Planning for Workplace Re-Entry
April 23, 2020
STATE GUIDELINES ON BUSINESS CLOSURES AND FUTURE STRATEGY

Betsy Markey
Executive Director
Colorado Office of Economic Development and International Trade
SAFER AT HOME
BE SMART. SAVE LIVES.

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PRINCIPLES THAT GUIDE DECISION MAKING

- Work to suppress virus
- Increased ability to conduct testing and containment
- Additional protections for those who are most at risk for COVID-19
- Ability of health care system to handle increased demand
- Social distancing policies that can be sustainable
- Ongoing monitoring and evaluation of policies and their impact

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GOVERNOR JARED POLIS
We progress as data and science confirm that disease transmission is successfully limited. Protections for vulnerable populations and seniors must remain in place at all times while the virus remains a major threat.

Now
- Stay at Home Statewide
- Vulnerable populations and seniors continue to Stay at Home

Next
- Safer at Home for General Public
- If disease transmission significantly increases, take steps back

Future
- Protect our Neighbors for General Public
- Immunity/cure/Vaccine
**PHYSICAL DISTANCING HAPPENS AT THREE LEVELS**

<table>
<thead>
<tr>
<th>Level 1: Stay at Home</th>
<th>Level 2: Safer at Home</th>
<th>Level 3: Protect Our Neighbors</th>
</tr>
</thead>
<tbody>
<tr>
<td>People are staying at home with limited exceptions</td>
<td>Most people still stay at home as much as possible and avoid unnecessary social interactions</td>
<td>It’s safer for people to socialize more normally, while taking significant precautions</td>
</tr>
<tr>
<td>Widespread suppression is required to stem exponential disease transmission</td>
<td>Strong protections for vulnerable populations</td>
<td>Strong protections for vulnerable populations are still needed</td>
</tr>
<tr>
<td>Healthcare capacity still limited</td>
<td>Healthcare capacity is increasing</td>
<td>Testing and monitoring capacity working at scale</td>
</tr>
<tr>
<td>Testing and monitoring capacity is still being built</td>
<td>Testing and monitoring capacity is increasing</td>
<td>Healthcare capacity is robust</td>
</tr>
</tbody>
</table>

*Fluctuation between levels may be needed to recover from outbreaks while consistently protecting vulnerable populations and allowing for economic growth and sustainability.*
Vulnerable populations and older adults must stay at home except when absolutely necessary

No group gatherings over 10 people

Critical businesses remain open with strict precautions (social distancing, masks for all employees, more frequent cleanings, etc.)

Retail businesses open for curbside delivery and phased-in public opening with strict precautions

Restaurants and bars remain closed except for takeout/delivery. Work towards phased reopening.

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Nightclubs, gyms and spas remain closed.

Elective medical and dental procedures begin, with strict precautions to ensure adequate personal protective equipment and the ability to meet critical care needs.

Personal services (salons, dog grooming, personal training, etc) will open with strict precautions.

K-12 schools remain closed for the 2019-2020 school year.

Telecommuting continues for offices. Starting May 4, up to 50% of staff can work in person (with social distancing in place).
# ALL INDUSTRIES SHOULD IMPLEMENT GENERAL BEST PRACTICES

<table>
<thead>
<tr>
<th>Practices for...</th>
<th>Key Steps</th>
</tr>
</thead>
</table>
| **Worksites**    | ● Deputize workplace coordinator(s) charged with addressing COVID-19 issues  
                   ● Maintain 6 foot separation when possible, and discourage shared spaces  
                   ● Sanitize all high touch areas  
                   ● Post signage for employees and customers on good hygiene  
                   ● Ensure proper ventilation  
                   ● Avoid gatherings (meetings, waiting rooms, etc) of more than 10 people  
                   ● Implement symptom monitoring protocols (including workplace temperature monitoring) where possible  
                   ● Eliminate or regularly sanitize any items in common spaces (i.e., break rooms) that are shared between individuals (i.e., condiments, coffee makers, vending machines) |
| **Employees**    | ● Require employees to stay home when showing any symptoms or signs of sickness, and connect employees to company or state benefits providers  
                   ● Provide flexible or remote scheduling for employees who need to continue to Stay at Home, who may have child or elder care obligations, or who live with a person who still needs to observe Stay at Home due to underlying condition, age, or other factor  
                   ● Encourage and enable remote work whenever possible  
                   ● Encourage breaks to wash hands or use hand sanitizer  
                   ● Phase shifts, breaks to reduce density  
                   ● Provide appropriate protective gear like gloves, masks, and face coverings |
| **Retailers**    | ● Create special hours for vulnerable populations only  
                   ● Encourage 6 foot distancing inside of the business for all patrons  
                   ● Encourage use of protection like gloves, masks, face coverings  
                   ● Provide hand sanitizer at entrance  
                   ● Use contactless payment solutions, no touch trash cans, etc. whenever possible |

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SPECIFIC BEST PRACTICES WILL SOON BE PROVIDED

- Retail
- Offices
- Elective Medical & Dental Services

- Childcare
- Personal Services
- Real Estate

1 All critical businesses continue to operate as presently doing based on Safe at Home protocols

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There will be a process for local governments to modify these standards based on local conditions.
LOCAL GOVERNMENTS: THREE OPTIONS

A MATCH THE STATE GUIDELINES
- Implement the guidelines of Safer at Home to match the state

B MORE PROTECTIONS
- Going farther than the state, including but not limited to stay at home orders or additional protective measures.

C LOCAL FLEXIBILITY
- To relax guidelines further than the state, local governments need to have very low case counts and/or demonstrate proof of 14 consecutive days of decline of infection of COVID-19 in the jurisdiction.
- The application must include a written COVID-19 suppression plan approved by the appropriate local public health authority, all hospitals within the jurisdiction and elected leadership.
TIMELINE FOR IMPLEMENTATION

Through April 26: Stay At Home
- Last Day of Stay at Home Order
- Safer at Home Order Issued

April 27: Safer at Home
- Retail - Curbside can begin
- Real Estate - showings can resume

May 1 (Friday): Safer at Home
- Can open if implementing best practices:
  - Retail
  - Some personal Services

May 4 (Monday): Safer at Home
- Can open if implementing best practices:
  - Office work at reduced density
WE’RE ALL IN THIS TOGETHER
BEST PRACTICES FOR PREPARING YOUR BUSINESS FOR WORKPLACE RE-ENTRY

Suzanne Rivera
Partner
McKinsey & Company
IMPACT OF RE-ENTRY STRATEGIES ON OFFICE SPACE

Paul Washington
Market Director
JLL
Best Practices

Returning to Work after Covid-19

April 2020
Work From Home Policy Dictates Space Planning

**Policy**
- Source of Truth
- Who WFH?
- How long WFH?

**Protocol**
- Testing & Tracing
- Cleaning
- Social Distancing
- Monitoring

**Technology**
- Webinar
- Home office
- Social interaction
- Touchpoints
- Maintaining IT Security

**Spaceplanning**
- Density
- Arrival experience
- Common areas
- Elevators & Pathways
Timing of Real Estate Decisions

**Phased Re-Opening**
Prioritize site openings, maintain expectations with preventative maintenance procedures and available staffing
Non-essential staff to continue working from home (WFH) with phased invitations to come back
Nobody wants to be the first to re-open, taking cues from first movers is a prudent strategy
One major limitation on any reopening will be child care; parents can’t go back to work if schools and day cares aren’t open

**Lease Expirations**
Landlords are nervous and anxious to keep paying tenants and rental rates are declining; as such occupiers have negotiating leverage
Company’s are delaying making any long term decisions until there is more clarity on COVID’s impact to their P&L
Company’s also taking into consideration what is the appropriate long term strategy for utilization of commercial real estate (CRE)

**Sale & Purchase Transactions**
Valuations and underwriting are uncertain given the COVID-impact on credit of tenants, so lenders are largely on sidelines
Spreads are still wide on debt financing, so deals are difficult to pencil right now
Post COVID, investors will become opportunistic and look to take advantage of quality CRE and low interest rates
Sale/Leasebacks will be a viable cash generation strategy for company’s with good underlying credit that own their CRE
WFH AS THE NEW NORMAL
Changes in behavior and technology will create virtual and digital channels to keep social interactions
Until there is a vaccine, no one is comfortable coming into work
When the economy rebounds, employees will remember how they were treated during the pandemic
Flexibility will be key for the future

REDUCED DENSITY
Determine who, if anyone, must come into the space and create a floorplate for those workers
Use small break-out rooms in lieu of cubicles or hoteling stations
Rearrange furniture in common areas to encourage social distancing (SD)

FOCUS AREAS
• Arrival Experience: Reception area used for signage on visitor and SD protocol; avoid touchpoints
• Conference Rooms: Limit conference room capacity, avoid bottlenecks at entry
• Common areas: Occupancy is limited and on shifts; monitor café utilization; remove touchpoints
• Shipping & Receiving areas: protocol for accepting and sanitizing parcels & mail
• Elevators and escalators: most challenging areas to practice social distancing
• Fitness Facilities & Bicycle Storage: Consider mask protocol & eliminating fitness areas
• Technology: Focus on automation and technologies that minimize touchpoints
• Circulation Paths & Corridors: Create one-way paths of travel to avoid bottleneck in hallway
RESOURCES

• **Colorado Office of Economic Development**
  • choosecolorado.com/covid19

• **U.S. Department of Labor**
  FFCRA: Employee Paid Leave Rights
  • dol.gov/agencies/whd/pandemic/ffcra-employee-paid-leave

• **OSHA**
  • osha.gov/SLTC/covid-19/standards.html

• **Recommendations for Businesses to Open Safely**
  • KrogerBlueprint.com

• **The Safe Six – Workplace Readiness Essentials**
  • Cushmanwakefield.com
COVID-19 RESOURCES

Denver Metro Small Business Development Center
• Contact at info@denversbdc.org or 303-620-8076
• www.denversbdc.org

Small Business COVID-19 Disaster Response Hotline
• 303-860-5881

Denver Metro Chamber of Commerce
• Resources for business owners, employers and workers
• www.denverchamber.org/COVID

CO Division of Unemployment Insurance Call Center
• 303-318-9000
NEXT WEBINAR

Working Remotely and Parenting
Friday, April 24, 10 to 11 a.m.

Dr. Laura Anthony
Child Psychologist at Children’s Hospital Colorado
Associate Professor at the University of Colorado School of Medicine

Learn more at www.denverchamber.org/covidprograms