing needs and to access paper files(sec) Storage for hard copy files	Can share workspace (sec).	(vs) Laptop and docking station with extra monitor. Can use cell phone (sec) Computer and dual monitors, shared printer, telephone	& construction/project files would be ideal with a table to spread files for viewing. (vs)
Sr. Office Asst (2)	2 days per week is sufficient. Face to face and office needs are primarily meetings and coordination along with files access and management	Desk and computer Assigned space (1)	Computer, dual monitor, printer, phone; file cabinet	
Special Projects	Avg 2 per week could vary by less, Printing and mailing could be needed and access to our department files	Workspace can be shared	Computer, dual monitor, printer, phone, small file cabinet 3 monitors (1); cell phone (1)	
Analyst	2 day/wk for organizing, printing, in face mtgs	Need for office w/door for Zoom/online meetings otherwise cubicle is ok	Laptop/computer/cell/2 monitors; printer/scanner; speakers; headset	

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