

PRACTICE OF ARCHITECTURE



Architecture Firm Best Practices, Resources & Templates for Communications and Temp Policies in Response to COVID-19

As architects scrambled to adopt policies in a rapidly changing environment due to COVID-19, the team at the Practice of Architecture saw a need to create a living resource to illustrate how firms are responding to keep their practices open, and what we can learn - quickly - from one another as a community.

We are in the process of gathering examples from firms of different sizes to demonstrate various responses in live time to changing operations of architecture firms all over the country. We are particularly focused on case studies that demonstrate communication and policy changes with staff and clients. We will continue to update this document as we receive new information, and will do our best to organize all best practices and templates by firm size.

ORIGIN

This living document was started on Monday, March 16 2020 in response to a simple tweet asking firms to share policies that they have already shared with their staff and clients.

NAVIGATION

- To navigate this Google Document use the links on the left of this screen. A complete Table of Contents is available on page 5.

CONTRIBUTE, TELL US WHAT WE ARE MISSING, or TELL US HOW WE CAN HELP YOU

If you have any information you would like to contribute.
If there are any sections that you think you are missing.
If you think there are other ways that you can think of that will potentially help your firm.

Please send an email to evelyn@practiceofarchitecture.com.

GET UPDATES

If you would like to receive updates regarding changes to this document, please fill out this contact form:
[Practice of Architecture COVID-19 Live Updates](#)

We will protect your privacy, and will send updates related to new information available regarding our research.

UPDATES TO THIS DOCUMENT BY DATE

2020.04.08

- Making updates to our forthcoming resources page

2020.04.07

- Added additional resource links to AIA (webinars) and Remote Working

2020.04.06

- Added additional resource links in the Mental Health and Wellness section
- Updated Remote Working Guide for Managers

2020.04.05

- Added additional resource links in the business continuity section

2020.04.03

- Added additional resource links in the software for architects section
- Working on our resource page

2020.04.02

- Added 1 resource link to mental health and wellness section
- Working on our resource page

2020.04.01

- Working on our resource page

2020.03.31

- Added 8 additional resource links including a section on maintaining individual and employee health and wellness through crisis

2020.03.30

- Added 1 resource link
- Finding that you are on Zoom, Goto Meeting, or some other meeting. Consider ways to radically rethink your meeting culture using - more under best practices for working remotely for firms.

2020.03.28

- Added remote working guide at the firm level
- Updated remote working guidelines for employees new to remote work?

2020.03.27

- Added 1 resource link

2020.03.25

- Added 3 resource links
- Added templates from 1 Small Firm & 1 Medium Firm

2020.03.24

- Added 6 resource links
- Added section - tips and tricks for those new to remote work

2020.03.23

- Added 4 resource links
- Added templates from 1 XL Firm
- Added section - best practices on working remotely, for managers

2020.03.21

- Added 5 resource links

2020.03.19

- Added 6 resource links
- Added templates from 2 Medium Firms. 2 XL Firms

2020.03.18

- Added 9 resource links
- Added templates from 1 Ex Small Firm, 2 Medium Firms, 2 Large Firms

2020.03.17

- Launched document
- Added 3 resource links
- Added templates from 1 Medium Firm, 1 Large Firm, and 5 XL firms

2020.03.16

- The original call to architects for firms

GENERAL NOTES:

1. *You will find, inevitably, that there are areas that will require additional assistance from firms and individuals to continue to build this resource on a daily basis.*
2. *We will continue to add to this resource until it is no longer needed, and will use all of our findings to create resources that help architecture firms develop business continuity plans.*

TABLE OF CONTENTS

Things to Consider During This Time	6
Resources from Around the Web	7
Overall Best Practice Recommendations By Firm Size	10
HOW WE ARE CATEGORIZING FIRMS BY SIZE:	10
XS (5 or Less Employees)	10
S (6-15 Employees)	10
M (15-50 Employees)	10
L (51-150 Employees)	10
XL (151+ Employees)	10
Best Practices on Working Remotely for Firms & Individuals	11
Remote Working Guide at the Firm Level	11
Remote Working Guide for Managers	12
Remote Working Guide for Those New to Remote Work	15
Communications and Policy Templates Used by Firm Sorted by Firm Size	18
01 XS Firms (5 or Less)	18
XS Communications	18
XS Policies	18
XS Communication to Clients	18
02 Small Firms (6-15)	19
S Communications	19
S Policies	20
S Communication to Clients	21
03 Medium Firms (15-50)	23
M Communications	23
M Policies	26
M Communication to Clients	29
Firm Lam Partners - email to firm email list 2020.03.13	29
04 Large Firms (51-150)	31
L Communications	31
L Policies	33
L Communication to Clients	35
05 XL Firms (151 +)	37
XL Communications	37
XL Policies	41
XL Communication to Clients	48

Things to Consider During This Time

We are all this together

The number one thing we should adopt during this period of time is empathy. Empathy for our colleagues, for our employees, and for our clients. We are all in this together. That being said, it is also important to prepare all of your staff for ongoing changes throughout this time period with clear communication and policies. How we are working today is very different from how we were working yesterday, let alone last week, or even last month.

Successful business continuity depends on firm culture and driving agility

There is not a one size fits all template or best practice for all firms. Discovering what works best for your own company will be dependent upon the culture you have built and the employees who are foundational to the work you do. The hope is that this resource will give insight into what others are doing and make it easier for firms to maintain business continuity to whatever extent possible through this time.

Resources from Around the Web

We will add relevant articles here. If you know of additional articles we are missing, please email a link to evelyn@practiceofarchitecture.com.

Business Continuity

- [Maintaining Business Continuity with a Remote Workforce](#) by Evelyn Lee, AIA
- [The Coronavirus Crisis Doesn't Have to Lead to Layoffs](#) by AttaTarki, Paul Levy, and Jeff Weiss via Harvard Business Review

How Firms are Managing Through the Transition

- [How Architecture Firms can Apply for an SBA COVID-19 Disaster Relief Loan](#) by April Huges
- [How Architecture Firms Are Responding to COVID-19](#) by Wanda Lau
- [How to Be a Good Boss in a Bad Economy](#) by Robert I. Sutton via Harvard Business Review

Adapting Workplace Operations and Policies

- [Modern Health Resources](#) supporting mental health through these times
- [Shifting Focus During Radical, Unprecedented Change](#) by Je'Nen Chastain, MBA, Assoc. AIA
- [When Business Threats are Contagious: 10 Answers for Employers Navigating the Coronavirus](#) from Think HR
- [Coronavirus Industry Information](#) by the New York Building Congress

Managing Mental Health and Wellness

- [Take Good Care: How to nurture your team, yourself, and your connections in a time of quarantine](#) by Kat Vellos
- [Supporting Employee Mental Health During the Coronavirus Pandemic](#) developed by Mind Share Partners
- [How to help employees cope with coronavirus fears, practical strategies for mental well being](#), video by Joe Grasso, PhD
- [Shine](#) - learn to struggle less with your stress and anxiety app
- [Talk Space](#) - online therapy with a licensed therapist 24/7
- [Virus Anxiety](#) - Care for your Coronavirus Anxiety toolkit
- [Modern Health's Resources](#) - free resources to support you during the COVID-19 Outbreak
- [How to Manage Coronavirus Anxiety](#) by Christine Celio of One Medical
- [How to Prioritize Your Mental Health While Self-Isolating](#) by Christine Celio of One Medical
- [Two Chairs](#) - teletherapy

Remote Workforce

- [Building Boundaries with Loved Ones while working from home](#) via LinkedIn Learning
- [Humu Remote Work Nudges](#) - behavior change, powered by science
- [A Guide to Managing Your \(Newly\) Remote Workers](#) via Harvard Business Review
- [GitLab's Guide to All-Remote](#)
- [The Complete Remote-Work Playbook](#) by LifeLabs Learning

- [Managing a Virtual Design Studio with Leah Alissa Bayer](#) by Sean Joyner via Archinect
- [5 Ways Architects Can Work Efficiently Through the Coronavirus Outbreak](#) by Nathaniel Bahadusingh via Architizer
- [Transitioning a Design Studio into a Remote Workforce](#) by Je’Nen M. Chastain, MBA, Assoc. AIA via Apostrophe Consulting
- [Running a Virtual Architecture Practice With Jennifer Kretschmer](#) by Sean Joyner via Archinect
- [An Architect’s Guide to Virtual Practice](#) by the AIA Trust
- [Remote Working Offers an Opportunity to Experiment and Learn](#) by Janet Pogue McLaurin at Gensler
- [A Guide to Managing Your \(Newly\) Remote Workers](#) by Barbara Z. Larson, Susan R. Vroman and Erin E. Makarius via Harvard Business Review
- [Sample Teleworking Agreements](#) by Global Workplace Analytics

Discounts for Firms

- [Slack](#) - Making teamwork more productive - full disclosure - Evelyn, the founder of Practice of Architecture, works at Slack. There’s a free version that integrates with other platforms in colluding google drive and office 365. For those of you have recently found yourself on the platform or using it more, she is more than happy to share best practices with you and your team.
- [Monograph](#) is offering 1 month payment relief to current and new customers using the coupon code COUPEDUP
- [Free Software and Tools to support working remotely](#) by Wanda Lau
- [Adobe Special Programs and Measures we are taking to support you](#)
- [How Autodesk is helping customers and employees impacted by COVID-19](#) by Andrew Anagnost
- [Autodesk Extended Access Program for Cloud Collaboration Products](#) updated March 24, 2020
- [Coronavirus: How we’re helping](#) Google Company Announcement from Sundar Pichai
- [ZOHO Remotely Free until July, 01 2020](#)

From the American Institute of Architects

- [Message from Robert Ivy, FAIA](#) by AIA National
 - [COVID-19 Resources](#) by AIA National
 - [How do AIA Contract Documents Address COVID Issues](#) by AIA National (Webinar)
 - [Economic Impact of COVID-19](#) by AIA National (Webinar)
 - [Is Your Firm Prepared? Business Continuity Planning for Architects](#) by AIA National (Webinar)
 - [What Architects and Firms Need to Know About the Federal Conronavirus Stimulus Plan](#) by AIA National (Webinar)
- [COVID-19 Resources](#) by AIA California
- [Resources for Architects, COVID-19](#) by BSA
- [Best Practices: COVID-19](#) by AIA Chicago
- [Best Practices: COVID-19](#) by AIA Detroit
- [COVID-19 Resources](#) by AIA Mississippi
- [COVID-19 Resources](#) by AIA New York
- [COVID Resources Page](#) by AIA Seattle

Overall Best Practice Recommendations By Firm Size

As we populate, continue to research tools, and get a better understanding of what is and is not working in various firms we will update this section.

If you have something that is working really well for your practice, please share that information with us by sending an email to evelyn@practiceofarchitecture.com.

HOW WE ARE CATEGORIZING FIRMS BY SIZE:

XS (5 of Less Employees)

S (6-15 Employees)

M (15-50 Employees)

L (51-150 Employees)

XL (151+ Employees)

Best Practices on Working Remotely for Firms & Individuals

Remote Working Guide at the Firm Level

The change to remote work will ultimately change your current office environment and culture, how your teams successfully communicate with one another, and put strain on the typical work schedule.

Take this opportunity to test and build agility into your firm, rethink the way you work, and challenge all of your current operating procedures and processes.

Radically rethink your meeting culture

The first few weeks of remote working, we've heard a lot of people talk about the increase in meetings and the amount of time spent on *Zoom* and other video conferencing applications. This type of employee experience becomes increasingly hard to manage when your workforce is now wearing more hats than ever at home. Consider radically rethinking how, when, and why you meet to allow more time to get work done. You will find that by reducing meeting overhead, you actually free up people's time to be productive and in turn a better teammate.

- Move to minimum viable meetings
 - Have your weekly status meetings contained within whatever team communications platform you are using (slack, teams, etc.)
 - Try moving your weekly team meeting to bi-weekly; if it's already bi-weekly, try moving it to monthly
 - The only weekly 1:1's you have should be with your manager. Keep them at 30 mins.
 - Peer 1:1s that are important for relationships can default to once per month
 - Do an audit of all your recurring meetings. Remove yourself or delete any that no longer serve a purpose. You can always recreate these later if needed
- Have more effective meetings
 - For any group meeting, agendas, and pre-reads, get them out at last 24 hours beforehand.
 - Set clear goals up front: "this meeting will be successful if..." Make sure there is a recap and next steps shared back in the team communications channel after
 - Aim to cluster meetings during a certain time of day, allowing people to free-up the rest of their time to productive work, caregiving, and other activities

Remote Working Guide for Managers

Supporting a fully remote team can feel daunting. You may be accustomed to being able to turn to someone you are managing to ask a question, or get status updates in person. While this will not be possible, there are tools out there that can make it easier for you (Teams, Slack, Google Hangouts, etc.)

To help the individuals are happy and productive during this time, we've pulled together a document with some of the best practices and tips. Please use this document as you see fit with your team. Ultimately, you know your team best, so we expect you to leverage your knowledge of your team dynamics and individual working style to support employees in a way that makes the most sense for everyone.

Remove feelings of Isolation

Isolation can creep in during remote work, especially for folks who are not accustomed to working remotely for extended periods of time. Here are a few tactics to help your team feel integrated instead of isolated:

- In whatever product you are using for social communications - create a project, channel, hangout, etc. that is just for social conversation. Clarify which ones are for work-related communication, but make sure you allow for a place for “water cooler” conversations to still happen
- *Warm-up team meetings with an icebreaker*, here are 3 ideas: Have everyone on your team do a quick show-and-tell of an item in their home. Have everyone share a photo with the group that's important to them. If they feel comfortable, have one or two people give a virtual tour of their house.
- *Celebrate success*: Just because you're working remotely doesn't mean you shouldn't celebrate successes, team members' birthdays, etc. Host a “Zoom toast” as a sort of “happy hour” at the end of the day where you each bring your favorite beverage to a Zoom meeting and take turns sharing recognition.
- *Try Zoom Virtual Backgrounds* (if you are using Zoom): The [Virtual Background feature](#) allows users to display images or videos behind themselves during a Zoom call. It can be a fun way to break the ice at the beginning of a meeting, or a great way to rally your team behind something that's important.

Check in with your team on their experience. Remote work may be unfamiliar to your employees. In your first remote 1:1 (you may want to consider having 1:1s with them if you currently do not) - Check in with each of your team members about the remote experience.

- *Sample 1:1 questions*: What excites you about working remotely? What scares you? How is this a great opportunity? How can I best support you through this time? More frequent 1:1s, less frequent 1:1s, checking in more often in a means of communications that work best for them? What might I misunderstand about your remote working style?

Be available. Remote employees need to know that they are being supported, especially if they are used to being able to turn to you and ask a question, or grab coffee with you during the middle of the day. In the same way that managers may wonder where their remote employees are during the day, employees may wonder where their managers are during the day. Here are couple ideas:

- *Create a schedule:* Set a schedule every week when you'll commit to being online so employees can expect to speak with you if they need to outside of your regular 1:1s.
- *Create drop-in sessions:* Create office hours or "drop-in" sessions for your reports where they can speak to you over video conference. If your firm uses the google business suite, consider turning on the appointment feature for hours you have set aside for office hours.

Create Clarity

- **Remove assumptions by over-communicating.** Don't make assumptions about things that may seem obvious to you; instead, spell out the obvious. Describe exactly what you mean, even if you think you're repeating yourself. Do not assume that everyone has the same information you do. Lastly, we need our team members to communicate more than they might be used to, so modeling this behavior is important. Here are a few tactics that can help:
 - *Edit:* Read over your messages a couple of times before sending them to ensure they are driving the point you want to make.
 - *Check for understanding:* Ask an explicit question at the end of your msg or email. For example, "*is my request clear?*" "*Is there anything I'm not adding here that you think is relevant?*" "*Does anyone else have further context to add?*" These will help ensure everyone's on the same page.
 - *Leverage your 1:1s, consider making project/channels/etc just for the conversations you have with each of your reports:* If you feel you may be distracting your reports with more frequent DMs, try using a 1x1 channel with your reports to post non-urgent items and future agenda items. Similarly, you can encourage your reports to model this same behavior.
- **Insist that requests be specific.** Good opportunities to intervene for clarity are when you see phrases like "*let's circle back to this*" or "*great idea, let's do that,*" or "*does anyone have feedback on this?*" When should you circle back to the item? Who should circle back? Who wants to implement this idea? By when? What kind of feedback are you looking for? By when? A simple tip:
 - *Assign DDTs:* DRI, Due Date, Tracking Mechanism. A good rule of thumb is to make sure that every action item has a DRI (directly responsible individual), due date and mechanism to track/follow up on the action item.
- **Leverage Video Conferencing if discussions in emails and msgs get heated.** If a thread or discussion is getting out of hand (things are becoming increasingly unclear, emotions are escalating, the right people aren't looped into the conversation), call a "time out" on the conversation and move it to Zoom.

Unlock Performance

- **Be results-oriented:** Remote managing often requires a mindshift switch from focusing on employee's time (activity-based work) to focusing on results (results-based work). Instead of worrying about your employee's whereabouts during the day, focus on assigning clear deliverables that are easy to assess from a distance. Tips:
 - *"Standups:"* In your communications channel/project created just for your team for work communications, ask your employees to post their deliverables for the week, call out blockers and dependencies, and check things off as they get completed. This gives the entire team visibility into each other's work and hopefully prevents duplication.
 - *Custom status:* Encourage your employees to leverage custom statuses (if your communications platform allows that) while they're working remotely and model this behavior yourself. If you're working from a coffee shop where it might be noisy and you won't be able to take a call, indicate that. If you want some heads down time, let your team know you're in focus mode.

- **Help them stay focused during meetings.** Sometimes the temptation to respond quickly while on a video conference is easily distracting, someone messaging/texting them, email etc... Make it clear that multitasking on calls isn't OK. Remote communication, like in-person communication, requires everyone on a call to be mentally present and engaged.
 - *Create a remote meeting policy:* Write it down and explain it to your team either via during a team meeting or in channel and ask if they can commit to this.
 - Try to get 100% participation in your team meetings. Participation and engagement can make individuals feel more included in meetings and help with any feelings of isolation that come from remote working. Start a meeting with icebreakers and invite everyone to contribute. If there's someone who is struggling, have them prepare the ice break for the agenda for the next meeting. Also consider rotating who is facilitating the team meeting.

- **Create time for social building.** Have fun with video conferencing, play a game of pictionary, go on a visual scavenger hunt (create a list of images you want people to capture around their house or on their walks and share at the next meeting), have a happy hour, host a wellness session with online yoga or stretching.

- **Act like "business as usual."** While the situation might not necessarily feel like "business as usual," it's important that we maintain as much stability as we can for our employees. Try to avoid cancelling team meetings, all-hands, 1:1s, etc as much as possible. (But feel free to delete meetings that you may all of a sudden realize are unnecessary!) Instead, be creative with how you facilitate or rework these remote meetings.

- Be sure to celebrate success and continue to provide recognition. Continue to celebrate successes on your team on both the professional and personal level. Make sure to acknowledge birthdays of the month, employee anniversaries, etc. Also make sure you

recognize people who are really going above and beyond during this time, are they helping others cope? Printing masks? Delivering ergonomic furniture to others in the office? Celebrate the good things that everyone is doing during this time.

Remote Working Guide for Those New to Remote Work

Optimize your physical work environment

The environment you set up for yourself can have a huge impact on your happiness and productivity when you're working remotely.

- *Desk setup:* Set up an environment that is as ergonomically-friendly as you can. This may mean spending some money to upgrade your workplace at home - purchase a desk, keyboard, mouse, monitor, or something else that makes your working space more conducive to long term work.
- *Video Conference Set-up:* Video conferencing has really transformed in the last few years. For remote workers, it becomes a lifeline to work colleagues, especially when you have something important to discuss. Try to create a distraction free background. Consider getting a seasonal affective disorder light, or something similar, and using it to light-up your face.

Set work boundaries

When you work from home it can be hard to “turn off” because your physical space doesn't change. For this reason, many remote workers identify work/life balance as the number one issue for remote work: their “work space” is the same as their “life space.” Because of this remote workers might feel pressured, internally or externally, to stay online beyond normal working hours, which can lead to burnout and feelings of resentment. Here are a few tips to help you set boundaries:

- *Try not to WFB (Work From Bed).* It's tempting to work from the most comfortable spot in your house (your couch, bed, the beanbag chair you bought on eBay from the set of *Friends*), but try to avoid it if you can. Make sure you're able to relax and unwind at the end of the work day – having dedicated “work-free” spaces like couches and beds can be instrumental in helping you differentiate working from resting and recharging.
- *Set expectations with your family/roommates.* You might be able to help out more around the house if you're working from home, but your family/roommates may have unrealistic expectations of what “working from home” means. Make sure you're both aligned on what this new arrangement will look like. Share your working hours with them and make sure they know when they shouldn't interrupt.
- *Create a work routine.* A strong work routine can help you stay on track and set work boundaries that prevent burnout. Think about creating a new routine that works for you that includes start and end times for work every day. Match your DND schedule to this. Build in time to cook/eat. Take breaks and walk around your home or neighborhood to stretch and give your eyes a break. You already do these things at an office, so just make sure you do them at home as well.

Reset expectations with your team

Remote work can shift team dynamics when you're so used to interacting face-to-face. Approaching this transition thoughtfully can go a long way to set yourself and your team up for success.

- *Talk to your manager:* How might you want to change your dynamic now that you're both remote? Do you want to check in more often? Check in less? If you're used to doing non-traditional 1:1s (walking 1:1, lunch 1:1, etc) how can you replicate the benefits of these sessions in a remote environment? What does your manager need to know about your remote working style?
- *Know when to jump on Zoom:* If a conversation gets confusing or heated, it can be easier to call time-out in your online communications and get on a Zoom call so everyone talks it out in person and clarifies next steps.
- *Be a good Zoom teammate:* When you're on that Zoom, be aware of what's behind you. Busy backgrounds and cluttered rooms can be distracting and windows can cause glare or make your face too dark to see.

Over-Communicate

Don't make assumptions about things that may seem obvious to you; instead, spell out the obvious. Describe exactly what you mean, even if you think you're repeating yourself. Do not assume that everyone has the same information you do. Here are a few tactics that can help:

- *Edit:* Read over your messages a couple of times before sending them to ensure they are driving the point you want to make.
- *Check for understanding:* Ask an explicit question at the end of your post. For example, "is my request clear?" "Is there anything I'm not adding here that you think is relevant?" "Does anyone else have further context to add?" These will help ensure everyone's on the same page.

Communications and Policy Templates Used by Firm Sorted by Firm Size

01 XS Firms (5 or Less)

We have found that most small firms have been communicating via text, phone, or zoom to send communications and updates out to their firm. **If you are an extra small firm that is operating differently and are willing to share your firm's examples, please email to evelyn@practiceofarchitecture.com.**

XS Communications

XS Policies

XS Communication to Clients

02 Small Firms (6-15)

S Communications

Firm 02.01 - 01 - email to employees 2020.03.15

Teams -

A message about the state of things.

We have been actively monitoring the quickly evolving pandemic. After reading countless articles, consulting with healthcare professionals, and listening to our state leadership, it is clear that we have an obligation to the health and welfare of our community, particularly those most vulnerable to COVID-19. While no one is 100% clear on how this will play out over the coming weeks, it is critical that we act now with decisive measures, and actively change our personal and professional lifestyles to [flatten the curve](#). Of most importance is the act of [social distancing](#).

If it feels silly or like an overreaction, that's good, it means we are acting at the right time! Please remind yourself of this if the feeling is reoccurring.

We want to make sure we are being responsible to you, your families and those at higher risk in the community. We will begin transitioning to working from home starting tomorrow at noon through Monday, 3/30. We will deliver our professional services as planned. Our deadlines and deliverables will not be adjusted. Communication with our clients should remain unaffected by use of email and virtual meetings. Internally, we will use email, text, GoToMeeting, and phone communication as required to maintain our responsibilities.

While all of us are low risk, this intervention is necessary to assist the greater preventative effort. Our hope is this action also helps alleviate the potential surge on our healthcare system and workers who will be tested in the coming weeks.

I have attached our official policy and offer the following summary of our plans:

- Office transitions to *work from home* starting at noon tomorrow, Monday 3/16/2020.
 - Report to office Monday 3/16 at regular time.
 - 9am - Full office meeting to review policy and answer any questions
 - 10am - Meeting to discuss construction project transitions
 - 11am - Construction Weekly Meeting
 - 12pm - Architecture Weekly Meeting
 - All meetings rescheduled as *remote* via GoTo or other
 - Scheduled client and consultant meetings to continue via remote means
 - Clients to be notified by Principal-in-Charge and remote access coordinated by PM
 - Principals plans to continue working at office when possible while observing social distancing, etc.

- Bookkeeper, we will communicate with you directly to coordinate your efforts.
 - Others unable to work from home will be expected to work from the office.
 - Wipe down instructions are provided in the official policy statement.
- Construction sites to remain open
 - Signage posted reflecting social distancing guidelines and sanitizing procedures
 - Office Manager, please contact Readilite Barricade to see if they can provide hand washing/sanitizing stations.
 - Construction personnel encouraged to be on site minimally
 - N95 masks provide to construction personnel (we have a box in the shop) and nitrile gloves (also in shop)

We know this will affect us all different. Please let us know how we can support and of your needs. Stay healthy, proactive, and vigilant. Let's get through this together.

Thanks -

Principals

S Policies

Firm 02.01 - 02 - email to employees regarding updated policies

Colleagues,

In response to the COVID-19 pandemic, we are implementing the following strategic measures based on recommendation of the CDC.

1. Starting at noon tomorrow, we will transition to working from home to assist with sickness, school closures, and social distancing. Please let us know if you have a machine at home you can use for work and remote access to the server. If you do not, we will do all we can to make the necessary provisions.
2. Employees with symptoms are required to stay home and any employee who arrives at work feeling ill will be asked to go home.
 - a. If you have a fever >100.4 F (measured twice) you must stay at home for 14 contiguous days minimum.
3. We will perform environmental cleaning (as described below) before the office is officially opened again.
4. Please conduct risk assessments if you are symptomatic or think you have been exposed to COVID-19 and communicate promptly and appropriately to Principals.

Based on the feedback from medical professionals, we are strongly recommending the following for the next two-three weeks:

1. Abstain from public and intimate gatherings.
2. Reconsider non-essential travel.

3. Social distancing and limiting interactions in general but especially with elderly or those with compromised health.
4. Regular scheduled handwashing.
5. In advance of leaving the office, spray with disinfectant and wipe down all tables and countertop surfaces, handles and knobs. Clean and wipe down workstation at the end of the day with bleach solution and limit computer/workstation sharing.
 - a. All tables and countertop surfaces, handles and knobs were cleaned with Clorox on Saturday 3/14/2020.

[CDC Interim Guide for Businesses and Employees](#)

[CDC Environmental Cleaning and Disinfection Recommendations](#)

[NY Times Article re: Importance of Social Distancing](#)

The goal is to limit the spread as much as possible so we can ensure there are enough medical resources available to properly care for everyone. Please let us know if you have any question.

Thank you,

Principals

S Communication to Clients

Firm 02.01 - 03 - email to clients

Enter Client Name Here,

We wanted to update you with how we will continue to serve you through the COVID-19 pandemic.

First, we want to ensure we are responsible to you, our staff, our collective families, and those at higher risk in the community. As of today, our staff is working from home through Monday, 3/30. Our professional services will be delivered as planned. All scheduled meetings will be conducted digitally via GoToMeeting or a host software of your preference. Your Project Manager will follow-up with scheduling information. Our deadlines and deliverables will not be adjusted. Communication, other than the ability to meet in person, will remain unaffected.

At this time, active construction sites will remain open. We will post signage reflecting social distancing guidelines and sanitizing procedures. We are actively pursuing hand washing/sanitizing stations. Our personnel are encouraged to be on site minimally and is instructed to wear N95 masks and nitrile gloves.

It is not yet clear if municipal services necessary to review, permit, inspect, and/or certify projects for occupancy will be affected. We will update you as new information becomes available.

We know this will affect us all differently. Please let us know how we can support you and your needs. Stay healthy, proactive, and vigilant. We'll work through this together.

Kind Regards -

Principal

Firm Michael Marshall Design email sent to their list at 20.03.16

To our valued clients and partners:

As we all continue to monitor and follow the recommendations of federal, state, and local agencies as well as those mandated by global health organizations, we want to assure you that we are dedicated to continuing to provide the highest level of professional services during this time.

MMD is completely prepared to remain fully operational, allowing our employees to work remotely as needed, as our priority is to provide the safest environment for our team members, while continuing to meet the daily needs of our clients.

We look forward to continuing to support our clients and partners during this time, providing highly responsive service without disruption. If you have any questions, please do not hesitate to reach out to us.

We wish you continued good health in the days and weeks ahead.

- Michael Marshall

03 Medium Firms (15-50)

M Communications

Firm 03.06 - 02 - email to employees 2020.03.25 Extending Remote Work

Hi Team,

As we continue to assess the COVID-19 situation, it is becoming clear based on communication from Governor Polis and recent actions by the City that our remote work arrangements will continue until April 13th. As we approach April 13th we will again assess the situation and provide additional guidance. We believe it is important for all of us to play our part and work remotely until we have clear information to resume normal in-office activities. We would encourage everyone to continue to connect with your teams, co-workers, and participate in the office-wide BYOB calls on Fridays. Please do not hesitate to contact a Principal with questions.

We got this!

Keep calm and carry on.

Firm 03.01 - 01 - email to employees 2020.03.15 Policy Plan Update

Hello everyone,

I know how closely everyone is following developments, so here's an update.

The current city department health guidelines, updated end of day Friday, are aimed at "maximum social distancing," and we can expect those guidelines to be updated further in the new days. Additionally, it was just announced that the city schools will be closed as of tomorrow. We are also considering the welfare of everyone in our office, which includes the long-term sustainability of the firm, plus the needs of our clients and projects and the welfare of the community.

Based on all that, firm leadership have agreed that we'll now move to Plan 'B' modified on the updated matrix (see Firm 03.01 - 2 - COVID-19 Policy Plans). We will be moving towards Plan 'C' (Full Remote) very soon, so this step now is intended to get us there as smoothly as possible while ensuring that we can fulfill our obligations to clients and projects.

In short, Plan 'B' modified means:

1. If you have tested and verified with IT that you have full remote functionality, then please work from home unless it's essential for you to be in the office.
2. If you have not yet confirmed remote functionality, please work from the office until you have done so. Once you have tested and verified remote functionality, you will then work from home unless it's essential to come to the office. A few of you do not have equipment, and we'll address that with you Monday.

Project Leads and PM's - we will be in touch with you separately about reaffirming to our clients our commitment to the needs of their projects, and how we can best accommodate their own changing circumstances.

Firm 03.02 - 01 - email to employees 2020.03.15 changes to work process

Good afternoon everyone. I am reaching out today to provide some feedback regarding our readiness for remote work.

As many of you probably already know, the governor has ordered all restaurants and bars to close tonight at 9 pm. The number of cases in our state have been rising exponentially over the past two days, and the health authorities are warning that we could have as many as 40% of our population infected by this virus.

As a result, I am ordering the following changes to our work process. You are directed to PLEASE remain home this week and work remotely. I do not know how long this request to work from home will be in place, but we will hang by day by day. Tonight, please take some time to set up Microsoft Teams if you have not already. We will be using this as our primary communication tool while we are all working remotely. I would really like to try to harness the power of Microsoft teams to help expedite our internal communications and help distinguish internal communication from external.

Additionally, you are asked to move ALL meetings to a virtual platform. The office will be closed, and you are not hosting in-person meetings. I ask you to work with clients, consultants, and contractors to still hold meetings...just set up a virtual meeting and talk to them via Microsoft teams. This should be our practice for "out of office" meetings as well.

Stay home. Work remotely. Harness technology to connect.

We do have a minor technology setback. Autodesk appears to be running behind with the release of our Revit BIM 360 platform, so we are not able to get all of our priority projects to that cloud platform. We hope to be able to start doing that tomorrow, as soon as the word comes from Autodesk. I apologize. However, if we all met our obligations on Friday, all of these Revit files should be on your individual laptops. Take time tonight to upload these files to our SharePoint site, and work within your teams to figure out how you will coordinate work tomorrow. An example would be to assign work on one model to one person only for a period of time, and then work among yourselves to coordinate how we share. I know this is less than ideal, but I believe it will only be for a short period until we get the Revit BIM 360 platform up and running. Of course, the State Auto model is actually already in BIM 360, so you should be able to work on that project file through BIM 360.

I will set up a Monday morning 9:30 am conference call through Microsoft Teams. Please come prepared to ask questions that are important to the group. Let's try to be disciplined to keep

working team discussion separate from that morning all-call staff meeting. Design Managers may want to set up their own video conference to get your team's mobilized and sort out priorities, etc.

I will also work to release a statement to our clients, colleagues, and friends to let them know that we too are working remotely, and I am planning to post signs in the doors at our studio tonight.

Thank you everyone. I totally appreciate your ability to diligently support this effort to transition to a virtual environment. Hopefully, we can eliminate the possibility that any of us or our family members contract this disease...and come out on the other side with the ability to offer much more flexibility to you as our work progresses.

Firm 03.05 - 02 - Local Shelter in Place Order - sent 2020.03.16

All,

As most of you probably know by now, the public health officers of Alameda, Contra Costa, Marin, SF, San Mateo and Santa Clara counties announced a legal order directing their residents to shelter at home beginning midnight tonight and continuing until April 7.

This order limits activity, travel and business functions to only the most essential needs.

These agencies have not entered into this unprecedented decision lightly.

The firm takes this order seriously, as we understand that the effectiveness of our collective effort to stem this virus is proportionally related to the percent of the population that observes the order.

Therefore, from the perspective of the principals, there IS NO EXPECTATION that staff will be in the office during this shelter in place period. Fortunately, thanks to the efforts of our IT team, we are well on our way to having remote functionality. They both continue to work hard toward achieving remote capabilities for everyone in the office.

When you leave today, expect that you will not return until April 7 or until the order is lifted.

After the doors lock this evening at 6 pm, we will bolt the main door and disable the automated time-clock for locking and unlocking the doors. Key cards will continue to unlock the side door.

We also plan to have office phones forwarded to your contact number on the list that Denice sent around previously. If you DO NOT want your phone forwarded or if you would like it forwarded to a different number, please let me know.

Best regards

M Policies

Firm 03.06 - 01 - COVID-19 Plan

Hello Team,

As the Coronavirus (COVID-19) continues to be top of mind, we've been actively monitoring updates from the CDC and the State to help us manage the situation and make good decisions. Our goals are to:

- Keep us all safe and healthy
- Take care of our clients and business partners and their interests
- Act responsibly as citizens of our community
- Keep the business running and everyone productive

Please practice the broadly publicized hygiene and social distancing guidelines. If you are not feeling well, if you have a family member who seem ill, or you or a family member is at special risk, take the steps recommended by the experts. As we've previously communicated, *time off related to COVID-19 prevention and treatment will not be charged to your PTO.*

In addition, we are requiring everyone work from home as much as possible through March 27th. Communicate with your Project Manager and Principals and take advantage of our technology so all our teams remain productive and well-coordinated. Many of our clients are instituting their own COVID-19 responses, and we should be respectful of them as well. Please be creative about how you and your teams can continue to serve our clients at the high level they expect and deserve. See below for more specific information.

Here is additional information that should prove helpful:

Travel: All travel is highly discouraged. Take advantage of technology whenever possible to continue meeting. Please use disinfectant wipes on the regularly touched surfaces of our company vehicles.

Notification System: In the event that the firm needs to communicate urgent messages to staff, we will use a text message-based system to notify everyone at once. These messages will always originate from number ###-###-####. Please add this number, with a name such as "Firm Notice", as a contact on your phone to better identify these messages. Most of you have already successfully been communicated with this way.

Phone/Voice System: To enable you to better work remotely, we have configured everyone's desk phone with the ability to enable call forwarding to your cell phone. You may choose to use this system to receive your business-related calls while away from the office or you can choose to give your cell phone number out directly. In either case, this should enable continuity of our voice system when or if people are working remotely. Sharing your direct dial number (###-##XX) will allow people to more easily reach you. Contact IT if you require further details on this. Also, if you have never configured your voicemail on your desk phone, please contact Jeff as soon as possible.

VPN System: To ensure everyone’s ability to access our network resources while working remotely, the firm’s VPN system is set up on everyone’s system and available for use. You can choose to take your laptop with you while working remotely or you can choose to use remote desktop to connect to your system at the office over VPN. Either method will allow employees to access network resources while working remotely. Using remote desktop would require the use of a personal computer at home or other secondary system. Contact IT if you require further details on this.

Team Collaboration: To continue effective communication and collaboration while employees are work remotely, we encourage everyone to use tools like GoToMeeting, Zoom, Skype for Business, or Microsoft Teams. All of these tools are currently available for people to use and we encourage teams to make use of them to bridge any physical gaps between team members. These are the same tools already widely used for project collaboration with clients and consultants.

Office Equipment Available for Remote Use: To help work remotely for an extended period of time, we are making the temporary use of your desktop monitors, or other computer equipment, available to help facilitate a more efficient work environment away from the office. If you are faced with this situation please discuss further with one of the Principals or IT.

Our Office: We continue to work with our building manager to ensure our office is cleaned properly.

If you have any questions or concerns, please reach out to one of the Principals.

Firm 03.01 - 02 - COVID-19 Policy Plans

The firm is taking guidance from the city health dept. recommendations to determine which plan below to implement as needed

	Typical Office Policy	Plan ‘A’ ”Limit Busy Commuting”	Plan ‘B’ modified “Full Social Distancing”	Plan ‘C’ “Full Remote”
1. Office Hours	9:30am to 5:00pm minimum in-office presence, with 8-hr. Workday, to facilitate collaboration. <u>Maintain regular hours.</u>	Expand flexible hours to limit travel during busy commuter hours, with min. In office presence 11:00am - 3:30pm and 8-hr. Workday. <u>Maintain regular hours.</u>	<< Same as “A” to limit busy commuting.	9:30am to 5:00pm minimum online presence, with 8-hr workday to facilitate collaboration. <u>Maintain regular hours.</u>
2. Working Remotely	For “off-hours” work and special arrangement.	For off-hours work and by special arrangement via WJ for those with special circumstances, e.g. health issues; pregnancy; school closures; etc.	Full Social Distancing: (1) If remote functionality confirmed with IT, please work from home unless essential to be in office; (2) Those not yet with remote functionality, in-office until remote functionality confirmed with IT.	Everyone Remote , with visits to office only as required, including tech support; samples/resources; etc.
3. Paid Time Off (PTO)	PTO count for time not working in office; not counted for 2 hrs./day max if made up that week.	<< Same as Typical unless approved to work remotely by special circumstance.	Honor system: If you’re too sick to work at home, then record PTO.	<< Same as ‘B’.

4. Meetings/ Gatherings	As needed.	Follow client protocols; no attendance at meetings/events larger than 30.	<< Same as 'A', but no attendance at meetings/events larger than 10.	Online only, no meetings/events in person.
5. Travel	As needed.	Minimize if possible.	To job sites only, or otherwise essential based on client protocols.	<< Same as 'B'.
6. Office Calendar	List presence in office calendar, including PTO or site visits; notify managers.	<< Same as Typical, plus each employee's regular hrs will be added to intranet profile by leadership and visible by all.	<< Same as 'A', please notify IT of office presence.	<< Same as 'B'.
7. Comp Time	See Firm Policies for thresholds.	<< Same as Typical	Suspended (no new comp time earned)	<< Same as 'B'.

***** All other Firm Policies (e.g. timesheets; confidentiality; attire; technology policy; etc.) remain in effect.*****

***** See Also Remote Working & Communications Guidelines.*****

Firm 03.05 - 01 - Best Practices for Remote Teamwork

Hi folks. Here is our current set of Best Practices for remote teamwork. Please offer input as we continue to improve them.

- Working from home means that you are available - via phone, email, text, chat, GTM/Zoom/etc. - during our regular office open hours, generally starting no later than 9am and ending no earlier than 5pm. Communicate your specific work hour windows within the teams and keep your calendar extremely current. Denice has requested that you email her with your schedule (at minimum weekly, with the projection for the week. i.e., will you be working from home or in the office, and for how many days).
 - If you are home but sick, please continue to record hours as Sick in your PTO line in Ajera. Bring yourself back to health before returning to work/work from home.
- PM's should check in at the beginning of the day and the end of the day at minimum with each team and team member (including the PIC). Teams in DD/CD production should also have a midday check-in, especially if they're not utilizing chat/channel conversations frequently throughout the day.
 - Zoom.us has free accounts that allow 45 minute – long meetings for more than 3 people, and unlimited length 1:1 meetings, including shared screens.
 - GoToMeeting Accounts: We have a fourth “administrator” account which can be used for internal team meetings. Project meetings should continue via GoTo/Zoom. Theresa's teams will use the Zoom account she has. Now it is more important than ever to calendarize every meeting! Do not use recurring meetings in GoTo scheduling.
 - If you don't need visuals with a client/group of consultants, consider using the AT&T conference line. Be sure to enter your project ID as the reference number – This also has a calendar in Outlook.

- Denice is going to send out information reminding folks about how to check their voicemail remotely, and has provided everyone with contact phone numbers for fellow staff. We encourage teams to develop updated contact sheets for the consultants as well as their clients, especially if they will also be remotely working.
- Use Slack #channels and #chat and/or Google hangouts for chat functions and communication that doesn't need to be an email (like "Please synchronize to central!")
 - For PM's: Monitor the functionality of BIM being used via Remote Desktop. Is this really working for your team/deadline needs?
 - Continue to utilize Trello/Slack/Google Docs to keep track of project WBS/task lists
 - We will look to how videoconferencing can facilitate office and team meetings.

Thanks!

M Communication to Clients

*** Please note that this section includes firm names and references based on what has been publicly communicated.

Firm 03.03 - 01 - Communication to Clients

To our Clients, Colleagues, and Collaborators,

The health and wellbeing of our employees and our community is of paramount importance to LMS. We are monitoring the COVID-19 situation closely, and are continuously updating our policies and infrastructure to adapt to the rapidly changing circumstances.

In response to San Francisco County's Shelter in Place directive, LMS will be working remotely during business hours until April 7. While face-to-face meetings have been replaced with virtual ones, our commitment to collaboration is unwavering, and our projects will remain uninterrupted.

We wish everyone the best in this challenging time.

LEDDY MAYTUM STACY Architects

Firm Lam Partners - email to firm email list 2020.03.13

Lam Partner to Work From Home due to Coronavirus Disease 2019 (COVID-19) Pandemic
13 March 2020

To all of our clients, colleagues and collaborators,

Lam Partners remains "open for business" and we will continue to support our clients and projects as always. To help safeguard the health of our staff, colleagues and the collective design community, we will all be working remotely until at least March 27th. This work-from-home

period may be adjusted as more information becomes available due to the uncertainty of the current situation. The safety and well-being of our team and community is our top priority.

During this period, all project meetings will either be online or by phone, with email being the preferred method of contact. We will continue to support all of our project teams and clients by responding as quickly as possible.

We wish all of you and your families good health.

Thank you,
Lam Partners

Firm TEF Design - email to firm email list 2020.03.17

At TEF, our mission is to empower community. Amidst the rapidly-evolving COVID-19 pandemic, this remains our focus as we prioritize the health and well-being of our staff, clients, collaborators, and the region.

Starting today, and in accordance with CDC guidelines and the City and County of San Francisco's Shelter-In-Place Ordinance, all TEF staff will be working remotely from home. Our commitment to supporting you and your projects remain unchanged and uninterrupted. Resiliency planning over the past several weeks enables us to support continuous communication and workflow – including online conferencing and design documentation – as we leverage our talent to find creative solutions to an unpredictable time. The entire TEF team is reachable via phone and email at the same contact information you already have.

We are reassured by the social solidarity emerging from this crisis and look forward to continuing our work with you.

The Principals at TEF Design

04 Large Firms (51-150)

L Communications

Firm 04.03 - 01 - Working from Home Memo 2020.03.06

With an abundance of caution in mind, leadership wants the office and all of you to be prepared should the Coronavirus get close to the city and worse to our office. Attached is a memo put together to give advice on working from home and how to connect via technology with your team, clients and the office servers. Please do not throw this out with the “junk”. Save it to your desktop or some convenient place for quick reference.

We don't expect anything to ever happen of course, but we do want to have a plan in place just in case. Please test your VPN connections if you haven't done that recently and perhaps for those of you with laptops be sure to take them home each night so you are always prepared. If for any reason you do not feel safe or are concerned with any travel obligations for projects please come and see me and we will figure something out to save you from worry. We will never force someone to travel.

Most importantly stay well. Do not come to the office if you are sick with any respiratory or contagious illnesses, stay home and get better. I hope that our news media is over-hyping the news about this virus, but you never know. Let's stay healthy and be prepared.

Thanks.

Firm 04.03 - 02 - More Precautions Memo 2020.03.10

I plan on updating you from time to time on how we at the Firm are trying best to adjust how we do business in light of the coronavirus. We want to be cautious and realistic about its potential to spread and what that would mean to the firm and more importantly to all of you and your families, it's our desire for all of us and your loved ones to remain safe in this time of uncertainty.

The most important thing that can be done is to stop and contain the virus's spread globally. We want to do our part. As many of you might have heard by now the city's university is canceling all campus activities and classes and instead electing to teach remotely via electronic means. Folks are taking this very seriously and we feel the same, lets play it safe for now until more research is done.

To that end we are asking that each of you report to us on any and all travel plans. Domestic or foreign, business-related or personal, we ask that you send that information immediately to our two admins who will maintain a record for the foreseeable future.

If you are traveling to a foreign country we will likely ask you to remain away from the office for a period of time (up to 14 days) upon you return to be sure you are not infected. We are in uncharted territory here, but we prefer to keep safe than sorry. If you have recently traveled to a foreign country please tell us that too, where, when, etc.

Hopefully this will all be over soon and we will return to our normal status. **For now we are halting all international travel for the company and we may selectively determine if domestic travel is safe.** Leadership will be reviewing each request for travel. Anyone that does travel on behalf of the Firm and that would prefer not to should simply stay here and conduct business remotely.

Thank you for your cooperation and understanding.

Firm 04.03 - 03 - Working from Home Memo 2020.03.13

To reiterate from my earlier email **please feel free to work from home if you feel unsafe in transit or by being in the office** and of course stay home if you are at all sick. IT has done a superb job of making sure we all have VPN connectivity so your projects hopefully will not suffer. Should you stay home, regularly check in by phone and e mail with your project manager/team and fill out time sheets every day. Be safe and stay well, this crisis will pass.

Firm 04.03 - 04 - Reminder Memo 2020.03.15

As we learn more about the virus and the hopes to curb and slow it down I want to reiterate a few things about the coming week in the office.

First, if you desire to work from home that is no problem. Just let your PM, IT and firm leadership know. Second, with all schools closed within the surrounding areas we understand childcare may become a problem. Again, work from home if this helps with that issue. The office will remain open so if you need any resource materials, supplies, etc. come in and get them. If you do come to the office be sure to switch your desk phone over to ring on your cell per IT's information from Friday. Remember to fill out your time sheets daily while out of the office.

To ease this transition IT has done lots of important work behind the scenes to make sure we are technologically ready to work online, we are prepared for business to carry on as usual even if work is being done remotely.

For those who plan on being in the office tomorrow, practice social distancing from one another please. We are banning any outsiders including consultants and vendors from coming to the office for the foreseeable future.

I will send out an email every day updating you on what the office is doing to avoid this crisis while keeping our clients and projects serviced.

Thank you all.

Firm 04.03 - 05 - Construction Administration Memo 2020.03.16

Many of you are currently involved in our day to day construction administration activities. While we expect to continue providing the very best in client service, our focus right now also needs to be the health and safety of our communities. As you know we have canceled all travel to our long-distance projects so those teams are currently working remotely. For those of you working on construction projects closer to home, there will no doubt be the need to periodically visit your construction project sites, to that end, IT and I are suggesting the following as a way to stay safe amid this coronavirus crisis.

- Try and work remotely as much as possible, we suspect the contractors will all be doing the same.
- Avoid any gatherings and all face to face meetings. Call in to project meetings versus being there in person.
- If you must meet, maintain proper social distancing (2 meters) at all times.
- When a site visit is required do not linger.
- Avoid using crowded construction elevators, use the stairs instead.
- Wear construction gloves while on site at all times. Wear helmet and eye protection. Try not to touch anything. (We have ordered more gloves)
- If you are punch-listing try to work alone and maintain proper distances between others, wear gloves.
- Wash your hands thoroughly (20-second rule) after being on site.

Hopefully, this will be over soon, but for now, I urge you to stay cautious and safe while furthering this needs of the construction teams and our clients.

L Policies

Firm 04.01 - 01 - Memo: Coronavirus Policy Updated 20.03.13

Team,

Many of you are probably following the news on the coronavirus (COVID-19) and wondering about [OUR] approach. I want to be smart about our response and I want to treat everyone as an adult. I trust everybody and totally rely on everybody's desire to be professional and make good decisions. There are varied opinions and data surrounding the situation but what's important to [US] is we do the following:

1. Provide guidelines, resources and hygiene best practices to keep [OUR] employees and their families safe.
2. Continue to serve [OUR] clients, while also keeping their safety in mind.
3. Be socially responsible and do our part to slow the community spread of the virus when there appear to be outbreaks.
4. Remain a viable business so that in a few months, as most information sources predict, we remain in business when the threat is past.

I want to make sure that we're being proactive, sensitive and thoughtful about our approach to this matter. Some of your teammates (or their families) may have compromised immune systems (i.e. autoimmune diseases, the effect of current or past chemotherapy, pregnancy, etc.) and are

more at risk and anxious during this time not only about getting sick, but anticipated medical bills, caring for others, etc.

With this in consideration, I am asking you to please read the below in detail. [WE] will keep you posted on any potential updates to this memo.

Here are some guidelines:

1. Office hygiene:

- [WE] encourage employees to wash hands regularly, use the hand-sanitizer provided throughout the office and maintain social distancing.
- Do not shake hands with anyone you encounter.

2. Signs of sickness:

- Do not attend work if you are sick or show any signs of sickness (fever, cough, sore throat, etc.)
- Please use PTO for sick leave. Or, you can work from home if your symptoms are mild. Use common sense, please.
- If you or a family member know they have been exposed to the coronavirus, please work from home even if you show no signs of the virus. We ask that you quarantine yourself for 14 days at home.

3. Current health condition:

- If you have a pre-existing or medical condition, please talk to [HR] so we can understand the situation. This will be kept confidential and you will be able to work from home.

4. School closure:

- If your child's school or daycare is closed, you may use PTO to take time off to care for your child.
- You can work from home with flexible hours when you are not simultaneously caring for children.

5. Working in the office:

- I would like [US] to continue working in the office. The CDC has not recommended that people stop attending work. We are still researching working remotely and I will let you know if I change my approach to this.

6. Public transit:

- You are highly encouraged to drive and park near the office or take a rideshare (Uber/Lyft) to the office in lieu of taking public transportation to work. [WE] will reimburse you for the expense on a monthly basis. (The expense amount shall be the cost of parking or rideshare minus your typical monthly commuting cost. We think that is a pretty fair deal).

7. Work hours:

- You may work flexible work hours, for example, come in very early and/ or leave early, weekends, or any other reasonable schedule that increases social distancing.

8. Meetings:

- We would like to stop all in-person meetings in the office and we authorize all employees to courteously and professionally decline in-person meetings. Please courteously and professionally notify clients and consultants with adequate advance notice that upcoming meetings will be via GoToMeeting.

9. Suspend all non-critical travel:

- For the foreseeable future, [City 1] employees will not travel to [City 2] office and the reverse.

10. PTO for times you're unable to work:

- Some of you are over maxed on your accrued time and this may be a good time to use it. If you find yourself in a situation where you need to work remotely or stay at home with a child, you can consider using PTO.
- For the next month or so – and reasonably applied, employees may go into negative PTO. Meaning if extra sick time or paid time off is needed, it can be borrowed and made up in the future by working extra hours under a “comp time” type program. Please let [HR] know if you are planning to do this.

For those that do have to work from home due to the reasons mentioned above, please notify [HR], your PM and [IT] (to coordinate IT needs). We also expect the following:

- **Be available** – You must be reachable via email, Teams and/or cell phone.
- **Be accountable** – Follow-through on your responsibilities of work regardless of location.
- **Be attentive** – Engage in open communication with your manager and team regarding your scheduling requirements or any offline time.

Thank you for your commitment to the firm. If you have any questions, please reach out to me.

L Communication to Clients

*** Please note that this section includes firm names and references based on what has been publicly communicated.

Firm Payette - A message from Payette about COVID-19

To our clients, consultants and collaborators,

As we continue to monitor the evolving COVID-19 situation, we are making tough decisions around work and travel to do our part in minimizing the spread of the virus.

As of Friday, March 13, our office will be working remotely through at least March 27. This remote work period may be adjusted as more information becomes available due to the uncertainty of the current situation. The safety and well-being of our team and community is our top priority.

We remain fully committed to providing you with the level of service and responsiveness that you associate with Payette, and our goal is to transition this modified working arrangement with minimal disruptions.

We ask for your patience and understanding as we adjust to the rapidly changing circumstances presented by this pandemic, and we will work with each of you to find the best combination of email/phone/online meetings to serve each project team.

Please don't hesitate to reach out with any questions or concerns.

Firm CambridgeSeven - Message posted to the front page of their website 2020.03.16

To our Clients, Consultants and Colleagues:

First and foremost, on behalf of the CambridgeSeven family, we hope that you and your loved ones are in good health and remain so during these uncertain times regarding the Coronavirus (COVID-19) crisis. We are committed to doing our part in slowing down the spread of this virus.

Our top priority, as always, is to our clients and projects currently in design and construction. Our leadership teams will be reaching out to each of you to share our plans for the next few days and weeks. While our office remains open, we have encouraged our staff to transition themselves to work from home for their safety and that of their families.

While this crisis continues to unfold, be assured that our staff has been prepared with all the necessary technology required to access project information remotely. We fully expect that work will proceed normally but we do ask your patience as we implement this transition. We have also taken the necessary step to temporarily suspend all travel domestically and internationally. We are also limiting the size of meetings and suggest that most meetings take place via teleconferencing or online.

We support our public health, state and city officials who are doing an outstanding job of preparing and informing the public about this rapidly evolving global pandemic. These measures will apply through March 27th and at that time, we will reevaluate the situation.

CambridgeSeven is committed to excellence in everything that we do. As difficult as it is for all of us to continue business as usual, we recognize the importance of staying safe and we want to ensure that our staff, our clients and the community at large are fully supported while we continue to provide the best in architectural services.

Thank you.

Gary Johnson,
President, CEO
CambridgeSeven

05 XL Firms (151 +)

XL Communications

Firm 05.01 - 01 - email to employees 2020.03.18

Given much guidance exists from the governmental authorities, the firm leadership has decided that the safest and best course of action is to have as many people as possible work remotely from home. We will use tomorrow, Wednesday, March 18th as a transition day for those who are not already working remotely. We will then close the Offices beginning Thursday, March 19th through Wednesday, April 1st. Due to a need to still receive mail/packages and handle some essential aspects of the firm business (e.g. accounting), a few individuals will be working from the headquarters office. We will also be designating individuals in each of the Offices to stop in at their Studio from time to time to check on mail/packages.

In talking with IT it is suggested that you not take your desktop computer home, but rather use either your personal computer or a firm laptop to connect into your desk top computer remotely. We recognize that there may be a few exceptions to this approach, so if you feel that you need to use your desktop computer to be effective, please talk directly to X to coordinate this relocation. We have heard from some individuals already working remotely that it is difficult to do so either due to distractions at home or the internet is too slow or you are unable to connect in. If you feel that working from the Studio is a more effective means of getting your work accomplished, please notify your Studio Leader and X to let them know that you will be coming into the Office to work. We want this approach to be the exception rather than the rule, so we will be keeping this working approach to a minimum.

As we move to working remotely on a full time basis for this period of time, it will be imperative that we all communicate at a very frequent level. To that end, tomorrow we will be offering some guidelines for Principals and Project Managers to coordinate working with their Project Teams. This will include scheduled Teams Meeting check-ins, as well as more specific daily assignments so that all of us can be as effective and efficient as possible while working alone remotely.

We will also be creating a new external message for our consultants and clients to update them on this new working format. This will be published tomorrow as well, so please look for this on our intranet and in an email. We will also be posting a message on the door of each Office so that should someone stop by they are aware of the Office being closed and who they should contact.

Please know that the firm leadership appreciates each of you being flexible and willing to work in this manner. We know that all of this uncertainty creates much anxiety in each one of us. All we can do is continue to be vigilant and careful as each day dawns so that we can do our best to stay safe and healthy. We are confident that we can weather this storm, as we have in years past, and look forward to brighter days ahead. Thank you.

Firm 05.03 - 01 email to employees 2020.03.03

Good afternoon all,

As we all know there has been a great deal of media attention around the Coronavirus and the flu like symptoms. We also know there is a lot of various illnesses floating around right now. To that end, I want to provide some resources for prevention.

Simple tips to help prevent the spread of the flu and CVOD-19 are very similar. A few of the basics are outlined below:

- Avoid close contact with people who are sick.
- If you're sick and contagious stay home.
- Avoid touching your eyes, nose and mouth.
- Cover your coughs or sneezes with a tissue and then discard.
- Wash your hands with soap frequently for 20 seconds.

For additional information I have provided the two links below as well as attaching an article around travelling during this time.

[Coronavirus Prevention](#) [Flu Prevention](#)

I understand we all have projects and deadlines but if you are ill and/or contagious please respect your colleagues and stay home or work from home. I think we are all professional enough to know when we shouldn't be at work. Let's be smart about our decisions and please remember to keep in contact with our supervisor.

If you do not have a laptop you can still access your desktop and files through the Intranet Cloud login.

Thank you all for your support and as always if you have questions please don't hesitate to reach out!

Firm 05.03 - 02 email to employees 2020.03.06

Hello everyone,

Today, there is a growing concern about the global spread of the Coronavirus and its impact on both public health and the economy. While these concerns are certainly understandable, Cushing Terrell's response will be grounded in facts, not driven by fear and most importantly the continued well-being of our team members. Consequently, we have adopted this Coronavirus Action Plan to help guide our organization and to provide tools and resources that will assist our firm.

Overview:

The firm is asking our team members to be prudent and prepared, but don't overreact. We should be guided by the facts and advice from medical experts and the federal, state, and local officials

who are dealing with the situation. This largely means business as usual with some limited exceptions.

Meetings, Travel, Work:

The firm will continue to hold meetings and events to support the important work for our clients. If you are not comfortable traveling, please discuss with your supervisor and every attempt will be made to balance the needs of our client and our team members requests. While face to face consultations are typically preferred, we have the technology of Zoom and Jabber to utilize as an alternative. Utilizing our technology will enable us to conduct work and communicate as needed. The county and city has advised businesses to allow remote work where possible which includes our office in this city. This decision was not made lightly, and we are complying with the counties request.

If team members are uncomfortable coming into the office especially in cities where the virus has been confirmed, they need to speak with their supervisors to make accommodations. However, the expectation is still business as usual as it applies to work and work hours being adhered to as normal. Please inform Human Resources and reach out with any questions or concerns.

What we as individuals can do:

Now is the time to listen to experts, to stay informed, and to take reasonable measures to prevent the spread of the virus or the flu or any of the illnesses that are currently floating around.

Guidance:

- Avoid close contact with people who are sick.
- If you're sick and contagious stay home.
- Avoid touching your eyes, nose and mouth.
- Cover your coughs or sneezes with a tissue and then discard.
- Wash your hands with soap frequently for 20 seconds.
- Stay abreast of current updates from reliable sources such as the CDC and WHO.

What else should I know?

- The infection does not appear to be a high risk to the general population especially healthy people.
- The issue is protecting those individuals and members of society that are at higher risk.
- That is why it is important for all to be diligent in limiting spread of the disease and why King County took the measures it did this week.
- If you are in an area where the virus has been confirmed limit face to face meetings – use the technology Cushing Terrell provides such as Zoom or Jabber.

Team Members that should be especially vigilant include:

- Older adults with severe chronic conditions such as heart, lung or kidney disease.
- People with preexisting conditions that make them more susceptible i.e. heart and lung conditions.

- Individuals that have severe underlying medical issues.
- People who have family members at home with these conditions or who are primary care givers to family members with these conditions.

I can't stress enough to ensure you have your facts and that they come from a reliable source such as the CDC and WHO. When we have solid facts from reliable, medical sources it helps to remove the emotion that can cloud our thoughts. Good information and being proactive, (hand washing, staying home if you are sick etc.) will be essential as we work through these times.

As always, thank you for your efforts and reach out with any questions.

XL Policies

Firm 05.02 - 01 - Update to the Employee Handbook

Work from Home Policy

The firm understands that occasional circumstances warrant the need to work from home. It is the desire of the firm to continue to provide our employees with a good work/life balance. The employee needs to discuss and gain the approval of a request to work from home with their office leader, discipline leader, and/or the Director of Administration in advance. Each case will be reviewed on an individual basis and a written agreement outlining the specifics will be created, reviewed, and signed by the employee and the director of administration.

In the case of a school closure, office closure, illness and/or incubation period, the requirement of discussion and prior approval will still be in place.

The Guidelines for working from home are:

- Employee has dedicated workspace in their home.
- Employee has firm issued laptop or home-based computer with current software. Rare occasions may dictate the need to take home a desktop and/or other equipment at the discretion of the Director of Technology.
- Home is equipped with high-speed internet for connectivity to the office.
- Others provide child care for minors needing constant supervision/care for hours worked.

Studio Closure

Inclement Weather

It is the policy of the firm to remain open during most periods of inclement weather; however, where extraordinary circumstances warrant, the firm reserves the right to close an office. Thus, employees are encouraged to check email and/or intranet for announcements.

Regardless if the office is open or closed, it is each employee's decision to determine if it is safe for them to report to work during such weather. If the office is open, an employee must advise their office leader as soon as possible should they be unable to report to work due to inclement weather. With approval from the office leader, employee may be given authorization to work remotely from home.

If the office is announced to be closed, all employees will receive their regular pay for the day of closure. If the firm closes an office, time is to be recorded per the announcement.

If the office remains open on an adverse weather day, employees who report to work will receive their normal pay for the day, i.e. exempt staff will receive their regular salary and hourly employees will be paid at their base rate and any applicable overtime. If an employee elects not to report to work when the office is open and does not work remotely, the employee will be required to use his or her available paid time off or take leave without pay.

Infections Disease

The firm has the authority to close an office due to an outbreak of infectious disease. This closure will be announced to the office via email and a post to the intranet. If the firm closes an office, time is to be recorded per the announcement.

Employee access will be disabled and employees should not return to the office until an “all clear” message has been issued and the closure has been lifted. The message will be sent via email and an intranet post by a Studio Leader, Discipline Leader, or the Director of Administration.

During an office closure, employees with prior approval from the Studio Leader, Discipline Leader, and/or Director of Administration, may be given the authorization to work remotely from home. Employees will record their time worked as if they were within the office.

The firm’s expectation is for people to be able to work from home if required. In the event that someone cannot and PTO is not available, please reach out to the Studio Leader, Discipline Leader, and Director of Administration.

Technology

If the firm or individual office experiences a power failure, network failure, network hack, etc. The firm may have to close the firm or an office. The nature of the technology issue will determine decisions on an office closure and/or the employee’s ability to work from home. If the firm closes an office, time is to be recorded per the announcement.

Infectious Disease Control Policy

The firm will take proactive steps to protect the workplace in the event of an infectious disease outbreak. It is the firm’s goal in such an event to operate effectively, ensure that all essential services are uninterrupted, and make sure that employees are safe within the workplace.

The firm is committed to providing authoritative information about the nature and spread of infectious diseases, including symptoms and signs to watch for, as well as required steps to be taken in the event of an illness or outbreak.

Preventing the Spread of Infection in the Workplace

The firm will provide a clean workplace, including the regular cleaning of objects and areas that are frequently used, such as bathrooms, break rooms, design labs, conference rooms, door handles, and railings. Each office will coordinate efforts with local cleaning companies and take steps to ensure items in common areas items such as keyboards, mice, telephones, and door pulls are cleaned on a regular basis.

The Director of Administration and the Executive Team will monitor and coordinate the response strategy, and create work rules that may be implemented to promote safety.

All employees need to cooperate in taking steps to reduce the transmission of infectious diseases in the workplace. The best strategy remains the most obvious - frequent hand washing with warm,

soapy water; covering one's mouth when sneezing or coughing, and discarding used tissues in wastebaskets. Employees are encouraged to clean their own keyboards, mouse, phone, and desk surfaces. The use of alcohol-based hand sanitizers located throughout the workplace and in common areas is recommended.

Unless otherwise communicated, the normal attendance and leave policies will remain in place. Individuals who believe they may face challenges reporting to work during an infectious disease outbreak should take steps to develop any necessary contingency plans. For example, employees might want to arrange for alternative sources of childcare should schools close and/or speak with the Studio Leader, Discipline Leader, and/or the Director of Administration regarding the potential to work from home temporarily or on an alternative work schedule.

Limiting Travel

In the event of an outbreak, the firm will follow the guidelines of the State Department's travel advisories. Based on the travel advisories, the firm may restrict all nonessential travel. If a travel ban is implemented, employees who travel as an essential part of the job should consult with their Studio Leader, Discipline Leader, and/or Director of Administration on appropriate actions. The firm will also follow guidelines established by the State Department and/or local health departments regarding mandatory incubation periods before returning to the office.

Employees traveling in and out of the company for personal reasons will be subject to the above guidelines and incubation/quarantine periods of warranted.

Employees with any travel concerns should also consult with their Studio Leader, Discipline and/or Director of Administration.

During an outbreak, the employee should avoid crowded public transportation when possible. Alternative scheduling options, ride-share resources and/or parking assistance will be provided on a case-by-case basis.

Working from Home

Working from home requests will be handled on a case-by-case basis. While not all positions will be eligible, all requests for temporary work from home when ill or during the incubation period should be submitted to the Director of Administration and your Studio Leader for consideration. The firm will follow the guidelines established in the Work From Home policy.

Staying Home When Ill

Many times, with the best of intentions, employees report to work even though they feel ill. We provide paid time off and other benefits to compensate employees who are unable to work due to illness.

During an infectious disease outbreak, it is critical that employees do not report to work while they are ill and/or experiencing the symptoms associated with the outbreak. Employees are required

to contact their health care provider and/or their local department of health and follow their guidelines for testing and incubation period.

Requests for Medical Information and/or Documentation

If an employee is out sick or shows symptoms of being ill, it may become necessary for the firm to request information from the employee and/or their health care provider. In general, the firm would request medical information to confirm the need to be absent, to show whether and how an absence relates to the infection, and to know that it is appropriate to return to work. As always, the firm expects and appreciates employee cooperation when medical information is requested. The policy is to treat any medical information as a confidential medical record.

Social Distancing Guidelines for Workplace Infections Disease Outbreaks

In the event of an infectious disease outbreak, the firm may implement social distancing guidelines to minimize the spread of the disease among the staff. If the firm implements these guidelines, a post will be made in the intranet.

During the workday, employees are requested to:

1. Avoid meeting people face-to-face (one-on-one or group meetings). Employees are encouraged to use the telephone, online conferencing, e-mail or instant messaging to conduct business as much as possible, even when participants are in the same building.
2. If a face-to-face meeting is unavoidable and all parties are comfortable, minimize the meeting time, choose a large meeting room and sit at least one yard from each other if possible; avoid person-to-person contact such as shaking hands. We should take our lead where possible from our clients first in order to avoid impacting the progress of a project. Where the firm is organizing or directing meetings, please consider remote or virtual technology, limiting attendees where possible, and communicating to all participants appropriate behavior, i.e. no handshaking etc.
3. Avoid any unnecessary travel and cancel or postpone nonessential meetings, gatherings, workshops and training sessions.
4. Do not congregate in copier rooms or other areas where people socialize.
5. Bring lunch and eat at your desk or away from others (avoid lunchrooms and crowded restaurants).
6. Encourage members and others to request information and orders via phone and e-mail in order to minimize person-to-person contact. Have the orders, materials, and information ready for fast pick-up or delivery.

Outside activities

Employees might be encouraged to the extent possible to:

1. Avoid public transportation (walk, cycle, drive a car) or go early or late to avoid rush-hour crowding on public transportation.
2. Avoid recreational or other leisure classes, meetings, activities, etc., where employees might encounter contagious people.

Firm 05.02 - 02 - General Office Protocol

- Work from home is required for at least two weeks
- The building was locked and not accessible to anyone starting last Friday
- There is at least one email a day from the CEO checking in
- All teams are coming up with their own strategy for working, some teams meet via zoom once a day
- The office is coming up with ways for people to stay social, including having their twice a week exercise classes via zoom

Firm 05.02 - 03 - Tier Response to Covid-19

Tier	Description	Key Actions
Tier 1	- Awareness of a potential local threat to an office location	- Hygiene reminders (staying home when sick, washing hands often, clean and disinfect frequently touched objects) - Enhanced cleaning in offices - Travel Advisories (temporary ban to affected areas) - Sharing useful tips/websites
Tier 2	- Observed increase to transmission rate within a commuting radius of an office	- Continuing with Tier 1 actions - Temporary ban of non-essential travel (conferences, speaking engagements, recruiting events) and travel to affected regions - Restrict in-person meetings with clients/consultants unless approved by a Partner - Flex schedules to avoid rush hour commutes - Flex place - review work from home requests (school closures, special requests based on vulnerable personal/family health concerns (HR))
Tier 3	- Government quarantine actions in the commuting range of an office - Perceived challenge with local containment - Severe increase/upward trend in infections	- Continuing with Tier 2 actions - Expansion of flex schedule and flex place for the impacted area - Restrict all visitors to our office - work in shifts to control office occupancy
Tier 4	- Employee test positive for Covid-19 who has recently worked in an office - Mandatory office closure	- 100% mandatory work from home in the impacted office - Office sanitizing and cleaning process to be completed - Full implementation of return to work protocols

Firm 05.03 - 03 email to employees 2020.03.13

Team,

Good afternoon and Happy Friday. Please see below for updates and guidelines the firm will be following during this unique time.

As we continue to monitor Coronavirus (COVID-19) developments closely, the health and well-being of you, your families, clients and their employees is of the utmost importance.

The firm continues to ask that our team members be prudent and prepared but to not overreact.

Let us continue to be guided by the facts and advice from medical experts such as the CDC and the WHO are dealing with this situation.

Security, safety and well-being is integral to our business process and those we serve. As such we have incorporated guidelines for our business operations which will enable us to carry on our work as seamlessly as possible.

At this time the CDC emphasizes that for most people in the United States, including most types of workers, the risk of infection with COVID-19 is currently low. As such, we continue to stress the importance of continued communication and providing everyone with best practices to prevent the spread of any illness.

Guidance:

- Avoid close contact with people who are sick.
- If you're sick and contagious stay home.
- Avoid touching your eyes, nose and mouth.
- Cover your coughs or sneezes with a tissue and then discard.
- Wash your hands with soap frequently for 20 seconds.
- Stay abreast of current updates from reliable sources such as the CDC and WHO.
- Utilize technology such as Zoom or Jabber to conduct meetings.
- If you are sick with a cold or the regular flu stay home.

What do I need to know?

- The virus is most serious to older adults (65 +) with chronic conditions such as heart, lung, or kidney disease.
- Individuals that have severe underlying conditions are also at a higher risk.
- People who have family members at home with these conditions or who are the primary care givers to family with these conditions should be cautious.

Travel

- Several have asked if it is mandatory to purchase travel insurance. Currently the Firm is not mandating purchasing insurance.
- Call the airlines in advance to become informed of their policies during this time. There are some airlines that will refund your money or not charge a change fee to rescheduling.
- At this time, we will be reviewing all internal training to assess if conducting the training via Zoom is compatible to the curriculum. For the interim we will be postponing Supervisor training.
- In order to evaluate project related air travel closely, we are requiring that HR and the Principal in charge of the project be notified prior to any arrangements being finalized. Together, we will evaluate the potential risks, the necessity and the alternatives associated with the trip. A decision will be made in the best interest of our teams, our clients, and our projects.
- Should you be uncomfortable coming into the office, discuss alternative options with your supervisor on working from home.
- While we can't negate your time outside of work, please take precautions if you are planning on vacationing for spring break.
- For those that utilize public transportation, if you are uncomfortable please speak with your supervisor and discuss if working from home is a viable option.
- Those individuals who do work from home are still expected to be available and accessible.
- We are not enforcing a self-quarantine for those traveling. If someone is returning from a trip and you are not comfortable, work with your supervisor to work from home. Harassing an individual that is returning from a trip will not be tolerated.

We have seen where some areas are closing schools. If you are impacted due to a school closure, please work with your supervisor for alternative solutions and keep in close communication.

Unfortunately, we cannot predict every scenario and new challenges arise every day during this time. We trust you and have provided you with the tools you need to balance work/life/client needs during this time. Please continue to be the smart professionals we know you are and keep the lines of communication open.

This is an amazing team and I am confident that as a team we will work through these events, while still caring for ourselves, our families and our clients.

We believe these guidelines are the best course of action to take based on the information we have obtained from the CDC and WHO websites.

The firm is committed to making our offices a safe and great place to work, even in these most trying circumstances. Our goal is to be diligent with communication and to protect you, your families, our clients and your colleagues.

As always, should you have any questions please feel free to reach out and let's discuss your concerns.

XL Communication to Clients

*** Please note that this section includes firm names and references based on what has been publicly communicated.

Firm 05.03 - 01 - Template for Notifying a client about the firm's crisis plan

Dear Client,

I am writing on behalf of the Firm to update you on a series of new policies that the Firm is implementing in response to COVID-19, which was officially declared a pandemic by the World Health Organization on March 11th. As all other organizations, we are closely monitoring the outbreak and continue to prioritize the safety of our community and business partners around the world.

As our company manages this situation, we know that our clients and business partners are relying on us. For ## years the Firm has led a seamless global operation and provided uninterrupted services to clients through many complex global challenges. The Firm's Crisis Management Committee of senior global leaders is constantly updated on the latest events and has implemented a contingency plan for the continuity of our project work.

Please find an overview of the major near-term changes and protocols the Firm has introduced to limit the risk of transmission among members of our community and to ensure minimal disruption to the project name.

Measures implemented by the Firm's global Human Resource team:

The health and well-being of our clients, people, community, business partners, and families is our utmost priority. Through the below measures, HR seeks to decrease the number of instances that require community members and our business partners to gather in large groups or spend extended periods of time in close proximity with each other. Specifically:

- The local office has shifted to work-from-home and we are trained to work effectively in this mode to facilitate efficient offsite design, collaboration, and project management
- We have moved all in-person meetings with external parties to Zoom (net/virtual meeting)/Teleconference
- We have limited the size of internal in-person meetings
- We have placed a temporary ban on attendance to conferences and other non-essential business travel
- We continue to ban international business travel, and require those returning from affected areas to self-quarantine for 14 days. Only critical domestic project travel is allowed.
- We have enhanced cleaning protocols and continuously instructed our employees in all offices to follow hygiene guidelines as set out by CDC to prevent illness

Measures implemented by the Firm's global Technology team:

Due to the global nature of our work, the Firm has already become adept at collaborating with our clients and consultants with virtual tools. We can leverage our global presence in different regions to continue project work.

Specifically:

- We have optimized office workflow to accommodate computing and collaboration from non-firm locations.
- Video conferencing, telecommunications, remote access, remote computing and cloud rendering are part of daily life at the Firm.
- Through VPN services, work continues securely through the internet to our servers, workstations and drive systems in each office, as well.
- Broadband bandwidth to all major offices are being increased to allow for faster throughput, as well as faster application streaming from our secure servers and workstations.

All of the above actions are meant to allow work to continue at the Firm through any potential periods of office closures.

We have also taken proactive steps to understand the potential impact this global health issue may have for the project. At present time, we are anticipating:

- List of potential issues

As public health advisories and health precautions change with little notice it is difficult to predict the timeline for these changes. I would like to suggest a Zoom meeting to discuss.

We continue to follow the guidelines issued by the local governments where our offices are located, WHO and other relevant organizations – and want to reassure you that we have protocols in place to remain healthy and operational – and we are prepared for a broad range of contingencies should the outbreak levels increase in our region. I am confident that working together we can chart a productive course forward for the project.

We look forward to a continued dialogue and thank you for your patience and understanding.

Firm Perkins+Will - External Communication with Clients

To our colleagues: Well-being is a core value at Perkins and Will, which is why we've enabled our entire firm to work from home. The best public health approach is rigorous social distancing, and our firmwide preparedness plan leverages a robust technology platform to help ensure our team's safety as we continue to do our work virtually.

To our clients: We are committed to you, and to our work together. We've invested in one of our industry's most sophisticated technology platforms, allowing us to maintain business continuity. We pledge to continue working on your projects with care, responsiveness, and attention to detail.

To our community: We'd like to express our gratitude to the doctors, nurses, and medical professionals, as well as those who are keeping the community safe during this unprecedented

public health emergency. We are committed to supporting each other as we get through these challenging times, and we will continue to give back to our local communities.

From Bar Architects - email to their list 2020.03.16

We send our thoughts for the health and safety of you, your families, employees and friends during these challenging times.

The well-being of our BAR community – our employees, clients, consultants and broader community – is our top priority. As we know you have, BAR Architects has also been taking precautions and implementing plans, including working remotely, to help our staff stay healthy and flatten the curve of contagion while being able to continue to provide service to our projects and clients. Additionally, starting Tuesday, March 17th, we are now mandating that all BAR employees work remotely and comply with the Bay Area shelter-in-place orders until at least April 7th.

We remain confident of our ability to continue to efficiently work on projects, answer questions and provide day-to-day project updates and be readily available to join business and project meetings via Zoom, phone and other digital means.

We want you to know we are doing all we can to help all of us stay healthy while also effectively servicing our projects. We continue to evaluate this fluid situation and if needed will advise you if additional significant steps are taken.

Please do reach out to any one of our Principals or Associates if you have any questions or concerns. Together, we will weather this storm.

Thank you for your continued support of BAR Architects.

Firm Sasaki - email to their list 2020.03.16

Protecting our communities during Covid-19

To our valued clients and partners:

We are all being impacted by the COVID-19 pandemic in many different ways around the globe.

To protect the health of our employees, their families, and the more vulnerable members of our community, Sasaki has decided to transition our headquarters to a work from home model, and we have asked our employees to work remotely until further notice.

Regardless of where we're working from, we remain fully committed to continuing to provide our clients with the level of service and responsiveness that they are accustomed to from Sasaki. We will all of course remain accessible via email, and will have remote access to voicemail.

Minimizing travel and in-person contact is not easy on any of us, but we believe it is the right thing to do to keep our communities and yours healthy and safe.

Please don't hesitate to contact us if you have any questions or concerns.

James Miner

CEO, Sasaki