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Purpose of Document
The intent of this document is to provide guidance to both leadership and staff as we continue to confront the impacts of COVID-19. As this current situation has introduced unforeseen complexities to the work environment, the City and County of Denver has developed this plan to best mitigate these challenges, continue the delivery of excellent customer service, and implement strategies for an adaptive, safe, and positive work environment.

Audience
This document’s intended audience is department/agency COVID-19 Strike Teams and city leadership, as well as Department of General Services Facilities Management agency representatives, team members and contractors. Although the document is available to all employees in the City and County of Denver, employees are encouraged to utilize the COVID-19 Protocols for City Facilities page on DenverHub for updates with information that is more relevant to their needs.

Plan Components
The framework for this plan is comprised of 5 essential components:

- **Building & Systems Preparation** – As General Services facilities have been minimally occupied during the City & State “Stay-A-Home” order, overall building systems inspections (outside routine preventive maintenance) will not be necessary. However, in order to reduce contamination, flushing HVAC and mechanical systems is strongly recommended.

- **Cleaning Plan** – As employees return to work, an increase in decontamination requests is anticipated. Developing and sharing a cleaning plan with details for additional disinfecting assistance will help to alleviate anxiety and develop clear protocol.

- **Citywide Workforce Preparation** – A tiered approach for who and when employees will be returning to the office has been developed to ensure staffing levels are consistent with social orders, and advanced communication with employees is crucial for ensuring clear expectations and addressing concerns.

- **Social Distancing Policies & Procedures** – The City and County of Denver is implementing several practices to foster appropriate social distancing guidelines to manage the spread of COVID-19 for both employees and the public.

- **Communications** – Regular and transparent communication will be key in understanding and mitigating stress and anxiety given these challenging circumstances. Anticipating concerns and developing a proactive response will reduce an atmosphere of fear and limit distractions.

This document has been developed through a collaborative effort of multiple individuals throughout The Department of General Services. The recommendations in this plan are aligned with the latest guidelines issued by The Mayor’s Office, the Centers for Disease Control and Prevention (CDC), the Occupational and Safety Health Administration and the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE). This plan has been reviewed and approved by Executive Leadership. This Re-entry / Recovery Plan is to be considered as a living document to receive regular updates as we continue to navigate this unique time. We recommend that users do not download the document, but instead reference this document linked on the COVID-19 Protocols for City Facilities page on DenverHub for the latest updates.
The Department of General Services provides facilities management and custodial services in many facilities across the city. General Services is in consultation with and have made these guidelines available to other city agencies that are not within the department’s purview.

If other departments or agencies intend to utilize this document for guidance, it is recommended that each component be evaluated and amended to best fit the needs of their respective group. Links and contact information will be provided throughout as well as available resources. Frequently Asked Questions (FAQs) will be addressed in the first section, and these will continue to be updated as questions are received. FAQs that are more relevant to the broader city employee audience will be posted on DenverHub.

II. Buildings & Systems Preparation

Critical Building Systems Inspection Checklist
While General Services facilities remained operational over these last few months, it is recommended that precaution is taken to inspect systems as necessary to reduce contamination and ensure systems are functioning as best as possible. Each building has its own unique challenges, so it will be up to the discretion of the Facility Manager to ensure best practices are applied regarding preventive maintenance and flushing of HVAC & mechanical systems. The following are guidelines for performing critical building inspections:

<table>
<thead>
<tr>
<th>Building Preparedness</th>
<th>Checklist</th>
</tr>
</thead>
</table>
| **Mechanical systems** | • Building Engineers should verify the operation of mechanical systems and restore all sequences, set-points, and schedules  
• Flush building with fresh air based on the design of the makeup/outside air system and if possible, to leading sustainability standards such as LEED, BREEAM, and WELL for a minimum of 24 hours and ideally for 48 to 72 hours  
• Increase fresh air intake, based on outside air temperature and the facility’s building system  
  o Run exhaust systems to promote outside air to be brought inside and circulated  
• Clean coils, grills, registers and inside air handling unit (AHU) cabinets |
| **Air filters** | • Use proper safety procedures and PPE  
• Avoid hitting, dropping, or shaking the filter  
• Do not use compressed air to clean a filter, which could allow materials in the filter to become airborne.  
• Properly dispose of used filters and PPE/gloves in a sealed plastic bag  
• Clean hands when the task is finished  
• Minimize exposure to building interior areas when removing old filters from the site.  
  o Recommended approach: transport to a waste collection area without entering the building  
  o Alternative approach: if it’s impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space |
Employee Safety
The following section details the use and care of personal protective equipment (PPE). For more information regarding the Mayor’s Office mandate requiring face coverings for all Denver Employees and Residents, refer to Section V regarding PPE.

What is Personal Protective Equipment?
Personal protective equipment (PPE) is specialized clothing or equipment worn by individuals for their protection and to help prevent the spread of germs between people. PPE includes, but is not limited to: gloves, gowns or aprons, goggles or face shields, face masks (also called surgical masks), and respirators (such as N95). This full complement of PPE is only necessary for medical care providers and first responders who are actively working on symptomatic patients. PPE has been provided to staff as available. All other individuals in General Services facilities will be responsible for the acquisition of PPE.

Face masks, such as cloth face coverings and surgical masks, cover the wearer’s mouth and nose and provide protection against large droplets, splashes, and sprays. Wearing a cloth face covering or surgical mask protects those around you from droplets generated by your coughs and sneezes in the event that you are asymptomatic for COVID-19.

Respirators (such as N-95s) are a form of snug-fitting respiratory protection that filter out small particulate aerosols when worn correctly. The Centers for Disease Control and Prevention only recommends the use of N-95 respirators where staff are providing medical care to individuals with suspected or confirmed COVID-19.

What respiratory PPE should essential employees be wearing?
It is recommended that essential employees wear a cloth face covering or surgical mask while performing their duties. Because staff will not be administering medical care to COVID positive patients, N-95 respirators are not recommended. N-95 respirators should be reserved for medical professionals and first responders only at this time.

Essential employees who are not medical professionals and first responders are encouraged to wear homemade masks in an effort to conserve surgical masks. If a homemade mask is not available, employees should wear a surgical mask. Masks should be donned prior to entering the room or workplace. Employees will be responsible for maintaining their mask Surgical masks are fragile and require careful handling.

Putting on a face mask:
- Clean hands with soap and water or an alcohol-based hand sanitizer before donning your mask.
- Avoid touching the inside surface of the mask.
- Visually inspect the mask to determine if its integrity has been compromised.
  - Check that the straps/ear loops, nose bridge, and mask material are good condition.
  - If the integrity of the mask has been compromised, do not use the mask. Please discard.
- With clean hands, secure the ties of the mask at the middle of the head and neck. If the mask has ear loops instead of ties, secure the ear loops over the ears.
- Fit the flexible band to the bridge of the nose.
- Gently stretch the mask to cover your nose and to extend below your chin.
- Adjust the mask to a comfortable position so that you can avoid future adjustments and touching your face.
Removing a face mask:

- **The front of the mask is contaminated – Do Not Touch!**
- If your mask has ties, first carefully remove the bottom tie and then the top. Pull the mask away from your face without touching the front.
- If your mask has ear loops, grasp the ear loops from behind the ears and remove the mask from your face without touching the front.
- After removal, masks should be placed in a bag if sanitation will not occur immediately.
- Perform hand hygiene (wash hands with soap and water for at least 20 seconds following removal of masks).
III. Cleaning Plan

Overview
In early-March General Services Operations Team supplemented and modified how city facilities are cleaned in response to COVID-19 following the guidance of the Centers for Disease Control and Prevention (CDC). These cleaning practices have been ongoing in city facilities, even during the Stay at Home Order.

- In early-March General Services added over 1000 hours of environmental cleaning to city facilities per month to focus on high touch areas.
- General Services is ensuring both public and internal areas are cleaned and disinfected continuously throughout the workday and evenings.
- Daytime cleaning and disinfecting services are primarily targeted to provide ongoing cleaning and disinfecting of High Touch Areas of our facilities: Daytime cleaning at City facilities is completed between the hours of 6:00 a.m. – 6:00 p.m., Monday-Friday.
  - Customer Service Counters
  - Cashier Stations
  - Service Desks
  - Door Knobs, Push Bars and Handles
  - Elevator Buttons
  - Self Service/Informational Kiosks
  - Hand Rails
  - Employee Break Rooms/Coffee Bars
  - Restrooms
- General Services also has the capacity to provide disinfecting services of keyboard trays, mouse and telephones. Office and cubicle decontaminations can be performed by request, as needed. Requests can be made by contacting your Department/Agency COVID-19 Workplace Coordinator and/or Facilities Management Agency Representative.

Please remind employees that facility cleanliness starts with good personal hygiene and accountability.

- We all need to follow the CDC’s recommendations to wash our hands frequently and not touch our faces.
- Most all of our employees who work in city facilities have access to hand washing facilities.
  - Remember, washing hands is more effective than using hand sanitizer. Hand sanitizer is best suited for employees and public who don’t have immediate access to hand washing facilities.
- Signs are posted for employees and customer on good hygiene.
- Custodial staff are ensuring soaps and hand towels are stocked and restrooms are clean.

The Facilities Management Operations Team will continue to provide regular cleaning services as well as additional decontamination on an as-needed basis and are committed to delivering a high level of customer service as employees return to work by reducing transmission among employees, preserving effective business operations, and maintaining a healthy work environment.

This will be accomplished by closely adhering to the guidance provided by the Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA). Facilities Management Operations has redeployed staff and contractors to ensure both public and employee areas are cleaned and disinfected continuously throughout the workday. Routine and additional cleaning will continue to be provided in the evenings throughout our
facilities. Daytime cleaning and disinfecting services will be primarily targeted to provide ongoing cleaning and disinfecting of High Touch Areas in our facilities.

**Reopening of Break Rooms and Kitchenettes for Food Storage and Preparation**

Beginning on Monday, September 28, 2020, city facility break rooms, kitchens, kitchenettes, and coffee bars/stations will be reopened for the use of refrigerators, microwaves, amenities and appliances. Vending machines will also be available.

Facilities Management custodial team members will provide cleaning and disinfecting of these areas throughout the work day.

These areas should only be used to store and prepare food items. Congregating in break rooms, kitchens, kitchenettes and coffee stations is prohibited. Anyone utilizing these spaces should wash their hands before and after using the space. Proper face coverings must be worn at all times.

These protocols are in alignment with the State of Colorado’s Safer at Home Order, tenth amendment and has been approved by the City and County of Denver’s Return to Work Taskforce.

**Hand Sanitizer Stations**

Hand sanitizer stations are located throughout many of General Services facilities. Requests for additional stations are to be submitted to the COVID-19 Workplace Coordinator, who will submit these requests to the Facility Manager for consideration. Approval is contingent upon the availability of materials, suitability of location and adherence to ADA regulations.

**Decontamination Requests**

If an employee or visitor is suspected or confirmed to having been exposed to COVID-19, please notify your Department/Agency COVID-19 Workplace Coordinator so a team can be dispatched to disinfect the identified areas quickly and efficiently to ensure minimal disruption to city operations and alleviate potential further exposure. Facilities Management only utilizes CDC approved and recommended COVID-19 disinfecting products.

**IV. Citywide Workforce Return Preparation**

**Tiered Approach & Communication for Re-Entry**

Leadership has developed a plan which has been approved by Emergency Operations Center that recommends a tiered approach for re-introducing employees to their respective office.

- Tier 1: Team can work virtually for extended period of time with no loss in productivity
- Tier 2: Team can work in partial / hybrid settings adding up to unified team concept
- Tier 3: It is difficult for team to work virtually without a loss to productivity or customer service

Facility Managers are to be notified as staff return to ensure social distancing measures are in place.
V. Social Distancing Policies & Procedures

Overview
Implementing and adhering to new social distancing policies and procedures will be the fundamental element in minimizing the impacts of COVID-19 and safeguarding our employees and the public as best as possible. The intent of this document is to reinforce mayoral directives as well as provide additional guidance in practicing social distancing. Monitoring and enforcement of social distancing will be mandated by the CDC and Denver Department of Public Health and Environment (DDPHE). This will require the commitment of every person entering our facilities to stay informed and follow the appropriate protocol (i.e., donning face masks, respecting physical distancing, keeping desk spaces clean, etc.). The following sections will detail social distancing measures in place and / or procedures for implementing additional modifications.

Personal Protective Equipment (PPE)
A public health order issued by the City and County of Denver is requiring all residents and employees in Denver to wear face coverings effective May 6, 2020 and will last until further notice. The following information was provided by the emergency operations center on Friday, May 1, 2020.

Per the public health order, residents and employees will be required to wear face coverings while inside of, or waiting in line to enter, certain businesses, facilities or locations – such as any retail or commercial business, at a bus stop or facilities offering health care services. The Public Health Order from DDPHE, which outlines where wearing a face covering is mandatory for residents and employees, is attached and also available online.

The Order defines a face covering as a covering:

- Made of cloth, fabric or other soft or permeable material, without holes, that covers the nose and mouth and surrounding areas of the lower face.
- May be factory-made or may be handmade and improvised from ordinary household materials.
- Should fit snugly but comfortably against the side of the face, include multiple layers of fabric, allow for breathing without restriction, and be able to be laundered and machine-dried without damage or change to shape.
- Need to cover the nose and mouth at all times and should remain in place until taken off safely.
- Should be replaced when it becomes dirty, wet, and/or difficult to breathe through.

Residents need to take this face covering order seriously, as they did with the stay at home order. Multiple agencies will be involved in enforcement, with the goal of compliance and keeping everyone safe through education.

The use of limited medical-grade personal protective equipment (PPE), such as surgical and N-95 rated masks, should be reserved for health care workers and first-responders. Fabric or other porous face-coverings, including both commercially produced, as well as homemade ones, are suitable for all community residents to comply with the mandatory order.

- The Center for Disease Control (CDC) offers guidelines on suitable homemade face-coverings at www.cdc.gov.
- Formed in recent weeks in response to the health crisis, the Colorado Sewing Coalition is using sewing machines on loan from the Denver Public Library. They are providing face coverings for $5, which were made by both
workers who have lost their income because of the COVID-19 crisis, as well as volunteers. Kits are also available from the Coalition at Highlands United Methodist Church, 3131 Osceola, and orders can be placed at cosewingcoalition@gmail.com.

- Homemade face coverings can be made using only a scissors and cloth. Instructions on how to quickly covert a cotton T-shirt into a face covering are available online, including the guide at https://www.huffpost.com/entry/how-to-make-t-shirt-face-mask-coronavirus.

**Distancing Shields**

In efforts to create a safer working environment, the city is working to implement physical distancing shields throughout our facilities. Shields are either plexiglass, acrylic, or glass and can be cleaned with hospital-grade cleaners. Barriers are to be placed in a manner as to not disturb efficient operations or compromise building code or ADA guidelines.

To ensure consistent application of distancing shields as well as adherence to building and ADA regulations, all requests are to be submitted via an online intake form. The Agency Project Manager will determine if the request meets the criteria below for locating distancing shields. No barriers are to be permanently affixed to furniture, countertops, or the building without approval by Facility Manager. Emergency funds are available for the purchase of distancing shields, so agencies will not be required to provide a funding stream as part of their request.

The process for requesting, procuring, and installing distancing shields is outlined in the following flow chart.
**Guidelines & Best Practices**

*Implementation*

<table>
<thead>
<tr>
<th>Shield Category</th>
<th>Shield Type, Material</th>
<th>Recommended Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>Temporary, Plexiglass</td>
<td>Recommended for areas with lower volume, or limited contact with public; easily transportable</td>
</tr>
<tr>
<td>Tier 2</td>
<td>Moveable, acrylic</td>
<td>Recommended for more frequently trafficked areas; stands up to stronger cleaning products</td>
</tr>
<tr>
<td>Tier 3</td>
<td>Permanent, glass</td>
<td>Recommended for areas with highest traffic and highly visible areas</td>
</tr>
</tbody>
</table>

Distancing Shields Guidelines:

- Shields are to be placed in a manner as to not disturb efficient operations or compromise building code or ADA guidelines.
- No barriers are to be permanently affixed to furniture, countertops, or the building without approval by Facility Manager.
- For transaction counters, a 4” passthrough at the bottom is recommended to allow easy transfer of paperwork.
- Requests for distancing shields in conference rooms are to be evaluated and approved by Real Estate.
- Workstation modification requests
  - Per CDC guidance, employees are to be at least 6’ apart when seated at desks. Workstation changes need to be evaluated through Risk Management and Real Estate for approval of modifications.
  - Changes requested related to social distancing or COVID19 concerns will need to be supported by Risk Management & DDPHE to take measurements and determine if the areas do, or do not meet distancing and safety guidelines set by State and City. Once the findings are documented a City Space Planner will work with the findings to determine a layout that meets the recommendation. Modifications are required to meet ADA and building code compliance.
  - Space Planners will take into consideration product availability (Webb furniture is no longer manufactured, and changes can be limited to existing product use), electrical relocation, data line removal and reinstallation. Time frames and scope of work will be provided to the requestor for final approval.
  - Large scale modifications to overall floor plans are not addressed as COVID related. Should a detailed report and findings through Risk Management and DDPHE finding require larger changes this type of request will need to be evaluated with Senior Management in Real Estate, General Services, Risk Management, Capital Finance and the Budget Management Office to determine funding sources and approval of the scope of work. These type of changes take several months to complete after thoughtful planning and agency approval. Replacement of workstations or furniture is not included in this initiative.
  - The immediate recommendation is to have agencies manage the occupancy and scheduling of staff to allow for open workstations between working staff.
**Floor Markings for Physical Distancing**
Facility Managers are utilizing a combination of the physical distancing measures identified below to clearly indicate recommended physical distancing measures. It will be up to the discretion of the Facility Manager to determine the most suitable option per location. Requests for additional floor markings or stanchions are to be directed to the Facility Manager for approval and procurement. All stanchions and ribbons are to be ADA compliant.

<table>
<thead>
<tr>
<th>Floor Mat</th>
<th>Vinyl footprints</th>
<th>Vinyl circle floor markings</th>
<th>Stanchion</th>
<th>Stanchion Topper</th>
<th>Sign Stanchion</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Floor Mat" /></td>
<td><img src="image2.png" alt="Vinyl footprints" /></td>
<td><img src="image3.png" alt="Vinyl circle floor markings" /></td>
<td><img src="image4.png" alt="Stanchion" /></td>
<td><img src="image5.png" alt="Stanchion Topper" /></td>
<td><img src="image6.png" alt="Sign Stanchion" /></td>
</tr>
</tbody>
</table>
### Reducing Density

As staff are re-introduced to our facilities, it will be important to continuously monitor density of occupants and effectively mitigate when necessary. Solutions will depend on the location and/or the agency, however, below are focus areas that will need to be monitored and evaluated regularly. It is recommended that an approach is developed to perform routine audits of occupants per floor as to implement the most appropriate strategy for reducing density. These guidelines are also recommended as part of the state’s [Safer at Home Order](#).

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| **Desk occupancy**  | • Try to maintain 6’ distancing between workstations as best a possible  
• Use every other station for workstations that do not meet the 6’ distancing recommendations  
• Install distancing shields or barriers between work stations without existing barriers and do not meet the 6’ distancing recommendations, being mindful of necessary heights to accommodate sit and / or standing desks and applicable building codes. |
| **Schedule management** | • Stagger work schedules, as appropriate, to reduce density  
• Continue to allow employees to work from home as an option for identified personnel |
| **Office traffic patterns** | • Monitor office traffic patterns, and utilize social distancing methods, such as floor markings or distancing shields, to mitigate highly trafficked areas  
• Utilize one-way traffic in corridors when possible and install signage |
| **Elevators**       | • Limit passengers to a certain number of occupants per elevator per ride to maintain the 6’ distancing recommendations. Elevator markings/signage will indicate car capacity.  
• Install signage and social distancing markings in elevator lobbies and in elevator cabs.  
• Tenants should expect wait times for elevators. Physical distancing practices may likely slow down entry and access times for employees and the public. |
| **Shared / Common areas** | • Any in-person meeting should be conducted in large conference (>12 occupants) rooms and follow 6’ social distancing guidelines  
• Temporarily close small conference rooms (<12 occupants) as social distancing measures are in effect, OR  
• Re-purpose shared spaces and single-occupant work areas to distribute occupancy  
• Eliminate tables / chairs in highly trafficked common (i.e., conference rooms, kitchen areas, building lobbies) areas to reduce density  
• Calculate the recommended capacity for shared spaces by utilizing the social distancing standard of 6’ x 6’ (36 square feet) and post revised room capacities (e.g., a 400 square foot room would have a maximum capacity of 11 people – 400/36 = 11) |
Moderating Touch Points
One of the most important strategies in reducing transmission of viral pathogens is reducing or eliminating, as best as possible, common touch points. Simple efforts such as leaving office doors open and eliminating use of shared technology are examples of solutions for reducing touch points. It is important to note that any tactic used must not compromise any building code or ADA guideline. Below is list of recommendations for reducing touch points.

<table>
<thead>
<tr>
<th>Touch Point Reduction Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave non-essential doors open</td>
</tr>
<tr>
<td>Remove shared technology or materials (phones, computers, dry erase markers, etc.) from common areas</td>
</tr>
<tr>
<td>Place hand sanitizer stations in close proximity to areas with higher touch points (e.g., restrooms, elevator lobbies, at entry / exit areas, etc.)</td>
</tr>
<tr>
<td>Place signage as a reminder to minimize touch points in shared / common areas</td>
</tr>
<tr>
<td>Utilize permanent desk assignments for all personnel</td>
</tr>
</tbody>
</table>

VI. New Processes for Security Personnel

Revised Processes
Security personnel are typically the first interaction the public has in a city facility where screening activities are present. Security personnel will be outfitted with PPE and properly trained on responding to approved COVID-19 protocols.

The city’s security services contractor personnel will:

- Perform daily symptom monitoring checks for its staff members
- Wash hands at the beginning of a shift, and at regular intervals
- Wear face coverings always when in uniform and in city facilities
- Wash reusable face coverings daily, or if using disposable, dispose of properly after one use
- Wear gloves while posted at a screening station
  - Dispose used gloves properly when going on break or leaving the post
  - Use new gloves when returning to the post
  - Limit touching personal articles during the screening process unless it is necessary to carry out safety and security protocols
  - Clean personal item bins after each use; bins need to be allowed to sit 30 seconds or longer per the disinfection recommendations so they are properly sanitized
  - Clean x-ray conveyor belts, hand wands and divesting/re-vesting tables at hourly intervals
• Deny entry to visitors or city employees not wearing face coverings
• Reinforce social distancing to visitors and employees in high traffic areas and screening station queues
• Enforce state and local orders and report non-compliance as required (i.e. wearing face coverings in public, large crowds/gathering in or near city facilities, etc.)
• Specific posts may be required to limit/meter customer numbers within service areas in observance of social distancing recommendations
  o Larger facilities comprising multiple floors/agencies and with greater square footage will be required to meter by agency
  o Smaller facilities on a single floor with limited square footage may have security personnel meter a specific service area if it does not interfere with essential security functions

VII. Communications

Overview
Proactive, clear, and effective communication will be one of the most critical components for this Re-entry / Recovery Plan. Employees as well as the general public will have a lot of questions regarding the implementation of new policies and procedures and anticipating these questions with proactive communication will help to ease anxieties. This will require working with multiple agencies, city leadership and the emergency operations center’s joint information center to identify frequently asked questions (FAQs), compile response to anticipated inquiries, and implement citywide consistent messaging standards. Consistency will be extremely important as to not generate confusion.

Communication should happen in frequent intervals and employees should receive advanced notice for any work changes as to allow adequate time for employees to make appropriate plans for commuting, childcare, etc.

Communications will encourage employees to regularly visit the COVID-19 Protocols for City Facilities page on DenverHub for the latest updates and FAQs relevant to their needs.

Signage
Installing and updating signage frequently will be an on-going process throughout the re-entry period. Approved signage can be found on DenverHub. All content and graphics are to be consistent and adhere to city branding guidelines and must be approved by the emergency operation center’s joint information center. For signage requests, contact generalservices@denvergov.org.