

As organizations plan to reopen their workplaces, facility operators can prepare to provide a safe and healthy workplace using solutions that balance near-term priorities and long-term transformation opportunities

How do we deploy and monitor new service levels, standards, and outcomes?

Enhanced maintenance and regulatory compliance

Organizations need to assess, and likely enhance, existing service levels and standards to align them with outcomes that meet the public safety requirements of federal, state, and local jurisdictions. Facilities operators should consider:

- Reviewing [CDC](#), state, regulatory, and industry guidelines, such as [OSHA's 'Guidance on Preparing Workplaces for Covid-19'](#) and [IFMA's 'Pandemic Manual'](#) (plus international bodies such as the [ECDC¹](#) and [WHO²](#))
- Heightening air quality, cleanliness, sanitation and other standards to meet desired outcomes
- Developing KPIs and metrics to track and monitor the implementation of new protocols that satisfy the desired outcomes
- Working with co-tenants and landlords to create equally safe building environments
- *Leveraging sensor technology and robotics to monitor workplace hygiene and trigger cleaning and ventilation based on usage*

What are the critical reentry operations protocols to consider?

Access management and prevention protocols

Facilities need to immediately put modified employee, vendor, and visitor entry policies in place to limit potential exposure. Operators should consider their own readiness before employees reenter facilities, including:

- Creating protocols for visitor and vendor entry, in addition to quarantine guidelines
- Performing deep cleaning and sanitation activities
- Confirming the necessary inventory for safe and clean operations (for example, cleaning products and personal protective equipment (PPE)) is on hand to support enhanced safety protocols
- Assessing whether owned or landlord's critical equipment and systems (such as HVAC, air exchanges, and water treatment systems) are performing adequately, especially for buildings that have been unoccupied
- *Using smart building technology to assess operational readiness in real-time*

How do we engage and partner with our vendors to deliver safe workplaces?

Vendor governance and enhanced reporting

Outsourced vendors and strategic service providers are critical partners in maintaining a safe workplace. Organizations should engage their partners to establish new ways of working, transacting, and maintaining accountability. Key actions include:

- Re-baselining existing service level agreements (SLAs), incentives, liability terms, and contractual agreements that drive accountability
- Reassessing any outcome-based service levels to determine if a specification or frequency-based service level may be more appropriate
- Revisiting reporting cadences and metrics to provide real-time management visibility
- Implementing new governance around operational decision making (for example, cleaning cycles and staff screening) and technology solutions to support vendor management and reporting
- *Implementing smarter contracts based on usage to align standards to current needs*



What adjustments should be considered in delivering amenities and services?

Physical distancing protocols and modified service delivery

A key lesson of COVID-19 is that the risk of viral dispersion and infection increases while people remain in close proximity. Organizations should consider how to manage employee proximity in higher-risk areas, such as amenities and service delivery spaces, by taking actions including:

- Modifying cafeteria services, coffee stations, and break rooms to avoid food contamination and enhance ease of implementing enhanced cleaning and touchless payments
- Providing appropriate PPE to service employees and increasing cleaning cycles to disinfect high-traffic spaces (for example, lobby, mailroom, and security desk)
- Requiring reservations for fitness and recreation areas and equipment
- *Implementing passive cleaning systems to more rigorously clean high-traffic spaces*

Key: *NextGen transformation opportunity*

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How do we assess and weigh the financial impact of reopening?

Clear criteria and scenario planning

Implementing the immediate operational changes required to support a safe workplace will increase the near-term operating expense baseline, while long-term transformations may require previously unanticipated capital expenditures. To assess the financial impact and make informed decisions, organizations should take action by:

- Establishing criteria to assess potential expenses, and prioritize spending (near- and long-term) against existing baseline costs and demand levels
- Creating a scenario-based financial model to understand the impact of a continually evolving COVID-19 reality
- Partnering with vendors and procurement functions to scale both services and inventory (for example, cleaning products and PPE) in the most cost-efficient manner
- *Utilizing predictive analytics to understand current and future capital and operating expense needs*
- Using digital signage, employee apps, public address systems, and video monitors to communicate protocols and provide key updates
- Modifying parking garages to decrease employee interaction (for example, one way parking) and better control access (for example, license plate recognition)
- Establishing and promoting protocols with co-tenants and landlords that maintain physical distancing and other requirements
- Adding floor signage to indicate desired employee pathways that promote physical distancing
- *Enhancing integrated workplace management system (IWMS) space management and facilities work order systems with new COVID-19 response functionality*

How can our facilities influence behavior and improve communication?

Leverage assets and modify workflows

As the public health situation continues to evolve, and as employees reenter the workplace, organizations can leverage their assets to guide behaviors that limit risk, improve communication, and promote safety protocols, such as:

- Using digital signage, employee apps, public address systems, and video monitors to communicate protocols and provide key updates
- Modifying parking garages to decrease employee interaction (for example, one way parking) and better control access (for example, license plate recognition)
- Establishing and promoting protocols with co-tenants and landlords that maintain physical distancing and other requirements
- Adding floor signage to indicate desired employee pathways that promote physical distancing

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