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**Coronavirus Disease 2019 (COVID-19) Business Response Operational Matrix, March 2020**

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
| ***Facilities/ Maintenance*** | | | |
| **Taking of Work Orders** | 1. When taking work orders from residents, **MUST ASK CALLER IF ANYONE IS SICK** in the tenant home. | Activated | Housing Staff and On Call Service |
|  | 2. Work orders by phone only where possible. | Activated | Housing and Facilities Staff |
| **Safety of Residents, Staff** | 1. Prior to entering a unit, **staff will ask resident if any members of the household are sick**. Response to be included in the work order. | Activated | Facilities staff |
|  | 2. If the response from resident is yes, someone is sick, ask **“How many are ill?”** | Activated | Facilities staff |
|  | 3. If someone is ill, staff will reschedule unless it is an emergency/urgent work order. | Immediate | Facilities staff |
|  | 4. Staff will **prioritize vacant unit turns** at this time. The situation will be monitored to determine when it is appropriate to return to routine work orders. | Immediate | Facilities staff |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
|  | 5. If someone is ill and the work order is an **Urgent/Emergency**,1st ascertain whether or not the person can be isolated from the workspace. If s/he/they can, then move forward and **use PPEs** to protect against possible exposure. This includes, but is not limited to: gloves, booties, tyvek coveralls. 2nd if person/s cannot be isolated from the work area and the item is of a nature that it cannot be rescheduled, use PPEs to protect against possible exposure. This includes, but is not limited to the possible need for an N95 mask where you would be in close quarters with the ill, gloves, booties, tyvek coveralls and eye protection. | Immediate | Facilities staff |
|  | 6. Once the Urgent or Emergency work order is abated and staff has left the unit, staff will remove and bag all (PPE's) and dispose of accordingly. | Immediate, where PPEs were required | Facilities staff |
|  | 7. After completion of any work order where there is an ill household member, whether or not the person has been isolated, and/or after removal and bagging of soiled PPE's, **use hand sanitizer and/or soap and water to clean hands. Wash hands for a minimum of 20 seconds** including tops of hands, between fingers and under nails. | Immediate | Facilities staff |
| **Facilities' “Designated**  **Survivors”** | 1. In the event that the Facilities Director becomes incapacitated due to illness, the Lead Maintenance Worker will assume responsibility, oversight and guidance of the Facilities Department and staff. | Illness/Pandemic | Executive/Facilities Director |
|  | 2. In the event that the Facilities Director and Lead Maintenance Worker both become incapacitated due to illness, the most senior Sr. Maintenance Worker will step in to assume responsibility, oversight and guidance of the remaining Facilities Department and staff. | Illness/Pandemic | As outlined |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
|  | 3. In the event that the Facilities Director, Lead Maintenance Worker and most senior Sr. Maintenance Worker are all incapacitated due to illness, oversight and guidance of the remaining Facilities staff will fall to the Real Estate Services Supervisor and/or the General Director. | Illness/Pandemic | As outlined |
|  | 4. Shared maintenance staff functions may be required. | Pandemic | CEO  General Director Facilities Director |
|  | 5. Contractors will be used if necessary to maintain property and to mitigate risk where and when available. | As determined necessary | CEO  General Director Facilities Director |
| ***Housing Assistance*** | | | |
| **Volunteer limited trial at present to test systems** | 1. Have essential staff work from home. Provide staff with home-based work laptop and scanner/printer capabilities. Sign work from home agreement. | Trial basis to determine needs/more general if progresses to pandemic | Housing Assistance Supervisor  CEO  General Director  Facilities Director |
|  | 2. Forward phones to site based or home-based locations. | When item #1 is deployed | Housing Specialists  Reception  General Director |

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|  | 3. Inspections would be conducted similar to the protocols established by facilities in the safety section, #1, 2, 3. In the event of prolonged pandemic, other options to explore could be virtual inspections of units via Google Chat or other visual means of viewing unit with tenant and/or landlord through the inspection. Any necessary repairs would be emailed to landlord. HQS follow up inspection could be scheduled once routine operations resume. | Immediate for current situation.  Pandemic or long term business disruption for other options | Inspector  Housing Assistance Supervisor  Operations Director |
|  | 4. Eligibility teams to meet and determine recommendations to continue issuing Vouchers, but reducing time for large group gatherings and look at alternative formats | To be developed | General Director  Housing Supervisor |
| ***Housing Assistance “Designated Survivors”*** | | | |
|  | 1. In the event the Housing Assistance Supervisor contracts the illness and becomes incapacitated, the Housing Assistance Inspector will assume the responsibilities of the supervisor under the delegation of duties protocol. | Illness/Pandemic | Housing Assistance Supervisor  Inspector |
|  | 2. An HQS certified staff will assume the responsibilities of the inspector under the delegation of duties protocol. | As needed | Housing Specialist II  Other certified staff  Housing Assistance Supervisor |
|  | 3. Where the Supervisor and Inspector are incapacitated, the Housing Specialist with highest seniority will assume supervisory duties and an HQS certified staff person will assume inspections. | As needed | Housing Assistance Supervisor  Housing Specialist II |
|  | 4. Where there are no certified staff to process files or inspections, we will contract with neighboring housing agencies or contractors to perform those duties. | Illness/Pandemic | Housing Assistance Supervisor  General Director, and CEO |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
| ***Real Estate Services*** | | | |
| **Handling in person interactions** | 1. Provide written notification to residents of restricted personal interaction protocols. | By March 12 | Real Estate Services Supervisor  Housing Specialists  Property Managers |
|  | 2. All regular interactions will be restricted to phone or email or from offices equipped with glass shield. | Immediate | Same as above |
|  | 3. Office hours may be restricted, based on staff availability and whether or not staff and the resident are shielded. Appointments may be authorized for families as a reasonable accommodation and for those who do not have any symptoms, fever, or illness in the household. Staff may use PPEs in accordance with safety protocols listed in Facilities section. | Depending on staff availability and office set up | Same as above |
|  | 4. Accept documents via email, phone or using local drop box. | Immediate | Housing Specialists  Property Managers |
| **Operations Changes**  **Severe illness** | 5. Alternate work or work hours, such as home-based work, will be used when available and reasonable where conditions worsen and/or when short staffed due to illness. | Where conditions are worsening/not abating | Real Estate Services Supervisor  General Director  Finance Director |
|  | 6. Move ins and Move outs from units may be done through alternative methods and remote approvals. Division teams to meet to determine recommendations for alternative methods. | By March 12 | Real Estate Services Supervisor  General Director  CEO |

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| ***Real Estate Services “Designated Survivors”*** | | | |
|  | 1. In the event the Real Estate Services Supervisor contracts the illness and becomes incapacitated, the Senior Housing Specialist II will assume the responsibilities of the supervisor under the delegation of duties protocol while maintaining assigned property management duties. | Illness/Pandemic  As needed | Real Estate Services Supervisor  General Director |
|  | 2. In the event the Supervisor and Senior Housing Specialist II contracts the illness and becomes incapacitated, the Housing Specialist II assigned to a public housing property, with the highest seniority, will assume the supervisor responsibilities under the delegation of duties protocol and delegate assigned property management duties. | Same as above | Supervisor  General Director  Senior Housing Specialist II |
|  | 3. In the event all staff become ill and other staff are certified to manage properties, we will seek temporary property management services from contractors and/or the General Director and/or designee will assume duties. | Pandemic/staff shortage or mandatory shelter | Supervisor  General Director  CEO  Finance Director |
| ***Client Services*** | | | |
| **Interactions with clients** | 1. Similar to Real Estate Services above. All client interaction may be restricted to phone, email and written correspondence. | Immediate | General Director  Lead |
|  | 2. Community events, resident meetings, etc. will be suspended or rescheduled. | Active | Client Services Staff |
|  | 3. Client Services staff may be reassigned or asked to assist other divisions. | Illness/Pandemic | General Director |
|  | 4. Client services could be deployed to home-based operations where feasible in the event pandemic conditions exceed 14 days. | Pandemic conditions exceed  14 days | General Director  CEO  Finance Director |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
| ***Operations*** | | | |
| **Operations Changes** | 1. Deploy to home office/laptop computer access with secure connection. | May begin limited telecommuting immediately  Illness/Pandemic  Mandatory orders | General Director |
| ***Operations “Designated Survivors”*** | | | |
|  | 1. In the event the General Director contracts the illness and becomes incapacitated, the Facilities Director will assume the responsibilities of the supervisor under the delegation of duties protocol. | Illness/Pandemic | General Director  Facilities Director |
|  | 2. In the event the General Director and Facilities Director become incapacitated, the Finance Director will assume the responsibilities of the supervisor under the delegation of duties protocol. | Same as above | General Director  CEO  Finance Director |
|  | 3. In the event all three Directors become incapacitated, the CEO, in consultation with the Board, would identify “must perform” activities and delegate accordingly. | Same as above | CEO |
| ***Finance/Grants*** | | | |
| **Changes due to illness** | 1. Staff are cross trained for key processes - can cover for extended period | Illness/Pandemic | All Finance and grants staff |
|  | 2. All personnel, with the exception of person handling checks to work remotely or at scattered sites with secure connection. | Same as above | Same as above |
|  | 3. Billing can be done remotely in last case scenario. | Same as above | Payables clerk |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
|  | 4. Difficult issue - check writing and desktop deposits would need to remain or be moved to adequate secure site. Research additional options. | Extended period of illness  Mandatory orders | Finance Director |
| ***Finance/Grants “Designated Survivors”*** | | | |
|  | 1. Where the Finance Director becomes incapacitated, the Senior Accountant will work with the CEO to cover responsibility, oversight and management. | Illness/Pandemic | Finance Director  CEO  Senior Accountant |
|  | 2. Where the Senior Accountant becomes incapacitated, the CEO, in consultation with the Board, will identify mission critical elements and delegate accordingly | Illness/Pandemic | CEO |
| ***Executive*** | | | |
|  | 1. Deploy to either remote site or to existing home based office with laptop computer. | Limited telecommuting already in place  Mandatory orders  Pandemic | CEO |
|  | 2. Reschedule non-essential meetings and/or add alternative formats. | Immediate | CEO |
|  | 3. Minimize business travel for all staff for next 3 months. | Immediate | CEO  Staff |

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| **Department/ Division/Task** | **Action** | **Timing** | **Responsible Party** |
| ***Executive “Designated*** ***Survivors”*** | | | |
|  | 1. In the event the CEO becomes incapacitated due to illness, the General Director will assume the responsibilities of the CEO under our standard delegation of duties protocol. | Illness | CEO  General Director |
|  | 2. Where both the CEO and General Director become incapacitated, the Finance  Director shall assume responsibilities under our standard delegation of duties. | Illness | CEO  Finance Director |
|  | 3. Where the CEO, General Director and Finance Director become incapacitated, the Facilities Director shall assume responsibilities under the standard delegation of duties protocol. | Illness | CEO  Facilities Director |