

Chapter 4

Research Results

The research findings regarding the current conditions, problems, and obstacles of managing green spaces during the COVID-19 pandemic in Suzhou City, as well as the best practices in maintaining green spaces in the community during this period, and the guidelines for management innovation aimed at sustaining green spaces in the community during the COVID-19 pandemic in Suzhou City are as follows:

Current Conditions, Problems, and Obstacles of Managing Green Spaces during the COVID-19 Pandemic in Suzhou City

1. China's government policies and community support for green space during the COVID-19 pandemic.

The research findings show that China's government policies and community support for green space during the COVID-19 pandemic are as presented in Table 4.1

Table 4.1 China's government policies and community support for green space during the COVID-19 pandemic (Summaries by researcher)

Government policies and community support	
Government Policies towards Suzhou Units during the Epidemic	Continuous formulation of tax reduction and exemption policies to alleviate pressure on green maintenance units and communities. Providing good policy conditions for green maintenance units during the pandemic.
Government Notice Ensuring Delivery Services	The General Office of the Ministry of Housing and Urban Rural Development and the Office of the State Post Bureau issued a notice to support property service enterprises during the pandemic.

Table 4.1 China's government policies and community support for green space during the COVID-19 pandemic (Summaries by researcher) (Cont.)

Government policies and community support	
	Property service enterprises were included in the local epidemic prevention and control system, receiving

	necessary guarantees and assistance for their prevention work.
Municipal Bureau of Landscaping and Greening Work Plan	Comprehensive management protocols for construction sites of landscaping and greening were implemented.
	Strict closed management measures were enforced for construction sites and living areas. Real-name registration system for all construction site personnel was adopted, along with health monitoring and separate monitoring for key personnel.
	Promotion of health literacy through the education of construction site employees on prevention and control policies, healthy living, and self-protection awareness.
	Encouragement of civilized behaviors, such as mask-wearing and social distancing, to foster a healthy, green, and environmentally friendly lifestyle.
Community Support during the Epidemic	Street communities provided masks, protective equipment, and other supplies for service positions.
	Green maintenance units received tax exemption policies for purchasing relevant epidemic prevention equipment, which strengthened their material foundation.

The Chinese government's policies towards Suzhou units during the epidemic period have continuously involved formulating the company's tax reduction and exemption policies. These measures have also, to some extent, alleviated the pressure on green maintenance units and communities, providing favorable policy conditions. Throughout the epidemic, street communities provided masks, protective equipment, and other gear for service positions. Green maintenance units also implemented tax exemption policies for purchasing relevant epidemic prevention equipment, which provided a strong material foundation for green maintenance units. Due to the outbreak of the epidemic, more and more communities are isolating themselves, and the number of people participating in community activities is increasing. Community parks are highly favored by residents, especially in areas with beautiful green environments.

The General Office of the Ministry of Housing and Urban Rural Development and the Office of the State Post Bureau issued Notice JBCH [2022] No. 181, which focuses on ensuring delivery services during the epidemic prevention and control period. The Notice emphasizes the necessary guarantees and support for property service enterprises. Housing and urban-rural development departments at all levels

should cooperate with local relevant departments to integrate property service enterprises into the local epidemic prevention and control system. They should assist in resolving the actual difficulties encountered by property service enterprises in epidemic prevention work, and guide property service enterprises to excel in epidemic prevention and control within the property management area. This ensures the availability of necessary personal protective equipment and disinfection materials for frontline property service practitioners.

In areas with the means, it's encouraged to provide compensation to property service enterprises as the government purchases public services from them. Greening and maintenance of residential areas are also among the responsibilities of property service enterprises. The Notice from the Beijing Municipal Bureau of Landscaping and Greening, titled 'Printing and Distributing the Work Plan for the Normalization Prevention and Control of COVID-19 in Beijing's Landscaping and Greening Industry,' outlines various measures. Article 3 introduces comprehensive management of landscaping and greening construction sites:

Strict enforcement of closed management protocols for construction sites, including living areas. Personnel involved in these projects must enter and exit the construction site using the designated "Entry and Exit Permit" or the facial recognition system. External project personnel can access the site for work only after undergoing temperature measurement, code verification, and completing the registration process.

Implement a real-name registration system for all construction site personnel. All construction workers will be included in the unit's health monitoring ledger, while key personnel will be listed in a separate monitoring ledger. A designated individual will oversee the registration and management process to ensure the accuracy, authenticity, and effectiveness of the information.

Ensure health monitoring for migrant workers. Personnel should monitor their body temperature daily and immediately report any physical discomfort, such as fever, dry cough, fatigue, or diarrhea, to the unit. If any abnormalities are detected, prompt diagnosis, treatment measures, and reporting at various levels should be undertaken.

Persist in improving environmental hygiene and disinfection. Strictly implement the "Four Party Responsibility," comprehensively strengthen the environmental sanitation of the construction site, increase waste sorting classification and transportation, and eliminate health blind spots. Increase air circulation and environmental disinfection and sterilization in the workers' dormitory, maintain cleanliness, and ensure the health and safety of the construction site. Adhere to the patriotic health campaign.

Guide construction site workers to develop good hygiene habits, enhance personal health awareness, eliminate the phenomenon of "dirty, messy, and poor," and foster an atmosphere of "everyone pays attention to hygiene, everyone loves hygiene, and everyone maintains hygiene."

Emphasize the publicity and education of health literacy among employees on the construction site. Strengthen the promotion and guidance of prevention and control policies, requirements, and healthy living practices. Enhance the concept of "everyone is the first person responsible for their own health" and continuously improve the self-protection awareness and ability of construction site workers. Increase efforts to promote and encourage civilized behaviors, advocate good practices like proper mask wearing, social distancing, using separate utensils, and endorse a civilized, healthy, green, and environmentally friendly lifestyle.

2. Challenges and impacts of the COVID-19 pandemic on green space maintenances

The pandemic has caused several disruptions in green maintenance projects, resulting in delayed contract obligations and severe impacts on overall progress, leading to payment delays. This situation has significantly impacted enterprises' cash flow, adding additional pressure to loan repayments and directly leading to a decline in output value, making it challenging to meet annual economic indicators. The work delay for migrant workers and the difficulties in resuming production have contributed to increased enterprise expenses. The scattered personnel of the company will take some time to return to the office and re-establish normal operations after the epidemic, which will further burden the construction site economically.

Numerous projects are unable to carry out proper maintenance due to a shortage of seedling maintenance personnel, making management and maintenance difficult. Especially for projects in other areas, the inability to send maintenance workers to the site can result in the death of on-site seedlings and an increase in replanting costs. Administrative work is lagging, and communication heavily relies on online means, leading to lower work efficiency. Furthermore, the pandemic has pushed construction into the off-season. Originally planned plantings before the high temperatures were postponed to August, missing the optimal planting time in spring. Consequently, the survival rate of summer plantings is low, leading to significant losses and increased expenses.

The impact of the epidemic has led to a significant rise in costs, including on-site epidemic investigations, disinfection measures, and the purchase of medical protective equipment and other related supplies. Procuring epidemic prevention items such as masks, thermometers, and disinfectants has also presented certain difficulties.

In 2020, China Flower News [2020] reported a survey conducted by the Hangzhou Landscape Industry Association on its official website. The report indicated that in early February, the association surveyed its member units and received 75 valid questionnaires. Among them, 43 enterprises had an annual output value of over 100 million yuan, and 71 were private enterprises. The landscaping enterprises in Hangzhou have strong competitiveness in China. However, they were relatively affected by COVID-19 this time, with most of them experiencing economic losses. Among the collected information from 37 landscaping enterprises, 5 reported losses of more than 10 million yuan, 17 reported losses of 1 million to 10 million yuan, 8 reported losses of 500,000 to 1 million yuan, and 7 reported losses of less than 500,000 yuan. Landscape enterprises are facing several difficulties:

- 1) The epidemic caused project suspensions and delayed project start dates, extended construction periods, hindered construction material purchases, prolonged project equipment lease periods, and contract obligation overdues. These issues severely affected construction progress, delayed project payments, increased pressure on enterprise cash flow, and caused a reduction in output value, resulting in the failure to meet annual economic indicators.

- 2) Delayed arrival of migrant workers and difficulties in resuming production led to increased company expenses. Scattered company personnel will require time to return to the office and establish normal operations after the epidemic, further straining the construction site economically.

- 3) Many projects struggle with maintenance due to a severe shortage of seedling maintenance personnel, making management and upkeep challenging. Particularly for projects in other areas, the inability to send maintenance workers to the site can lead to on-site seedling death and increased replanting costs.

- 4) Administrative work is significantly delayed, relying heavily on online communication methods, resulting in reduced work efficiency.

- 5) Project suspensions and the inability to conduct normal bidding have affected the enterprise's overall development layout in 2020.

- 6) The company incurs substantial monthly employee expenses, but without output, sustaining these costs in the long run becomes difficult.

7) Resuming work after holidays increases employee turnover rates and complicates recruitment efforts.

8) After the epidemic, there may be an increase in material and machinery costs, and difficulty in hiring migrant workers could impact project timelines, leading to sharp cost increases for ongoing and undertaken projects without profit or loss.

9) The epidemic will likely lead to off-season construction. Originally planned spring plantings will be postponed to August due to high temperatures, missing the optimal planting time. This will result in low survival rates for summer plantings, causing significant losses and increased costs.

After project commencement, costs have significantly risen due to the epidemic's impact. This includes on-site epidemic investigations, disinfection measures, purchases of medical protective equipment, and other related expenses. Procuring epidemic prevention supplies like masks, thermometers, and disinfectants has also proven to be challenging.

3. The problems and obstacles of managing green spaces related to efficiency, visitor flow rate, and the labor force during the COVID-19 pandemic in Suzhou City.

The study regarding the current conditions of managing green spaces during the COVID-19 epidemic in Suzhou City, while considering variables related to efficiency, visitor flow rate, and labor force, yields the following conclusions based on the research framework.

1) Labor force

At the onset of the epidemic outbreak in Suzhou, personnel movement was restricted. Furthermore, during the crucial stage of spring green space maintenance within the community, a significant labor shortage was experienced, leading to the inability to effectively execute certain tasks. A comparison of the labor force between the regular period and the period during the COVID-19 epidemic is presented in Table 4.2.

Table 4.2 Labor force comparison between the normal period and the period during the COVID-19 epidemic

Labor force	Normal period	Period during the COVID-19 epidemic
Landscape Designer	weekly	monthly
Plantation Technician	Full participation in daily work	Ensure the growth and survival of plants on main roads and community parks

Table 4.2 Labor force comparison between the normal period and the period during the COVID-19 epidemic (Cont.)

Labor force	Normal period	Period during the COVID-19 epidemic
Horticultural worker	Complete routine planned work by all staff	Due to the reduction of staff involved in the epidemic, priority should be given to key tasks in the planning process, Maintaining Plant Survival

Examples of certain tasks that cannot be effectively carried out include situations where irrigation is not done in a timely manner or the quality of irrigation is poor during the germination stage. Additionally, basic maintenance tasks, like the delay in pest control during spring, fail to meet the maintenance requirements (refer to Figure 4.1 for illustration).

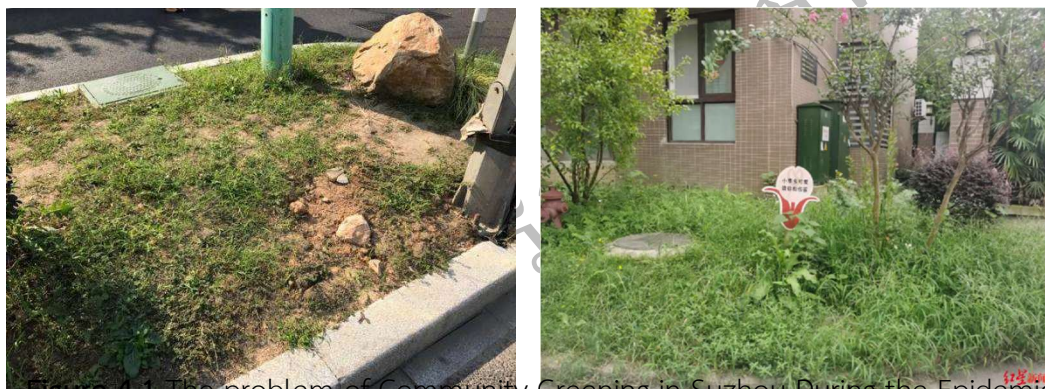


Figure 4.1 The problem of Community Greening in Suzhou During the Epidemic

(1) Timing and quality of irrigation during the germination stage: If irrigation is not conducted on time or is of poor quality during this period, it can hinder plant growth and development. Proper watering is essential for healthy plant development.

(2) Pest control delays in spring: During the spring season, basic maintenance tasks like pest control should be promptly completed. However, delays in implementing pest management methods can lead to an increase in pest populations that harm plants and compromise their overall health.

The community's annual maintenance and regreening efforts could be significantly affected if these tasks are not successfully completed. Insufficient completion of these duties could jeopardize the quality, especially in essential aspects like irrigation and pest control failing to meet the required standards. Such risks may result in subpar maintenance outcomes, exerting a detrimental influence on the community's landscaping and greening initiatives.

The shortage of manpower can exacerbate the challenges faced in advancing the work. Effective and timely execution of tasks becomes arduous and uncertain when there is a dearth of manpower. This deficiency in human resources can lead to delays, inefficiencies, and hinder the achievement of the intended maintenance objectives. These findings underscore the issue of labor shortage during the outbreak of the epidemic in Suzhou, particularly concerning the vital spring green space maintenance within the community. The inadequate availability of manpower has contributed to certain tasks not being accomplished effectively, particularly regarding timely and high-quality irrigation during the germination stage and delays in springtime pest control. These deficiencies in maintenance activities can impede plant growth, jeopardize their health, and negatively impact the overall landscaping and greening endeavors of the community.

2) Efficiency

The outbreak and effective control of the Suzhou epidemic constantly affects everyone's hearts and has a certain impact on enterprises and employees. Regarding greening and maintenance operations, some employees have insufficient awareness of COVID-19 or poor awareness of prevention. This can affect employees' state of mind, resulting in reduced work efficiency, which may also impact work quality. The aforementioned research findings are based on data obtained from interviews.

“The outbreak of the epidemic has had a significant impact on the morale of all employees and enterprises. Regarding the greening and maintenance work, some employees lack sufficient knowledge of COVID-19 and have a poor awareness of prevention. This has led to fear among other employees, causing them to contemplate resigning or requesting leave without valid reasons. Consequently, work efficiency has decreased, ultimately affecting the overall work quality. As the manager responsible for greening maintenance, fostering a positive mindset among the workers during the epidemic prevention and control period becomes crucial. This mindset not only ensures effective management and protection measures but also plays a pivotal role in the success of the epidemic prevention and control efforts! (Expert no. 1)”

As a frontline management unit for green maintenance, performing well in the ideological aspect of labor during the epidemic air defense and control period

is not only a guarantee for effective green maintenance but also a key factor in successful epidemic air defense. Therefore, it is of paramount importance to excel in the ideological guidance of workers during the epidemic prevention and control period.

Research findings indicate that the outbreak of the Suzhou epidemic has significantly impacted employees and enterprises, particularly in the context of greening and maintenance operations. One of the challenges that has arisen is the lack of sufficient knowledge and awareness of COVID-19 among certain employees. This challenge affects their mindset, leading to decreased work efficiency and potential implications for work quality. Furthermore, this lack of awareness and the fear among employees can even result in resignations and unexplained absences, thereby further exacerbating the situation.

3) Visitors' flowrate

The Suzhou community small park is an important social space that provides leisure and entertainment for the people, and it also serves as the main component of the community's green maintenance project. During the epidemic, despite implementing measures such as closed management, the park's response to the epidemic has weakened. The number of people going out has increased, leading to a higher flow of people within the community, making it challenging to control this influx.

Simultaneously, the community's greening and maintenance project requires a considerable amount of labor. Numerous workers are involved in tasks such as weed removal, construction, fertilization, pest prevention, and sanitation cleaning to achieve the desired overall landscape effect for the community. Management and maintenance personnel need to be distributed throughout the entire community to carry out these tasks.

The research findings mentioned above are based on data obtained from interviews.

“The community park is an important place to provide leisure and entertainment for the people, and it is also the key area of the greening and maintenance project. Although measures such as closed management were taken during the epidemic, the number of people going out of the community increased, the flow of people in the small park increased, and the management difficulty increased (Expert no. 1)”

“At the same time, the greening maintenance is labor-intensive to a certain extent, and there are many staff for pulling grass, pruning and fertilizing. In order to achieve the overall landscape effect of the park, the maintenance needs to be expedited and maintained for many times (Expert no. 7).”

Based on the interview, it is evident that the small park in the Suzhou community is encountering several challenges related to park management and maintenance, particularly during the epidemic. The primary issue, as emphasized by the key informant, is the heightened difficulty in controlling the number of visitors to the park, resulting in an increased visitor flow. Despite implementing measures such as closed management, the response to the epidemic has weakened, leading to more people going out and consequently causing a higher flow of individuals within the community. Furthermore, the key informant emphasized that the greening and maintenance project in the community park demands a labor-intensive approach. Numerous workers are engaged in tasks such as weed removal, construction, fertilization, pest prevention, and cleanliness maintenance. To achieve the desired overall landscape effect for the park, it is imperative to deploy management and maintenance personnel throughout the entire community.

Best Practices in Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period

1. “We Garden” Community Experiment in Shenzhen, China

Best practices for maintaining green spaces in the community, which reflect a new top-down governance approach to community gardens, can be summarized as depicted in Figure 4.2. This is exemplified by the case of the 'We Garden' Community Experiment in Shenzhen, China.

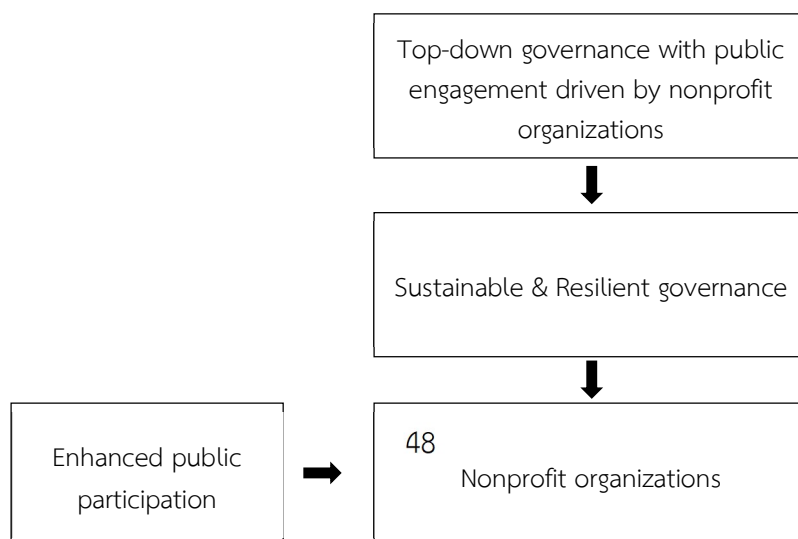


Figure 4.2 A new top-down governance approach of “We Garden” community experiment in Shenzhen, China. (Summaries by researcher)

Figure 4.2 presents a novel top-down governance approach involving public engagement, facilitated by nonprofit organizations. This approach leads to a sustainable and resilient governance structure that promotes enhanced public participation in community gardens and green spaces. Nonprofit organizations play a crucial role in fostering the development of community gardens and bridging communication between the government and the public. Ultimately, this management innovation contributes to urban environmental conservation efforts and can serve as a valuable reference for other community governance projects, including those related to urban renewal.

Firstly, the findings support the theorization of a new governance structure (top-down with public engagement driven by nonprofit organizations), which differs from the six previously identified governance structures. Compared to bottom-up approaches, this governance structure has been shown to facilitate public participation more rapidly and effectively. Moreover, in comparison to other top-down approaches, this new model may be more sustainable and resilient due to its increased social engagement. We also emphasize the critical role that nonprofit organizations have played throughout the process in fostering the development of community gardens by managing public relations and facilitating effective communications among other stakeholders. Nonprofit organizations play an indispensable role, acting as government partners in disseminating information from top to bottom, as well as community partners in helping the public establish an autonomous mechanism. Furthermore, these organizations build a communication bridge between the government and the public.

The second point to be highlighted here is historical and evolutionary: community gardens were initially a response to economic depression, primarily aimed at addressing individual needs. However, in present-day China, this type of project has evolved into a means for the government to promote public participation in urban environmental conservation efforts. From a broad perspective, this governance approach can increase the urban green space area, uphold high-quality standards, and enhance ecological service functions. Meanwhile, from a grassroots perspective, such a program can shift public attitudes toward community gardening from passive to active, effectively raising awareness about participation and decision-making abilities available through public engagement. While this approach is highly applicable to the environmental enhancement of urban communities, it is also valuable in the context of urban projects related to community governance, such as urban renewal. In essence, this concept encompasses a new, sustainable public participation mechanism in urban environmental protection within the Chinese context.

The study proposes a fresh top-down governance approach, emphasizing the pivotal role of nonprofit organizations in promoting community gardens and fostering sustainable public participation. This innovative management approach can serve as a valuable reference not only for environmental enhancement in urban communities but also for various other community governance projects, including those linked to urban renewal. Particularly during the COVID-19 pandemic period, approaches like these, aimed at maintaining green spaces, have proven to be adaptable and essential in enhancing the overall well-being and resilience of communities.

2. Management Innovation for Greening Maintenance in Beijing

Regulations on the Management of Prevention and Control of Pneumonia Infected by the Novel Coronavirus at Landscaping Construction Sites": In order to implement the directives of the municipal party committee and the municipal government regarding the prevention and control of pneumonia infected by the novel coronavirus (hereinafter referred to as the "epidemic"), and in accordance with the "Notice of the Beijing Municipal People's Government on Further Clarifying Responsibilities to Strengthen the Prevention of Pneumonia Infected by the Novel Coronavirus" (JZF (2020) No. 2), the "Notice on Implementing the 'Four Party Responsibility' to Further Strengthen the Prevention and Control of Pneumonia Infected by the Novel Coronavirus in Key Populations, Places, and Units" (JZF (2020) No. 4), and the "Notice on Preventing and Controlling Pneumonia Infected by the Novel Coronavirus and Strengthening the Management of Landscaping Work," along with

other relevant requirements, the following regulations are proposed to ensure the effective prevention and control of the epidemic at the construction sites of the city's landscaping projects. The management innovations outlined in Figure 4.3 can be summarized as follows:

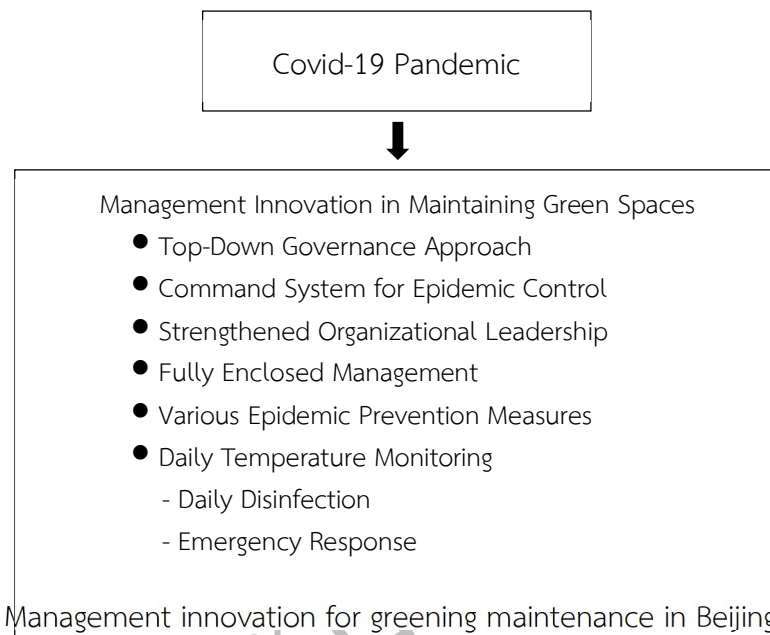


Figure 4.3 Management innovation for greening maintenance in Beijing (Summaries by researcher)

1) Strengthening Organizational Leadership and Responsibility Implementation

1.1) Establishing a Command System for Epidemic Prevention and Control

The Municipal Landscape and Greening Bureau has established a leading group for epidemic prevention and control. Under this group, a separate group for epidemic prevention and control among migrant workers in the landscaping industry has been formed. Each district's landscaping and greening bureau should establish corresponding command structures based on the organizational hierarchy of the municipal bureau's leadership group. These structures should clearly define responsible individuals and their divisions of labor. Additionally, an epidemic prevention and control command center should be established, focusing on landscaping construction and maintenance projects. This center should include member units such as project construction units, supervision units, construction and maintenance contracting units, professional subcontracting units, labor subcontracting units, and other relevant entities. The project leader will act as the specific responsible person and will oversee the management of epidemic prevention and control, life security, public security, and external communications.

1.2) Responsibilities for Epidemic Prevention and Control Work

The project leader of the construction and maintenance contracting unit bears the primary responsibility for epidemic prevention and control in this project. The Urban Landscaping Bureau is accountable for guiding and supervising the implementation of various epidemic prevention measures by construction and maintenance contracting units. The project leader of the construction unit provides support to the construction and maintenance contracting unit, while the supervision unit is responsible for overseeing the specific implementation of epidemic prevention measures. The project leaders of other command unit members collaborate with the construction and maintenance contracting unit to carry out relevant tasks.

1.3) Situation Reporting

The construction and maintenance project contracting unit is responsible for reporting relevant situations to the local landscaping and greening bureau based on the project's location. The district landscaping and greening bureau should then summarize the situation and report it to the municipal landscaping and greening bureau. As per relevant regulations, the construction and maintenance project contracting unit is also responsible for reporting to the community and the street (or township) where the project is located.

2) Ensure the Production and Living Security of Labor Personnel

2.1) Establish Living Areas: The construction and maintenance project contracting unit, in conjunction with professional subcontractors and labor subcontractors, shall provide enclosed and manageable living areas for labor personnel, if conditions permit, in order to minimize the movement of migrant workers. Dormitories must strictly adhere to standards, including openable windows, with no more than 6 residents per dormitory.

2.2) Provide Epidemic Prevention Materials: The construction and maintenance project contracting unit, along with professional and labor subcontracting units, shall equip complete epidemic prevention and control materials, including masks, thermometers, temperature detectors, and disinfection supplies. If the professional and labor subcontracting units are unable to provide these materials, the construction and maintenance contracting unit shall ensure their provision.

2.3) Appoint Full-time Health Personnel: The construction and maintenance project contracting unit is responsible for organizing and coordinating the allocation of sufficient full-time health personnel, security personnel, and duty personnel. The full-time health officer should monitor body temperature, ventilation, disinfection,

distribution and proper use of personal protective equipment, and provide educational support.

2.4) Living Area Security: If a canteen is established in the living area, it must obtain a food business license, and cooking personnel must possess valid documents. If no canteen is available, the construction and maintenance project contracting unit should select a legally operated group meal delivery service, verify certificates, and ensure the safety and reliability of the food source.

3) Supervise the Medical Observation of New Workers

3.1) Supervised Medical Observation: Newly mobilized labor service personnel must undergo 14 days of supervised medical observation. Full-time health workers shall monitor their temperature and physical condition twice a day, recording the results.

3.2) Isolation Management: During the period of supervised medical observation, individuals should not leave the construction site, living quarters, and office areas unless under special circumstances.

3.3) Immediate Response to Symptoms: If symptoms such as fever, fatigue, or dry cough are observed during supervised medical observation, they must be reported promptly to the local community, street (township), and district landscaping bureau. Affected individuals should be assisted in seeking medical care at the nearest medical institution's fever clinic.

4) Implement Comprehensive Enclosed Management

4.1) System and Personnel Control: Strengthen duty assignments and implement a stringent registration system for personnel entering and exiting the construction site, living areas, and office areas. Maintain a 24-hour duty and patrol system with sufficient personnel.

4.2) Entrance and Exit Closure Measures: Promptly close and lock areas such as the construction site, living quarters, and office spaces that do not require access, implementing effective closure measures.

4.3) Entry and Exit Control: Prevent personnel unrelated to the project from entering the construction site, living quarters, and office areas. For registered management and labor personnel, full-time health personnel must measure and register their temperatures and verify their conditions. Temporary entry for essential supplies and inspections requires joint coordination among the construction unit, construction and maintenance contracting unit, and supervision unit.

5) Implement Diverse Epidemic Prevention Measures

5.1) Daily Temperature Monitoring: Conduct temperature monitoring on management and labor personnel at least twice daily, maintaining records. If individuals exhibit symptoms such as fever, fatigue, or dry cough, the construction and maintenance contracting unit must promptly report to local authorities and assist in seeking medical treatment.

5.2) Daily Disinfection: Full-time health workers should disinfect key areas such as dormitories, offices, toilets, canteens, and meeting rooms in living and office areas at least twice daily.

5.3) Proper Waste Disposal: Store domestic waste in sealed containers and ensure timely disposal, separating it from construction waste.

5.4) Toilet Management: Designate personnel responsible for regular toilet cleaning and disinfection twice a day, maintaining records.

5.5) Labor Personnel Transportation: For construction projects distant from living areas, arrange special vehicles to transport labor personnel. Passengers should wear masks or adopt other protective measures to prevent cross-infection.

6) Establish Effective Emergency Response Protocols

Emergency Response: In case of suspected or confirmed cases of novel coronavirus infected pneumonia or close contacts within the project, the project's epidemic prevention and control headquarters must collaborate with health authorities, disease prevention and control institutions, and medical facilities. They should conduct screenings, isolation treatments, and home observations while providing necessary human, material, and financial support. Adhere strictly to the guidance of relevant departments and institutions, cooperating with follow-up management efforts.

These regulations prioritize the preservation of green spaces during the COVID-19 pandemic while emphasizing public health and safety, all while ensuring the uninterrupted progress of essential landscaping projects. These guidelines serve as a model for effectively managing epidemics at construction sites, offering valuable insights for similar urban community green spaces and projects. By implementing these innovative approaches, communities can enjoy well-maintained green areas while upholding public health during these challenging times.

Guidelines for Management Innovation aimed at Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period in Suzhou City

1. Epidemic Prevention and Emergency Management

Due to the characteristics of COVID-19, it is imperative to establish and enhance prevention and emergency plans for garden maintenance in daily management. This includes bolstering emergency management measures for epidemic prevention. In terms of epidemic prevention and control materials management, both current and future efforts should be directed towards maintaining adequate daily reserves. These reserves encompass items such as disinfectants, disinfection equipment, emergency medical supplies (including thermometers, etc.), prudent allocation and management of emergency funds, sequestered oversight of workers' accommodations, and daily disinfection and sterilization tasks.

Moreover, it is essential to fortify the emergency response capabilities of the project department. This involves providing training for labor workers to raise their awareness of prevention and control measures. Furthermore, a feedback loop for prevention and control endeavors should be established, allowing for insights from the ground level and facilitating top-down supervision and inspection.

Drawing upon expert interviews and assessments, management innovations can be employed to address the challenges highlighted in the research findings. Particularly, the issue of labor shortages during epidemic outbreaks in Suzhou, especially in critical spring green space maintenance within communities, can be tackled. The approaches presented in Table 4.3 can be adapted and put into action.

Table 4.3 Management innovations to address the problem or challenge of epidemic prevention and emergency management in Suzhou (Summaries from expert interview)

Problem or challenge	Management innovations	Expert assessment			
		Consistency	Suitability	Feasibility	Usefulness
Epidemic prevention and emergency management	Comprehensive Prevention and Emergency Plans	✓	✓	✓	✓
	Daily Reserves of Prevention and Control Materials	✓	✓	✓	✓
	Strengthening Workers' Awareness and Training	✓	✓	✓	✓

Facilitating Bottom-Up Feedback and Top-Down Supervision	✓	✓	✓	✓
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From the table, it is evident that the approaches to addressing the problems and challenges of epidemic prevention and emergency management during the pandemic in Suzhou rely on comprehensive prevention and emergency plans, daily reserves of prevention and control materials, strengthened workers' awareness and training, and the facilitation of bottom-up feedback and top-down supervision.

The guidelines for comprehensive prevention and emergency plans involve the development and improvement of plans specifically tailored to address the challenges posed by COVID-19. These plans should outline detailed protocols and procedures for managing and containing potential outbreaks, ensuring a rapid and efficient response to any emerging situations. As for the daily reserves of prevention and control materials, this is related to ensuring a continuous supply of essential epidemic prevention and control materials. Maintaining a daily stock of disinfectants, disinfection equipment, and necessary medical supplies, such as thermometers, is crucial for responding promptly to any health-related situations.

Strengthening workers' awareness and training requires conducting regular training sessions to educate labor workers about COVID-19 prevention and control measures. Enhancing their awareness and understanding of the importance of following health protocols and guidelines is essential. Additionally, facilitating bottom-up feedback and top-down supervision is vital. This involves encouraging workers to provide feedback on prevention and control measures, creating an open and communicative environment. Simultaneously, it is necessary to establish a robust system for top-down supervision and inspection to ensure that protocols are being effectively and consistently followed.

2. Effective control of labor force

The prevention and control of COVID-19 are the primary focus of current efforts, and epidemic prevention measures should be integrated into the safety standardization practices of garden management and protection. After the implementation of epidemic prevention and control measures, management and labor supervision should become more detailed. Daily implementation of a real-name system, source and destination tracking, and labor record management should be carried out to facilitate systematic management. This particularly emphasizes the

importance of maintaining individual records for each laborer. The 'one person, one file' record should include personal information, physical health status, activity history, on-site training and education records, work efficiency status, salary distribution status, and more. During the construction process, strict control must be exercised over the activity history of all labor personnel. The project department should require labor companies to achieve point-to-point management from the construction unit to the construction site.

Based on expert interviews and assessments, management innovations can be applied to address the problem or challenge highlighted in the research findings. This problem pertains to the shortage of labor during the outbreak of the epidemic in Suzhou, specifically during the crucial spring green space maintenance work in the community. Various approaches outlined in Table 4.4 can be adapted and implemented.

Table 4.4 Management innovations to address the problem or challenge of labor shortage during the pandemic in Suzhou (Summaries from expert interview)

Problem or challenge	Management innovations	Expert assessment			
		Consistency	Suitability	Feasibility	Usefulness
labor shortage	Workforce planning and allocation	✓	✓	✓	✓
	Cross-training and skill enhancement	✓	✓	✓	✓
	Technology integration	✓	✓	✓	✓
	Collaborative partnerships	✓	✓	✓	✓

From the table, it can be seen that the approaches to address the problem or challenge of labor shortage during the pandemic in Suzhou rely on management innovations. These innovations include workforce planning and allocation, cross-training and skill enhancement, technology integration, and collaborative partnerships. Experts have assessed that all of these approaches exhibit consistency, suitability, feasibility, and usefulness.

The guidelines for workforce planning and allocation involve developing a comprehensive workforce plan that considers the specific labor requirements at different stages of maintenance work. Tasks are prioritized, and manpower is allocated

accordingly to ensure that essential activities, such as irrigation and pest control, receive adequate attention. This approach helps mitigate the impact of labor shortages and ensures that critical tasks are completed on time. To achieve the utmost success, it is necessary to complement workforce planning and allocation with cross-training and skill enhancement. This entails implementing cross-training programs to enhance employees' skills and knowledge in various maintenance tasks. By doing so, task assignments can be more flexible, and a broader pool of employees will be equipped to handle different responsibilities. Cross-training enables the community to better adapt to labor shortages and maintain the continuity of maintenance work.

An essential management innovation to consider is technology integration. This involves exploring the use of technology and automation in maintenance activities. For instance, automated irrigation systems can ensure timely and precise watering of plants, reducing reliance on manual labor. Technology-based solutions, such as monitoring systems or targeted treatments, can also support pest control methods, minimizing the need for extensive manual intervention. Integrating technology optimizes efficiency and compensates for labor shortages. Furthermore, collaborative partnerships are another crucial management innovation to be implemented. Establishing partnerships with external organizations or contractors specializing in maintenance services can provide additional manpower resources during periods of labor shortage. Collaborating with experienced professionals enhances the effectiveness and efficiency of maintenance efforts.

These management innovations, including workforce planning and allocation, cross-training and skill enhancement, technology integration, and collaborative partnerships, are essential for successfully addressing labor shortage challenges during the pandemic in Suzhou.

3. Doing a Good Job in the Ideological Work of Greening Maintenance Workers

Enhancing the epidemic prevention awareness of green maintenance personnel is key to effectively managing the ideological aspects of the workforce during the epidemic prevention and control period. In the initial stages of greening maintenance, the project leader, in collaboration with the higher management, should develop training programs tailored to the actual situation. These programs should focus on imparting knowledge about epidemic prevention and control to the workforce, with a special emphasis on reinforcing psychological education related to the epidemic. This will help the maintenance personnel develop a correct

understanding of the COVID-19 situation, mitigate fear, and enhance their emotional resilience.

In cases where employees experience anxiety, negative emotions, or other ideological challenges, the project leader should promptly engage in ideological conversations to comprehend the underlying issues and their causes. Subsequently, targeted solutions should be provided. For employees with significant ideological concerns, the project leader should arrange for psychological intervention and treatment, possibly granting them leave, in order to safeguard the mental well-being of the workforce.

Lastly, addressing the practical issues faced by employees is crucial. By alleviating life pressures and assisting in resolving concerns, the project leader can contribute to a conducive work environment that enables construction workers to operate with peace of mind.

Drawing from expert interviews and evaluations, innovative management technologies can be employed to tackle prominent issues or challenges identified in research findings. For example, addressing the high pedestrian flow and complex control challenges in residential landscape parks during the Suzhou epidemic outbreak can benefit from these strategies. However, with the reduction in the severity of the epidemic response, the number of individuals venturing out for activities begins to rise. Consequently, the methods detailed in Table 4.5 can be adjusted and put into action accordingly.

Table 4.5 Management innovation to address the issues or challenges of high visitor traffic and difficult control in residential landscape parks during the epidemic in Suzhou (Summaries from expert interview)

Problem or challenge	Management innovations	Expert assessment			
		Consistency	Suitability	Feasibility	Usefulness
High visitor traffic	Emergency response capability	✓	✓	✓	✓
	Ideological education	✓	✓	✓	✓

Establish normalized management	✓	✓	✓	✓
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From the table, it can be seen that during the Suzhou pandemic, the challenge of managing high tourist flow, which is difficult to control, was evident. Experts have evaluated that all of these methods demonstrate consistency, applicability, feasibility, and practicality.

Guidelines for managing high pedestrian flow and addressing the challenges in the community landscape park include developing a comprehensive daily emergency plan and considering specific labor requirements at different stages of maintenance work.

During the epidemic prevention and control period, the normal work rhythm of garden management was disrupted. Considering its significant potential, in addition to the routine garden and green space maintenance, there's a need to enhance the management and protection efforts tailored to specific situations. This involves strengthening the capacity to handle special events effectively. In the implementation of annual, quarterly, and monthly management and protection plans for gardens and green spaces, common issues, management weaknesses, and specific problems at different times and areas are to be identified. This information will guide special management actions in subsequent maintenance operations. For instance, tasks like irrigating, preventing cold damage, spring fertilization, applying protective spring treatments, adjusting seedling support, rejuvenating seedlings, thinning grass, tending to tree holes, weed removal, post-flowering pruning, maintaining drainage facilities, lighting, and pest control for seedlings and lawns, fruit removal, autumn lawn care like aeration and grass thinning, autumn fertilization, pruning, whitening, and cold prevention measures. Beyond daily responsibilities, these measures aim to elevate the professional standards and control practices.

Effective communication of epidemic prevention policies to residents is crucial. Actively promoting these policies and managing the challenging task of epidemic prevention requires attention. Across various communities in Suzhou, disseminate information and pertinent documents from the authoritative national 'prevention and control' meetings. This dissemination should help guide the epidemic prevention efforts for each project. Stringent adherence to prevention and control processes, standardizing frontline procedures, service protocols, and establishing a supervision system for prevention and control along with disinfection record-keeping are essential.

Project management should commit to these efforts through signed responsibility letters. Availability by phone 24/7 during emergencies, training, protection measures, coordination, disinfection record-keeping, and other frontline personnel tasks are to be ensured. Regular contact with health and epidemic prevention institutions is necessary. Conducting disease prevention and control campaigns within the community to raise awareness about COVID-19 includes educating owners and users about basic infectious disease prevention. Encouraging the use of proper masks, frequent handwashing, regular disinfection, minimizing gatherings, indoor ventilation, exercise, maintaining a safe distance, and cultivating good personal hygiene practices are essential. Residents should remain vigilant about their health and that of their families. Should symptoms such as fever, cough, nasal congestion, runny nose, sore throat, muscle aches, or diarrhea arise, appropriate protective measures must be taken, and timely medical attention sought at facilities with fever clinics. Throughout the medical process, wearing masks is advised to minimize risks, and travel and contact history should be disclosed.

Public awareness must be raised regarding the requirement for individuals entering Suzhou from other places to report in advance to 'Suzhou Dao.' This report should extend to community, workplace, and hotel notifications three days before arrival. Upon arrival, active cooperation with centralized isolation, home isolation, health monitoring, nucleic acid testing, and other epidemic prevention measures is expected. Community property and personnel should encourage residents to participate in nucleic acid testing. Compliance with citywide epidemic prevention measures and regional nucleic acid testing is crucial. Timely participation in nearby testing locations should ensure comprehensive coverage. Additionally, active cooperation with community hospitals for vaccination is important to safeguard personal health.

Community park management should be reinforced. Maintaining a 24-hour duty presence with two personnel ensures continuous coverage. Entry into the park should involve scanning the site code and verifying two codes: the Health Code and travel code. This comprehensive approach aims to leave no gaps and promote full compliance. Thorough disinfection of the environment is vital. Using disinfectant in appropriate proportions, high-touch areas of park facilities and fitness equipment, as well as common spaces, should be frequently disinfected. Documentation of disinfection efforts is important, and this record-keeping should be displayed at the park entrance. Details including name, gender, ID card number, phone number, body temperature, test results, and travel codes should be recorded to ensure the health of park visitors. Cooperation with community property management to provide necessary data is necessary. Clear signage should be placed in work areas to deter residents from

approaching these zones. Additionally, real-time visitor count signage within the park can help raise awareness of prevention and control measures.

These management innovations, covering labor planning, ideological education, and standardized procedures, are crucial for effectively addressing the challenges posed by high pedestrian flow during the Suzhou pandemic.

4. Management innovation to address the issue or challenge of low efficiency of community greening maintenance personnel during the Suzhou epidemic

Based on expert interviews and evaluations, innovative management technologies can be applied to address prominent issues or challenges in research results. For instance, low work efficiency was observed during the outbreak of the epidemic in Suzhou, especially due to the fear and panic mentality among workers. Various methods outlined in Table 4.6 can be adjusted and implemented.

Table 4.6 Management innovation to address the issue or challenge of low efficiency of community greening maintenance personnel during the Suzhou epidemic (Summaries from expert interview)

Problem or challenge	Management innovations	Expert assessment			
		Consistency	Suitability	Feasibility	Usefulness
low efficiency	Create ideological work	✓	✓	✓	✓
	Establish a professional technical team	✓	✓	✓	✓
	Enhance emergency capability	✓	✓	✓	✓

From the table, it is evident that during the Suzhou pandemic, the solution to low work efficiency relied on management innovation, which included establishing professional teams, improving thinking, and enhancing emergency response capabilities. Experts have evaluated that all of these methods demonstrate consistency, applicability, feasibility, and practicality.

The guiding principle for addressing the low work efficiency of community green maintenance personnel includes developing a comprehensive daily emergency

plan. This is especially important considering that, in the early stages of the epidemic, green maintenance personnel may experience significant ideological fluctuations and reduced work efficiency. As a community green maintenance enterprise or frontline manager, effectively managing the workforce's ideologies during the epidemic prevention and control period is not only essential for good management and protection but also pivotal for successful epidemic prevention and control efforts. Therefore, excelling in the ideological work of workers during this period is a requirement dictated by the situation and the times.

Enhancing workers' awareness of epidemic prevention is crucial for maintaining labor efficiency during the epidemic prevention and control period. It is the linchpin of ideological work. At the forefront of community greening and maintenance work, the project department should collaborate with higher-level units (property management, streets, etc.) to develop training on epidemic prevention and control knowledge for the workforce based on the current situation. Particular emphasis should be placed on bolstering psychological education regarding epidemic prevention and control. This will help operators develop a correct understanding of the epidemic, eliminate fear, and enhance emotional resilience. For employees experiencing anxiety, negative emotions, or other ideological concerns, the project department should engage in timely ideological conversations to identify their issues and underlying causes, subsequently offering tailored solutions. In cases of severe ideological problems, the project department should promptly engage professional psychological counselors or psychologists to provide necessary psychological intervention and treatment to ensure the mental well-being of the workforce. Finally, addressing employees' practical concerns, alleviating life pressures, and assisting construction workers with their worries are essential for enabling them to work with peace of mind.

Recruiting more professional talents, conducting extensive training, forming a technical team, and improving maintenance management skills are all crucial steps. Community greening and maintenance work are characterized by their comprehensiveness, systematic approach, and long-term nature. Employing high-quality and skilled professionals significantly contributes to the effectiveness of garden management and protection work. Establishing a professional technical team substantially aids in enhancing maintenance and management technology, playing a pivotal role in the professionalization of garden landscape management science, and preserving the artistic aspects of garden landscapes. While establishing the technical team, reinforcing systematic ideological awareness and professional skills training for maintenance technicians is crucial. This equips them to understand new technologies and trends in

community green maintenance, effectively improve their professional cognitive abilities, and make timely judgments based on plant conditions and weather. This enables adjustments to be made for fertilization, watering, and pest control. Moreover, improving ideological understanding is of utmost importance. Convening multiple working meetings for all staff and community maintenance project leaders and urging them to enhance their ideological comprehension, reinforce their responsibility, and concentrate on critical tasks such as watering, fertilization, pruning, health management, ridge breaking, replanting, infrastructure maintenance, and pest control lays a strong foundation for year-round maintenance work. Further intensifying business training is equally essential. Organizing training sessions on green maintenance techniques and demonstrating the pruning methods for local trees and shrubs through on-site practice is crucial. Simultaneously, arranging training on common pest control methods and elucidating ways to manage aphids, powdery mildew, fall webworm, and other prevalent pests is vital. Conducting business training effectively enhances the professional and technical proficiency of employees in various maintenance companies.

The green maintenance unit should enhance supervision and inspection, encompassing daily maintenance, pest control, spring pruning, safe production, and epidemic prevention and control measures within their assessments. By conducting repeated supervision and inspection, carefully summarizing and providing feedback, focus can be directed towards addressing specific issues within maintenance management.

During the epidemic prevention and control period, due to inadequate ideological work, significant fluctuations in personnel's thinking, and reduced work efficiency, the likelihood of untimely maintenance in community green maintenance operations is high. This can lead to diseases and pests, overgrowth of weeds, plant deaths, or unsightly green spaces in areas that don't receive timely maintenance. Strengthening the capability to handle special events in a targeted manner is essential. Original monthly, quarterly, and annual maintenance plans should outline common issues, weak links, and specific area characteristics of community green maintenance. Subsequent greening maintenance work should be tailored accordingly. For instance, ensuring the maintenance of main roads, landscape belts, and community green parks is crucial, as is safeguarding plant survival in areas that might not receive timely attention. Priority must be accorded to vital areas like main roads and residential landscape parks, encompassing tasks such as irrigation, pruning, weed control, applying white paint in autumn, and protecting against cold in winter. Further enhancing the professional level and refining control is paramount. For emergency situations or

critical tasks impacting seedling survival, a strategic approach should be taken, concentrating resources and effort and prioritizing resolution. Progress of emergency response should be reported promptly, offering timely feedback and conducting thorough problem analysis. This process culminates in reporting the implementation status after completion, followed by a comprehensive summary.

1) Establish the management system under the New normal

Establish a reasonable, scientific, and flexible community greening and maintenance system. Clarify the goals and standards of greening and maintenance work. In practical work, it is necessary to adjust work strategies promptly based on actual problems. This will create a situation where short-term maintenance work aligns with the long-term maintenance work goals, facilitating continuous improvement of management systems. These systems include the maintenance progress inspection system, quality assessment system, safety inspection system, special plan system, and weekly work system.

Within the framework of the management system, the project leader should enhance the organization and execution capabilities of the green maintenance work. If, during the actual implementation process, it becomes evident that the green maintenance personnel cannot meet the current work demands, work strategies should be adapted. An emergency work team should be established, maintenance planning conducted in advance, and a grasp of the main and primary issues in garden management and protection work achieved. It's essential to plan ahead, initiate early action, focus on development, and then concentrate on making breakthroughs.

2) Establish a technical team to improve green maintenance management technology

The characteristics of greening and maintenance work in residential areas are comprehensive, systematic, and long-term. High-quality and skilled professionals are more conducive to achieving the effectiveness of community greening maintenance and management work. The establishment of a professional technical team is of great help in improving the greening maintenance management technology, and it plays a vital role in the professionalization of the community landscape, management science, and the maintenance of the landscape artistry of community greening.

While establishing a technical team, strengthen the systematic ideological awareness and professional skills training for green maintenance technicians. This will help them understand the new technologies and trends in current garden management and protection, and effectively improve their professional cognitive abilities. These improvements will enable them to make timely judgments based on plant conditions

and natural factors, and to make necessary adjustments to fertilization, watering, and pest control.

3) Improve the targeted handling ability of special events

During the period of epidemic prevention and control, there is a high possibility of disrupting the normal work pace of community green maintenance operations. Therefore, in addition to the routine daily management of community green spaces, it is necessary to enhance the targeted approach to maintenance tasks and improve the capacity to handle special events effectively.

In the yearly, quarterly, and monthly implementation of green maintenance plans for residential areas, common issues, weak maintenance points, and specific concerns related to particular times and areas should be identified and listed. This enables focused management during subsequent maintenance operations. For instance, tasks such as spring watering, preventing damage from spring cold, applying spring fertilizer, conducting protective preventive medicine spraying, adjusting seedling supports, rejuvenating seedlings, thinning out grass, finishing tree holes, removing weeds, pruning flowers after blossoming, maintaining drainage facilities, controlling pests affecting seedlings and lawns, removing fruits, and performing aeration and thinning of the autumn lawn, as well as applying autumn fertilizer, cutting, whitening, and cold prevention measures.

Building upon a solid foundation of daily work, there should be a continuous effort to enhance the level of professionalism and precision in execution.

Based on the sorted content of community green maintenance work, and while ensuring that conventional green maintenance work remains unaffected, labor workers should uniformly carry out specific tasks within designated time frames. This should be done under the overall guidance of the project leader. It is essential to implement specialized communication efforts for particular events, clearly define the individuals responsible for these events, and assign roles for event execution.

In the case of emergency events or critical stages that could impact the survival of seedlings, it's important to prioritize significant tasks over minor ones. Resources, both human and material, should be concentrated to address these priorities. For events requiring special attention, progress reports, timely issue feedback, problem summarization and analysis, proposed solutions, final implementation status reports, ultimate outcomes, and post-completion summaries are all necessary.

To summarize, the "Guidelines for Management Innovation Aimed at Maintaining Green Spaces in the Community During the COVID-19 Pandemic Period in

Suzhou City" reflect the challenges, management innovations, and various supportive activities as outlined in Table 4.7.

Table 4.7 Summary of Guidelines for Management Innovation Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period in Suzhou City

Problems or challenges	Management Innovation	Activities
Epidemic prevention and emergency management	Comprehensive prevention and emergency plans	<ul style="list-style-type: none"> ● Tailor prevention and emergency plans to specifically address challenges posed by COVID-19. ● Outline detailed protocols and procedures for managing and containing potential outbreaks. Ensure rapid and efficient response to emerging situations.
	Daily reserves of prevention and control materials	<ul style="list-style-type: none"> ● Maintain continuous supply of essential epidemic prevention and control materials. ● Stock disinfectants, disinfection equipment, and necessary medical supplies (thermometers) for prompt response to health-related situations.

Table 4.7 Summary of Guidelines for Management Innovation Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period in Suzhou City (Cont.)

Problems or challenges	Management Innovation	Activities
	Strengthening workers' awareness and training	<ul style="list-style-type: none"> ● Conduct regular training sessions for labor workers to educate them about COVID-19 prevention and control measures. ● Enhance workers' awareness and understanding of health protocols and guidelines.
	Facilitating bottom-up feedback and top-down supervision	<ul style="list-style-type: none"> ● Encourage workers to provide feedback on prevention and control measures. ● Create an open and communicative environment for feedback. ● Establish a robust system for top-down supervision and inspection to ensure effective and consistent protocol adherence.
Labor shortage	Workforce planning and allocation	<ul style="list-style-type: none"> ● Develop a comprehensive workforce plan that accounts for various stages of maintenance work. ● Prioritize tasks based on criticality and allocate manpower accordingly. ● Implement flexible task assignments to ensure essential activities receive adequate attention.

	<ul style="list-style-type: none"> ● Regularly review and adjust the workforce plan in response to changing circumstances.
Cross-training and skill enhancement	<ul style="list-style-type: none"> ● Identify key maintenance tasks that can be cross-trained. ● Design and implement cross-training programs to enhance employees' skills in multiple tasks. ● Provide training materials and resources to support employees' learning and development. ● Encourage employees to participate in cross-training voluntarily.
Technology integration	<ul style="list-style-type: none"> ● Identify areas within maintenance activities where technology can be integrated. ● Research and select appropriate technology solutions for automation and efficiency. ● Implement automated systems for tasks like irrigation and pest control.

Table 4.7 Summary of Guidelines for Management Innovation Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period in Suzhou City (Cont.)

Problems or challenges	Management Innovation	Activities
		<ul style="list-style-type: none"> ● Train employees to use technology effectively and monitor its performance.
	Collaborative partnerships	<ul style="list-style-type: none"> ● Identify potential external organizations or contractors for collaboration. ● Establish partnerships through agreements and shared goals. ● Define roles and responsibilities within collaborative arrangements. ● Develop a communication and coordination plan with partner organizations
High visitor traffic	Emergency response capability	<ul style="list-style-type: none"> ● Develop management and protection plans for gardens and green spaces, focusing on common problems, weak points, and specific issues. ● Develop a detailed plan that outlines actions to be taken during emergencies. ● Identify specific labor needs at different stages of maintenance work ● Improve targeted handling capabilities for special events ● Regularly review and adapt the management strategies based on changing circumstances and new insights
	Ideological education	<ul style="list-style-type: none"> ● Actively promote epidemic prevention policies. ● Communicate authoritative information from national prevention and control meetings

Establish normalized management	<ul style="list-style-type: none"> ● Implement and adhere to standardized processes for prevention and control ● Establish a supervision system and disinfection record form ● Ensure project management takes responsibility and is available during emergencies ● Implement specific maintenance actions based on the identified needs, like irrigation, cold prevention, fertilization, pest control, etc.
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Table 4.7 Summary of Guidelines for Management Innovation Maintaining Green Spaces in the Community during the COVID-19 Pandemic Period in Suzhou City (Cont.)

Problems or challenges	Management Innovation	Activities
Low efficiency	Create Ideological work	<ul style="list-style-type: none"> ● Initiate regular discussions with employees to understand their concerns. ● Identify sources of anxiety or low morale and offer solutions. ● Address negative emotions and provide support through dialogue. ● Engage professional psychological counselors or psychologists when needed. ● Provide specialized support to employees facing severe psychological challenges.
	Establish a professional technical team	<ul style="list-style-type: none"> ● Form specialized teams with specific skills and roles. ● Assign team members according to their expertise and experience. ● Create teams responsible for different tasks, such as emergency response, maintenance planning, and technical support. ● Hire skilled professionals to enhance the expertise of the workforce. ● Offer continuous training to improve maintenance management skills.
	Enhance emergency capability	<ul style="list-style-type: none"> ● Provide training and workshops to enhance problem-solving skills. ● Develop critical thinking and quick decision-making abilities among the workforce. ● Simulate emergency scenarios to improve response readiness. ● Include protocols for adjusting work strategies based on evolving situations. ● Incorporate guidelines for maintaining work

efficiency and quality under unusual circumstances.

- Review and adjust management systems to optimize efficiency.
 - Foster a culture of adaptability and improvement in management practices.
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