GOVERNANCE & MANAGEMENT

- Immediately establish a return-to-work organizing team with clear decision-making protocols, with all stakeholders, HR/IT/RE/Mgmt/Mktg
- Create a prioritization strategy for determining the most beneficial, lowest risk return pathway
- Understand and coordinate policy with latest government/regulatory guidelines for reopening and ongoing safety, especially if local jurisdictions are in conflict with State or National recommendations
- Real estate team coordination of leases across office locations to determine building owner/manager opening schedules, protocols and disinfection strategies for vertical transportation, common areas, parking, etc.

Prepare, legally assess and publish company-wide health, safety and density operational protocols (including re-closing if necessary)

Establish data sources and key performance indicators that enable the monitoring of the phase by phase return with business objectives

Create a transparent communications cascade pathway that delegates implementation to your individual business units

Create and communicate company policy for travel and meetings (external and internal)

WORK ENVIRONMENT(S)

- **TAILORED DISINFECTION PLANNING AND VERIFIED DEPLOYMENT**
  - Change priority thinking to disinfection not cleaning
  - Enhanced disinfection contracts – multiple times a day, with periodic decontamination cycles through the air handling systems.
  - Antimicrobial products available to individuals (not shared materials)
  - Decontamination spots

- **PLAN FOR PHASED RE-OCCUPANCY AND NEW WORK PATTERN**
  - Phased return plan (immediate, near term, remote)
  - Establish entry sequence: staggered arrival times, adequate spacing, temperature checks
  - Staggered work teams (alternate weeks, etc.)
  - Spatial distancing and social distancing plan
  - Plan for work area reconfiguration
  - Plan for common areas: Conference rooms, cafeteria/food areas, reception, copy/mail rooms
  - Limit or suspend desk sharing with clearly identified and communicated cleaning/disinfection protocols for transition between teams/individuals
  - Review/install touchless technology for lighting, restrooms, AV, doors
• Review office equipment and create plan for limiting “high touch” equipment (AV, copy, food service, etc.)
• Create isolation areas should someone become ill at work, preferably close to an exit

**PLAN AND COMMUNICATE BEHAVIOR CHANGE MANAGEMENT**

• Communicate on-site protocols to build confidence and remain safe: work continuity, cleanliness, social distancing, vertical transport, parking, etc.
• Communicate protocols and availability of Personal Protective Equipment (PPE)
• Develop a system of personnel monitoring
• Communicate company strategy for new work schedules and remote working (including IT deployment and upgrades)
• Engage a committee of “Reoccupancy Ambassadors” or “Return to Work Readiness” team to serve as liaisons to the organizational leadership and act as leadership and act as the voice of the occupants

**REVIEW AND ADDRESS BUILDING SYSTEMS**

• Deploy sensors to detect occupant density and air quality, and make results visible to occupants.
• Revise elevator queuing algorithms to minimize wait times and stop at fewer floors.
• Audit existing HVAC systems and rebalance to maximize outdoor air intake, to increase the supply of fresh air to occupied spaces, particularly when common systems service multiple tenant spaces.
• Upgrade existing filters and where possible install new UV-C filters to each supply air stream to eradicate viruses or pathogens from the air stream

• Install wall- or ceiling-mounted air purification units at occupied spaces such as conference rooms, collaboration areas and workstation clusters to provide increased air change rates and enhance contaminant removal.
• Reseal waste-water pipes and reroute (where possible) to reduce the risk of pathogen transfer, consider separation from other systems

**DEVELOP FUTURE OF WORK SCENARIOS FOR ONGOING OPERATION**

• Understand behaviors learned from pandemic remote working and how that will affect future working and subsequently the future use of Real Estate
• Review operational data and conduct employee surveys to assess efficacy and potential of continued remote working
• Develop strategies for space use and capital planning to retrofit existing spaces as practical
• Develop kit of parts or modify existing space guidelines for relocation to new spaces
• Develop an extensive checklist for potential new space, including base building attributes that will define the new type of space to be occupied as leases begin to expire.
• Work with furniture system and product vendors and manufacturers on new and/or enhancements to accommodate social distancing and safety guidelines