

# The Workbook



**DISCLAIMER:**

*This document should be considered interim guidance and subject to change as new information and guidance becomes available from the CDC, WHO, and other government agencies. TW is not an environmental, virology or healthcare expert or consultant and does not guaranty or warrant the effectiveness of its protocols or otherwise that such protocols and actions will prevent the occurrence or spread of any infectious disease.*

*Please note not all guidance will work for all assets and it's important to customize and apply thoughtful recommendations based on this guidance.*

# Asset Services: Back to the Workplace Guidance

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*\* Work with local marketing to make property-specific adjustments to signage as needed*

The following has been derived from multiple organizations, including:

[Centers for Disease Control \(CDC\)](#)  
[ASHRAE](#)  
[ISSA](#)  
[Occupational Safety and Health Administration](#)  
[Opening Up America Again](#)

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## *The Workbook*

### MOVING FORWARD WITH CONFIDENCE

It is our culture to be practical, tactical and realistic with our clients. We often share thinking behind our firm's own guidance and strategy, and this also applies to our COVID-19 response and recovery plans. **We are here to partner with our clients, prepare our assets, and bring confidence to our tenants as they return to the workplace.**

While commercial real estate will continue to evolve in the midst of this crisis, the taskforce's goal is to effectively facilitate the conversation about what comes next and what clients should be considering at each stage of the recovery process – whether that be related to investments, operational changes or cultural shifts.

### THE WORKBOOK

Transwestern's guidance — our Back to the Workplace Workbook — will be refreshed and delivered to clients throughout the recovery process, allowing us to refine strategies as more information and data become available. This national Playbook will be supplemented by local team efforts to ensure a comprehensive, customizable response to our clients' needs. One size does not fit all, as such, this Workbook is flexible.

While commercial real estate will continue to evolve in the midst of this crisis, the taskforce's goal is to effectively facilitate the conversation about what comes next and what clients should be considering at each stage of the recovery process.

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## INTERIM GUIDANCE FOR BUSINESSES AND EMPLOYERS TO PLAN AND RESPOND TO CORONAVIRUS DISEASE 2019

NOTE: the below excerpt was obtained directly from the CDC website on **April 20, 2020**:

### Preparing Workplaces for a COVID-19 Outbreak

Businesses and employers can prevent and [slow the spread of COVID-19](#). Employers should plan to respond in a flexible way to varying levels of disease transmission in the community and be prepared to refine their business response plans as needed. According to the Occupational Safety and Health Administration (OSHA), most American workers will likely experience low (caution) or medium exposure risk levels at their job or place of employment (see [OSHA guidance for employers](#) for more information about job risk classifications).

Businesses are strongly encouraged to coordinate with state and local health officials so timely and accurate information can guide appropriate responses. Local conditions will influence the decisions that public health officials make regarding community-level strategies. CDC has [guidance for mitigation strategies](#) according to the level of community transmission or impact of COVID-19.

All employers need to consider how best to decrease the spread of COVID-19 and lower the impact in their workplace. This may include activities in one or more of the following areas:

- a. reduce transmission among employees,
- b. maintain healthy business operations, and
- c. maintain a healthy work environment.

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## SOCIAL DISTANCING

[Pursuant to the CDC](#), social distancing should be implemented if recommended by state and local health authorities. Social distancing means avoiding [large gatherings](#) and maintaining distance (approximately 6 feet or 2 meters) from others when possible (e.g., breakrooms and cafeterias).

Below is an overview of social distancing which should be considered for implementation at the building. Property managers should review the below and obtain ownership approval prior to committing or incurring any unbudgeted expense.

### ***SOCIAL DISTANCING:***

#### ***What is Social Distancing?***

[Pursuant to the CDC](#), social distancing, also called “physical distancing,” means keeping space between yourself and other people outside of your home. To practice social or physical distancing:

- Stay at least 6 feet (2 meters) from other people
- Do not gather in groups
- Stay out of crowded places and avoid mass gatherings

In addition to [everyday steps to prevent COVID-19](#), keeping space between you and others is one of the best tools we have to avoid being exposed to this virus and slowing its spread locally and across the country and world.

When COVID-19 is spreading in your area, everyone should limit close contact with individuals outside your household in indoor and outdoor spaces. Since people can spread the virus before they know they are sick, it is important to stay away from others when possible, even if you have no symptoms. Social distancing is especially important for [people who are at higher risk of getting very sick](#).

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## ***Why Practice Social Distancing?***

COVID-19 spreads mainly among people who are in close contact (within about 6 feet) for a prolonged period. Spread happens when an infected person coughs, sneezes, or talks, and droplets from their mouth or nose are launched into the air and land in the mouths or noses of people nearby. The droplets can also be inhaled into the lungs. Recent studies indicate that people who are infected but do not have symptoms likely also play a role in the spread of COVID-19.

It may be possible that a person can get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or eyes. However, this is not thought to be the main way the virus spreads. COVID-19 can live for hours or days on a surface, depending on factors such as sun light and humidity. Social distancing helps limit contact with infected people and contaminated surfaces.

Although the risk of severe illness may be different for everyone, anyone can get and spread COVID-19. Everyone has a role to play in slowing the spread and protecting themselves, their family, and their community.

Each Asset is unique, as such a customized Social Distancing program should be created and deployed utilizing [Transwestern’s Interactive Workplace Readiness Workbook](#) which includes planning for the below areas:

<i>Lobby, Entrance &amp; Exits</i>	<i>Internal Stairwells</i>
<i>Amenity Areas</i>	<i>Restrooms</i>
<i>Retail Areas</i>	<i>Mail / Delivery Rooms</i>
<i>Elevator Cabs &amp; Elevator Lobbies</i>	<i>Parking Garage</i>
<i>Building Exterior Areas</i>	<i>Management Office</i>
<i>Visitor Registration</i>	<i>Building Team Areas</i>

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## INTERACTIVE WORKPLACE READINESS WORKBOOK

*Access the Interactive Readiness Workbook [HERE](#)*

Transwestern has created an interactive readiness workbook intended to deliver a customized, tailored response for Back to the Workplace Operational strategies in the following key categories:

### *Mechanical Considerations: Engineering Preparedness for Back to the Workplace*

<i>Chiller &amp; Pump Equipment</i>	<i>Cooling Towers</i>
<i>Air Handlers &amp; Rooftop Units</i>	<i>Exhaust Fans</i>
<i>Supplemental HVAC Units</i>	<i>Potable Water</i>
<i>Floor &amp; Roof Drains</i>	<i>Lighting</i>
<i>Tenant HVAC</i>	<i>Building Automation System</i>
<i>Filters</i>	

### *Social Distancing & Operational Considerations:*

<i>Building Entry/Exits</i>	<i>Main Lobby Receiving &amp; Seating Areas</i>
<i>Elevator Cabs &amp; Elevator Lobbies</i>	<i>Amenity Spaces</i>
<i>Common Restrooms</i>	<i>Common Corridors</i>
<i>Visitor Management</i>	<i>Work Order Management</i>
<i>Deliveries</i>	<i>Parking &amp; Outdoor Spaces</i>
<i>Building Team Front Facing Areas</i>	<i>Procurement Considerations</i>

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Management teams are to review the Workbook, and using the below instructions, identify key considerations for each individual asset.

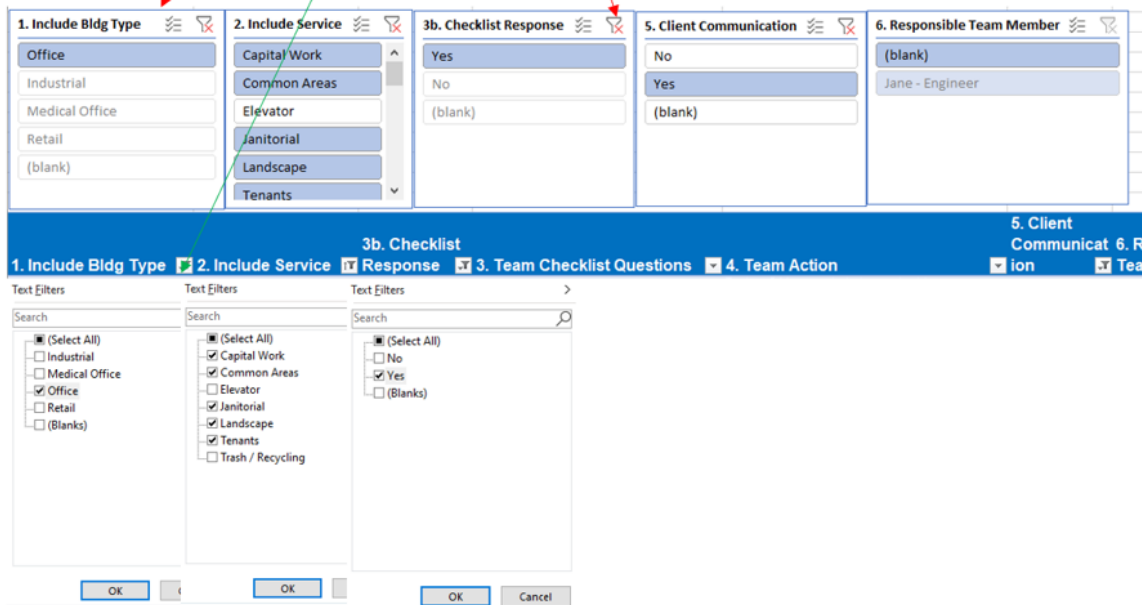
Once the Workbook has been created, review each consideration and apply achievable and meaningful recommendations for ownership review. In the case of items that will require either an operational or capital expense, obtain approval from your owner.

## Re-Occupancy Checklist Instructions

Make selections by clicking on **selection box** or **drop-down menu**. Both selection methods require that you select in order from left to right.

**Selection Box:** If using the selection boxes, simply click on your selection. To make multiple selections using the selection box, press and hold down the "Ctrl" button on your keyboard, then make your selections with your mouse. Note: when the button in the selection box is shaded blue, it means that option has been selected. In the example below, the building type selected is "office". The selection box will start with all items included. To clear any selections you have made, click on the filter image with a red "x" in the header.

**Drop Down Menu:** If using the drop-down menu, simply click the arrow in the header box. A drop-down menu will appear. The selection box will start with all items included. Start by deselecting all options by clicking the box next to "Select All". Once all selections are cleared, select only the relevant boxes.



The screenshot displays a software interface for a checklist. At the top, there are six main sections, each with a header and a filter icon (a list icon and a red 'x' icon):

- 1. Include Bldg Type:** A list with options: Office (selected), Industrial, Medical Office, Retail, (blank).
- 2. Include Service:** A list with options: Capital Work, Common Areas, Elevator, Janitorial, Landscape, Tenants.
- 3b. Checklist Response:** A list with options: Yes, No, (blank).
- 5. Client Communication:** A list with options: No, Yes, (blank).
- 6. Responsible Team Member:** A list with options: (blank), Jane - Engineer.

Below these sections is a blue navigation bar with the following items: "1. Include Bldg Type", "2. Include Service", "3b. Checklist", "3. Team Checklist Questions", "4. Team Action", "5. Client Communication", "6. R...".

At the bottom, there are three "Text Filters" windows, each with a search bar and a list of items with checkboxes:

- Text Filter 1:** (Select All) checked, Industrial, Medical Office, Office (checked), Retail, (Blanks).
- Text Filter 2:** (Select All) checked, Capital Work (checked), Common Areas, Elevator, Janitorial, Landscape (checked), Tenants (checked), Trash / Recycling.
- Text Filter 3:** (Select All) checked, No, Yes (checked), (Blanks).

Each window has "OK" and "Cancel" buttons at the bottom.



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## **ENGINEERING READINESS CHECKLIST**

Link below from ASHRAE Position Document on Airborne Infections Diseases:

<https://www.ashrae.org/file%20library/about/position%20documents/airborne-infectious-diseases.pdf>

### **ENGINEERING OFFICE/SHOP/LUNCHROOM/BREAKROOM**

#### **General Considerations**

- ✓ Cleaning the engineering offices/shop area using approved CDC cleaning products. This includes all tools after use.

#### **Equipment Considerations**

- ✓ Consider keeping personal hand tools inside of a personal locker or desk when not being used.
- ✓ If tools are shared between multiple engineers, these tools should be cleaned after use and before they are returned into the toolbox or storage.
- ✓ If possible, and practical, designate radios to each individual for use. If not possible, ensure radios are cleaned using CDC and EPA approved sanitization products.

#### **Supply Considerations**

- ✓ Stock CDC and EPA approved cleaners in the office for sanitization
- ✓ Stock soap and hand sanitizer, and provide hand sanitizer for each team member to carry on their person while on shift
- ✓ Consider using waste receptacles with a top for tissues/gloves/masks/PPE
- ✓ Consider a waste bin with a top on it.
- ✓ Take trash out daily if janitorial doesn't remove it as part of the buildings cleaning. Use gloves when removing.

#### **Communication Considerations**

- ✓ Post CDC Hand washing signage in Office/Shop
- ✓ Post CDC mask signage in Office/Shop

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## **WORK ORDER SYSTEM**

- ✓ Review work orders not completed, determine why not completed to date, and create plan to complete in short order.
- ✓ Work with management office to update work order systems tenant contact list. These contacts may have changed during the time while the building tenants weren't occupying the space. If these contacts have changed gather the new tenant contact name, phone number, email etc.
- ✓ There may be an influx of work orders once tenants start to return to the office. Have a plan in place to handle the potential for a large amount of tenant work orders. Prioritizing the type of workorders that are being received from highest priority to least to ensure we are maintaining a high level of service and reducing the level of risk.
- ✓ If possible and practical, establish labor plan for Tenant WO response. Examples: designate one team member to take tenant calls each day.
- ✓ If possible and practical, establish plan for completion of timing of Tenant Work Orders.
- ✓ It may be some WO's may still merit after hour attention when tenant space is empty, rather than during regular business hours.

## **BUILDING AUTOMATION/EMS**

- ✓ Review the properties automation system.
- ✓ Return any setpoints that may have been changed back to an automatic state or to the specified setpoint before the initial change.
- ✓ Review all schedule inside of the automation system and ensure they are set to run during normal occupied hours.
- ✓ Exercise the outside air dampers and return the setpoints if changed back to automatic in order to obtains the appropriate amount of outside air and economization within the building.
- ✓ If possible and practical, establish a labor plan for BAS work to limit shared computer. Alternatively, keep CDC and EPA approved disinfectant next to BAS computer to ensure sanitized after each use.

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## MECHANICAL EQUIPMENT

### Chillers/Pumps

- ✓ Check for proper operation of the chiller per manufacturers specifications.
- ✓ Check oil levels inside of the chiller through the sight glass along with the oil heater if equipped.
- ✓ Check operation of all valves associated with the chiller through the BAS.
- ✓ Clean any Y-strainers associated with the chiller system to prevent a loss of flow to the chiller.
- ✓ While the chiller is operating inspect the refrigerant level through the sight glass.
- ✓ Ensure to have adequate entering and leaving temps. Inspect all associated pumps for the chiller system. This will include the pump couplers, shrouds and alignment. While the pump is operational check for vibration.
- ✓ For Northern regions ensure all winter PM's for the chillers have been completed.

### Cooling Towers

- ✓ Inspect the cooling towers operation.
- ✓ Specifically, the auto fill floats, ensure the float will auto fill as well as stop at the appropriate water level.
- ✓ Clean the cooling tower basin if needed. Inspect cooling tower screens and clean them if debris is present.
- ✓ If the property has a Water Treatment vendor, consult with the service representative regarding the proper chemistry and procedures necessary for the return to normal operation. Order the appropriate chemicals well in advance and implement the procedures at least **one week** prior to expected occupancy or per the representative's recommendation. If the property does not have a vendor, consult with the Regional Chief Engineer.
- ✓ If disinfection and Legionella testing are part of the Building's normal protocol, consider scheduling this within **two weeks** prior to expected occupancy. If this is not normal protocol, consider implementing as a best practice upon ownership approval and budget allowance.

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## ***Air Handlers/Rooftop Units***

- ✓ On the day prior to expected occupancy, purge the Building with 100% Outside Air (or to the extent possible with the equipment configuration) with at least **two** full air exchanges.
- ✓ Inspect filters in the unit and change if necessary.
- ✓ Ensure air handlers are operating per its design.
- ✓ Check that all belts and pulleys are aligned and that the belts are in good condition.
- ✓ Inspect filters and replace if needed.
- ✓ Inspect the air handlers coil for buildup or debris and clean as necessary to allow maximum airflow across the coils.
- ✓ Inspect for proper operation of chilled water valves at the coil if applicable.
- ✓ Test the air handlers' dampers for outside air operation utilizing the building automation system.
- ✓ Clean and add treatment to condensate pans if necessary.

## ***Exhaust Fans***

- ✓ Inspect all roof exhaust fans, including the belts and pulleys.
- ✓ Replace any worn belts with new.
- ✓ Check for proper alignment and align as needed.
- ✓ Inspect the exhaust fan shroud for debris and appropriate screens.
- ✓ Ensure all shrouds are secured on the exhaust fan.
- ✓ Review the exhaust fan schedule in the EMS and ensure the proper schedule is in place.

## ***Supplemental HVAC Units***

- ✓ If your facility has supplemental cooling units for IT closets or equipment rooms, they should be inspected for proper operations.
- ✓ Inspect the condenser coil and fan assembly.
- ✓ Clean the coil if debris or dirt is present.
- ✓ Ensure the condensing fan is operable while the unit is running. Inspect the operation of the condensate pump if one is present.
- ✓ Check for any blockage in the condensate drain line, and clean flush if needed.

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## PLUMBING

### Potable water

- ✓ If flushing protocol has been in place for the duration, **double** the frequency in the week prior to occupancy. If approved by ownership and if budget allows, consider testing of the potable water system by an Industrial Hygienist allowing time before occupancy for test results and potential remediation. If flushing protocol has not been in place, it is strongly recommended that testing occur and rigorous flushing of all fixtures (Base Building and Tenant) take place.
- ✓ Potable Hot Water – Confirm water heaters were either laid up dry or the thermostat setpoint is 140 degrees or above. If neither were in place, flush thoroughly and strongly consider testing.
- ✓ Water Filters – Replace cartridges on water coolers, ice makers, dispensers and other appliances just prior to occupancy. If these are the responsibility of the tenant, notify them well in advance and offer to coordinate procurement and replacement.

### Floor Drains

- ✓ Walk the floors and inspect the floor drains on each floor within the TW managed areas.
- ✓ If applicable flush the drain with water to keep odors from arising.
- ✓ If a drain is present that doesn't get much use place a biodegradable primer in the P-trap to keep it from drying out and allowing the gasses to be pushed through the floor drain.

### Roof Drains

- ✓ Inspect all roof drains for debris and remove if needed.
- ✓ Review all the roof drains to ensure they have a guard placed on them to keep debris from entering the drain.

### Ice Makers

- ✓ Follow manufacturer's recommendation regarding purging if available. If unavailable and if ice makers were off and emptied, cycle at least **two** full harvests before allowing use. If ice makers were left on and full; empty, sanitize the bin and cycle at least **two** full
- ✓

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- ✓ harvests before allowing use. If these are the responsibility of the tenant, notify them well in advance and offer to coordinate.

## **LIGHTING**

- ✓ Return all lighting schedules back to normal business hours if changed.
- ✓ Inspect all photocells and clean them of any debris which may keep them running during the day.
- ✓ Inspect all common area and lobby lighting for burnt out bulbs and replace as necessary.
- ✓ Review lighting inventory to ensure adequate stock for replacement of bulbs.
- ✓ Review all garage lighting and repair/replace as necessary.

## **TENANT SPACE CONSIDERATIONS**

- ✓ Check floor and sink drains inside of the tenant's spaces.
- ✓ If applicable flush the drain with water to keep odors from arising.
- ✓ If a drain is present that doesn't get much use place a biodegradable primer in the P-trap to keep it from drying out and allowing the gasses to be pushed through the floor drain.

## **Tenant HVAC**

- ✓ Use the building automation system to review and ensure proper air circulation and that setpoints inside of the space are being met.
- ✓ Return the fans operation to the specified buildings hours/days prior to occupancy. This also includes afterhours HVAC schedules being returned if needed. Please reach out to the tenant contacts to ensure these afterhours schedules are still needed.
- ✓ Walk the tenant spaces and check thermostats for proper operation. Recalibrate thermostats that aren't reading correct on the building automation system.
- ✓ Raise/lower blinds if raised or lowered while tenants were not occupying the space.

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## **ENGINEERING HVAC BEST PRACTICES FAQs**

**ASHRAE NOTE:** Ventilation and filtration provided by heating, ventilating, and air-conditioning systems can reduce the airborne concentration of SARS-CoV-2 and thus the risk of transmission through the air. Unconditioned spaces can cause thermal stress to people that may be directly life threatening and that may also lower resistance to infection. In general, disabling of heating, ventilating, and air-conditioning systems is not a recommended measure to reduce the transmission of the virus.

### ***Should filters be changed and if so what type of filter?***

- ASHRAE recommends changing filters to a MERV-13 or higher as long as the air handler can operate with the more restrictive filter.
- Please review the manufacturers guidelines for filter specifications to see if a MERV-13 filter is acceptable for the air handler inside of your facility.
- It is recommended to check all seals around the filter to ensure a tight fitment and no leakage around the filter bank.
- In the case that your air handler cannot accommodate a MERV-13 filter, certain filter manufacturers supply what is basically a lower rated MERV filter that is then electrostatically charged to meet the MERV-13 rating. This is more commonly used in applications where the filter rack is one or two inches and cannot accommodate a four-inch filter.

### ***Do filters need to be treated with an antimicrobial solution?***

- Dependent on the filter inside of your facility, most MERV-13 filters are made of Synthetic components and are non-supportive of bacterial / microbial growth.
- Please check with your filter manufacturer and secure a copy of the specs to see if they have the mentioned properties above.

### ***Should the HVAC coils be sprayed with an antimicrobial treatment?***

- At this time there is no indication that treating the coil with antimicrobial solutions would provide any benefit.

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## *Should all air handler units, including outside air handlers, be cleaned prior to re-occupancy?*

- There is no guidance that cleaning your air handlers is needed unless you previously have had a reported claim of COVID-19 in your buildings at which time your HVAC systems should have already been treated.

## *Should the facility investigate adding UVGI lighting inside of the air handler?*

- ASHRE is recommending the use of UVGI (Ultraviolet Germicidal Irradiation) lighting inside of the air handling units.
- UVGI is particularly recommended in high-risk areas such as waiting rooms, and shelters.

## *What is the recommended number of hours a facility should be running?*

- ASHRE is recommending building systems run 24/7.
- This change would need to be approved by ownership as it will be an added utility cost and potential increased maintenance cost on the equipment.

## *Should I open outside air dampers 100%?*

- During the mild seasons (Spring and Fall?) ASHRE is recommending the outside air dampers be opened to 100% to eliminate recirculation of air within the facility.
  - Humidity and the comfort of the tenants within the facility will need to be taken into consideration while adjusting the outside air dampers.
  - During extreme weather it will be more difficult to maintain the outside air dampers at 100% due to concerns over freeze protection
  - Routine checks throughout the day with outside air dampers to ensure they are operating correctly.

## *Should toilet exhaust be modified to run more often, at a higher speed, or at a lower speed?*

- There is no guidance addressing any change to your toilet exhaust systems.



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## JANITORIAL CLEANING CONSIDERATIONS

The advent of COVID-19 cleaning has been accompanied by a wide array of product solicitations and questions about modified janitorial protocol and enhanced cleaning. Transwestern remains committed to providing our clients the support and guidance they need to deliver desired levels of service.

Accomplishing enhanced cleaning at the assets we manage can be achieved by incorporating modified janitorial protocol. Transwestern, in alignment with the most recent guidance available from the CDC and US EPA, distinguishes between two scenarios: ***routine cleaning*** and ***incident response***.

### ***Routine Cleaning***

- Scope of Work: routine cleaning scopes should be updated to incorporate enhanced cleaning principles. Recommended cleaning specifications and updated frequencies for both day and night staff can be found in *TW Recommended Cleaning Specs for Enhanced Cleaning*.
- Products: routine cleaning products should remain identical to those currently specified in existing scopes, apart from those products used on high-touch surfaces. Standard cleaning products including common household and green cleaning solutions are effective for routine cleaning. For high-touch surfaces, Transwestern recommends the use of [EPA List N](#) disinfectants for application per the manufacturer's guidelines for addressing *emerging viral pathogens*.

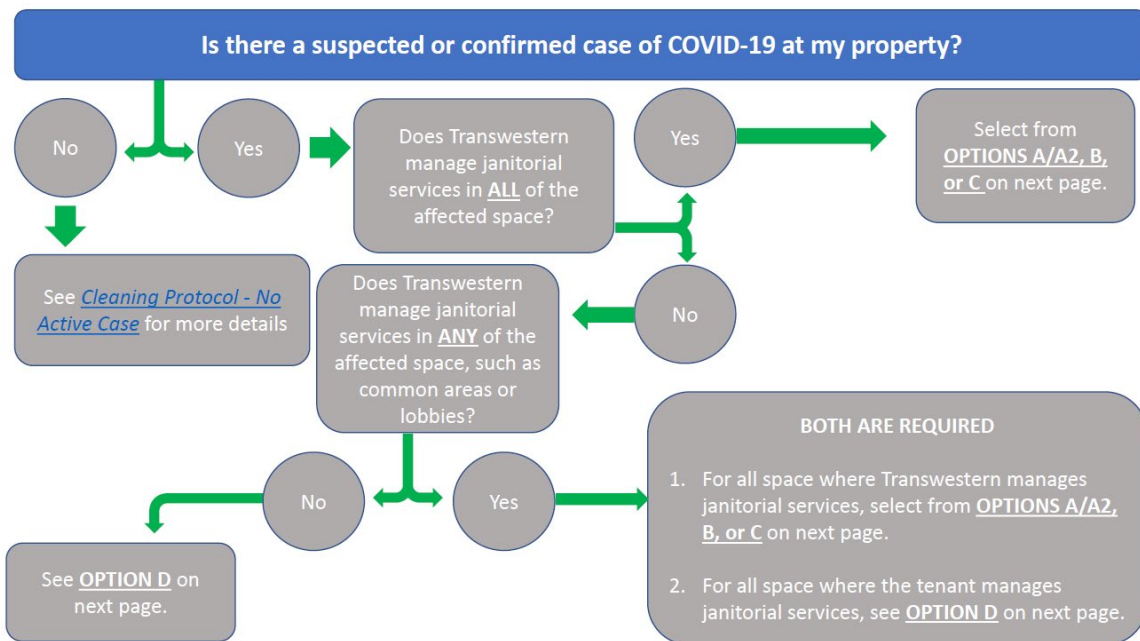
### ***Incident Response***

- Scope of Work: Transwestern has partnered with EFI Global to develop a comprehensive scope template for addressing suspected and confirmed cases of COVID-19. Please refer to the COVID-19 Options document for this scope and additional resources related to COVID-19 response.
- Products: When addressing a suspected or confirmed case of COVID-19 at the asset where additional cleaning services are required (per CDC guidance) or requested, Transwestern recommends the use of [EPA List N](#) disinfectants for application per the manufacturer's guidelines for addressing *emerging viral pathogens*.

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It is important to note that prolonged use of harsh, caustic, or irritating chemicals, such as many included on [EPA List N](#), can create unintended health outcomes for janitorial staff and tenants. In addition, harsher disinfectants in combination with prolonged dwell times to deactivate viral pathogens are expected to accelerate the rate of materials degradation, such as metals, carpeting, and wood. Limited harsh disinfectants to high-touch surfaces and incident response decreases the risk for negative health outcomes, extends material lifetimes, and reduces the demand for these chemicals, thus making them more available for sites affected by suspected or confirmed cases of their own.

Transwestern seeks to remain a good steward to all our managed assets while prioritizing the health and wellbeing of all tenants, guests, and vendors onsite. As new information becomes available from public health agencies, industry partners, and our clients, this guidance will grow and change to reflect, as needed.



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## **OPERATIONAL EXPENSE REDUCTION STRATEGIES**

Transwestern has deployed a meaningful, and customized strategy to support the reduction of expenses at our managed assets. Given the current state of affairs surrounding COVID-19 and the economic impacts it has generated, Transwestern has reviewed 2020 budgets, completed a reforecast, and as offered a reasonable expense reduction strategy for client for review.

While the guidance provides a suite of opportunities for cost saving measures, each asset is unique, and all cost savings measures will continue to be a dialogue with each client to determine which avenues to pursue and to what extent.

The [Expense Reduction Guidance document](#) also recognizes the following so to support the deployment of the best strategy:

Review all leases to understand Essential Service Obligations <b>prior</b> to submitting to your client for approval.
Consider tenant impact from any proposed expense reductions (ex. will required services per the lease be maintained?).
Review all service contracts. Consider temporary service reductions while still delivering Essential Services. Consider OT work to occur on ST, if non-disruptive
Review all utility agreements. Understand penalties for reduced consumption if in a deregulated environment
Consider impact to 2020 Base Year and expense CAPS, if applicable.
Consider potential implications in the event labor for key service providers is reduced. Will labor be available for re-hire when needed

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## COMMUNICATION CONSIDERATIONS

A clear and concise communication strategy is essential. Communication should be timely, accurate, honest, credible, consistent, appropriate, regular and relevant.

### General Communication Strategies:

- ✓ All communication should be factual and clear and from respected sources
- ✓ Communicate timely
- ✓ Craft Messages with sensitivity, especially if the situation worsens
- ✓ Provide for communication for those with sensory disabilities

### Employee Communication:

First and foremost, the safety of our employees is of the utmost importance. We ask you to please stay safe and healthy and practice [recommended CDC measures](#) for prevention and treatment.

### Tenant Communication:

[Sample templates](#) have been prepared for your use and consideration. Please review, update with your asset(s) relevant information, and **engage with your Market Leader to communicate with your Client to receive advance approval for all tenant communications.**

### Client Communication:

Communicate with clients accurately, and often. Please know that the National Asset Services team will formulate a communication strategy for Clients and deploy in addition to your day to day communication. Contact your Market Leader for more information.

### Media Communication:

In the case of this Guidance, employees of Transwestern are prohibited from speaking to a member of the news media on background information or for inclusion or quotation in a print related or online news article without the involvement and **express consent of the client for the asset and the following Transwestern leaders:** Katie Sakach, Jake Smith, Kim Croley.



REAL ESTATE SERVICES

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