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**FOR TENANTS**

CBRE PRESENTS

# REENTERING THE WORLD'S WORKPLACES

**TENANT BRIEFING GUIDE**

**FOR INFORMATIONAL USE IN  
CONJUNCTION WITH THE CBRE  
BUILDING REENTRY WORKBOOK**

**CBRE**



# INTRODUCTION

## Reentering the world's workplaces

The implications of COVID-19 have been profound, and the path to business recovery is evolving and fluid. While much uncertainty remains around the timeline for reentering workplaces in markets across the world, and specifically in the Americas, how to return the work is at the forefront for all businesses as they navigate these uncharted waters.

CBRE Property Management has developed this document for tenants of the properties we manage, recognizing that the considerations for how and when to bring employees back to the office is vastly complex. As a seamless return to the workplace will require strong partnership between landlords and tenants, CBRE Property Management is poised and ready to facilitate this process, sharing our expertise and advice based on our deep expertise in building management and tenant relations, combined with a rapidly growing body of knowledge specific to the current environment.

The process of reentering buildings is already under way in some parts of the world. While most office buildings/properties were not officially closed, most tenants have not occupied their workplaces as a result of widespread stay-at-home government orders. As the world prepares to return to their workplaces, CBRE Property Management is actively supporting landlords in developing and implementing plans and protocols, creating and consolidating leading practices, and forming recommendations about how to rethink and reenter these managed properties. Importantly, this includes advice on partnering closely with tenants to ensure a smooth transition as they return to the office.

All COVID-19 related materials have been developed with information from the World Health Organization, Center for Disease Control & Prevention, and strategic suppliers providing services in affected regions. They may not be suitable for application to all facilities or situations. Ultimately, tenants and landlords must make their own strategic decisions for their individual stakeholders and workplaces. CBRE's guidance is intended to initiate those discussions and expedite the process. CBRE Property Management is acting on behalf of the landlord in presenting these materials. We make no representations or warranties regarding the accuracy or completeness of this material. CBRE disclaims all liability arising from use of these materials by others.



# INTRODUCTION

## What triggers recovery? External and internal considerations

Given the current patchwork of governmental advisories and stay-at-home orders, we expect the reentry process to occur in a gradual, uneven manner. This will create unique challenges and complexities for landlords and tenants — particularly for those with globally dispersed portfolios.

As governmental restrictions (Authorities Having Jurisdiction — AHJ) permit the return to work and businesses are broadly allowed to reenter workplaces, tenants should be prepared to determine their own thresholds and policies for welcoming employees, customers, and visitors back to their offices and places of business.

This may include factors such as:



The ability of the location and physical environment to support social distancing and frequent cleaning



Availability of widespread testing and monitoring of people with COVID-19 symptoms



Reliable and sustainable availability of key supplies, such as hand sanitizers, Personal Protective Equipment (PPE)



Regulatory requirements and implementation of compliant practices

**CENTERS FOR DISEASE CONTROL (CDC)**

**WORLD HEALTH ORGANIZATION (WHO)**

# PLANNING FOR THE RETURN

## The landlord-tenant landscape – a safe and healthy plan

The relationship between landlord and tenant – and the communication between both parties – has never been more important. For everyone to feel comfortable and confident in a safe, healthy return, landlords and tenants must work collaboratively.

In this briefing document, we are setting out recommendations for you to consider. This guide is organized around three key areas:

- 1 Planning for the Return to the Workplace**  
Considerations and discussion points to build a plan that works best for your business and workspace needs within your premises.
- 2 Bringing Employees Back to Work**  
Operational standards, best practices and policies and procedures to consider.
- 3 Ongoing Workplace Management and Evolution**  
Considerations of services and technology tools for the evolution and improvement of your workplace experience, premises and operations as you head into the future.



## PLANNING FOR THE RETURN

Our experience supporting clients around the world suggests that reentering buildings and supporting tenants in their endeavor to get back to work is not straightforward. Forethought is critical as important activities must be approached in fundamentally new ways.

## PLANNING FOR THE RETURN

### Mobilizing stakeholder engagement

Early in the planning process, tenants and landlords should identify a comprehensive list of all stakeholders critical to a successful return to work.

Relationships with key stakeholders should be reset as organizations mobilize to come back to the workplace. Consider this preliminary list of stakeholders with whom to communicate and coordinate prior to reentering the workplace premises.

#### Tenant Stakeholders

- Business Leaders
- Functional Partners (e.g., HSE (Health, Safety & Environment), HR, Floor Warden)
- Tenant Contact Representative

#### Property Owner Stakeholders

- Property Manager
- Supplier Partners
- Amenity Providers
- Service Providers

## PLANNING FOR THE RETURN

### Safety, health and wellbeing – tenant considerations

- More than ever, employees and their safety, health, and well-being are at the top of the tenant agenda.
- Businesses should prepare for a more discerning workforce that will expect continuous, credible assurances they are working in a safe environment.
- A sound recovery plan should include clear displays of updated safety, health, and wellness information and provide resources for employees and visitors that address all phases of their day – inside and outside of the workplace premises.
- Tenants should establish stations at key locations throughout the premises to provide items such as hand sanitizer, wipes, masks, and gloves – as well as safe disposal options.
- It is important that employees understand the proper usage of any PPE and therefore employers should provide appropriate training and communication.





## PLANNING FOR THE RETURN

### Tenant requirements and work arrangement considerations

- Early lessons indicate bringing teams back “full throttle” is unwise and inconsistent with most public health guidance, which recommends that social distancing measures be reduced in a gradual and thoughtful manner over time.
- You may consider establishing a phased plan that enables increasing numbers of people to return to the workplace.
- Consider your individual teams and employees that will have varied requirements relative to their own return to work necessitating pre-return planning with key stakeholders to anticipate and adjust reentry strategies.
- You may consider working with your Health, Safety and Environment, Human Resources and Legal teams regarding any considerations or protocols for high-risk employees, based on guidance from health authorities.
- Many tenants have employed split and staggered shift strategies, combined with work from home options to introduce social distancing in the early days of the pandemic. A similar approach may be considered for a staged reentry process.





## PLANNING FOR THE RETURN

### Understanding your business requirements

- Determine which functions need to return to work and at what frequency to manage projected space utilization
- Validate adjacencies and team dynamics to ensure productive operations in and out of the workplace
- Stagger access to the workplace based upon business demands; expand workday/work week options
- Evaluate mechanisms to track ongoing utilization to ensure planning capacity is not exceeded (e.g., security, IT network)
- Provide for extended work from home — establish clear guidelines, promote healthy work routines, consider allowances for furniture and supplies as appropriate
- Implement flexible work policies and/or adjust leave policies for employees who are “at risk”
- Prepare contingency plans in anticipation of relapses or changing governmental regulations

## PLANNING FOR THE RETURN

### Procurement considerations

Tenants should consider new levels of service, materials and activities necessary to facilitate a return to the workplace.

Examples of areas that may require advanced sourcing activities and increased funding include:

- Above standard/enhanced cleaning
- Introduction of new access protocols and related supplies and services (e.g., temperature screening services)
- Increased quantities of supplies such as hand sanitizers, wipes, gloves, masks
- Reconfiguration of work environments and associated technology and equipment
- Utilization of health tracking technologies
- Installation of touchless technologies



## PLANNING FOR THE RETURN

### Procurement planning – preliminary checklist (inside tenant premises)

Note that supply chain disruption persists; allow additional time for delivery and be prepared to accept substitutes and handle bulk quantities. Tailor your checklist using this as a starting point.

#### Personal Health & Safety

- Hand sanitizer
- Sanitizing wipes
- Face coverings / masks
- Gloves
- Anti-microbial spray

#### Signage & Communications

- Posters
- Employee Intranet
- Email Alerts
- Texts
- Apps for employees for safety procedures and general communications
- Floor-marking tape (or other means to denote spatial boundaries)

#### Supplier Readiness

- Temperature screening services
- Janitorial – Adjust for above standard cleaning specifications and schedules
- Food Services
- Mail Handling
- Courier Services
- Day Porters
- Amenity Providers

#### Furniture, Fixtures, Equipment

- Inter-desk panels
- Cubicles
- Dedicated computer peripherals (e.g. keyboards, computer mice, headsets)
- Utilization of tracking technologies
- Package lockers
- Touchless technologies



## BRINGING EMPLOYEES BACK

Preparing to reenter requires the development of detailed plans for your premises, reconfiguration of the physical environment to de-densify and support social distancing practices, and continuous communications.





## BRINGING EMPLOYEES BACK

### Considering your premises readiness and reconfiguration

#### Premises Readiness\*

- The premises readiness process is extensive, and no detail is too small to consider.
- It entails conducting a comprehensive assessment of the physical workspace and preparing for reentry where controllable.
- An important component involves open communication with the landlord in order to develop a plan to support the reentry process.

#### Reconfiguration

- Public health guidance strongly suggests social distancing measures should be maintained, and stepped down gradually.
- Tenants can convey safety efforts to employees by taking tangible steps to make changes to the physical environment that support physical distancing and other safety practices.

**\*Note:** Stay ready to adapt and respond. Although we all hope that COVID-19 exposure concerns will quickly become a thing of the past, it's critical that tenants and their teams continually monitor governmental and public health advisories – as well as review and adapt response protocols. Even in workplace environments that have reentered, new exposure concerns have arisen. Be prepared with appropriate protocols and if necessary, to re-instate full or partial work-from-home regimes at a moment's notice.

## BRINGING EMPLOYEES BACK

### Premises readiness recommendations

- Determine access management strategies to ensure operations do not exceed planned capacity (e.g., badge in/badge out reports, network access, reporting).
- Close, limit access or adapt use in internal public areas such as coffee stations, pantries, copier areas, gyms, mail rooms.
- Develop targeted cleaning protocols appropriate to various types and use of spaces, surfaces and material finishes.
- Inventory and confirm sustainable supply of items such as hand sanitizers, gloves, face coverings, or related items; expect longer than usual lead times.
- Understand your responsibilities pertaining to the building and your demised premises is important for better partnering with your property manager and landlord.
- Deploy employee communications (e.g., emails, websites, posters, apps) focused on safety messages, cleaning information and other important behaviors.
- Conduct an end-to-end walk through to ensure that every component of the premises has been addressed for ongoing operational purposes.
- Contact all key suppliers to preview requirements and any revised scope and service levels.



## BRINGING EMPLOYEES BACK

### Knowing your responsibilities

- Understand your lease responsibilities pertaining to the building and your demised premises (above standard cleaning, tenant systems, interior premises security, employee access, etc.).
- Discuss any uncertainties with the property manager. Knowing your areas of responsibility will help assist property management and landlord in a more successful reentry of the building.
- Follow your lease provisions pertaining to any premises work that may be required within your space due to alterations needed for social distancing and safer workplace.
- Adhere to any new building rules and regulations provided by the landlord relative space alterations using contractors and sub-contractors.
- Adhere to any new building rules and regulations pertaining to working hours and building access.

# BRINGING EMPLOYEES BACK

## Knowing your responsibilities

This matrix illustrates landlord and tenant responsibilities commonly found within lease agreements. Tenants should consider reviewing their lease provisions relative but not limited to, the items listed below.

ITEM	POTENTIALLY MODIFIED POST-COVID 19?	OWNERSHIP/RESPONSIBILITY AREA (TO BE CONFIRMED)	
Security - Common Areas	YES	LANDLORD	
HVAC & MEP (Mechanical, Electrical-lighting controls, Plumbing-fixture design/controls) Systems	YES	LANDLORD	TENANT
Vertical Transportation/Elevators and Escalators	YES	LANDLORD	
Fire and Life Safety	YES	LANDLORD	
Leased Premises - Dedicated Tenant Systems (Emergency Generators, Servers, HVAC, Security)	YES		TENANT
Building Ingress and Egress / Access Control - Common/Tenant Areas	YES	LANDLORD	TENANT
Vendor Screening - Covid-19 Protocols	YES	LANDLORD	TENANT
Employee Screening - Covid-19 Protocols	YES	LANDLORD	TENANT
Concierge Services	YES	LANDLORD	
Janitorial and Cleaning Services - Common Areas	YES	LANDLORD	
Janitorial and Cleaning Services - Tenant Premises (Standard Scope of Services)	YES	LANDLORD	
Janitorial and Cleaning Services - Tenant Premises (Above Standard Scope of Services)	POTENTIAL		TENANT
Restrooms - Common Areas	YES	LANDLORD	
Restroom - Tenant Premises	POTENTIAL		TENANT
Food/Package/Postage Delivery Management	YES	LANDLORD	TENANT
Parking and Garages (Valet Services)	YES	LANDLORD	
Redesigned Crisis/Illness Management and BCP plan (e.g. fire/life safety)	YES	LANDLORD	TENANT
COVID-19 Reporting Process and Protocols	YES	LANDLORD	TENANT
Food and beverage services - Common Areas	YES	LANDLORD	
Food and beverage services - Tenant Premises	POTENTIAL		TENANT
Fitness Center	YES	LANDLORD	
Lounges/Seating Areas - Interior/Exterior Common Areas	YES	LANDLORD	
Flexible Office Space - Common Areas	YES	LANDLORD	
Meeting Rooms - Tenant Premises	POTENTIAL		TENANT
Meeting Rooms/Conference Centers - Common Areas	YES	LANDLORD	
Office Support Services (Mail/Copy Center)	YES	LANDLORD	
Bike Rooms	YES	LANDLORD	





## BRINGING EMPLOYEES BACK

### What tenants can expect from CBRE Property Management

- Inspect property and common areas
- Review any building systems which have been altered under the Reduced Occupancy Operational Plan, if applicable, e.g., elevators, mechanical systems, lighting, re-certify equipment (if required), etc.
- Analyze current resource/staff levels for building cleaning and security
- Review/modify current building cleaning and hygiene supply and availability
- Establish PPE requirements for building staff
- Verify available labor (cleaning, security and maintenance) to accommodate reentry schedules
- Arrange thorough cleaning of common areas per regulatory guidelines
- Ensure hand sanitizer plus disinfectant wipes are available at each CBRE managed building reception desk, provided supply chain is available
- Resume waste collection, window cleaning and landscaping programs
- Be responsive to tenant questions and concerns

## BRINGING EMPLOYEES BACK

### Tenant reentry – Building Rules and Regulations

- Landlords may have to issue new Rules and Regulations relative to access protocols, building services, deliveries, ingress and egress, etc. changes. These will be distributed in accordance with the leases.
- Tenants may need to confirm enhanced/supplemental cleaning, if local guidance such as the AHJ, CDC or, WHO require such.
- Clear communication between the tenant and the landlord should be undertaken prior to reentry. This will allow both parties to address any concerns related to cleaning specifications, security arrangements, social distancing, and when and how certain groups will return (e.g. 'at-risk' employees).
- Property Managers may contact tenants to understand their objectives and strategy for returning to the premises. Questions such as timing, number of employees returning, verifying floor wardens, etc. will assist in formulating new Rules and Regulations.



## BRINGING EMPLOYEES BACK

### Space reconfiguration – preliminary recommendations and considerations

- Reconfigure space to achieve social distancing, including removal of seats and closure and/or repurposing of conference rooms and cafeterias
- Assess configuration of, and access to, frequently shared areas
- Maintain clean desk policy on all assigned or shared desks to facilitate cleaning and flexibility
- De-clutter spaces and furniture configuration to facilitate effective cleaning
- Encourage use of distributed virtual meetings, even in the office, to discourage convening in conference rooms
- Establish “safe distance zones” around reception desks and other common gathering points
- Increase availability of sanitizing options and provide self-serve desk and conference room kits
- Consider antimicrobial shields and self-cleaning adhesive surfaces in high touch areas
- Develop and communicate policies and practices regarding the safe use of all areas and equipment in the premises



## BRINGING EMPLOYEES BACK

### Tenant reentry notification

- The property manager will work to obtain key information from you in advance of reentry. This will help the property management team to better prepare for the overall building operations and reentry needs.
- Information critical to sharing with property management include:
  - Any information that may have changed recently, such as contact names and information, and number of employees
  - Fire, Life & Safety changes, floor/suite warden names and contact information.
  - Additional pertinent information/comments you feel the landlord and property manager should be aware of



## BRINGING EMPLOYEES BACK

### Hygiene – preliminary recommendations

- **Wash hands frequently:** use soap and water (minimum 20 seconds) or use an alcohol-based hand sanitizer
- **Practice respiratory hygiene:** when coughing or sneezing cover your mouth and nose with a tissue or flexed elbow. Discard the tissue in a closed trash receptacle and clean your hands
- **Maintain social distance:** maintain 6 feet distance between you and others who are coughing, sneezing or have a fever
- **Avoid touching eyes, nose and mouth:** if you touch a contaminated surface this could transfer the virus from the surface to your hands





## ONGOING WORKPLACE MANAGEMENT & EVOLUTION

Considerations of services and technology tools to enhance workplace experience and workspace operations.

# ONGOING WORKPLACE MANAGEMENT AND EVOLUTION

## Operational considerations

Conduct a comprehensive review of all operational activities and services that occur in the work environment. A partial list of recommendations is:

- Implement access protocols and practices within your premises; this may entail limiting entry points depending on protocols introduced.
- Implement enhanced cleaning and disinfection service levels and protocols within your premises, adapted to unique requirements, surfaces, and uses of the workspaces; consider increased day cleaning.
- Implement enhanced cleaning protocols of shared internal premises areas such as coffee stations, pantries, copier areas, gyms, mail rooms – if these are not closed.
- Implement touchless technology for water, soap and towels and doors where possible.
- Follow CDC guidelines for mail and package handling.
- Implement enhanced cleaning protocols and ventilation for restrooms. Equip with sufficient hand sanitizer and DIY cleaning products.
- Adapt booking systems for meeting rooms (and desks in shared environments) for one use or occupancy per booking before re-cleaned.
- Eliminate “family style” food and snack service and introduce independent box lunch options.
- Consider additional operational and technical services to help enhance your operations within your premises; such as space, workforce and environmental planning services and HOST at HOME - CBRE’s digital community application. These are profiled in the following pages.



## ONGOING WORKPLACE MANAGEMENT AND OPTIMIZATION

### Continuous communications, response and readiness

#### Communications

Communicating is more critical now than ever before. Leading organizations are putting a heightened focus on this, recognizing that this must be an ongoing, deliberate, thoughtful effort that touches and engages all key stakeholders across both physical and virtual work environments.

Ongoing employee and stakeholder feedback will be critical; continually review and adopt best practices and new ideas to demonstrate an active and ongoing commitment to a safe and healthy workplace environment.

#### Response and Readiness

Once the space has been reentered and work resumes, tenants and landlords should remain vigilant and quick to respond to unexpected or unwelcome events.

Both parties should remain aware and keep protocols in place if exposure concerns return. Everyone should be prepared to return to “response” mode in the event of a suspected or confirmed exposure concern.

#### Financial Considerations

Finally, you’ll need to plan for increased expense to reenter your environments. On the operating side, you’ll see added costs for things like enhanced cleaning, hand sanitizer, Personal Protective Equipment, screening services, and increased communications. Capital will be needed for space reconfiguration, and changes to furniture, fixtures, and technology components to support your post-COVID workplace.



# ONGOING WORKPLACE MANAGEMENT AND OPTIMIZATION

## Additional operational and technical services to consider

### RESET SCOPE & SERVICES



#### SPACE & OCCUPANCY PLANNING

We will evaluate your existing floorplans and develop recommendations that reflect current guidance on social distancing and determine how the resulting supply of seats should be re-balanced to support the desired demand for seats from the business.



#### ENVIRONMENTAL SYSTEMS ASSESSMENT

We will provide HVAC recommendations to improve Indoor Air Quality (IAQ) and plumbing and electrical upgrades including hands-free recommendations. We will assess deficiencies that can be remediated by the tenant as well as improvements that could be requested of the landlord.



#### WORKFORCE DEMAND PLANNING & COMMUNICATIONS

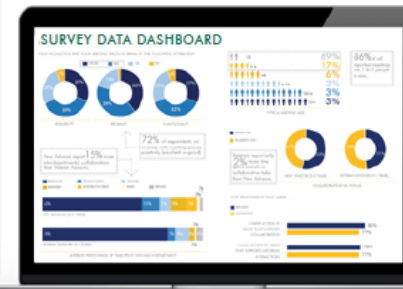
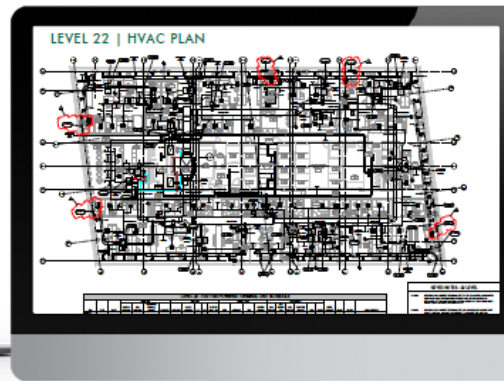
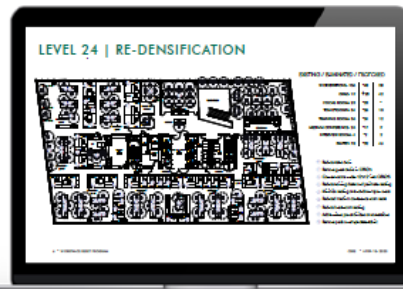
We will work with you to determine which employees should come back to the office and when based on key dependencies and critical business requirements. We will evaluate existing remote working practices and technology effectiveness and provide recommendations for a longer-term solution to ensure ongoing productivity, engagement and leadership preparedness.

#### DELIVERABLES

- Phased Return-to-Work Occupancy Plan
- Modified Furniture Plans for Social Distancing
- Food & Beverage Reconfiguration Plan & Policy
- Total Cost Implications Summary

- Engineering Feasibility/Options Report
- Cost Estimates for System Enhancements

- Employee & Leader Survey Response Dashboard
- Work-from-Home & Other Relevant Policy & Benefits Updates
- Technology Gap Analysis & Recommendations for Sustained Work-from-Home
- Communications Plan, Key Messages, FAQs, & Welcome Back & Etiquette Campaign



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# GLOBAL & NATIONAL PROPERTY MANAGEMENT CONTACTS

## Global Leadership

Emma Buckland  
Global President  
+1 469 271 6931  
[emma.buckland@cbre.com](mailto:emma.buckland@cbre.com)

## Global Leadership

Jim Bilger  
Executive Managing Director  
+1 818 907 4770  
[jim.bilger@cbre.com](mailto:jim.bilger@cbre.com)

## Americas Leadership

Grayson Gill  
Chief Operating Officer  
+1 214 863 3010  
[grayson.gill@cbre.com](mailto:grayson.gill@cbre.com)

## Americas Leadership

Brian Jennings  
Managing Director  
+1 818 502 6790  
[brian.jennings@cbre.com](mailto:brian.jennings@cbre.com)

## Albuquerque

Angelica Restivo  
+1 505 507 8878  
[angelica.restivo@cbre.com](mailto:angelica.restivo@cbre.com)

## Arizona

Andi St. John  
+1 602 735 5622  
[andi.stjohn@cbre.com](mailto:andi.stjohn@cbre.com)

## Atlanta

Marie Kastens  
+1 404 812 5100  
[marie.kastens@cbre.com](mailto:marie.kastens@cbre.com)

## Atlanta\*

David Lanier  
+1 404 504 7906  
[david.lanier@cbre.com](mailto:david.lanier@cbre.com)

## Boston

Mark Tassinari  
+1 617 912 6810  
[mark.tassinari@cbre-ne.com](mailto:mark.tassinari@cbre-ne.com)

## Chicago

Neil Pendleton  
+1 312 890 8851  
[neil.pendleton@cbre.com](mailto:neil.pendleton@cbre.com)

## Cincinnati

Steve Thornton  
+1 513 369 1341  
[steve.thornton@cbre.com](mailto:steve.thornton@cbre.com)

## Cleveland

Larry LoCascio  
+1 321 517 9045  
[larry.locascio@cbre.com](mailto:larry.locascio@cbre.com)

## Colorado

Simon Gordon  
+1 720 528 6380  
[simon.gordon@cbre.com](mailto:simon.gordon@cbre.com)

## Columbus

Lorraine Stelzer  
+1 614 430 5069  
[lorraine.stelzer@cbre.com](mailto:lorraine.stelzer@cbre.com)

## Dallas

Mark Nicholson  
+1 713 577 1686  
[mark.nicholson@cbre.com](mailto:mark.nicholson@cbre.com)

## Dallas\*

Chris Hipps  
+1 214 979 6199  
[chris.hipps@cbre.com](mailto:chris.hipps@cbre.com)

## Detroit

Mike Reilly  
+1 313 568 5796  
[michael.reilly5@cbre.com](mailto:michael.reilly5@cbre.com)

## Hawaii

Marlene Daley  
+1 808 541 5161  
[marlene.daley@cbre.com](mailto:marlene.daley@cbre.com)

## Houston

Lori Bryant  
+1 918 392 7214  
[lori.bryant@cbre.com](mailto:lori.bryant@cbre.com)

## Houston

Mark Taylor  
+1 713 577 1701  
[mark.taylor@cbre.com](mailto:mark.taylor@cbre.com)

## Indianapolis

Steve Thornton  
+1 513 369 1341  
[steve.thornton@cbre.com](mailto:steve.thornton@cbre.com)

## Inland /Orange County

Paul King  
+1 858 546 2641  
[paul.king2@cbre.com](mailto:paul.king2@cbre.com)

## Kansas City

Cori McLain  
+1 314 655 5812  
[cori.mclain@cbre.com](mailto:cori.mclain@cbre.com)

## Las Vegas

Jennifer Henderson  
+1 702 369 4886  
[jennifer.henderson@cbre.com](mailto:jennifer.henderson@cbre.com)

## Los Angeles

Mike Ruppert  
+1 310 363 4956  
[mike.ruppert@cbre.com](mailto:mike.ruppert@cbre.com)

## Louisville

Bruce Wibbels  
+1 502 412 7619  
[bruce.wibbels@cbre.com](mailto:bruce.wibbels@cbre.com)

## Memphis

Kevin Clarkson  
+1 901 260 1040  
[kevin.clarkson@cbre.com](mailto:kevin.clarkson@cbre.com)

## Milwaukee

Margaret Gehring  
+1 414 274 1661  
[margaret.gehring@cbre.com](mailto:margaret.gehring@cbre.com)

## Minneapolis

John Boich  
+1 952 924 4822  
[john.boich@cbre.com](mailto:john.boich@cbre.com)

## Nashville

David Cheek  
+1 615 493 9228  
[david.cheek@cbre.com](mailto:david.cheek@cbre.com)

## Nashville

David Lanier  
+1 404 504 7906  
[david.lanier@cbre.com](mailto:david.lanier@cbre.com)

## New Jersey

Neil Kurtz  
+1 201 712 5817  
[neil.kurtz@cbre.com](mailto:neil.kurtz@cbre.com)

## New York

Thomas Lloyd  
+1 212 984 7108  
[tom.lloyd@cbre.com](mailto:tom.lloyd@cbre.com)

## North Carolina

Sabrina Jones  
+1 919 831 8241  
[sabrina.jones@cbre.com](mailto:sabrina.jones@cbre.com)

## North Florida

Marc Scaffe  
+1 813 765 1339  
[marc.scaffe@cbre.com](mailto:marc.scaffe@cbre.com)

## Oklahoma

Michelle Anderson  
+1 405 512 5400  
[michelle.anderson@cbre.com](mailto:michelle.anderson@cbre.com)

## Omaha

Matt Bogard  
+1 402 697 5875  
[matt.bogard@cbre.com](mailto:matt.bogard@cbre.com)

## Philadelphia

Larry Zipf  
+1 484 567 2479  
[lawrence.zipf@cbre.com](mailto:lawrence.zipf@cbre.com)

## Pittsburgh

Joseph Petak  
+1 412 394 9821  
[joseph.petak@cbre.com](mailto:joseph.petak@cbre.com)

## Portland

Kim Berg  
+1 206 321 7273  
[kim.berg@cbre.com](mailto:kim.berg@cbre.com)

## Sacramento/Reno

Matt Ardaiz  
+1 916 446 6800  
[matt.ardaiz@cbre.com](mailto:matt.ardaiz@cbre.com)

## Salt Lake City

Keith Geisel  
+1 801 869 8012  
[keith.geisel@cbre.com](mailto:keith.geisel@cbre.com)

## San Antonio/El Paso/Austin

Stewart Geise  
+1 512 565 7844  
[stewart.geise@cbre.com](mailto:stewart.geise@cbre.com)

## San Diego

Juan Rose  
+1 909 418 2031  
[juan.rose@cbre.com](mailto:juan.rose@cbre.com)

## San Francisco Bay Area

Mary Wiese  
+1 415 772 0123  
[mary.wiese@cbre.com](mailto:mary.wiese@cbre.com)

## Seattle

Kim Berg  
+1 206 321 7273  
[kim.berg@cbre.com](mailto:kim.berg@cbre.com)

## South Carolina

Jim Roman  
+1 864 527 6080  
[jim.roman@cbre.com](mailto:jim.roman@cbre.com)

## South Florida

Michael Williams  
+1 703 927 1313  
[michael.williams4@cbre.com](mailto:michael.williams4@cbre.com)

## St. Louis

Cori McLain  
+1 314 655 5812  
[cori.mclain@cbre.com](mailto:cori.mclain@cbre.com)

## Washington, DC

Mike Mrozek  
+1 202 585 5602  
[michael.mrozek@cbre.com](mailto:michael.mrozek@cbre.com)

## Washington, DC\*

Brad Flickinger  
+1 703 905 0218  
[brad.flickinger@cbre.com](mailto:brad.flickinger@cbre.com)

\*Investor Leader

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