(re) entry

A guide for working in the next normal

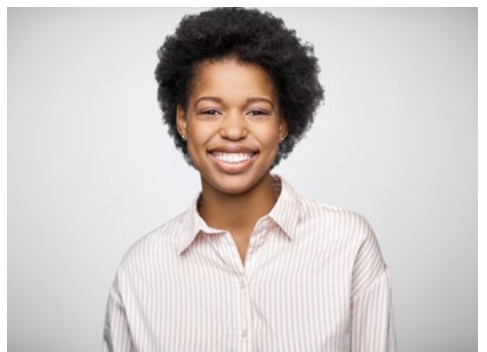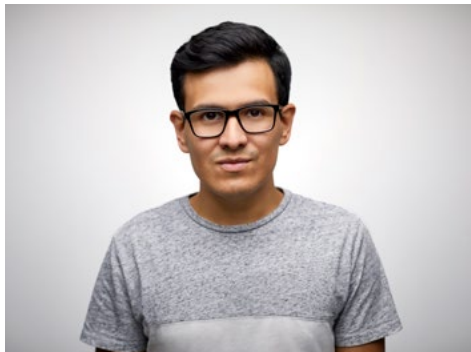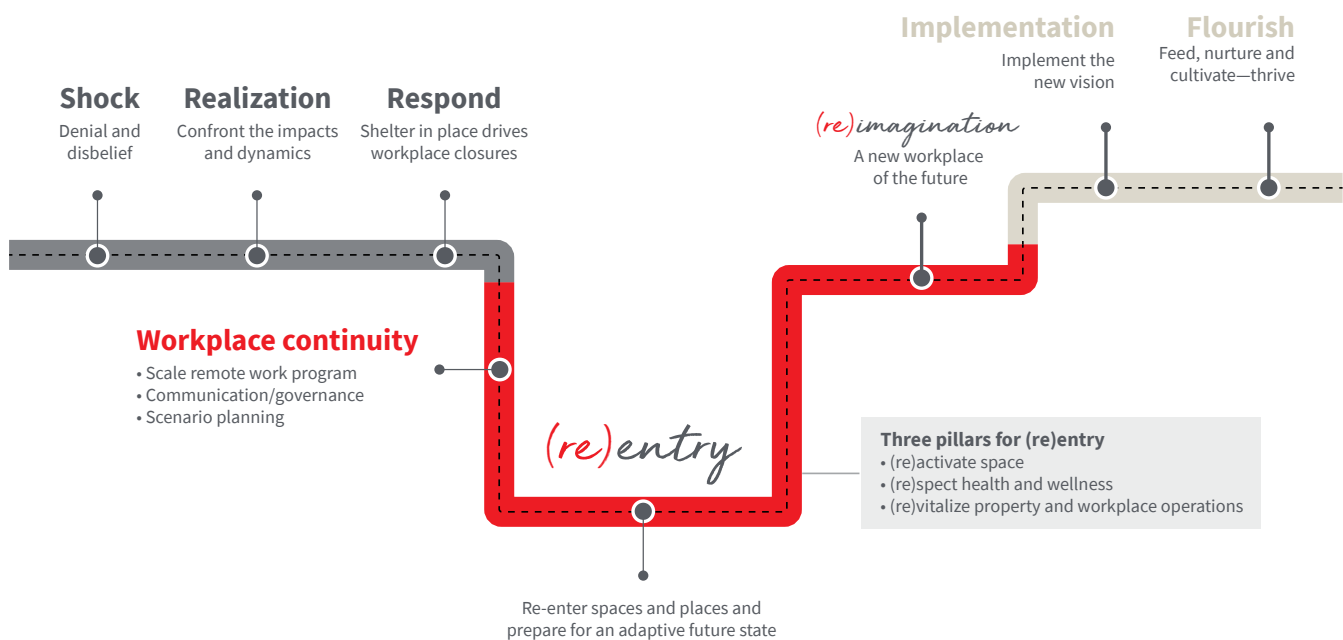*April 2020*

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(re)_____

For a moment in time, the world has hit pause. Things screeched to a halt as we collectively assessed the true impact of a global pandemic, all while adjusting in an instant to a new way of life. But human perseverance, sacrifice and selflessness have us moving forward to prepare for (re)entry. This journey will be bumpy and non-linear. Continual adaptation and response to new information and changes will be critical for success.

To ensure we are ready to navigate what's next, it's vital that we (re)activate our spaces to balance health, safety and financial implications. And that we continue to (re)spect each other's well-being. Preparedness, agility, and resilience will be key.

As employees and tenants begin to return to the workplace, it is extremely important that when we open the doors, we are inviting everyone into a safe environment. Together we can (re)vitalize businesses as we take a step forward into a new and different world.

The gradual, multi-phased journey

Shock
Denial and disbelief

Realization
Confront the impacts and dynamics

Respond
Shelter in place drives workplace closures

Implementation
Implement the new vision

Flourish
Feed, nurture and cultivate—thrive

(re)imagination
A new workplace of the future

Workplace continuity
• Scale remote work program
• Communication/governance
• Scenario planning

(re)entry

Re-enter spaces and places and prepare for an adaptive future state

Three pillars for (re)entry
• (re)activate space
• (re)spect health and wellness
• (re)vitalize property and workplace operations

Navigating the next normal

Amidst this global pandemic, we're all encountering unprecedented and immediate challenges. One of those challenges is preparing to gradually re-enter your space. There will be an endless list of questions to answer. With the right tools and resources, as well as a focus on your specific challenges and the expertise to drive successful implementation, you can deliver an effective and successful re-entry.

(re)activate
space

(re)spect
health & wellness

(re)vitalize
property & workplace operations

- **Promote the health and wellness of employees, tenants and visitors:** How can you adjust and communicate expectations around new behaviors that will increase safety, security, productivity and wellness?

- **Ensure your building and workspace are safe, resilient, and ready:** How can you confirm that buildings and spaces are safe to re-enter and understand what operational changes you can make to adjust and drive adherence to new protocols?

- **Create and monitor effective guidelines and adjustments to your space:** How can you adjust spaces while balancing health, safety and financial implications?

- **Focus, manage and implement the process of re-entry:** How can you focus on what will make your re-entry successful and coordinate seamlessly with multiple stakeholders and groups?

Anchored on "re," which invokes a sense of "beginning again" and encourages actions around moving forward, JLL's three key re-entry pillars are:

- **(re)activate space:** Addressing how and when people should begin to return to space, and how space is structured and used once ready for re-entry, while balancing health, safety and financial implications

- **(re)spect health and wellness:** Ensuring the safety, security and health of employees, tenants and visitors

- **(re)vitalize property and workplace operations:** Preparing properties and workspaces for safe and productive re-entry in adherence with new business and social protocols, as well as government guidelines and requirements

Four key factors to consider when preparing for re-entry

1 **Governmental mandates**
Understanding of national, state and local guidelines and requirements

2 **Understanding investor/owner actions**
- Cleaning protocols
- Building entry policies/ security protocols
- Building capacity/ entry restrictions
- Social distancing/elevator and common area regulations
- Modification of amenities, selective re-opening
- Building system safety or revised operations to account for reduced capacity

3 **Developing occupier action plan**
- Office entry protocols
- Office capacity/entry restrictions/understanding
- Working from home amenities or longer-term plans
- Social distancing/floorplan reconfiguration
- Enhanced cleaning protocols
- Guidelines around usage of PPE
- Modification of amenities
- Enhanced employee health, safety and well-being strategy

4 **Considerations for the employee**
- Confidence in health, safety and well-being strategy

(re)entry

(re) activate
space

Addressing how and when people should begin to return to space, and how space is structured and used once ready for re-entry, while balancing health, safety and financial implications.

Addressing how and when people should begin to return to space

☑ **Objective re-entry triggers**
- Government mandates re-opening and occupancy
- Building, employee, and tenant spaces are safe and equipped for reuse
- Employee return-to-work plan confirmed
- Prepare protocols for re-closing

☑ **Stagger return to office**
- Identify who will return to the office in the near-term—some employees may require extended remote work due to underlying personal factors, transit challenges and/or school closures
- If possible, create shifts based on social distancing in the workplace
- Number of shifts depends on company headcounts and space capacity
- Maintain separation between teams returning to the office

☑ **New behaviors**
- Communicate new protocols around cleanliness and gathering in common areas, as well as return- to-work timing and scenarios
- Impose travel restrictions on early returns

☑ **Office reconfigurations**
- Redraw floor plans and reconfigure furniture (some of which may be required by new government mandates)
- Incorporate more touchless technologies for restrooms and trash receptacles
- Define cleaning and transition protocols for any shared workspaces
- Consider repurposing underutilized spaces
- Limit any desk sharing in the near term

☑ **Leverage technology**
- Assess existing building technology that could help in providing and monitoring access and occupancy
- Consider new products in areas such as support for remote work, health screening, robotics, or touchless technology

☑ **Spatial distancing strategies**
- Limit on-site meetings with clear guidelines
- Use videoconferencing and other virtual meeting technologies
- If holding in-person meetings, limit the number of attendees and maintain social distancing
- Plan for and manage congestion in common areas like elevator banks, cafeterias, and gyms

☑ **Limited common area and amenity access**
- Limit occupancy using clear guidelines and shifts
- Manage higher demand and sanitation for microwaves and other equipment
- Encourage workers to bring food to the office or have lunch delivered in prepackaged containers to eliminate trips outside the office
- Limit congregation in any communal spaces, such as cafeterias, lounges and fitness centers

The impact of the pandemic worldwide is generating shared experiences on a global level in ways not previously experienced by most generations. It is driving us to reevaluate our physical closeness to other members of society. When we return to normalcy, our anxiety about invisible contagions will persist, resulting in a new definition of personal space and a change in our comfort level with physical closeness. Physical spaces will need to be re-thought to allow for a type of always-on social distancing that will become our new way of life.

Returning to work will be a lengthy and extensive process. Owners of office towers and companies alike will need to prepare for re-entry and consider instructions from government and health officials, practice rigorous health procedures, utilize technology in new ways, and more. Here's how to ensure re-entry is done correctly, efficiently and safely:

- Identify re-entry triggers
- Stagger return to office
- Instill new behaviors
- Reconfigure workplaces
- Leverage technology
- Implement spatial distance strategies that comply with social distancing guidance
- Limit access to common areas and amenities

Objective re-entry triggers

Before you re-open your buildings and welcome your employees back to work, be confident that your buildings—and their technical systems—are operating safely and in compliance with authorities having jurisdiction. Simultaneously, adjust office operations to ensure you're effectively and efficiently managing decreased capacity and different ways of working. Here's what to consider:

Government mandates re-opening and occupancy

First, comply with your state's executive orders and mandates from authorities having jurisdiction (AHJ). Document key dates such as when shelter-in-place or stay-at-home orders are lifted, and understand AHJ mandates for social distancing, curfews, health screenings and wearing face coverings. Also review CDC guidelines with your employees and/or ownership and meet minimum standards.

Building, employee, and tenant spaces are safe and equipped for reuse

As your capacity in the office ebbs and flows, you will need to quickly plan, adjust and optimize operational processes. Your organization and/or building management will need flexible processes in place to maximize health, safety and efficiency while ensuring a safe environment for your employees to return to.
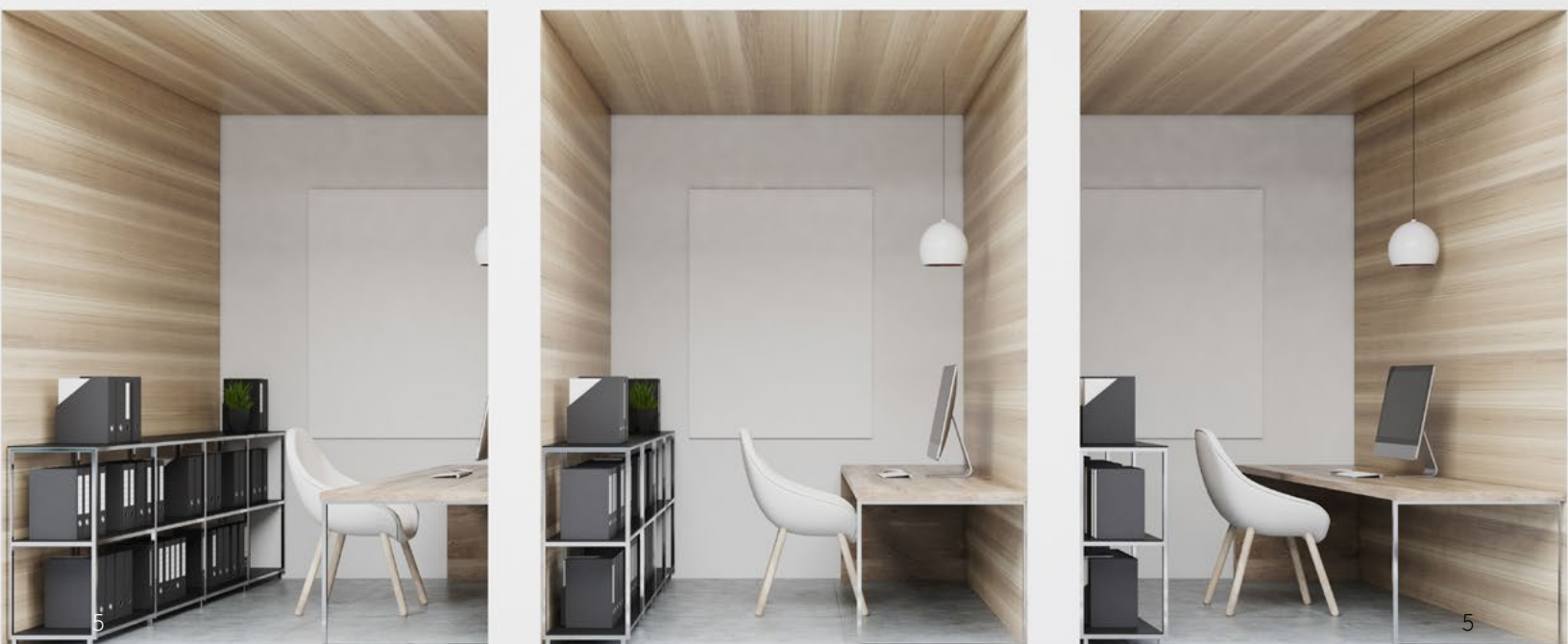
Employee return to work plan confirmed

Work across various groups, vendors and stakeholders to implement your plan. Bringing everyone together to effectively partner and communicate throughout re-entry is a critical component.

Re-entry readiness plan: There are several fundamental questions that will need to be addressed by all businesses, but re-entry isn't one-size-fits all—each organization and/or building will need to create its own playbook tailored to the nuances of their respective business and portfolio. A robust framework helps commercial real estate teams and owners of assets organize planning activities, ensures appropriate stakeholders are involved, and addresses key questions before, during and after the initial reopening of the office.

Program management: Experienced professionals can help you navigate this complex process to ensure you're coordinated along the way and nothing falls through the cracks during your re-entry process.

## Prepare protocols for re-closing

Establish phased and "quick-close" procedures to shut down offices if reopening fails or virus reoccurrence forces new closures. Close spaces and facilities, as required, following safety and insurance protocols.

Stagger return to office

Develop a strategy that's specifically tailored to the needs of your workspace and your workforce (and coordinated with landlords and other tenants, where applicable.) This includes mapping potential risk points based on typical movements within the workplace and establishing de-densification thresholds. Account for multiple re-entry scenarios to provide maximum flexibility with when and where you re-enter. Upon re-entry, be confident you've thought through any space, occupancy or design adjustments.

Identify who will return to the office in the near-term

Identify critical employees who must return to work in each wave of re-entry and create rotational schedules where needed. Maintain separation between groups returning to the office if possible to limit impact in case isolation is needed. Some employees may require extended remote work due to underlying personal factors, transit challenges and/or school closures.
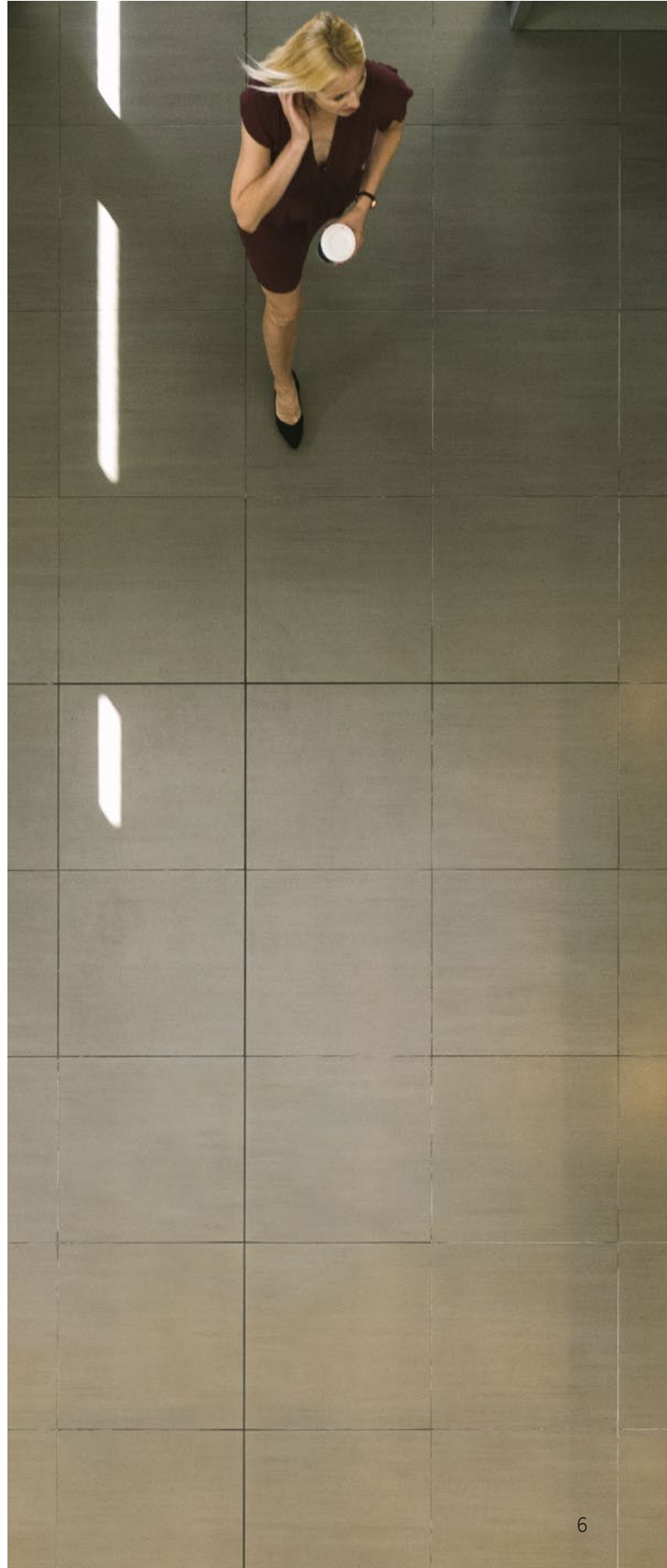
Support remote workers: Ensure that your remote workers—whether seasoned work-from-home employees or new hires—have the tools they need to work from home successfully. Establishing protocols and guidelines is critical to drive productivity. It is paramount that employees who are new to remote working be heard, so they can be supported. Here's how:

- Measure employee perceptions of their working from home space and technology
- Understand how working from home impacts productivity, including the ability to collaborate and perform focused work
- Learn how working from home impacts employee well-being and work-life balance
- Implement appropriate display, screen and equipment process and protocols
- Develop home working training programs

Implement social distancing plans in the workplace

Adjust your space's capacity, seating plan, layout, cleaning routines and usage based on social distancing guidelines, especially for shared spaces like meeting rooms, collaboration spaces, and restrooms. Execute any work setting changes or furniture reconfigurations, and replace high-touch items like doors and trash cans with no-touch options. And finally, make sure your employees are clear on what's expected of them too, by clearly communicating new protocols for respiratory etiquette, sharing office resources like desks and phones, and what to do if an employee becomes sick at work.

Determine rotational schedules and number of shifts needed

Rotational schedules may be required to accommodate employees who need to physically be on-site. Consider these factors when establishing a schedule:

- Reduced capacity as part of de-densification efforts and floor plans
- Number of employees who need to return to the workplace
- Employee journey maps and the type of building, as they will impact elevator wait times and other risk points that may affect the max density threshold

- Coordination with landlord and other tenants within multi-tenant buildings
- Management and monitoring of the rotation schedule via a reservation system

New behaviors

It's critical to take enhanced measures to ensure that the workspace is safe before people are welcomed back—but it's just as important that your employees and visitors feel safe and supported upon re-entry, too. Be sure to communicate new protocols around cleanliness and gathering in common areas, as well as return-to-work timing and scenarios which may include travel restrictions on early returns. Consider giving employees a "re-entry" gift to celebrate their return and provide peace of mind that all matters have been taken care of.

Office reconfigurations

Many organizations had already adopted progressive workstyles prior to the pandemic that have helped them remain productive during the lockdown. That said, as organizations begin planning for re-entry, some areas of the workplace strategy should be revisited based on lessons learned during the pandemic.

Ensure your workplace design aligns with your updated occupancy strategy, based on social distancing guidelines. Consider repurposing underutilized meeting rooms, common areas, or cafes for additional workstations. You'll need to map out potential risk areas based on where people typically congregate such as conference rooms, cafeterias and collaboration spaces. Social distancing measures include:

- Staying at least 6 feet away from others
- Not gathering in groups
- Avoiding crowded places or mass gatherings
- Limit any desk sharing in the near term and ensure clear cleaning and transition protocols between any shared spaces

De-densification is necessary to ensure the safety of the occupants and instill confidence in the measures taken. Evaluate the entire employee workday journey to identify congregation points or areas where social distancing measures should be implemented, such as:

- Building entrance and points of ingress

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- Reception, lobbies, elevator lobbies, stairwells, escalators and elevators
- Restrooms, copy/supply rooms, lunchrooms, hubs/clubs and other high traffic areas
- Workstations, benches, and offices
- Conference rooms
- Open collaboration spaces
- Training rooms
- Circulation corridors
- Retail and restaurant spaces

In order to do this, consider:

- Redrawing floor plans and reconfiguring furniture
- Incorporating more touchless technologies for restrooms and trash receptacles
- Defining cleaning and transition protocols for shared workspaces
- Adding sneeze guards, physical barriers at high-risk areas (such as reception) and furniture panel height adjustments

Leverage technology

Technology will be critical as we re-enter the workplace and adapt to new health and safety standards. We've seen this already in its role enabling our remote workforce. Consider the following:

- Evaluate current technology at your disposal and identify gaps in capabilities
- Re-imagine layouts through occupancy data and space utilization software
- Prioritize data-driven building operations with real-time monitoring and work order management
- Deliver employee-facing apps that build trust and confidence in the workplace
- Continue to optimize and adjust your real estate operations with holistic data

Create a technology roadmap

Determine your must-have capabilities that enable day-to-day operations in the workplace, like room-booking and wayfinding for hoteling; and work order management to ensure proper cleaning practices. It's easy to be overwhelmed by technology options, so it's important to first identify what needs to be solved immediately and what can be solved in subsequent waves. Create a timeline to introduce automation tools and efficiencies through technology milestones. Many organizations already rely on Integrated Workplace Management Systems (IWMS) or Enterprise Asset Management (EAM) to perform daily tasks. These technologies can be optimized for re-entry

with key functionality that you might not be leveraging today. Evaluate IT equipment to determine what can be shared among workstations safely and how you might install touchless technology in frequently trafficked spaces.

Occupancy and utilization software for social distancing

Install occupancy sensors to make data-driven decisions about workplace layouts to maintain social distancing. If you're already measuring utilization through sensor technology, like VergeSense or FMS:Analytics, you're ahead of the game. Applying tried-and-true technology to this new scenario will provide quicker time-to-value, including the insights to re-stack office layouts and monitor occupancy to a new health and safety standard.

Remote monitoring and mobile engineering

Install sensors in key building systems—if they're not already installed—in unoccupied facilities so you can continuously and remotely monitor indoor air quality metrics, detect leaks and spills, and have insight into standby generation readiness all without needing to keep engineering personnel on-site.

Facility management software like Corrigo or IBM Maximo will enable you to notify critical personnel of issues as they arise via email, phone or text. Once an issue is identified, a work order can be automatically generated so the right resources can be dispatched to the site and with full transparency. Engineers will quickly access the site and address issues before they become problematic.

Build trust and confidence with your workforce

Employees will be understandably nervous returning to the workplace. Employee-facing apps that give solutions to address health and safety standards will be increasingly important. Imagine you've done all the work in the back end to automatically trigger cleanings in shared workspaces, but employees have no way to know it's been done. Consider integrating cleaning notifications into your room-booking and wayfinding applications like FMS:Employee to automate service or janitorial requests to a recently occupied space. Or better yet, to instill confidence in your team that the areas around them are safe, deliver updates through one simple interface using employee experience apps like JiLL or Modo. They'll easily connect all of your back-end systems to provide critical updates like air quality

and cleaning alerts, as well as access to essential services including safety notifications, reporting IT and facility tickets, room-booking and desk-booking.

Consider how app-based solutions or Bluetooth wearables might also enforce safe distance-standards, with gentle reminders when individuals get too close. Another benefit is that employees could opt-in to share location data to enable contact-tracing and help prevent the spread of infection.

Continue to optimize the workplace

As we continue to navigate the next normal, technology will be critical to adapting to changing needs. A holistic understanding of the real estate portfolio will help you make better informed decisions as you continue to weigh cost optimization trends against utilization. Replace homegrown spreadsheets with an IWMS platform to connect disparate reporting systems and leverage JLL data benchmarks to inform critical decisions, from occupancy and utilization planning to advanced portfolio modeling to future-proof for changing needs.

Spatial distancing strategies

Even when employees and tenants return to their buildings, distancing will be top of mind.

Limit on-site meetings with clear guidelines

Ensure local and national federal guidelines and protocols are followed when planning and hosting a meeting.

Use videoconferencing and other virtual meeting technologies

An abrupt switch to virtual solutions for shopping, education, socializing, and healthcare is forcing an ongoing behavioral evolution that will persist into the future. In the workplace, video conferences, webinars and remote workers will become more commonplace and expected.

If holding in-person meetings, limit the number of attendees and maintain social distancing

Consider removing seating in common areas or marking off areas where social distancing guidelines can't be observed. This may entail holding the meeting

at a larger space than needed due to restrictions in how many people can be in one room at a time.

Plan for and manage congestion in common areas like elevator banks, cafeterias and fitness centers

Help your employees and tenants seamlessly navigate your space according to social distancing guidelines and mitigate the risk of non-compliance in the process. Use signage to clearly communicate new one-way circulation patterns and provide queuing guidance where bottlenecks typically occur, such as elevator lobbies and restrooms.

Limited common area and amenity access

Event programming and frequency will vary based on state and local ordinances, building occupancy and/ or client discretion. Consider the types of events, social distancing at events and sanitation processes when

determining if and when to open the spaces to events. Also, limit occupancy using clear guidelines and shifts.

Develop and deliver a food and beverage strategy to accommodate expected changes in employee behaviors, like an increase in meals brought from home—and expectations, like a need for social distancing in your cafeteria.

- Encourage workers to bring food to the office or have lunch delivered in prepackaged containers to eliminate trips outside the office

- Manage higher demand and sanitation for microwaves and other equipment

- Limit congregation in any communal spaces, such as cafeterias, lounges and fitness centers

- Right-size your food and beverage spend to suit your post-pandemic occupancy needs—helping you strike the right balance between managing costs and caring for your employees' dining needs

- Communicate with restaurants and retailers that occupy space in your building to understand their sanitation protocols, ordering and to-go process as well as their special social distancing requirements

(re) spect
health & wellness

Ensuring the safety, security and health of employees, tenants and visitors.

Additional considerations for investors, owners, and occupiers

Investor and owner considerations

☑ **Recreational facility closures**

Gyms, showers, lockers remain closed or highly limited

☑ **Optimize air quality for health**

- Retrofit HVAC handling systems
  for humidity control and supplemental filtration

- Review and apply any updated recommendations or standards from industry associations

- Assess and upgrade air filtration where needed to ensure use of proper and improved filters

- Ventilation systems—configure HVAC systems to run on full fresh air rather than recirculation—
  and pre-purge the air conditioning systems to improve indoor air quality for occupants

- UVG (Ultraviolet germicidal light) installation in air handling units

☑ **Focus on wellness**

Assess and update WELL* building standards and certifications and promote a "healthy building" approach

☑ **Visitor protocol**

Consider health screening protocols (thermal or otherwise) and tracking within the space for all visitors

Owner-occupier and occupier considerations

☑ **PPE and other health products**

- On-site employees provided adequate masks, approved wipes, hand sanitizers, and
  any other infection prevention and health protection measures necessary

- Consider PPE and other health product availability, particularly at reception
  and other entry locations for use throughout the site

- Maintain adequate advanced inventory for any necessary PPE and
  other health products and maintain detailed audits

☑ **Mobile ordering from cafes**

Consider grab-and-go stations for pick-up and relationships with preferred vendors

☑ **Employee health screening**

Implement health checks for employees that are consistent with
corporate and/or authorized local jurisdiction guidance

☑ **Employee and tenant care and well- being**

- Welcome back kits

- Experience and mobility ambassadors

*WELL certification is a building certification focused
on occupant health and well-being.*

It's critical that you take enhanced measures to ensure that your workplace and/or building is safe before you welcome people back—but it's just as important that your employees, tenants and/or visitors feel safe and supported upon re-entry, too.

Once your workplace and/or building has reactivated, it is essential to maintain a laser focus on the health and wellness of your employees, tenants and/or visitors. This will involve adjusting and communicating expectations around new behaviors to ensure safety, security, productivity, and wellness.

Key considerations for investors and owners include:

Recreational facility closures

Consider restricted or limited access for amenity centers, conference centers, fitness centers, bike rooms, showers, and locker rooms; re-evaluate cleaning protocols upon re-entry.

Visitor protocol

Take extra safety precautions when welcoming employees and visitors to your buildings, by administering additional on-site health and safety screenings if required by your authorized local jurisdictions. Clearly communicate health requirements for entry to your buildings or offices, and document your visitors' travel histories and the presence of COVID-19 symptoms or other known illnesses prior to entry.

Amended visitor screening

Consider additional visitor screenings to lessen potential health risks in your buildings. This may include temperature screening, collection of travel history or presence of COVID-19 symptoms or known illness as required by the AHJ.

Key considerations for owner-occupiers and occupiers include:

Proper PPE protocols

Preparing in advance for PPE needs is critical due to the limited capacity of the global supply chain. Understand if face coverings are required for use in public by your authorized local jurisdictions . Review your procedures at each office or building, and provide clear PPE guidance for all of your employees and visitors.

Mobile ordering from cafes

Develop and deliver a food and beverage strategy to accommodate expected changes in employee behaviors

(like an increase in meals brought from home) and expectations (like a need for social distancing in your cafeteria). Right-size your food and beverage spend to suit your post-pandemic occupancy needs—helping you strike the right balance between managing costs and caring for your employees' dining needs.

Partner with the retailers and restaurants in your building or workplace, to understand their delivery strategy and accommodate expected changes in their re-entry strategy.

Employee and tenant care and well-being

Support your employees' and tenants' mental, physical, financial and emotional well-being. Consider ongoing programming such as a webinar series, tips and tricks, as well as e-learning content and beyond. Your employees and tenants will have a library of well-being resources at their fingertips, whether they're in the office or working from home.

Welcome back kits

Help your employees transition back to the workplace with ease. Include a printed FAQ guide about updated protocols for social distancing, respiratory etiquette, and other new workspace norms, as well as post-pandemic essentials like hand sanitizers, disinfecting wipes, and masks, plus additional promotional items, as requested.

Experience and mobility ambassadors

Anticipate your employees' needs and help them re-engage with your on-site community as they return to work, with support from a team of experience ambassadors. Your ambassadors will be the first friendly faces to greet employees on their first day back. They should also be available to help your people adjust to their new workspace norms and social distancing protocols, and will be a fast, reliable resource to address employee questions. They can provide support and community engagement for your at-home employees, too.

For many, business continuity is driven through employees working from home. This arrangement may have been a sudden change, and employees may not be adequately equipped for productivity at home. A mobility ambassador provides virtual support to employees during the initial establishment of work-from-home arrangements and continues through ongoing daily needs keeping at-home employees feeling engaged.

(re)vitalize
property & workplace operations

Preparing safe and productive properties and workspaces in adherence with new business and social protocols, as well as government guidelines and requirements.

Preparing a safe and productive re-entry

☑ **Communications**
- Share best practices for maintaining safe and clean workspaces and reinforce based on observed employee behaviors
- Communicate frequently and clearly any changes in protocol
- Consider change management expertise to help coach employees through transition

☑ **Vendor impacts**
- Assess vendors may have gone out of business, had impaired operations, or had contracts terminated.
- Consider and plan for any impacts on service delivery, delayed invoicing, etc.

☑ **Engineering continuity planning**
- Review portfolio and operating objectives
- Develop scenarios to manage changing capacity requirements
- Maintain safe building operations and effective asset management

☑ **Building technical readiness**
- Prepare your facilities to safely re-open
- Audit building's technical systems and identify and address any issues
- Reinstate heating and cooling systems

☑ **Safety inspections**
- Test fire and life safety as well as emergency electrical systems
- Verify functionality and certification of elevator/escalator transportation systems
- Increase outside air requirements to improve indoor air quality

☑ **Regular enhanced cleaning routines**
- Establish protocols for deep cleaning by janitorial vendors
- Ensure proper training, PPE, and products for all cleaning staff
- Focus on high traffic/touch spaces, common areas, elevator buttons, kitchenettes, bathrooms, etc.
- Make janitorial services more visible

☑ **Medical disposal of masks, gloves, etc.**
- Create additional depositories throughout workspace instead of through typical trash collection

☑ **Energy cost control**
- Change heating/cooling zone control and temperature and pressure
- Adjust equipment schedules to reflect occupancy hours
- Review energy supply contracts and opportunities changes

☑ **Enhanced data collection**
- Track space utilization and identify potential risks for contamination with digital tools

☑ **Expectations in the next normal**
- Consider contingency and scenario planning exercises
- Maintain a permanent cross-sectional emergency response team

The global COVID-19 crisis presents significant challenges to both real estate owners and occupants. However, it also provides an opportunity to create the workplace of the future—one that is safe, productive, and adheres to new business and social protocols, as well as government guidelines and requirements.

Highlighted below are a variety of proactive steps that can be taken to not only survive this crisis, but to help your organization thrive and (re)vitalize.

In addition, organizations and building management can pursue a range of tactical and strategic activities to drive maximum workplace performance.

These fall under several broad categories:

Communications

Provide a forum for employee feedback. Establish guidance on how to report discomfort about environment or coworkers. Create a repository for employee questions to help gain additional considerations.

Vendor impacts

Understand health and safety policies that vendors have put in place.

Engineering continuity planning

Update your engineering business continuity plan to reflect the "next normal," ensuring that your plan captures post-pandemic changes to your portfolio size and structure, operating requirements, and scenario planning needs. Then, identify options to deliver both immediate and longer-term cost savings across your operations (without sacrificing safety or efficiency).

HVAC and indoor air quality

Professional building engineers are trained and skilled at operating HVAC systems for optimal performance. Consider engaging advisory services on a site-by-site basis to ensure proper functioning and operation of systems to ensure adequate indoor air quality. A variety of methods may be employed depending on specific needs including:

- Dilute air distribution systems with outside air
- Maintain positive building air pressure
- Adjust minimum and maximum air flow within tenant occupied air distribution systems
- Enhanced filtration (central or unitary)
- UVG (Ultraviolet germicidal light) installation in air handling units

Building technical readiness

Assess the current state of assets and equipment to understand which systems are operational, in stand-by mode or non-operational due to issues that should be addressed prior to re-entry. This data will help you enter new work orders and address any outstanding issues before your building re-opens. Ensure all indoor air quality meets standards as part of the building's ongoing maintenance.

Facility mothballing

Temporarily close facilities that are not part of your re-entry strategy. Partially or fully shutter your unoccupied facilities—in full compliance with safety and insurance regulations—and you'll preserve your facilities, systems, equipment and machinery for later use, lease or sale.
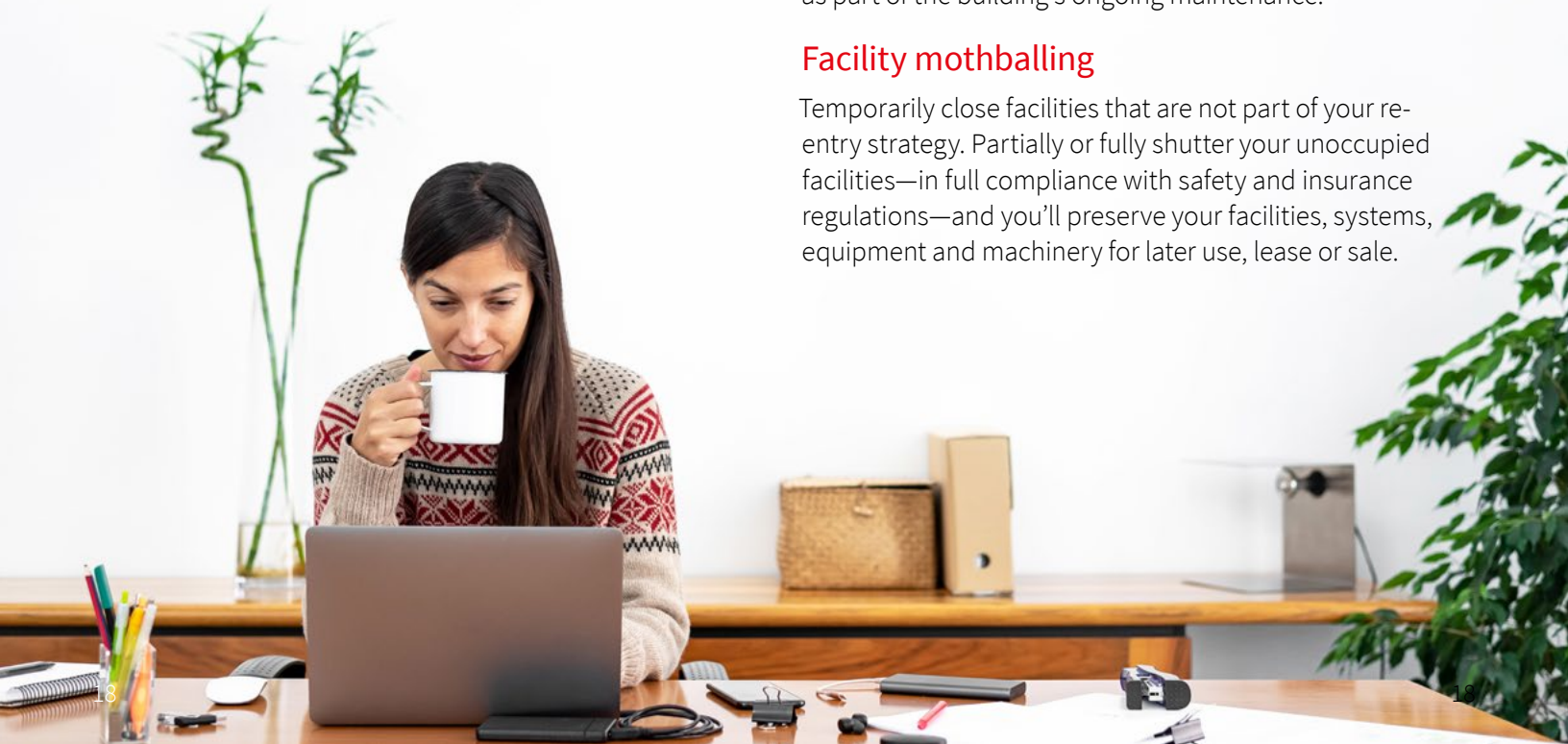
Safety inspections

- *On-site water systems:* Resume any water treatments that have been paused and test water quality
- *Sewage and waste systems:* Ensure that waste pipes and water traps are clean and clear
- *Fire, life and safety systems:* A certified third-party provider should conduct tests
- *Electrical systems:* Conduct emergency lighting systems and safety switch (RCD) testing, both as required by local legislation
- *Heating and cooling systems:* Ensure the operational mode has been reinstated for the appropriate re-entry season (winter or summer)
- *Lifts and elevators:* Confirm they are working, and their certifications are up to date, as required by local legislation
- *Pressure systems:* Check all safety devices and inspect for system leaks
- *Assess and upgrade air filtration where needed:* Ensure use of proper and improved filters
- *Ventilation systems:* Configure HVAC systems to run on full fresh air—rather than recirculation—and pre-purge the air conditioning systems to improve indoor air quality for occupants

Preventative, reactive and decontamination cleaning

For spaces that have been exposed to COVID-19, complete a full cleaning in accordance with approved cleaning guidelines and as instructed by local health authorities.

Medical disposal of masks, gloves, and other materials

Ensure compliance with guidelines set by local and federal agencies.

Energy cost control

Identify and operationalize low-cost or no-cost energy savings measures which can deliver immediate savings and keep your operating expenses in check.

Remote monitoring and enhanced data collection

Install sensors in key building systems—if they're not already installed—in unoccupied facilities so you can continuously and remotely monitor indoor air quality metrics, detect leaks and spills, and have insight into standby generation readiness all without needing to keep engineering personnel on-site. Technology will enable you to notify critical personnel of issues as they arise via email, phone or text. Once an issue is identified, a work order can be automatically generated so the right resources can be dispatched to the site and with full transparency. Engineers will quickly access the site and address issues before they become problematic.

Expectations in the next normal

Consider contingency and scenario planning exercises to ensure your organization and your workspaces are prepared for a variety of potential unfolding scenarios. In addition, many organizations may want to develop and maintain a permanent cross-sectional emergency response team.

WELL strategy and implementation plan

Define and deliver a robust well-being strategy across your workplaces. Start by assessing current gaps in your wellness-related building designs and operating practices, then identify and implement new health and wellness opportunities.

Enhanced janitorial standards

Establish enhanced cleaning protocols for your space—with a focus on high-traffic and high-touch common areas—designed to prevent the spread of germs and help your employees feel at ease. Identify the right scope and frequency of cleaning to suit your specific needs and ensure you have a decontamination plan in place, to guard against the spread of future outbreaks.

Preparing for *(re)*entry into what will be the "next normal" at your place of business is an overwhelming task—and there are numerous decisions that you need to make along the way. Helping our clients through challenges and uncertainty is core to our commitment to shaping a better world. We can help you create and execute a plan that works for your unique needs.

Please reach out to learn more about how we can support you on your *(re)*entry journey.

**For more information,
talk to a JLL professional:**

[Contact us](#) to learn how we can help navigate (re)entry to ensure your your workplace, your assets and your people are ready for the next normal.

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