SAFE SPACE PLAYBOOK
Identify, Plan and Deliver a Safe Workplace Re-Entry
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The COVID-19 pandemic caught most organizations by surprise, and few were prepared with pandemic plans. In compliance with “stay at home” orders, most sent their employees home to work and struggled to adapt to rapidly changing conditions. As authorities around the world now prepare to loosen restrictions, it’s time to plan for the next phase, i.e. how your organization can successfully return to the workplace.

Employers will clearly need to be flexible as they move forward, and each will make their own decisions about their plans and schedule for recalling employees. Already that return is proving to be a gradual and incremental process, conducted in waves and shifts rather than one universal “return to the office” day. Similarly, facilities may be opened in phases to support the progressive re-entry of employees to those buildings. Organizations and employees must be confident that the buildings offer a safe environment that is compliant with regulations.

This playbook consists of practical insights and suggestions to Identify, Plan and Deliver an organization’s safe, healthy and productive return to the workplace. These recommendations are based on direct experience with over 1,400 organizations worldwide who use FM:Systems workplace management solutions to manage more than 3 billion square feet of real estate. In 2019 alone, over half a million people made more than 40 million reservations with FM:Systems products. While intended primarily to support facilities teams, the playbook may be useful to others collaborating in the workplace re-entry process such as Corporate Real Estate, Human Resources, Environmental Health & Safety, IT and Security.

Health and other authorities are regularly updating guidance and regulations so please stay informed and consider how to include the latest recommendations in workplace plans to ensure compliance. Additional compliance resources can be found at the end of this workbook.
IDENTIFY: WHO, WHERE AND WHEN

Before turning attention to preparing specific facilities, it’s necessary to identify “who” will be returning “where” and “when.” Clarifying assumptions and plans concerning personnel returning to specific offices will require collaboration with departments across the organization.
It is crucial that the workforce be prepared emotionally and physically to be re-introduced to the workplace. Organizations will have their own unique answer to re-introducing personnel back to offices. However, alleviating fears and concerns should be a consistent top priority for all. A well-thought out re-entry plan supported by frequent, straightforward and supportive communication is key.

WHO TO RECALL

Considerations

1. Determine Who Returns, When to the Workplace

Organizations will most likely recall staff members in phases, taking into consideration priorities and viability of working onsite.

- Assess the functions of departments traditionally occupying each building and determine requirements to support their access to tools, systems or other personnel. Given these priorities, request from department leaders an estimate of staff required to return to the building vs. how many could work from home.

- If possible, determine which employees might be at higher risk for COVID-19 such as older adults and those with chronic medical conditions, and ensure that it is possible for them to work remotely. The US Health Insurance Portability and Accountability Act basically prohibits asking employees about their health, however, the Equal Employment Opportunity Commission confirmed employers have the right to request health information from workers during the COVID-19 pandemic. As health information, it must be contained as a confidential medical record in accordance with the Americans with Disabilities Act.
2. Employee Health Screening

Employers across the globe are considering temperature-taking and virus-testing in order to contain the virus, reduce anxiety around inevitable flare-ups, and heighten worker confidence.

- Some employers may feel compelled to conduct them based on location-specific or general community guidance from the U.S. Centers for Disease Control and Prevention (CDC).

- If considering these procedures, an employer should consult local governing bodies and health agencies. The US Equal Employment Opportunity Commission (EEOC) has also acknowledged that employers may implement temperature screening measures in response to the current COVID-19 pandemic. It’s worth noting that individuals infected by COVID-19 may not immediately exhibit symptoms, and therefore, such testing may give individuals a false sense of security and may ultimately fail to provide meaningful protection in the workplace.
3. Communicate, communicate, communicate

A recent survey by Forrester found 41% of employees were afraid to return to the office due to the risk of exposure to Coronavirus. As organizations ask workers to return to the workplace, they will need to provide clear and reassuring communications about steps the company is taking to ensure their wellbeing.

• Work with human resources or equivalent to provide regular employee communications to help workers understand the rationale and guidelines around returning. Ensuring that employees understand what the workplace will be like upon return is critical. Share updated floorplan diagrams with social distancing, proactive cleaning initiatives, and other aspects that will alleviate concerns. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.

41% of employees were afraid to return to the office due to the risk of exposure to Coronavirus
Back-to-workplace plans will focus on ensuring the health and safety of all who come to the office, in accordance with official regulations and guidelines that organizations themselves define. One thing that we can be certain of is that people will not return to workplaces if these facilities are perceived as risky to their health and that of their loved ones.

WHERE? BUILDINGS & THEIR ATTRIBUTES

Considerations

1. Buildings & Location

Each building should be considered separately, assessed for its functionality and attributes as well as surrounding locale.

• Acknowledge and minimize potential risks from future outbreaks when determining the timing for opening each facility. Decisive considerations include regional Coronavirus curve status and compliance with local authority guidelines and regulations.

• Organizations in rural areas and suburbs with fewer confirmed Coronavirus cases could have an easier time convincing their employees that it is safer to return to the office compared to highly impacted cities. Employees in low impact areas may be more amenable to adopt a phased return to work initiative.

• In campus or multi-building locations, evaluate how employee spacing and congestion compares with the reduced workforce levels, and if this allows fewer buildings to be reopened. Reduced utility and maintenance footprints are worth the additional analysis.

2. Buildings Pre-Return Assessments

Before occupants return to a building, complete pre-return checks to ensure a healthy, safe environment. Reference existing building risk assessments to determine what building systems are critical to check prior to reoccupation.

After determining the priority and schedule of opening specific workplaces and identifying the personnel who will occupy them, there are multiple facets to think about in Planning and Delivering these safe, healthy environments.
Preventing a building for re-entry after a pandemic requires careful consideration and preparation of aspects that impact health and well-being of occupants. In a time of pandemic, this preparation includes but goes beyond traditional pre-return building risk assessments.
Modern open office environments invite interaction through a variety of open spaces connected by common circulation areas that encourage impromptu collaboration and contribute to the overall energy flow of a workspace. In the pandemic era, however, this represents challenges. Organizations will be tasked with limiting employee interaction while managing and enforcing social distance to create the best possible environment to ensure employee health.

As a starting point, consider first the various hurdles of getting employees to and from their actual workspace while decreasing the chances for actual physical interaction. Areas of concern include vertical transportation such as elevators (lifts), stairs and escalators, as well as areas of heavy employee traffic such as front of house reception, entry ways and exits, breakrooms and lobbies.

Enabling safe distancing for entering and exiting buildings requires careful planning of traffic flow at peak times. The building, floor and individual workspace level of detail may need to be explored to provide the greatest chance of success at creating a safe space for occupants.

**What is Congestion?**

Congestion occurs when there are too many people utilizing using a space (i.e. present) compared to its capacity (i.e. number of available seats). Congestion can be said to occur when utilization exceeds a given threshold, which can be set by an organization and may vary by space type.
Considerations

1. Vertical Transportation

Due to their confined small space with limited airflow, elevators offer a challenge to maintaining safe social distancing. This is a greater concern for larger and taller buildings and should be a main consideration in determining who and when to allow to return to your facilities.

- Encourage staff to use stairs or escalators as often as possible to reduce the occupant loads on elevators and maintain safe physical distance.
- Place tape or stickers on the floor of the elevator indicating where it is safe to stand to limit the number of people in the small space.
- Controlling for congestion can help to increase the distance between people on a floor or area however, it will greatly reduce the utilization of an existing space.

- Install a clear barrier such as plexiglass to reduce the possibility of contaminates passing to front office staff through staff and visitor interaction.
- Provide personal protective equipment (PPE) such as gloves, masks, and hand sanitizer available to staff and visitors upon request.
- Display clear direction of flow including signage or markings on the floor to indicate the proper path of travel for people who are entering or exiting high traffic areas.
- Encourage staff and visitors not to linger.
- Stagger meal and rest break schedules to encourage physical distancing.

2. Public Areas of High Traffic

Once people enter a facility, they will typically encounter a lobby or reception area. These are areas of high traffic with increased likelihood of physical interactions and offer specific challenges that need to be addressed to ensure safe distancing.

- Consider having a checkpoint to ensure that people who enter have been authorized to work in the building or have been approved to visit.
- Visitors should be able to complete their information online ahead of time and not be asked to fill out forms or use touch panels on site.
- In the event visitors or staff need to speak with front office personnel, provide distanced waiting points that are clearly marked with signage or on the floor so they know where to stand or wait.
- If there is a multi-person waiting area, reduce the available seating to accommodate the 6-foot distancing.
3. Workspaces

There are a few common scenarios for safe workstations for employees: permanently assigned seats, flexible desk options for employees who may rotate in-office days, or a hybrid model where some employees are permanently assigned while others have a flexible work-from-home arrangement. In every scenario, the critical component is offering desks that meet distancing guidelines and a rigorous, enforceable strategy for cleaning and sanitation after a desk has been used. Considerations about workspaces include:

- Evaluate current floorplans and adjust for the recommended 6-feet distance between employees, perhaps offering every other seat or implementing a checkerboard pattern in a row of cubicles.
- Remove chairs and/or monitors from unavailable workstations to discourage inadvertent or casual use of a space, and mark as unavailable with signage.
- After a workspace has been used, it must be considered contaminated, regardless of the occupant’s health status, and must be sanitized prior to subsequent use.
- Limit traffic in aisles between workstations and institute one-way traffic flows where possible to minimize direct interaction when employees need to pass one another. Following guidance by retailers, tape arrows on floors and use signage to direct traffic.
4. Meeting Spaces

Traditional conference room and in-person meetings must also be scrutinized as limiting interpersonal interaction will be a high priority:

- Encourage employees to limit the number and size of in-person meetings as much as possible.
- Minimize in-person meetings with external guests.
- Evaluate available amenities to determine which conference rooms can be safely offered while adhering to distancing guidelines.
- Reduce the available capacity in shared spaces by removing chairs to achieve social distancing requirements.
- Change the capacity of rooms and spaces in your space reservation tool so that employees are aware of the reduced number of individuals allowed.

- Consider keeping shared meeting spaces offline for the short-term, based on location or industry, to minimize risk and exposure.
- Allow employees to take meetings via web conference from their individual workstation.
- Partner with HR in crafting company policies and communications that respect employee health concerns while still offering the resources that drive productivity.
5. Shipping & Receiving

It is critical to maintain control and distancing in back of house operations as well, such as shipping and receiving, to eliminate potential contamination coming into the facility from these areas. Special precautions should be in place including instructions for employees and external personnel to limit direct interaction while transferring packages and materials in and out of the building.

• Use a combination of signage and floor markings to create separate routes for shipping and receiving operations so that personnel can clearly understand where to go, especially when laden with packages.
• Provide PPE for personnel who ship and receive packages and materials including gloves, masks, hand sanitizer.
• Limit access in shipping and receiving areas directly to shipping and receiving personnel.
• Provide instructions for and materials for sanitizing the exterior of packages.
• If possible, route packages including drop-offs and pickups, through parts of the facility where traffic and interaction is limited and lighter.
Did you know?

- The **FMS:Analytics Solution** provides near real-time utilization results based on Wi-Fi and sensor data on a building and floor level. Facility management and cleaning crews can get alerts if a given threshold of utilization is reached (ex: over 50% utilization) to reduce congestion.

- The **FMS:Analytics Solution** provides a real-time status of all workstations and conference rooms that are monitored by sensors. If a workstation is not used for a given period, it gets an “amber” status, indicating the need for it to be cleaned before it can be used again by others.

- The **FMS:Workplace Space Management Solution** enables effective planning of floor plan layouts with social distancing guidelines in mind. Quickly identify areas where social distancing is a challenge and easily determine which workstations to utilize in order to decrease chances of employee physical interaction.

- The **FMS:Workplace Scenario Planning Solution** enables organizations to explore different floor plan layouts and configurations while also creating phases to help them manage waves of employees returning to the office at different times.
Many organizations see the return to work as a gradual process, allowing people to come into the office in shifts or based on need. Agile work strategies, also known as hoteling or work-switching, are emerging as a compelling and practical approach to workplace re-entry. A flexible desk management strategy, where some employees have assigned workstations and others select workstations as needed, allows facility managers to reduce congestion as well as rotate available floors, zones or workstations to allow for proper cleaning between uses. Before the COVID-19 pandemic, approximately 13% of employees worked remote some of the time. According to Gartner, remote work will increase across many industries after stay-at-home orders are lifted, citing almost three-quarters of CFOs who plan to transition at least 5% of their office workers into full-time remote employees. One in 25 CFOs will leave 50% of the workforce working from home.

Employees are also advocating for flexible work options. Having experienced the convenience of working from home, 50% of employees now believe they would be equally or more productive at home, according to the recent Gartner survey. Some employees may not have the option to return to the workplace due to widespread school closures through the end of the school year. More vulnerable populations may be fearful about exposure to COVID-19; offering extended work from home options can build employee trust and confidence. Facility managers who partner with HR in both strategy and communication will be most effective in securing employee morale, loyalty and engagement.

Flexible desk strategies also offer the opportunity to evaluate facility usage and find opportunities to condense or consolidate. Some organization may look to real estate optimization strategies to make up some of the economic losses occasioned by the pandemic. In the future when distancing is less of a concern, organizations can change their occupant densities, minimizing the risk in reducing the portfolio.
Considerations

Different organizations may choose different approaches to flexible work and below are considerations for deploying a successful flexible work strategy.

- Determine the expected ratio of remote employees and available desks.
- Communicate the benefits of flexible work to employees: Desk reservations ensure available workspaces are sanitized before and after use. Flexible desks also promote proper distancing by providing specific workspaces with the recommended space between desks to keep employees safe.
- Implement a system for communicating desk availability and how to access the reservation system to reserve a workspace, including all necessary download links or URLs.
- Provide training and communication to increase adoption including quick reference cards and video training in a shared and accessible location.
- Consider a technology solution that has multiple interfaces including floorplan views and mobile access.
- Provide resources to help employees and managers transition to the new normal of virtual work. On-site employees must remember to include those outside of the office to ensure business continuity. All employees must now be skilled at utilizing virtual collaboration tools. Managers must adapt to leading remote and distributed teams.
- Implement a company hoteling policy that defines the boundaries for recurring and future reservations.
- Develop metrics to evaluate program effectiveness including utilization, employee productivity and employee engagement.
- Enable Tier 1 support with documentation and FAQs to address common questions.

What is Hoteling?

Hoteling is the practice of providing a workpoint that can be used for short periods of time. Many companies will utilize a booking system that allows occupants to reserve these spaces for several hours or days. It is beneficial in ensuring that visitors, employees that usually work remotely, and part-time employees are assured a place to work without the expense of providing these individuals with full-time assigned workpoint.
Did you know?

Our **FMS:Employee Solutions** provides:

- Visual, interactive floorplans for intuitive desk reservations and managed desk assignments, perfect for the new “hybrid” hoteling world. Employees can search for co-workers or teams and select a workstation based on proximity to co-workers or resources, while still adhering to the social distancing guidelines.

- A mobile app that allows for touchless reservation check-in or check-out with QR code or NFC scanning. Reservation check-in lets you track actual vs planned utilization and trigger the auto-release of an unused reservation, and lets you more easily manage cleaning resources for space sanitation.

- A variety of workflow options that give you increased control over workspace reservations including required clean-up time post-reservation, automated service order notifications and requests and approve workflows.

- Custom prompts for desk and space reservations and request, allowing your employees to be prompted for and acknowledge any special health and safety requirements.
SANITATION & BUILDING WELLNESS

Facility workers and maintenance crews are finding themselves on the front lines of COVID-19 prevention as they work to keep workplaces clean, safe and sanitary. Many employees have valid concerns about the risk of being exposed to this pandemic in the workplace. The responsible management of building sanitation with visibility and accountability will be essential to establishing employee trust and confidence.

Sanitation efforts must be both preventative and reactive. Regular cleaning schedules and detailed task lists for common areas combined with workstation utilization reports will help maintenance teams focus on high-traffic areas while ensuring individual workstations are disinfected every time they are used. Daily maintenance work should be tracked and documented so the facility team has accountability to the organization that their workplace is being safely and responsibly maintained. See below for additional resources on sanitation and a quick reference list of key steps to take to prepare the workplace.
1. Preparing for Day 1 & Beyond

- Identify high-traffic and high-touch areas for deep cleaning and frequent disinfection such as lobbies, restrooms, handrails, light switches, doorknobs and elevator buttons.
- Ensure in-office physical devices including printers, room panels, and other equipment have either anti-microbial screens added, or disinfectant wipes easily accessible.
- Review the CDC guidelines for sanitation and disinfection to get the comprehensive list of recommended practices and procedures.
- Offer refresher training to cleaning staff proper disinfecting guidelines, general cleaning and any location-specific practices.
- Review Environment Health and Safety (EHS) requirements for the responsible use of PPE, including disposal or sanitation.

Considerations

With the current C-level focus on employee health, facility managers have a unique opportunity to upgrade the overall wellness of their buildings. Steps can be taken today to prevent virus spread that can have a long-term positive impact on employee well-being, such as improvements to internal air quality and ventilation, and monitoring and regulating building humidity levels.
• Smooth furniture surfaces such as glass, metal or plastic are considered risky because the virus tends to survive for much longer on these. Copper-containing metals are an exception because they are antimicrobial and can kill the virus reasonably quickly. Viruses generally do not survive as long on porous surfaces like cloth but lifespan also depends on temperature and humidity.
• Review inventory of cleaning chemicals and supplies to ensure adequate stock for the expected building occupancy
• Renew your SLA’s with external cleaning vendors to ensure they have a commitment to sanitation best practices
• Re-evaluate sanitation policies to ensure compliance with recommended guidelines
• Confirm all disinfectants are government approved and that chemical dwell time recommendations are followed

![How long the new coronavirus can live on surfaces](source: Business Insider)
2. Improving Indoor Air Quality (IAQ)

Some buildings use environmental sensors to monitor temperature, relative humidity (RH), particulates, and other air quality attributes. Employers should consider how indoor air quality (IAQ) can safeguard employees from the spread of infectious disease in the workplace and how IAQ affects their overall health. COVID-19 spreads easily, as its virus particles are very small. Several studies have shown small aerosolized respiratory droplets may travel farther than six feet and hang in the air for up to several hours. It has been suggested that buildings can help lower the transmission of COVID-19 by increasing fresh air ventilation (opening the windows) and keeping the air more humid since humidity lowers the distance that viruses can travel.

- Determine whether buildings and spaces are properly ventilated for maximum employee health and performance.
- Where feasible, use environmental sensors to monitor indoor air quality. These sensors provide data needed to determine where ventilation, filtration and air circulation should be improved to ensure that spaces are properly conditioned for maximum employee health and performance.
- Adjust the amount of fresh air and humidity levels in order to lower transmission levels. The optimal humidity level is between 40–60% RH. For more specifics, refer to your local government air quality codes and guides such as the US Environmental Protection Agency (EPA) Office Building Indoor Air Quality Guide.

What is IAQ?

Indoor Air Quality (IAQ) refers to quality of air within buildings, especially as it relates to the health and comfort of building occupants. IAQ is quantified in terms of the percentage and diameter of suspended particles and the levels of noxious gases (measured in parts per million, ppm) present in a representative sample.
3. Encourage Best Hygiene Practices

Require best practices for personal hygiene and infection control practices amongst employees:

- Sneeze or cough into tissue or your elbow
- Turn away from others when coughing or sneezing
- Frequent and thorough hand washing
- Add hygiene signage to restrooms and kitchens
- Have hand sanitizer available in common areas throughout the space

Reduce or eliminate shared touch points:

- Provide disposable wipes so that shared touchpoints like doorknobs, handrails, light switches, and remote controls can be disinfected by employees before each use.
- Discourage borrowing other people’s phones, desks or equipment.
- Place hand sanitizer near shared touch points such as elevators.

Personal considerations:

- Implement a clean-desk policy so that personal items are stored in lockers or drawers.
- Consider offering disposable daily desk mats.
- Removed shared items such as keyboards and provide mobile employees with personal desk essentials.
- Individuals using public transit or working in exposed industries may want to change clothes or store outwear separately; some might even prefer to shower. Space may need to be re-purposed for storage and accommodations. Existing shower facilities could be modified to accommodate storing “on-site” clothing, a 2nd set of “return home” outerwear, and a means for segregating the original outerwear for laundering.
**Did you know?**

- **FMS:Employee** can require clean-up as part of workspace reservations and then automatically route work orders for cleaning once vacant. **FMS:Workplace** will confirm work order completion when a space is again ready for use.

- **FMS:Systems** offers two options for touchless reservation check-in, check-out and auto-release. QR Code in the **FMS:Employee mobile app** or an occupancy sensor integration minimizes shared touch points while keeping accurate data on utilization.

- **FMS:Systems** solutions include environmental fusion sensors that measure CO2, temperature and relative humidity on a continuous basis. Values for humidity, temperature, CO2, VOCs, and other parameters can be displayed on a heat map, giving full visibility into indoor air quality for each space. You can also set thresholds for each KPI and receive alerts when these are exceeded.

- **FMS:Analytics** heat map view provides insight into utilization and congestion. This solution also offers a visual indicator and alerts when the current level reaches a specified threshold.
While many aspects of the COVID-19 pandemic and the challenge of preparing for a return to the workplace are new, some are familiar and there are protocols and best practices to address them. Contamination is one such aspect.

In a work setting, contamination is the presence of a toxic or polluting substance, or infectious agent, on the human body surface, or on clothes, furniture, equipment, surfaces, or other inanimate articles and substances such as water, milk, and food. Contamination poses risks to people and work activities. Unguarded proliferation of contamination can quickly lead to outcomes highly detrimental to employees, their families, and the organization. Organizations need a plan to anticipate and respond to contamination events.
Considerations

1. Perform a Gap Analysis

- First, inquire about the organization’s contamination event preparedness. Many organizations have anticipated various kinds of contamination, e.g. chemical spills or SARS, and already have protocols, equipment and training programs in place. While responsibility for this may not lie in your department or geography, find out what your organization already has covered.
- Evaluate whether or not it’s applicable to a pandemic such as COVID-19, or can be amended to cover pandemic contamination. The relevant expertise may already reside with your environment, health and safety (EH&S) function.
- A very recent OSHA publication, “Guidance on Preparing Workplaces for COVID-19,” can serve as a valuable starting point, as can many other relevant resources on the OSHA website. Most resources are available in English and Spanish.
2. Prevention & Preparation

Next, depending on what is already in place, implement prevention and prepare for a pandemic contamination event.

Prevention:

• Implement changes already covered in other sections of this document, including identifying high-risk areas and closing off traditional common areas that present unacceptable risks.
• Deploy signage notifying people of the new policies, personal hygiene etiquette as well as location of equipment and supplies.
• Make available masks, gloves, face shields, aprons, disinfecting wipes and hand sanitizer in common locations for easy access and in enough quantities that all employees who need them in the office or for commuting can get them.

Preparation:

• Compile and publish a written plan.
• Assign responsibility for notification, control and decontamination and train response team(s).
• Implement protocols for equipment maintenance, inspection and reporting.
• Stockpile contamination control and decontamination equipment and supplies.
• Establish an isolation area and protocol for managing contaminated or potentially contaminated individuals.
• Review SLA’s with janitorial and other vendors to ensure they include contamination event response if appropriate.
• Implement a system to record and monitor contaminated areas and people for notification and follow up.
• Establish protocol for ‘all clear’ or return to use.
3. Notification & Control

Notify:
• Communicate to management the location, extent, time; people affected.
• Notify control, decontamination and inspection teams.
• Ensure that there is a process for notifying authorities as may be required by law or seem prudent.

Control:
• Contamination control is the generic term for all activities aiming to control the existence, growth and proliferation of contamination in certain areas. Contamination control may refer to the atmosphere as well as to surfaces, to particulate matter as well as to microbes and to people as well as objects.
• Cordon off immediate perimeter and place notices.
• Immediately isolate contaminated or potentially contaminated individuals and ensure their removal to a safe quarantine location (home or medical facility) in a manner that avoids cross-contamination. Evaluate potential need for evacuation and closure of the facility.
• Begin process to track and notify any other individuals directly or indirectly affected. It may be the case that the location was contaminated some time before being identified, and the number of potentially affected people may be quite large.
• Re-evaluate perimeter or affected areas based on tracking of individuals and adjust cordon in records as needed.
• Manage used PPE for risk of cross-contamination.
4. Decontaminate & Inspect

Follow decontamination protocols as recommended by the US CDC, which are summarized here:

- If more than 7 days have passed since a newly identified sick person was in the area, only routine cleaning is necessary.
- Otherwise, if feasible, first ventilate the contaminated area for 24 hours prior to commencing cleaning.
- Perform all cleaning activities with appropriate disposable PPE and disinfectants, such as soap and water, bleaches or >70% alcohol solutions.
- Clean hard and soft surfaces as well as equipment. Launder clothing and fabrics.
- Be careful not to overuse toxic chemicals that may make people sick. Ensure careful disposal of used PPE to avoid cross-contamination.
- On completion of decontamination, conduct an inspection and communicate the all-clear only if the decontamination has been correctly performed. Otherwise, remedy mistakes or omissions and decontaminate again.

5. Document & Communicate

- Document and report the event to the relevant authorities and in compliance with applicable laws and regulations. These will vary by facility type and jurisdiction.
- Communicate information about the event and decontamination to employees as broadly as appropriate to ensure transparency and provide a contact for follow up questions or feedback.
• **FMS:Workplace FixMe app** for work orders can be used to create, track and close scheduled cleaning as well as contamination clean-up tickets.

• **FMS:Workplace** can be used to keep track of available, offline or contaminated spaces. The system can record contamination location and event details, then use this information to take contaminated space off-line and bring back online when decontaminated.

• **FMS:Systems** solutions include people counter sensors by keeping track of the number of people flowing in and out of an area. This provides visibility on valuable actionable data needed to manage congestion and flows.

• **FMS:Analytics** can be used to track employees and others who may have been contaminated, or who may contaminate anyone else. The system retains records of employee locations, with time and date stamps.
During the phased implementation of a return to a healthy, safe workplace, it’s critical to monitor the status of key performance indicators (KPIs) so that you can validate the success of the measures you have taken, ensure compliance, identify deficiencies, and evaluate the impact of any subsequent changes to the plan.

MONITORING & MAINTENANCE
MONITORING & MAINTENANCE

Data for monitoring may be derived from existing or available but otherwise untapped data sources, and it may come from new monitoring devices such as environmental sensors. But monitoring KPIs is simply the first step; implementing analytics is necessary to truly deliver insights into the KPIs and drive decisions.

Considerations

1. Monitoring
   - Use sensor utilization and reservation data to trigger use- or event-based cleaning activities.
   - Quantify occupant congestion (trending and real-time) and trigger alerts when this exceeds safety thresholds.
   - Quantify the effectiveness of distancing at workpoints, circulation zones and other spaces.
   - Analyze completion rates and turnaround of cleaning tickets as well as compliance and Service Level Agreements (SLAs).
   - Continuously evaluate multi-factor indoor air quality and remediate out-of-range performance in real time.

2. Contamination Events
   - Review event location and employee data to determine which individuals were present or passed though the affected area, and whom they might have contaminated subsequently.
   - Review event data and implement root cause analysis to forestall repeat events.

What are Analytics?

Analytics is the discovery, interpretation, and communication of meaningful patterns in data. It also entails applying data patterns towards effective decision making. In other words, analytics can be understood as the connection between data and effective decision making within an organization.
Did you know?

- The **FMS:Workplace FixMe app** creates contamination clean-up tickets, generates automatic notifications to key personnel, executives and vendors, and can provide detailed real-time event documentation and audit trail for compliance.

- **FMS:Workplace** can be used to keep track of available, offline or contaminated spaces. The system can record contamination locations and event details, then take contaminated space off-line and bring back online when decontaminated.

- **FMS:Analytics** heat map view provides insight into utilization and congestion. With the appropriate sensors, heat maps can also display values for relative humidity, temperature, CO2, VOCs, and other parameters, giving full visibility into indoor air quality for each space. You can also set thresholds for each KPI and alerts for when these are exceeded.

- **FMS:Analytics** can be used to track employees and others who may have been contaminated, or who may contaminate anyone else. The system retains records of employee locations, with time and date stamps.
CONCLUSION

Facilities managers will be expected to identify, plan and deliver a safe and effective environment when it’s time to return to the workplace. There will be a need to balance multiple important objectives as plans are formulated for each organization — safety first and foremost, and then supporting a productive environment. Key measurements of success will include employee health, real estate utilization, and workforce productivity.

This next phase of the pandemic will require flexibility and new ways of thinking. Workplace management solutions can highlight areas needing modification to ensure compliance with regulatory guidelines as well as safeguarding employee health. Real-time workplace management data, visual tools and analytics can help model what-if scenarios, shore up working plans and help facilities management leaders come up with plans that accomplish the right balance between employee safety and effective utilization.

Ultimately, this sudden transformation of how we do business is expected to have a lasting effect in our organizations everywhere. Facilities managers are at the forefront of an exciting new chapter with the opportunity to drive strategic organizational change.

If you are interested in additional information, please contact: info@fmsystems.com.
IDENTIFY: WHO, WHERE AND WHEN

☐ DETERMINE WHO TO RECALL
☐ Cross-functional collaboration on personnel to recall plan
☐ Develop ratios of service staff to total, for IT, Maintenance and Managed services
☐ Agree on employee health screening or not
☐ Define internal communication plan including contact email/numbers and FAQ

☐ DEFINE PER BUILDING OPENING SCHEDULE
☐ Assess each building and its location for readiness and timing of opening
☐ Perform building pre-return risk assessments, given workspace locations and expected pathways for recalled staff
☐ Gather and understand building utilization and energy usage pre-COVID to set baselines

PLAN AND DELIVER: WHAT AND HOW

☐ SOCIAL DISTANCING AND CONGESTION
☐ Consider vertical transportation safety
☐ Address movement through high traffic, public areas
☐ Plan for safe shipping and receiving areas and processes
☐ Determine strategies and guides for workspace availability and assignment workflows
☐ Define policies for meeting spaces, both use of and sanitization

☐ FLEXIBLE WORK STRATEGIES
☐ Determine ratio of returning employees to available desks in reconfigured layout
☐ Define a company hoteling policy
☐ Implement desk availability and reservation processes and systems
☐ Communicate flexible work plan to employees

☐ SANITATION & BUILDING WELLNESS
☐ Define comprehensive, clear plan for Day One
☐ Making PPE and sanitization supplies available on every floor
☐ Determine optimal furniture and other surfaces for sanitation
☐ Assess and optimize indoor air and environment quality
☐ Encourage and promote best hygiene practices

☐ CONTAMINATION
☐ Perform contamination plan gap analysis
☐ Define preparation and prevention plans
☐ Determine and communicate notification, control and official documentation actions in case of contamination
☐ Identify decontamination policies before re-entry after an incident

☐ MONITORING & MAINTENANCE
☐ Define utilization, reservation and event-based metrics to monitor
☐ Identify processes and systems to deliver timely, regular data
☐ Determine process to review data on contamination events
☐ Define regular review and communication processes
APPENDIX | Coronavirus (COVID-19) Resources for Relating to Facilities

Pandemic Planning Resources for Facilities Management
IFMA Foundation Pandemic Preparedness Manual
IFMA COVID-19 Preparedness Resource Center
CDC Interim Guidance for Businesses and Employers
ASHRAE HVAC Guidance for COVID-19
U.S. EPA List of Disinfectants for Use Against SARS-COV-2
OSHA GUIDANCE ON PREPARING WORKPLACES FOR COVID-19

Global and Federal Information, Situation Updates, and Guidance
World Health Organization (WHO)
NHS COVID-19
Centers for Disease Control (CDC)
European Center for Disease Prevention and Control
Johns Hopkins University & Medicine Coronavirus Resource Center
United States Government
UK COVID-19 Resource Page
Scotland
Wales
Northern Ireland