

2020 RE-ENTRY

# RXR (RE)PLAN

A PROGRAM OF RxWell™  
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SPACE PLANNING GUIDELINES

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## Introduction

The “modern” office environment has existed since the 18th century, and arguably in some primitive forms for centuries before. It has morphed and adapted over numerous decades. It has been influenced by many economic cycles and has been the subject of countless trends. At its root is the objective of gathering with colleagues, outside the home, to share ideas, to create, to be part of a team. That objective is by no means now extinct.

We now face the next evolution of the office and, moreover, work itself. Technology has enabled the extraordinary success of the world’s largest and most abrupt work-from-home experiment, but it will also enable the opportunity for workplace innovation. A renewed focus on health, safety, efficiency, flexibility, and personalized services and amenities will enable a new paradigm of collaboration.

In response to these developments, RXR presents a collection of new ideas and best practices for moving forward. We have placed health and safety at the forefront, with flexibility and technology as enablers. This document is the culmination of intense research and collaboration between RXR and the industry leaders we are fortunate to work with each day.

We are here to support you, guide you, and partner with you as we prepare for the evolution upon us and create new productive, invigorating workplace environments.



- Eric Schlameuss  
SVP, Design, Major Projects & Capital Improvements  
RXR Realty



New abnormal

# New normal

Open for business, but not business as usual

ReEnter responsibly and safely

## Comprehensive Workplace Strategies

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A VIDEO MESSAGE FROM RXR CEO, SCOTT RECHLER

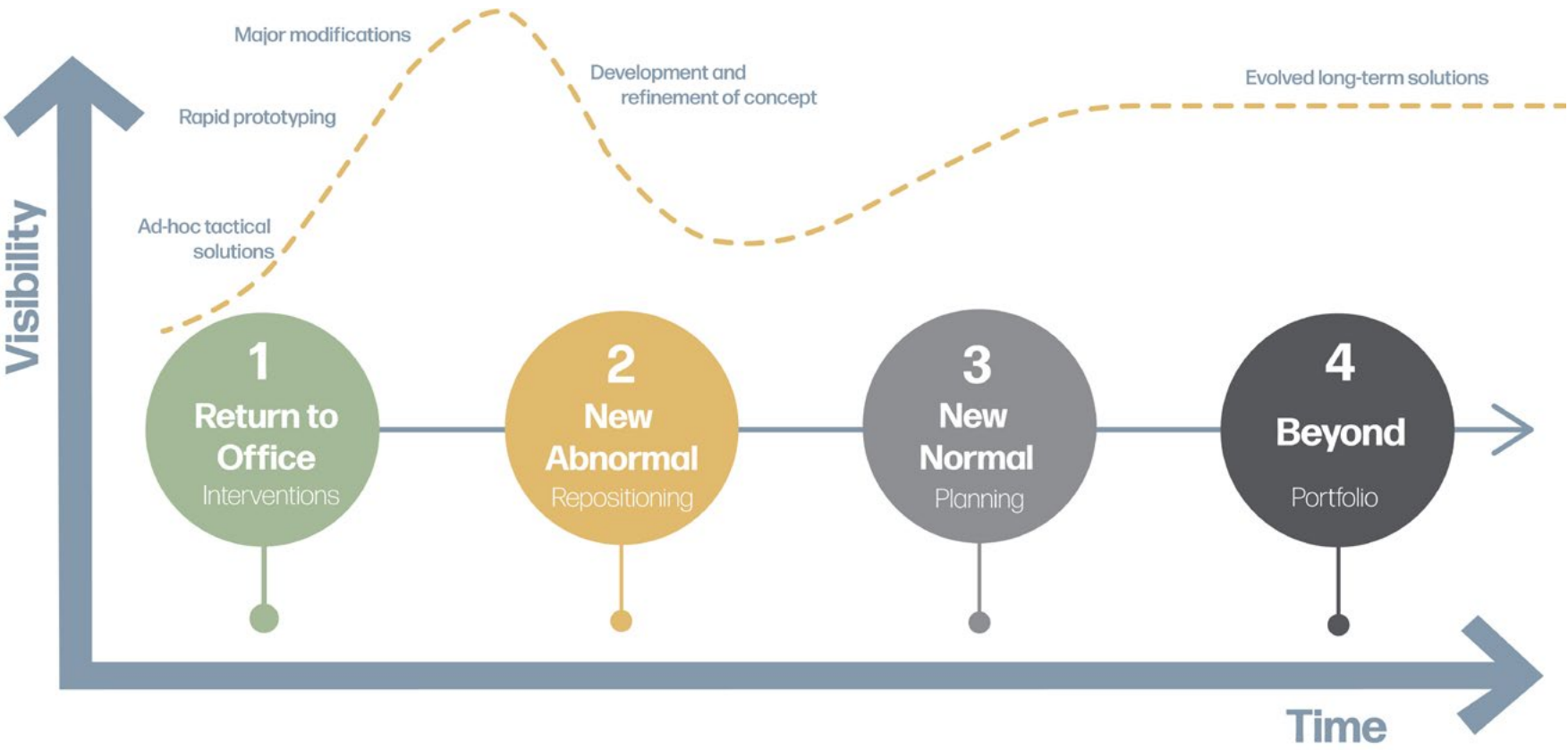
The workplace is where innovation and collaboration happens.

Friendship and support create community, culture, and mentorship

# Spontaneous interactions that breed new ideas and get things done



The Hype Curve of Design Implications



Workplace Strategies

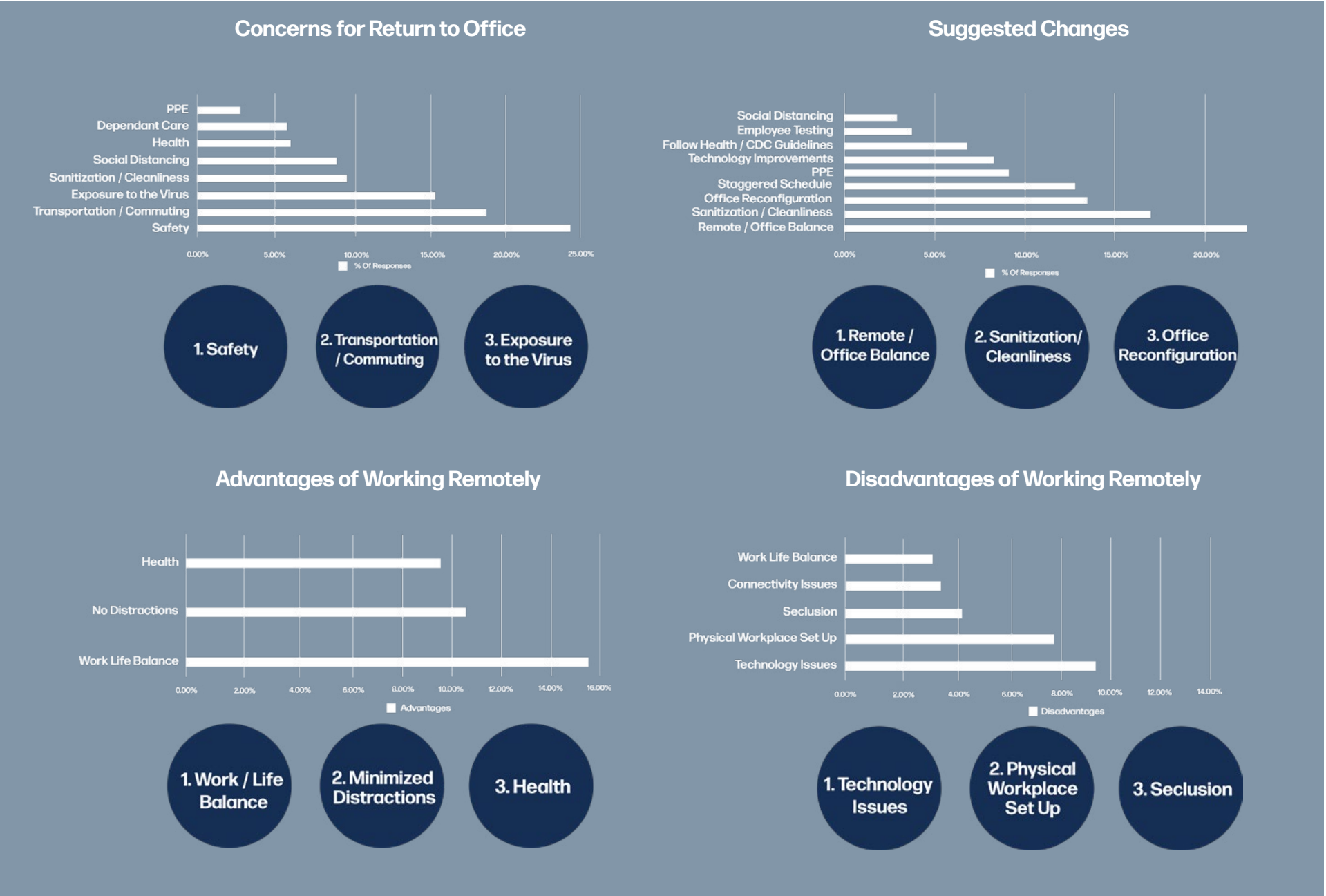
The evolution of the workplace will take place in several phases as the world grapples with COVID-19 and future invisible threats. We think of this evolution in three phases: Return to Office, the New Abnormal, and the New Normal.

- **Return to Office:** Making immediate preparations for the initial reopening phase of New York Forward
- **New Abnormal:** Implementing strategies for a responsible, healthy, and safe workplace in a pre-vaccine or wide-use-therapeutic world, while encouraging an office culture of community and collaboration
- **New Normal:** Designing for a new workplace paradigm that manifests flexibility, technology, wellness, and hygiene in a post-vaccine world

Workspaces should be adapted in phases to address the priorities associated with each. In transition periods between phases, strategies and design standards will be tested and refined for effective implementation. This next-generation workspace will merge physical and digital assets to reassure customers that they are returning to a space that is safer, healthier, and able to provide the fundamental element so often missing while working from home—a sense of community and belonging.

Survey

Employee surveys are a valuable source of insight into your workforce and can help you take meaningful action to address employees’ specific needs and concerns. These are some of the common themes our research has uncovered to date:





## Chapter 1 - Day One

### Return to Office

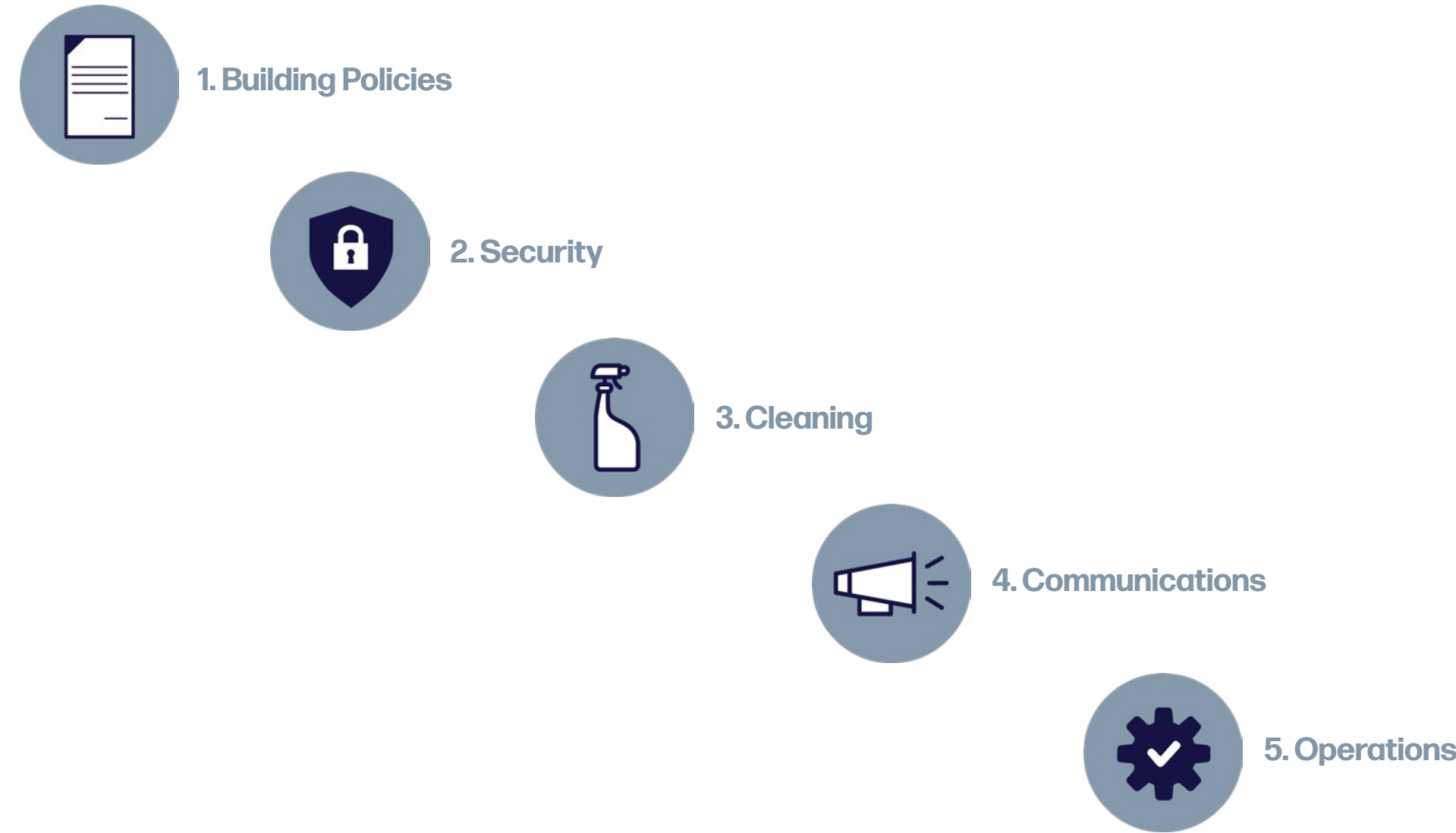
- Building Operations
- Wellness / Behavior
- Dedensification
- Conference Rooms
- Sanitization
- Reception
- Food Delivery
- Restrooms
- Pantries
- Staircases
- Space Audit



Our commitment to Building Operations

RXR is committed to implementing best practices that will make our buildings safer as we prepare for our tenants’ orderly return. Our dedicated task-force of professionals is focusing on all aspects of what the experience will look like in our “New Abnormal.” If you need any additional information please don’t hesitate to contact your Property Management Office.

Our Operations Team is focused on the following five points:



Wellness

As our concept of wellness evolves in real-time, employers will be more involved in their people’s health and wellbeing than ever before. RXR has developed a robust set of strategies to ensure that common and shared spaces in your building are as clean and safe as possible. As you consider which policies and interventions are right for your workplaces, these are some of the wellness-focused ideas that should be explored:

Multiple sustainability and wellness certifications outline prescriptive and performance standards for base buildings, interiors, and operational thresholds. Our goal is to implement industry-tested measurements and baselines to enhance our building occupants’ health and safety. As we continue to explore new building optimizations, we will reference the WELL Building Standard for optimal Air Quality, Nourishment, Comfort, and more.

To partner with RXR in developing these new workplace strategies, please contact us at [replan@rxrrealty.com](mailto:replan@rxrrealty.com).

Behavior

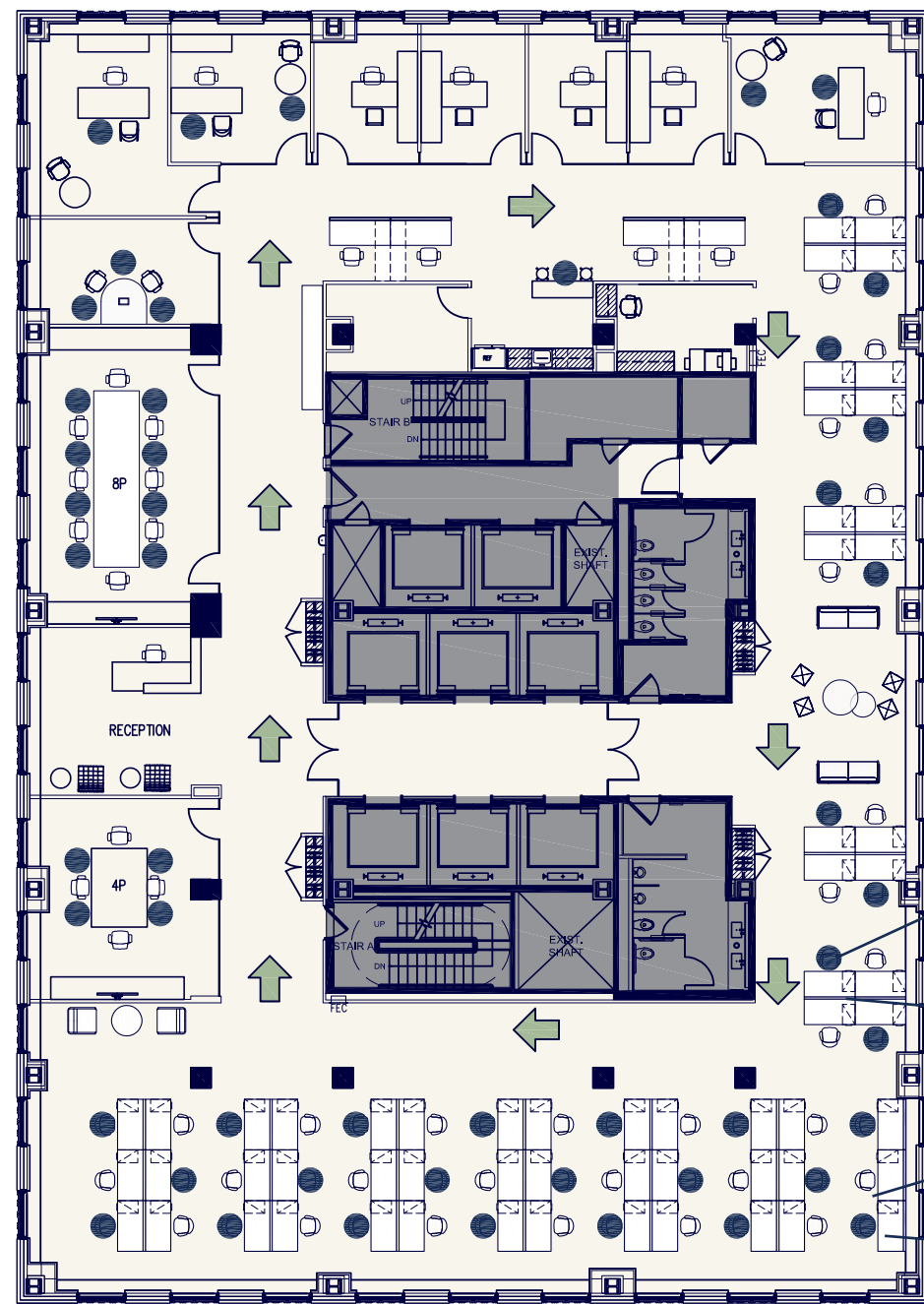
There is a tremendous human behavior aspect to the evolving workplace. This manifests in multiple ways during the Re-Entry, New Abnormal, and New Normal phases. For example, initial re-entry protocols may be jarring. The US population is not yet comfortable with wearing masks and keeping a 6-foot distance from colleagues. Over time, however, new behaviors will become second nature and fear will subside.

We have developed many initiatives to encourage and ease compliance with these social distancing and health practices. Technology, combined with the adoption of new behaviors, will allow productive and rich collaboration to emerge. Over time, the world will become accustomed to this New Abnormal. The modification of physical space goes hand in hand with the modification of human behavior and are completely reliant on each other. RXR can help customers be more resilient in this evolving workplace.

New Policies + Guidelines

- Encouraging employees to wear masks throughout the day to keep everyone safe
- Creating an employee wellness intake protocol requiring employees to report their temperature and submit answers to a brief wellness survey before entering the workplace
- Creating similar visitor and vendor wellness intake protocols
- Expanding work-from-home best practices to ensure that teammates know how to work together successfully, regardless of their location, without missing a beat
- Acknowledging that this a physical and mental health crisis and ensuring that your employees understand the services and offerings available to them





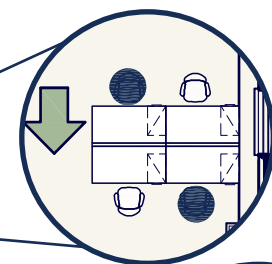
## Dedensification of Open Areas and Open Plan Furniture Measures

We recommend implementing social distancing at work by:

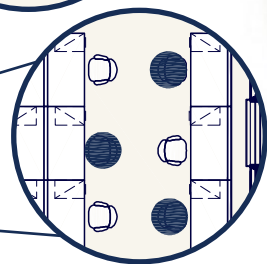
- Allowing a percentage of staff to work from home
- Skipping a seat
- Implementing one-way traffic flow
- Limiting meetings with outside organizations
- Conducting targeted and focused small group meetings

Hot desking can be implemented at this time with appropriate precautions, like:

- Allowing users to reserve desks via an online platform
- Placing sanitation stations at the desk or within each zone of desks
- Providing professional cleaning as desks turn over



Day One  
Alternating every other seat and  
one-way traffic flow



Social distancing  
6'-0" separation

## Conference Rooms

In-person meetings should be discouraged during the initial return. If an in-person meeting is deemed necessary, team members must accommodate safe distances by adhering to prescribed space limitations.

Please note the following important guidelines for conference room usage:

- Post signs indicating maximum room occupancy and expected etiquette
- Ensure participants sit at least six feet apart
- Ensure participants use hand sanitizer upon entering and exiting
- Wipe down all equipment, including phones and remote controls, before and after use

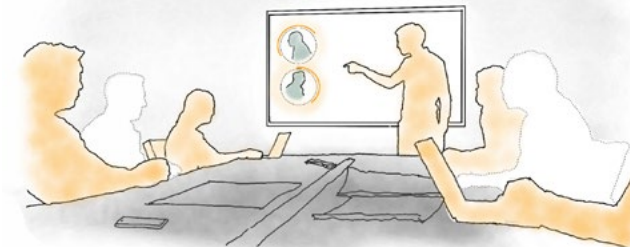
**Quiet Pod** - Other conference rooms can be re-purposed with work pods for quiet work. Acoustically segregated and semi-enclosed work pods make it possible for isolated, heads-down work to take place. Signage should be posted to indicate their intended purpose and the maximum allowed occupancy. Please follow the same important guidelines regarding cleaning and usage etiquette.

**Designated Desking** - As social distancing practices will be in place from Day One, conference rooms can be used as temporary designated workstations for employees.

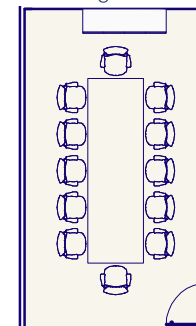
**Private Video Conferencing** - Employees can use the conference rooms for virtual meetings requiring more privacy or to avoid disrupting neighbors in the open office.

**Wellness Room** - In these uncertain times, we understand that employees might experience a variety of feelings during the workday. A conference room can serve as a temporary space for healthcare or human resources personnel to meet with employees and address their concerns. For companies that will provide on-site testing, the conference room can serve as the designated space for this.

**Print Copy or Mail Rooms** - If you need additional space for employees to practice social distancing in service areas, the conference room can be retrofitted to match your needs.

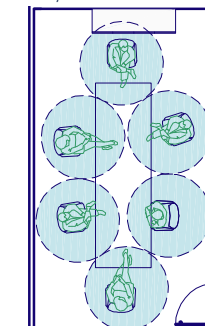


Existing condition

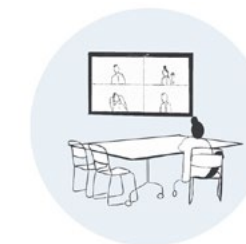


12-person conference room

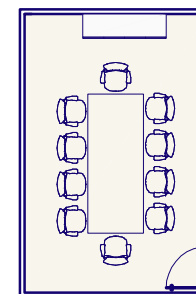
Day One modification



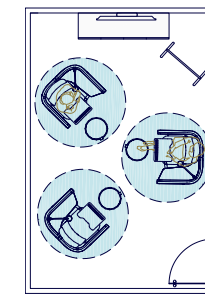
Reduce occupancy 50%



Private video conferencing



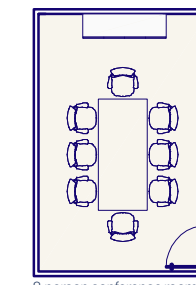
10-person conference room



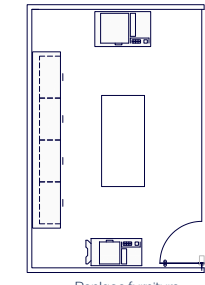
Reduce occupancy  
Replace furniture



Living room



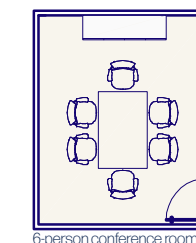
8-person conference room



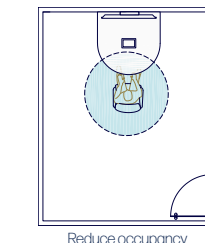
Replace furniture



Print copy or mail room



6-person conference room

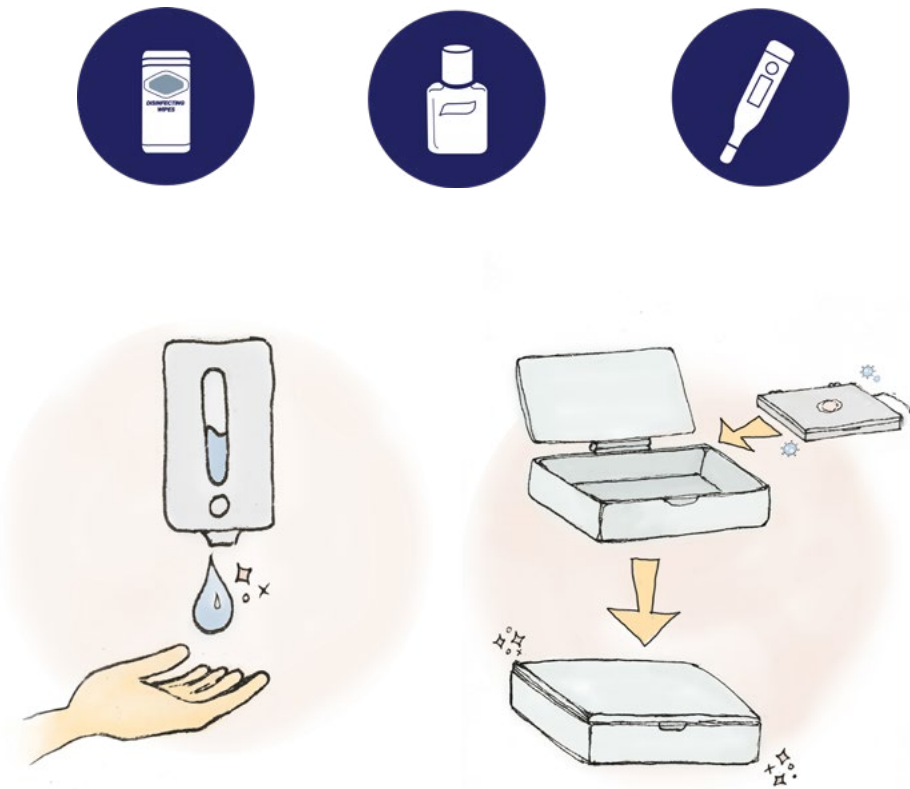


Reduce occupancy  
Replace furniture



Video conferencing room





Wall signage examples



Floor decal examples

## Sanitization

Healthcare experts advise that proper cleaning solutions and cleaning methods are still the best way to stop the spread of disease and keep people healthy. To remind employees to take extra precautions, especially in high-use areas like pantries and restrooms, we recommend:

- Locating hand sanitizer dispensers throughout the office
- Installing signage to remind employees of health best practices
- Placing sanitization stations in high-use areas so employees can sanitize before and after use.
- Stocking sanitization stations with bleach, gloves, and masks
- Limiting shared appliance (microwave, refrigerators) usage
- Installing touchless faucets, water dispensers, and trash cans in high-use areas like pantries and restrooms

## Office and desk sanitizing

Offices should receive regular deep sanitizing cleans to disinfect office space and furniture. A “Clean Desk” policy ensures that team members and cleaning crews are able to clean surfaces more thoroughly. Locate sanitizing wipes around each floor so employees can wipe surfaces as they see fit.

Shared desking can be an effective tool with the following precautions:

- Adherence to a Clean Desk policy
- Use of personal, rather than shared, computer devices and accessories
- Employee access to cleaning supplies so they can choose to wipe down areas themselves

## Signage

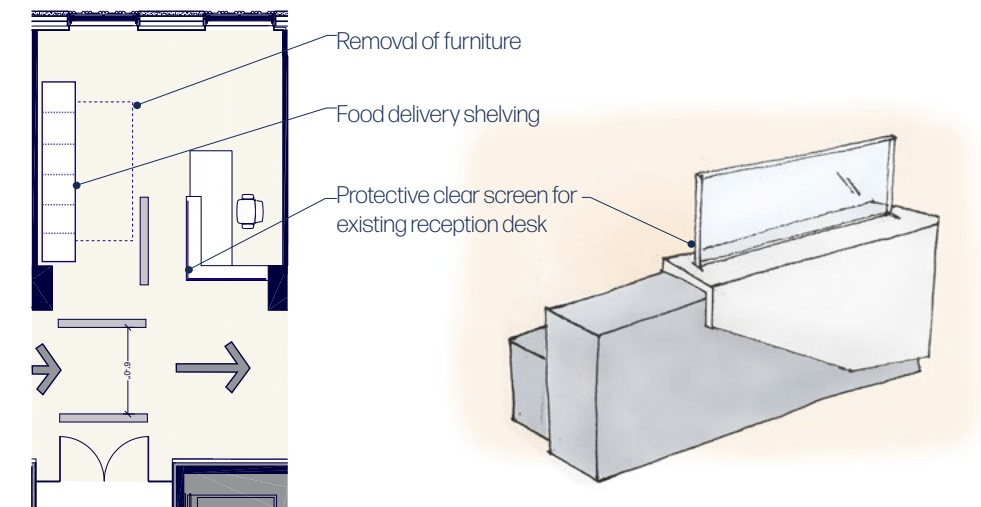
Signage throughout the workplace can provide friendly reminders for etiquette in shared spaces. We specifically encourage placing floor and wall signage in:

- Pantry/Kitchen areas
- Restrooms
- Conference rooms
- Wellness rooms
- Quiet rooms
- Mother’s rooms
- Water fountains

## Reception

Reception furniture design must diverge from current design and soft seating furniture groupings. For example, we typically draw or specify several club chairs surrounding a side table or coffee table. In our new design direction, we plan on specifying benching that discourages extended gathering in a waiting area. We are working with several furniture providers on other design initiatives.

For tenants who will continue to host outside guests for in-person meetings, we recommend retrofitting the existing reception desk with a screen to provide safe separation.

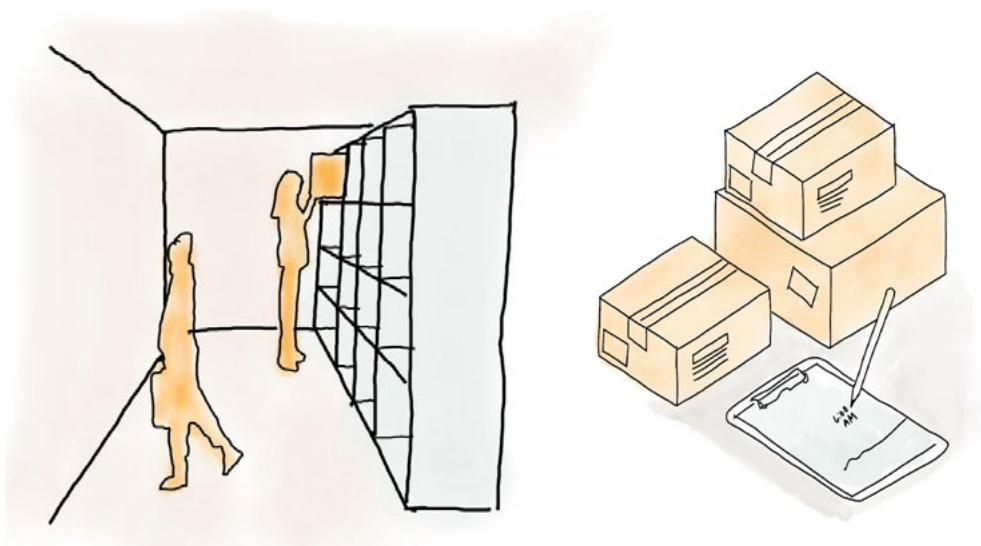


Modifications to existing reception area

## Food Delivery

We recommend clearing the reception area of existing soft seating and furniture and instead installing a shared office food delivery shelf. This will enable workers to order food and limit midday elevator usage during peak lunch hours.

The dedicated food delivery zone will be a new RXR branded lobby element. Considerations will be given to how the shelf is organized and if we want to allow aesthetic properties to vary between assets. We will coordinate with each building’s PMOs to determine the best location and size of this new feature based on tenant interest. One concern to consider is the elevated vertical transportation traffic at peak lunch hours. There is an opportunity to utilize the RXR app or existing third-party food delivery service providers, such as Ritual, to plug into this ordering mechanism and streamline food pick-up.

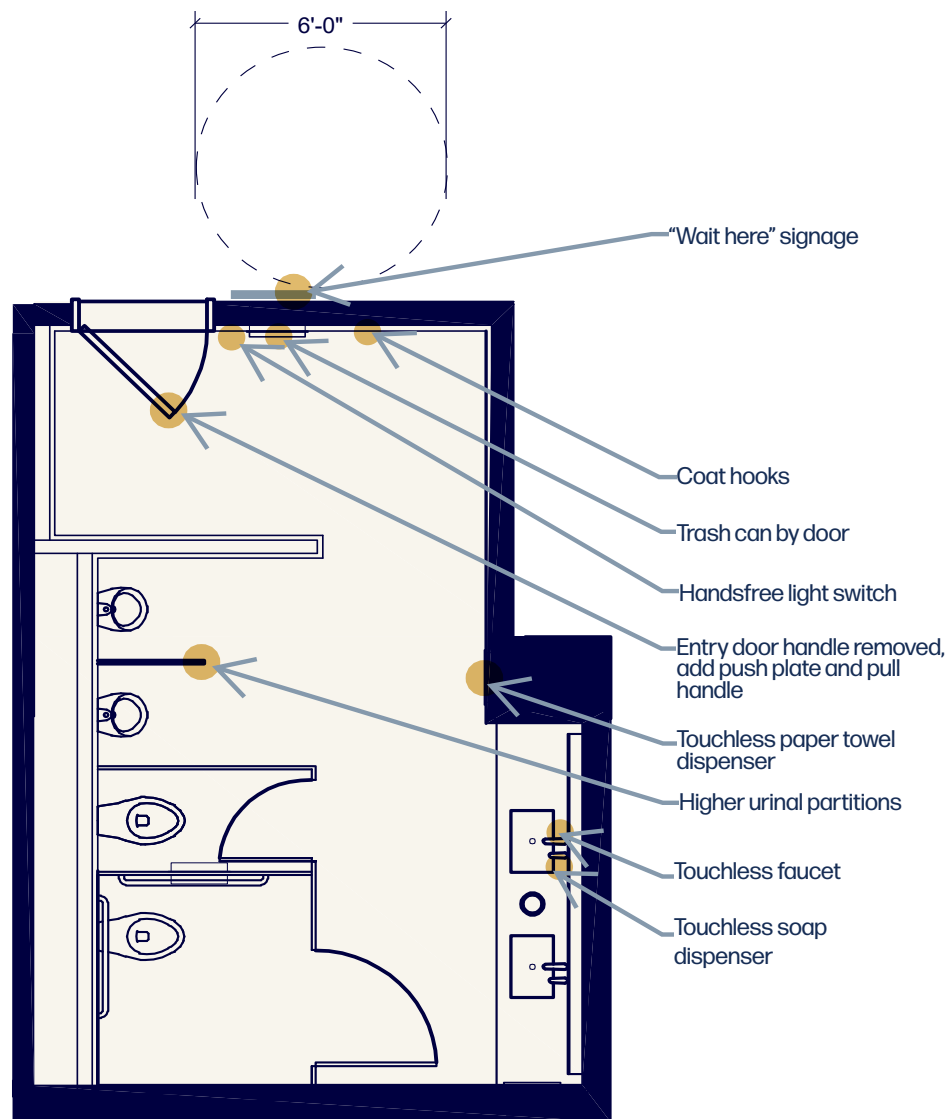


Reception areas will be converted to have food delivery shelves to receive lunch orders

## Alternatives to the Traditional Handshake

As we continue to look for tangible, authentic, professionally appropriate methods to connect without using a traditional handshake, we recommend these options:

- Offer a head nod, head dip and a smile while making eye contact
- Take a bow
- Elbow bump
- Say “welcome” or “hello” and politely decline shaking hands



## Restrooms

Restrooms will have additional cleaning practices in place, with more frequent cleanings during the day. The following are suggested measures for restrooms inside the tenant space:

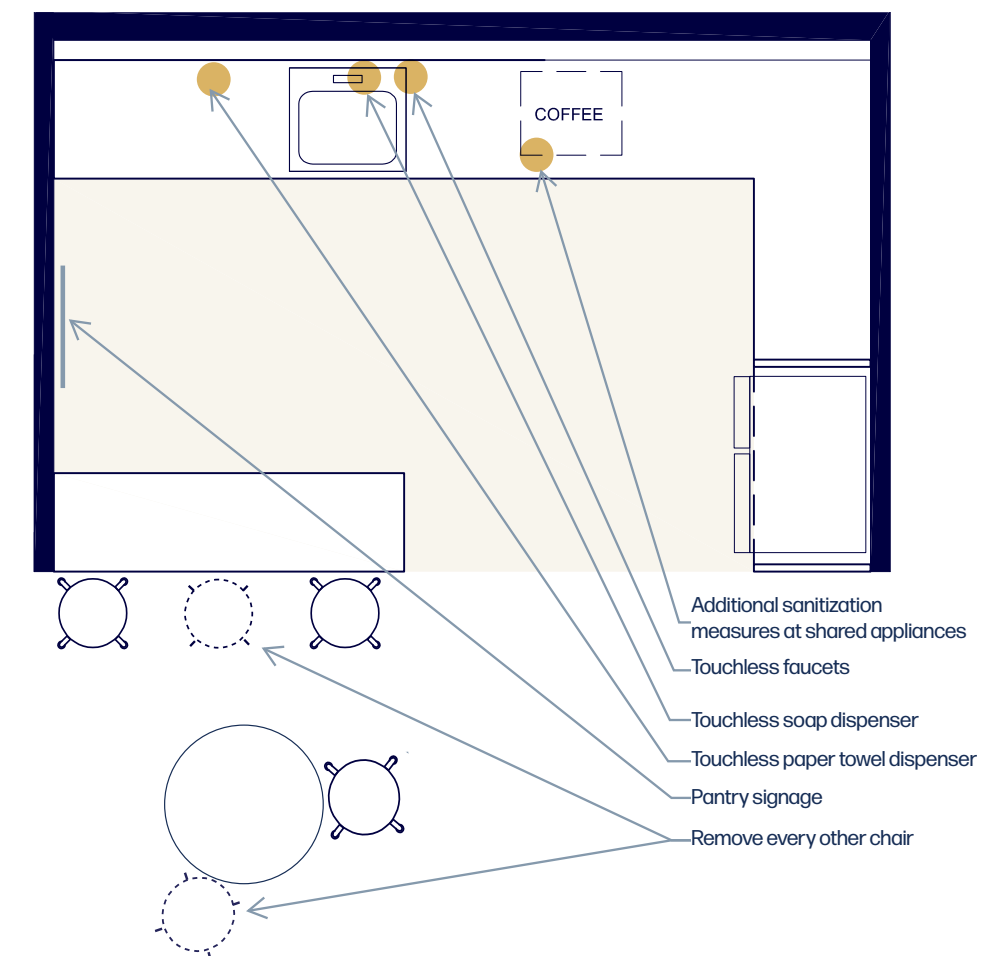
- Remove door handles so team members can lean in with their shoulders to open the door. On the way out, team members should use a paper towel to operate the pull handle, plant their foot to hold the door, drop the paper towel in the trash can adjacent to the door, and let the door close behind them.
- Require employees to wash their hands after using the restroom, remembering the 20-second rule.
- Install touchless devices and fixtures.
- Post signage inside and outside the restroom outlining required etiquette.



## Pantry

Kitchen and pantry areas will also have additional cleaning practices in place, with more frequent cleanings during the day. The following are suggested measures for kitchens, pantries, and gathering areas:

- Retrofit fixtures to touchless devices and fixtures
- Ask team members to wash their hands prior to and after using the pantry
- Provide disinfecting wipes for wiping down handles/machines
- Remove the necessary amount of available seating
- Post signage inside and outside the pantry outlining required etiquette







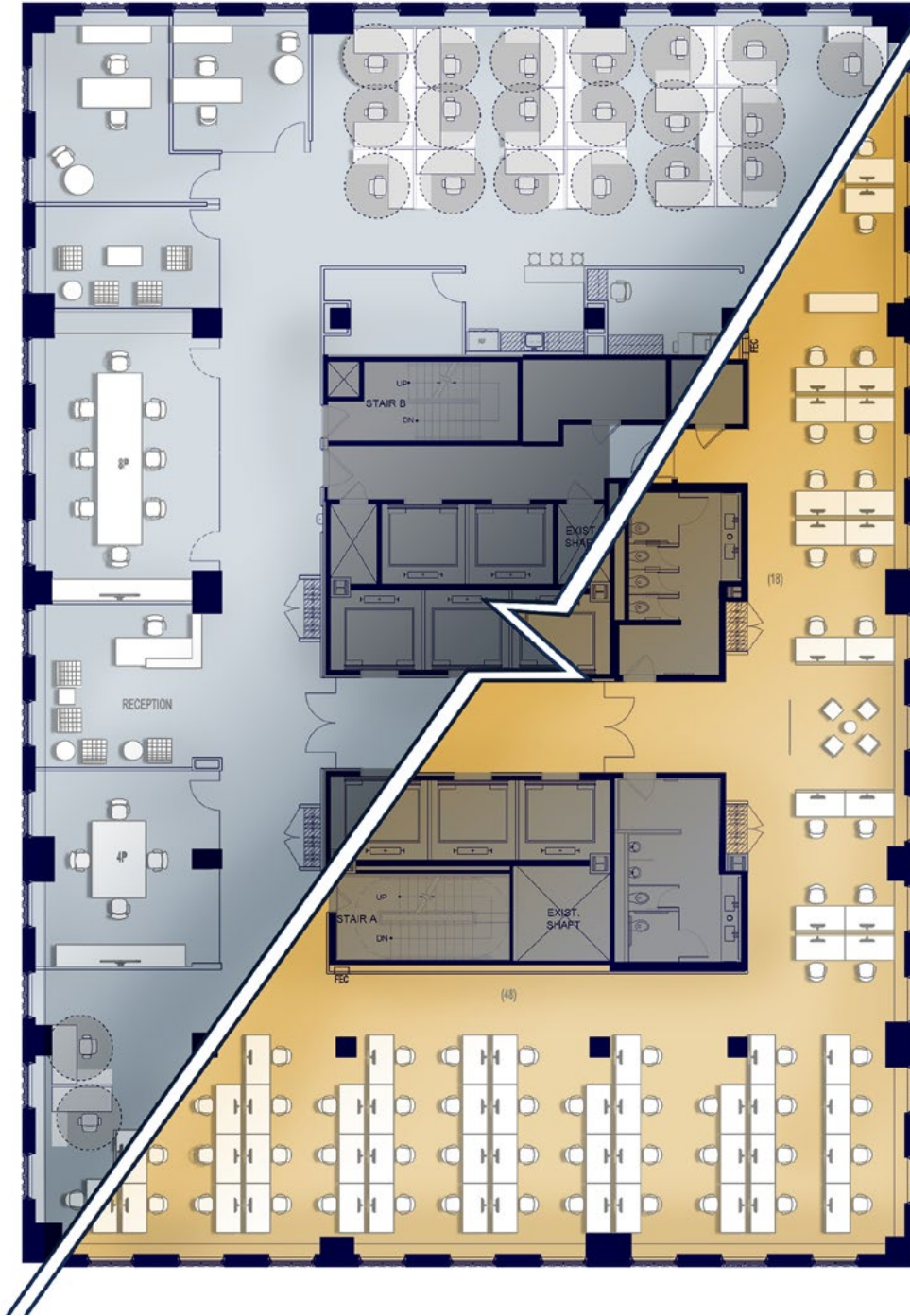




## Chapter 2 - Day Two Strategies

### The New Abnormal

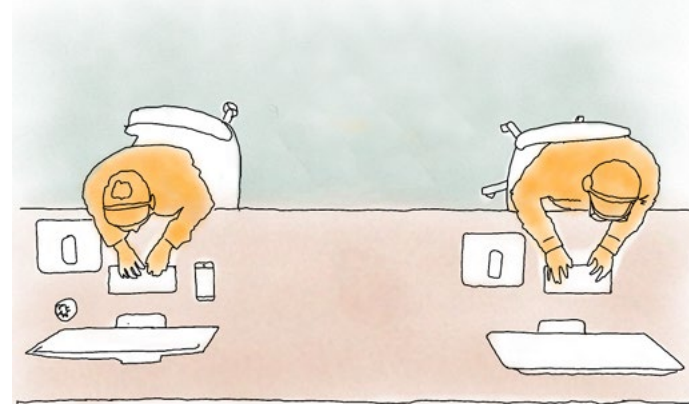
- Dedensification
- Conference Rooms
- Technology
  - Employee Desk Technology
  - Conferencing Technology
  - Touchless Technology
  - Space health data
  - Space utilization and analytics
  - Contactless Space Access



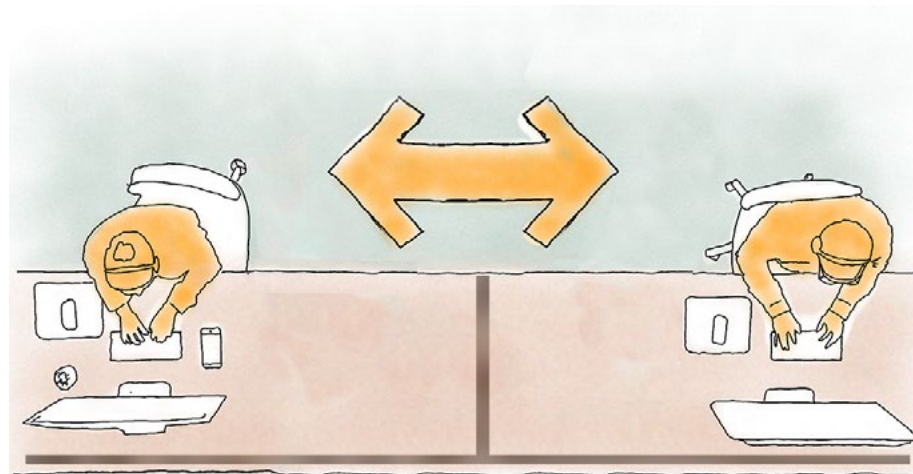
## Dedensification

In the New Abnormal, we anticipate NY Forward directives will allow occupancy to increase while social distancing measures are maintained. At this point in time, firms may consider making more permanent changes to their office plan and program. For example:

- Restacking furniture to larger footprints with enhanced screening and separation
- Repurposing conference rooms for other functions
- Adding private offices



Existing benching condition



Separation of workstations and install new screens between desks

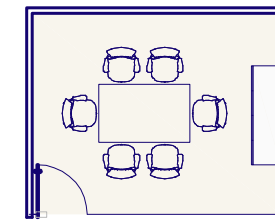
## Conference Rooms

As conference room usage returns, we suggest integrating measures to remind users of the continued abnormal situation. While conference rooms will still operate at a reduced capacity, there are other uses we recommend deploying for underutilized spaces. These changes range from replacing existing furniture to making base building modifications as diagrammed below. We also recommend the following protocols:

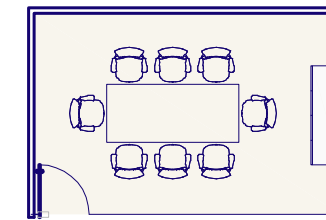
- Maintain sanitization stations from the Day One phase
- Use hot desking in accordance with Day One strategies
- Display conference room etiquette as the screensaver/desktop so it is always visible. Sample rules for conference room etiquette could be:
  - Masks are mandatory, practice social distancing: skip a seat if applicable.
  - Wipe down equipment and furniture before and after use.
  - If possible, one (1) meeting should be allowed between professional cleanings. Using our RXR app [name of app], you can schedule cleanings or request a cleaning as needed.

Additional Day Two recommendations and protocols are:

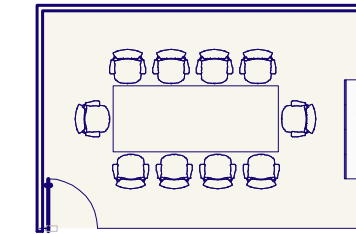
- Display conference room etiquette as the screensaver/desktop so they are always visible.
- Hot desking can still be used; follow Day One strategies.



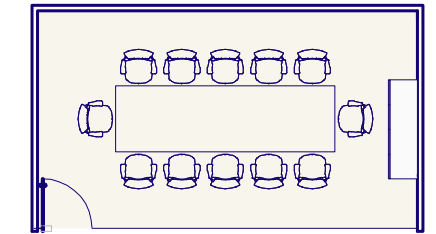
180 SQ. FT.



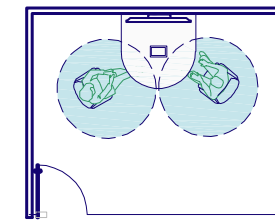
220 SQ. FT.



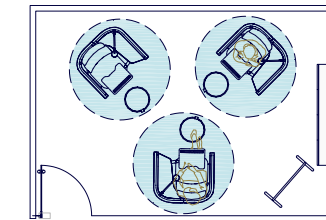
260 SQ. FT.



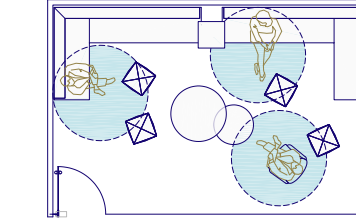
300 SQ. FT.



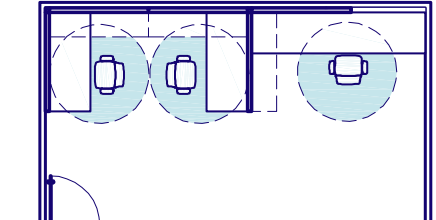
Day Two  
Teleconference room



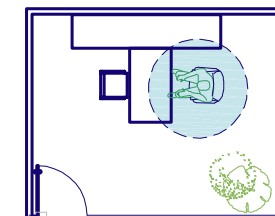
Day Two  
Living room (seating)



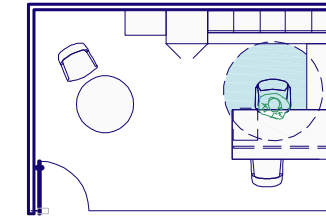
Day Two  
Team room (seating)



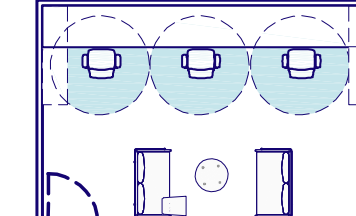
Day Two  
Hot desk - workstations



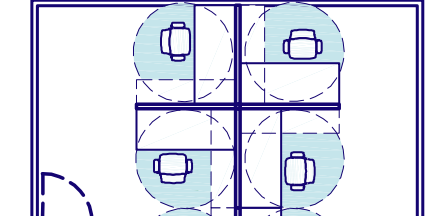
Day Two  
Private office conversion



Day Two  
Private office conversion

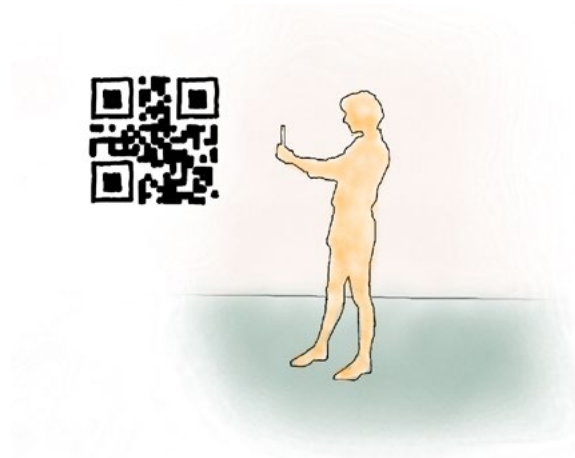


Day Two  
Open to office / reception

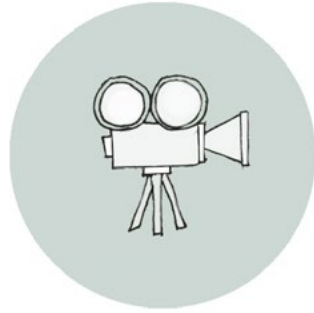


Day Two  
Hot desk workstations

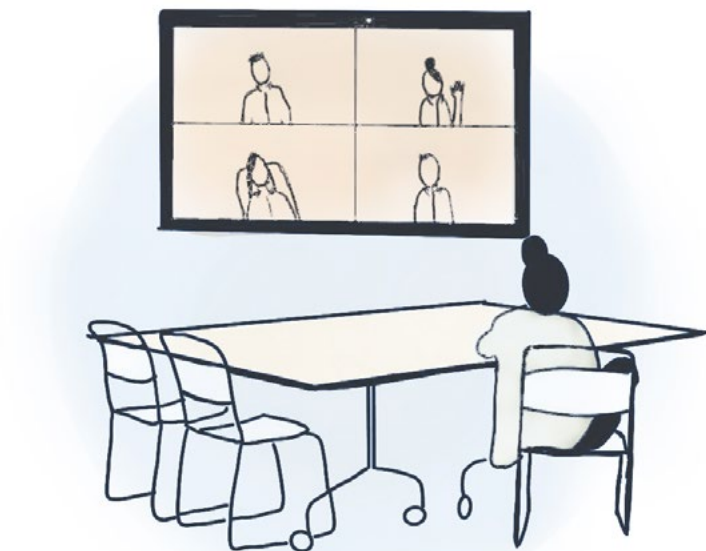




Confidential meetings



Filming room



## Technology

The work from home culture is on borrowed time. It has been largely successful during the NY Pause phase due to its widespread adoption for ALL staff. As we begin re-entry we will be in a phase of dividing up the workforce, with some employees working in the office while others work from home.

## Employee Desk Technology

Employee desk locations should be outfitted with technology necessary to support the continued widespread use of video conferencing, including proper webcams and headsets.

Provide employees with guidance and etiquette for limiting disruption to their neighbors during video conferences. Employers may consider removing desk phones and porting call functions to cloud software solutions.

## Conferencing Technology

Convert some conference rooms to support the more frequent use of teleconferencing methods.

- Designate certain rooms specifically for one or two person teleconferencing activities.
- Create highly-adaptable environments using a variety of collaboration platforms.
- Use conference room technologies that allow portable devices to work in varying environments.
- Create consistent video telecommunication experiences for in-person and remote participants.

These rooms should have signage indicating their intended purpose and the maximum allowed occupancy. Please follow the same important guidelines regarding cleaning and usage etiquette.

## Touchless Technology

- Automated lighting, temperature, and window treatment controls
- Frictionless secure access experiences utilizing mobile and biometric technologies
- Independent and efficient visitor check-in
- Touchless elevator access and final destination entry via personal mobile devices

We are deploying Bluetooth-enabled building access to all our buildings via the RxWell app to reduce contact with turnstiles and elevator buttons. With the right hardware and integrations, we can also enable this for your space via the app, further reducing employee contact with surfaces throughout the day.

## Space Health Data

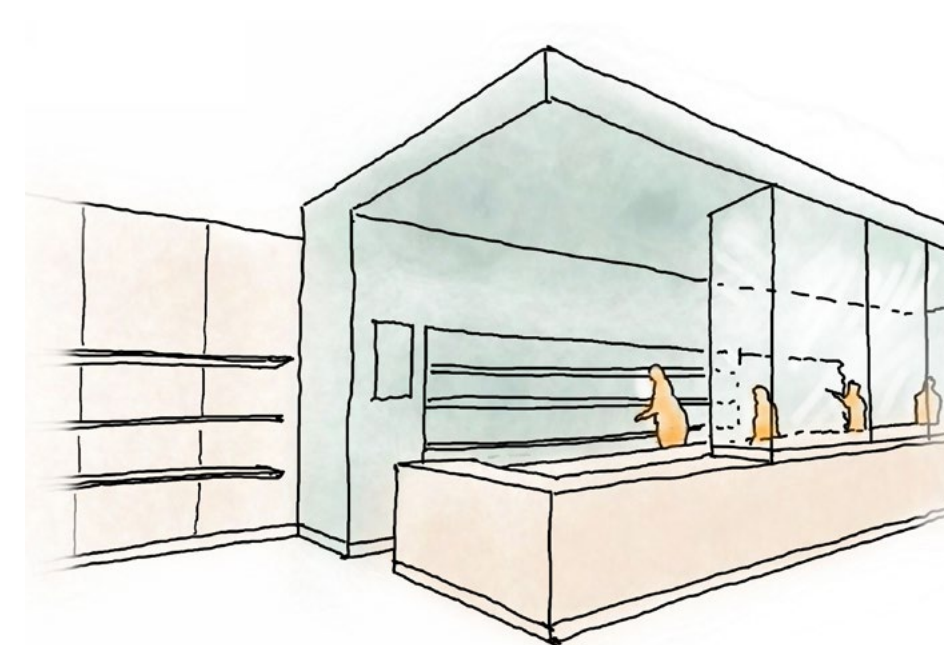
Our Building Health Index combines building-level density, air quality, social distancing compliance, and occupant health metrics to create a proprietary aggregate index of the overall health risk posed by current building conditions. We also offer a version of the index that can be deployed for your space. By installing air quality sensors and connecting to your WiFi we can provide detailed analytics about the density of your space, compliance with social distancing targets, and overall air quality and conditions relating to productivity and wellness. Our platform can also provide insights on team mobility to help you understand work-from-home habits and how you can optimize your space for the New Normal.

## Space Utilization and Analytics

For a detailed understanding of how your space is being used, we can provide highly accurate people-counting sensors to help you continuously adjust based on real-time usage habits and flexibility needs to optimize your space's effectiveness. These sensors feed into our proprietary dashboards to help you understand whether you have the right size and number of rooms to support collaboration and new meeting habits, as well as the right types and number of workspaces to support the habits of your workforce. Our platform can also provide additional wellness data about your team, such as whether they are overly desk-bound.

## Contactless Space Access

We are deploying Bluetooth enabled building access to all our buildings via the RxWell app to reduce contact with turnstiles and elevator buttons. With the right hardware and integrations we can also enable this for your space through our app, further reducing contact with surfaces for your employees throughout the day.





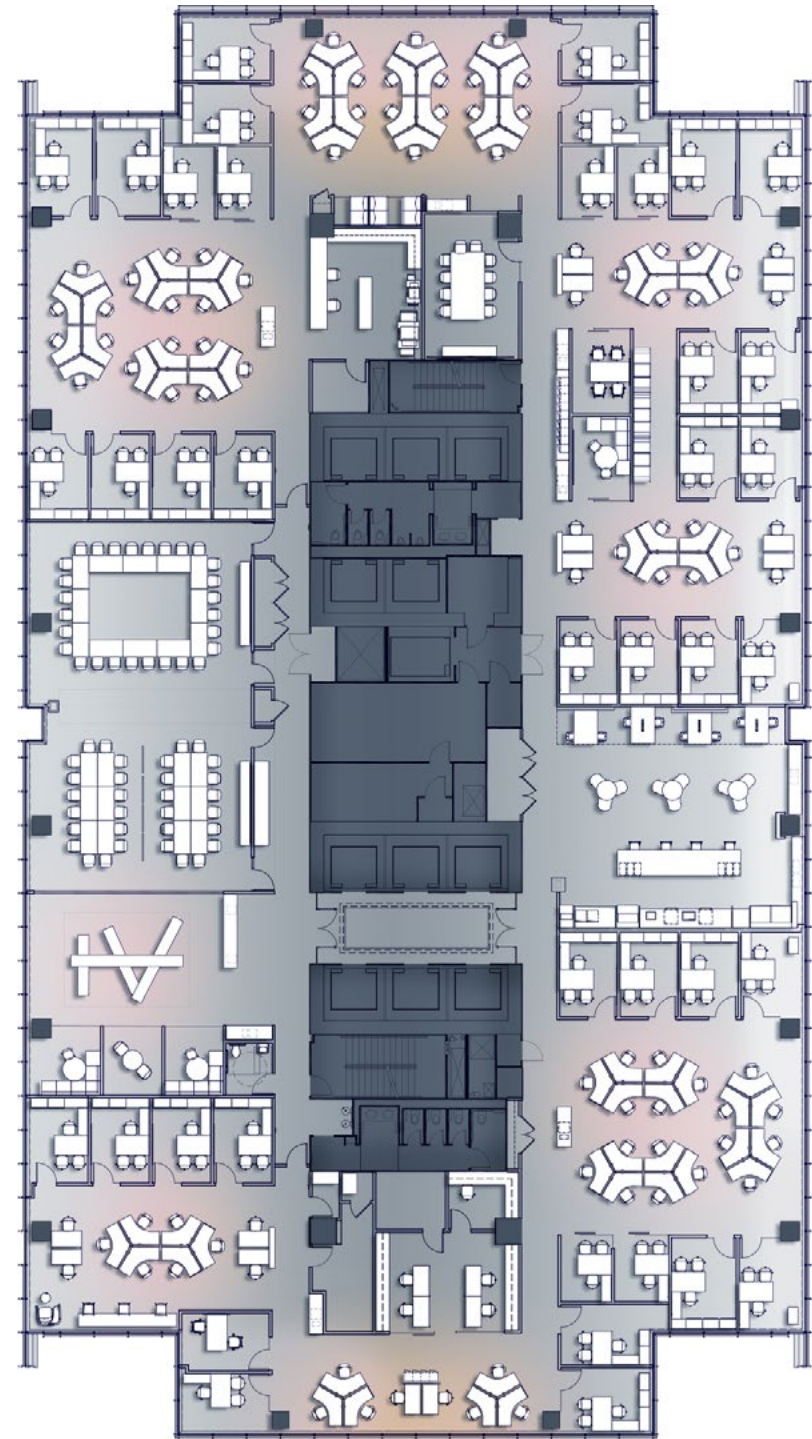


## Chapter 3 - Beyond

### The New Normal

- Cross Section of Permanent Physical Changes
- Spread Real Estate Footprint





### Cross Section of Permanent Physical Changes

As we transition deeper into the New Normal, we will begin making more permanent and meaningful workplace modifications, implementing a new paradigm for work. The workplace will be less dense and designed to promote health and safety. As you consider additional physical changes, our Space (re)Plan team can help you maximize the efficiency and productivity of your footprint.

Elements of program to be reviewed:

- Furniture systems
- Private offices
- Conferencing
- Collaboration space
- Pantry zones
- Reception areas

### Spread Real Estate Footprint

As we approach the New Normal phase, organizations may also consider spreading their real estate footprint to decentralize and distribute their workplace. This would enable dedensification of current headquarters or anchor locations, and may mean opening additional locations in the same area, for example midtown and downtown locations, or satellite locations in suburban downtowns.

Suburban locations would provide employees access to more affordable and expansive housing options, reduced commutes, and enhanced family time. They would also simultaneously reduce the strain and congestion on mass transit systems, while still allowing quick access to New York City anchor offices when needed on a less frequent basis.





# How we can help

## Making space for what's possible:

RXR's team of real estate, workplace, and design experts can partner with you to replan and de-densify your space. We can also work with your existing consultants, including preferred architects, every step of the way. RXR can help with:

**Design and planning.** Our in-house design team will work within your space's existing parameters to prioritize health, safety, and usability. They can help you redesign furniture layouts, reconfigure common areas and pantries, identify swing and overflow space opportunities, integrate touchless fixtures, and more.

**Architecture.** Our architects will develop construction documents to help you make meaningful structural changes, like eliminating or expanding conference rooms, separating offices, creating additional studies for bathrooms and reception areas, and beyond.

**Design assist and peer review.** RXR can provide high-level services ranging from audit and consulting work to design planning, peer review, design assist, and physical construction. We can help with filing permits, drafting construction documents, and even executing construction with our in-house team.

**Procurement and best rate negotiation.** We can procure the materials you need for your redesigned work space, leveraging our knowledge and relationships to secure the best rates for your projects. We will negotiate on your behalf to ensure cost control, quality, and lasting value.

**Full-scale service at every point.** RXR can design and build out your space from start to finish. From design to construction, we can deliver and build upon our pre-existing bench of successful services, while providing guidance and insights at every stage.





# Closing

## What’s Beyond? A message from our Chairman and CEO

RXR Tenant,

Because of our collective efforts to stay home and slow the spread of COVID-19, we are beginning to emerge from the worst of the public health crisis here in the New York region and now, a return to the workplace is on the horizon. COVID-19 still remains as a threat, but until there is a vaccine, we must find new ways to move forward thoughtfully, creatively, and, most importantly, safely.

At RXR, we have been working day and night to develop a new program that completely reimagines the workplace. We are pleased to introduce, RxWell™, a comprehensive, public health-based, data-driven program that considers every aspect of the workplace in a COVID-19 environment.

The new RxWell™ program is designed to give you and your team the peace of mind that you are returning to a workplace that is safer, healthier, and provides the tools to operate in a COVID-19 environment. Some of these tools include:

- A new mobile app that provides, among other things, the overall wellness of the building such as the air quality and occupancy levels; an online health questionnaire; cleaning status; shift times; food delivery options; real-time news and announcements;
- Our buildings will be equipped with technology to monitor the overall wellness of the building such as raised temperature levels, social distancing compliance, the wearing of masks, and air quality sensors to monitor conditions that can contribute to COVID transmission; and other concerns;
- We are introducing a Building Wellness Index: a data-driven algorithm that combines data regarding air and water quality, occupancy, body temperature, reported illnesses, and cleanings for an aggregate measure of overall wellness of an RXR building.

It’s important to note that we are maintaining the highest standards and best practices regarding privacy. All data collected is de-identified and disseminated in the aggregate. This aggregated data is also stored in a data lake on Microsoft Azure, among the most secure cloud platforms available today.

We have assembled this playbook to serve as a guide for your team’s return to the workplace. The top priority for RXR is the safety and well-being of our customers. This priority is what has guided the development of the RxWell™ program. In addition to this playbook, in the coming weeks you will receive a series of updates as the RxWell™ program evolves. If at any point you have any questions or concerns, please do not hesitate to contact the property management office.

Thank you again and welcome back to your office.

Sincerely,



Scott Rechler  
Chairman and CEO



# RXR (RE)PLAN

[replan@rxrrealty.com](mailto:replan@rxrrealty.com)

A PROGRAM OF RxWell™

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The recommendations, strategies, practices, policies and guidelines contained in this Design Manual and that may be provided in any Design Audit, if applicable, and the requirements, recommendations and programs each describes, are provided by RXR to enable Building occupants to prepare for changes in workplace procedures and assist them in making their own informed plans and decisions with respect to occupancy, safety and business continuity. No guarantee, expressed or implied, is made as to the efficacy of the proposed solutions against the transmission of disease in the workplace or to realize any other wellness or other benefits, and the underlying factors and assumptions will likely change based on evolving government requirements, guidance and industry practices. RXR cannot, and none of the requirements, recommendations or programs that may be contained in the Design Manual or any Design Audit are intended to, provide or substitute for medical advice or constitute a direction to Tenants of when and how premises should be occupied. Medical advice should always be obtained only from qualified health care professionals. Tenants are responsible for making their own determinations with respect to occupancy and configuration of their premises and for compliance with all governmental guidelines applicable to them as tenants and employers, including compliance with the terms and conditions of their existing lease and building rules then in effect.

This Design Manual (including, if applicable, the Design Audit) are prepared exclusively for commercial tenants of RXR and contains proprietary and confidential information. RXR has invested extensive time and effort in assembling this Design Manual (and, if applicable, the Design Audit) and creating the designs and other materials described herein. This Design Manual (and, if applicable, the Design Audit) and its contents may not be shared with, or provided to, anyone outside of your firm except to the extent required in the operation of your business. Thank you for your cooperation.