OVERVIEW

The City of Sacramento has engaged Streetsense to help support member businesses as they pivot, plan and prepare for the crisis. This resource aims to guide member businesses attempting to understand the pandemic and its unprecedented impact, manage capital to get through the duration of the COVID-19 crisis, pivot to maximize revenue, and be prepared for safe operations throughout the pandemic.

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SACRAMENTO COVID RELIEF

Workforce Recovery Program

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INTRODUCTION

HOW TO USE THIS GUIDE ...

This toolkit is broken down into four tactical chapters. Take the self-assessment on the following page and navigate to where you need help the most.

- Manage Capital
  Ensuring your business has adequate capital to survive the pandemic.

- Operating Model
  Rethinking where & how you make the most money from your business.

- Safer Blueprint
  Understanding the evolving state & local regulations on your business.

- Business Adjustments
  Keeping your staff & guests safe and healthy during the pandemic.
Manage Capital

OVERVIEW
The COVID-19 crisis has quickly become a capital management crisis for untold businesses. This chapter helps you understand how much capital you will need, provide easy resources to securing that capital, and provide clear strategies for protecting it in the near term.

THIS CHAPTER IS BROKEN DOWN INTO THREE SECTIONS

Understanding Capital
Pandemic Capital Sources
Preserving Cash Flow

↓
UNDERSTANDING CAPITAL

Have you calculated the total amount of cash needed to make it through Spring 2021?

O Yes  O No

Do you know your current monthly Burn Rate?

O Yes  O No

Have you calculated how much available cash the business can access (i.e. Cash Runway)?

O Yes  O No

SOURCES OF CAPITAL

Have you reviewed available sources of grants and capital funding?

O Yes  O No

Have you applied for the most appropriate source of funding for the business?

O Yes  O No

Have you established reserve capital to make it through to Spring of 2021?

O Yes  O No

Do you have a thorough understanding of your repayment schedule and costs?

O Yes  O No

Do you have a thorough understanding of the conditions of loans/grants that you have applied for?

O Yes  O No

PRESERVE CASH FLOW: STAFFING

Have you developed a minimum staffing model for the business?

O Yes  O No

Have you identified top performers and have a plan to bring them back as the business rebounds or changes needs?

O Yes  O No

Have you created cross training opportunities to bring people back to work?

O Yes  O No

PRESERVE CASH FLOW: LEASE NEGOTIATIONS

Have you communicated with your landlord and have discussed the terms of your lease?

O Yes  O No

PRESERVE CASH FLOW: INVENTORY AND PLANNING

Have you streamlined your inventory and planned for future purchases?

O Yes  O No

Have you discussed payment terms with Vendors and Service Providers?

O Yes  O No

Have you tightened your comp and discount policies?

O Yes  O No

Have you eliminated all non-essential services?

O Yes  O No
UNDERSTANDING CAPITAL

Given that the coronavirus pandemic has now been raging in America for the past five months, it is clear that without additional funds, the majority of small businesses will not survive. Given that small businesses employ 47% of the total workforce in America and are a primary source of innovation and growth, this could be a devastating blow to the US as a whole. This section hopes to first help you understand how much capital you will need to see things through.

HOW MUCH RESERVE CAPITAL DO I NEED?

Every business is different and there are two numbers a retailer must understand before applying for additional funding for their business. The first is Burn Rate.

Burn Rate

The difference between the money coming into your business and the amount of money required to keep the business afloat. For example, if your business costs a minimum of $50,000 per month to operate (with overhead, product, staffing costs, etc) and you are currently bringing in $45,000 per month - your “Burn Rate” is $5,000 per month. If, on the other hand, you’re open and you are bringing in $0 per month - your burn rate would be $50,000 per month.

The second number to understand is Cash Runway.

Cash Runway

This is the amount of cash your business has on-hand over and above monthly income to pay for unforeseen expenses. For example, if you have $50,000 available to your business and your burn rate is $5,000/month, you would have a Cash Runway of 10 months. This means that your business would be able to pay the bills for 10 months before needing additional capital.

Clearly understanding your burn rate and cash runway will give you a clearer idea of the additional capital you will need to source.

1 2016 County Business Patterns. For information on confidentiality protection, sampling error, and nonsampling error, see http://www.census.gov/programs-surveys/susb/technical-documentation/methodology.html
FEDERAL EMERGENCY FUNDING

The Small Business Administration (SBA) continues to accept applications for the Economic Injury Disaster Loan (EIDL). This program is designed to provide economic relief to businesses that are experiencing a temporary loss of revenue due to COVID-19. Loans can be used to cover a wide array of working capital and normal operating expenses, such as continuation to health care benefits, rent, utilities, and fixed debt payments.

STATE FUNDING RESOURCES

iBank - The states Disaster Relief Loan program allocates loans up to $50,000 for those who may have difficulty accessing federal funding.

CalCap - A loan-loss reserve program which covers losses as a result of loan defaults and allows lenders to lend to small businesses who may have difficulty accessing funding.

CalOSBA - The state office of small business has set up counseling service centers around the state to help advise businesses on which loans are available to them.

Entrepreneurship Task Force - A series of rapid response webinars focusing on funding, relief and recovery for small businesses to learn more about securing and protecting capital.

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PRESERVE CASH FLOW

In addition to securing capital to cover your run rate and expenses from a shortfall caused by the pandemic, there are many ways to make your money last longer. We have broken down the strategies for preserving your capital into three categories: Staffing and Payroll, Overhead and Expenses, Inventory Management.

STAFFING AND PAYROLL

Staffing and payroll comprise the biggest controllable expense for any business therefore it is important to be smart about your payroll costs while doing everything you can to preserve talented and loyal staff members. The following page lists specific strategies for controlling this expense.
1. PLAN AHEAD
Lay out different scenarios for customer traffic, revenue, and business patterns over time to develop a flexible minimum labor model that can prepare you to respond to an extended recovery from the pandemic. Remember to plan for additional cleaning/sanitation staff as part of your essential labor force.

2. TOP PERFORMERS
Focus on maintaining or rehiring your core team of top performers — an essential service team who will be receptive to change, willing to take on multiple roles and responsibilities, and flexible enough to help the business evolve as the environment shifts. Cross training your essential workforce to wear as many hats as possible during slower periods of recovery is a great way to preserve capital and extend the life of your business.

3. RESPOND TO NEW BUSINESS LEVELS
Once you have gotten your core service and management team back on board, carefully bring back staff only as the levels of the business increase. There will be a rush from service staff eager to get back to work, but it is important to be as careful as possible with available capital and only bring back the remaining team as the business dictates.

4. FOCUS ON EMPLOYEE CULTURE
As restrictions are lifted, there will be a glut of service staff in the market. This is not a time to take advantage of employees eager to get back to work or a time to race to the bottom with wages. While the long-term success of the business involves being prudent with capital, it is important for operators to maintain the culture and loyalty that will inspire your core staff and make your most important team members want to come back to work.

5. DEFERRED PAYROLL TAXES
The federal stimulus package includes a provision for postponing payroll taxes for employers for the rest of 2020. This allows businesses to pay their 2020 payroll taxes through the end of 2022 (with the first half due by the end of 2021) allowing businesses to hold on to the cash that would go toward payroll taxes to devote these funds to business costs during the crisis. Work with your attorney or accounting professional to weigh the pros and cons of this program.
OVERHEAD AND EXPENSES

Another big ticket item for small businesses is overhead. While many businesses consider their rent a fixed expense, the severity of the global crisis has made many landlords and building owners more flexible than ever before. While you may not get all of the relief that you need from your landlord, it is perfectly acceptable to ask for support, flexibility and deferrals to combat this situation.

Rent Deferrals (Short Term)

The most common action we have seen from commercial landlords is a short-term (30-90 day) rent deferral — with the deferred rent to be repaid in lump sums or installments with different repayment terms. Not the best in terms of a long term solution, but something that helps with cash flow for a business in the near term.

Rent Reductions (Short Term)

Some landlords are offering their tenants short term (30-90 day) reductions in their rent — writing off the loss of income to the pandemic and hoping to limit their losses to 2020. More advantageous to restaurants because the long term debt incurred does not grow exponentially during this crisis.

Free Rent with Lease Extension

Some landlords are choosing to give free rent in the near term for an extension of the term of the lease on the back end. For the landlord, this “blend and extend” strategy allows them to recoup some of their near term losses over time without having to find a new tenant.

Negotiated Lease Terminations

Not what you want to hear if you are looking to hold onto your business in the same location, but many landlords have been willing to negotiate a lower cost termination of the lease if they think they can lease the space more quickly to a solvent tenant.

Percentage (Short Term)

In some cases, we have seen landlords accept a negotiated percentage of top line revenues so that the operator can manage her expenses during the crisis. This non-fixed number goes up and down with the volume of business and gives the operator a more cost effective option in the near term that will not put them out of business.

Flexibility in Fixed Payments

When considering your cash flow, look for any possible flexibility in your fixed payments. Anything that can be deferred for a period of time or suspended during the pandemic should be explored. Look for opportunities to suspend service and/or defer payments for:

- Periodic service providers like overnight cleaners
- Trash and recycling services
- Utility payments
- Sanitation supply providers
- Secret shopper or brand reputation services
- Outsourced marketing providers
- Off-site accounting and administration services
- Technology platforms
- Anything else that can be deferred for a period of time or anything for which you have flexible terms of payment.

Focus on getting your business on firm footing first, then extended payments second.
INVENTORY MANAGEMENT

The primary *controllable* expense for many retailers is inventory and how you manage your inventory will likely change as the result of the crisis. While pre-pandemic, there may have been an expectation for robust inventories and immediate gratification at ‘brick and mortar’ stores, we have found the post-pandemic consumer to be much more flexible, understanding and open to new ways of doing business. Your reopening may be an ideal opportunity to rethink your selection and come up with a much more profitable inventory and purchasing model moving forward.

**Inventory Levels**

If you did not have an expert grip on your inventory levels and the value of everything on your shelves before the pandemic, now is the time to get organized, get your arms around what you have, and rigorously manage your inventory. Consider reducing your inventory levels below their usual thresholds to adapt for the change in business and to mitigate long term risk. If your inventory is seasonal or cyclical in nature, you may need to move quickly to unload items through heightened discounts and deals so you can plan for a soft landing into next season’s merchandise. In this scenario, don’t double down on your problem with more ordering and be prudent before taking on ANY additional inventory that you are not certain you can sell in a depressed economy with severe restrictions on in-store shopping.

**Tighten Controls on Discounts and Comps**

Review all of your discount, comp and giveaway policies and tighten the controls so that you minimize unnecessary giveaways or freebies that don’t drive customers to your business. What made sense before the onset of the pandemic, may not be appropriate amid this crisis.

**Hibernation Strategy**

Recently, retailers have been shelving entire seasons of inventory to use the following season rather than discounting merchandise in the transition of one season to the next. Fashion trends won’t go out of style if people aren’t going out, it may make sense to sit on some inventory longer than usual rather than purchase more.
OTHER CAPITAL MANAGEMENT STRATEGIES

In addition to securing funding and gaining control over your major cost categories, there are other ways your business can preserve capital and cut costs to better weather this economic downturn.

Cross-Training Essential Workers
Another great way to save money, while still providing employment opportunities for your most loyal staff is to cross-train them to wear multiple hats. A stylist can be cross-trained on reservations, a cashier can be cross-trained on accounting, an HR person can be cross-trained to help with daily cash handling - anything you can do to provide opportunity to your team while limiting expenses and costs is a smart strategy.

Cancel Non-Essential Services
Still paying someone to water your plants? Still validating parking? Still have a maintenance company on retainer? Still having water-cooler jugs being delivered? Now may be the time to review all non-essential services and service providers and get them off the books. Small expenses that seemed trivial before the pandemic can really add up when revenues dip. Look at everything that doesn’t support making your business money and suspend or eliminate the service.
Operating Model

OVERVIEW

What is most important right now is to adapt to the business world around you and look for products and services geared to the new reality. This chapter will explore how other retailers have adapted to the pandemic, give guidance on how to maximize your digital presence and open new doors to maximize revenue.

THIS CHAPTER IS BROKEN DOWN INTO THREE SECTIONS

New Business Model: Case Studies
Shift to Digital
Other Pandemic Business Strategies
SHIFT TO DIGITAL

Have you established an e-commerce platform for your business?

☐ Yes  ☐ No

**IF YES:**

Is your site up-to-date, easy to use and has no broken links?

☐ Yes  ☐ No

Is your Google My Business profile up-to-date?

☐ Yes  ☐ No

Have you researched online reviews left by customers and actively encourage customers to post positive reviews?

☐ Yes  ☐ No

Is the photography used across all your online profiles/websites updated and high quality?

☐ Yes  ☐ No

Have you reviewed your Search Engine Optimization to improve store rankings and search?

☐ Yes  ☐ No

**IF NO:**

Do you think that there is an opportunity for you to shift some of the business online?

☐ Yes  ☐ No

Have you reviewed the different e-commerce options available and selected a retail platform?

☐ Yes  ☐ No

OTHER STRATEGIES

Have you explored Social Commerce, Subscription Retail, Shopping by Appointment and Curbside Pick-up Options?

☐ Yes  ☐ No

NEW REVENUE STREAMS

Have you explored creative strategies to raise additional revenue?

☐ Yes  ☐ No

If yes, what is your business doing differently to continue making money during the pandemic?

________________________________________________________________________

________________________________________________________________________
RETAIL PANDEMIC SURVIVAL TOOLKIT — Proprietary and Confidential

RETHINKING YOUR BUSINESS MODEL

They say that “the first rule of business is to stay in business.”

Along those same lines, we say: “During the pandemic, the first rule of business is to do whatever you can to get the cash registers ringing!” What we are advocating here is a shift in mindset from business as usual to doing whatever it takes to survive. This may mean radically rethinking your business model and your core offering in ways you had never before considered. In California, however, the rigid regulations and zoning requirements mean that any business pivot may result in a ‘use’ change that may trigger regulatory proceedings and additional permit applications.

As a result, be wary of any potential regulatory conflicts that you may face as you pivot your business and offerings amidst the pandemic.

CASE STUDIES

<table>
<thead>
<tr>
<th>Restaurant-to-Grocery</th>
<th>DIY Kits</th>
<th>Live Streaming Services</th>
<th>Emergency Products</th>
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</thead>
<tbody>
<tr>
<td>Founding Farmers, a restaurant group in the Washington, DC area, converted three of their restaurants into online grocery stores with curb-side pick-up early in the pandemic. The group was able to generate enough top line revenue to rehire 250 of their employees that had been laid off. Similar strategies have been introduced by national chains like Panera and Subway.</td>
<td>Jo-Ann Craft Stores realized that there was a shortage of PPE for healthcare workers and first responders, so they distributed free kits and patterns to sew masks, gowns and other essential PPE items. By encouraging their customers to do what they love to do for a good cause, they were able to create additional store traffic, revenue and good will.</td>
<td>In the world of fitness, Orange Theory, 24 Hour Fitness and Planet Fitness are all live-streaming classes and offering at-home work-out plans. Along the same lines, Under Armour has developed a 30-day healthy at Home Fitness Challenge.</td>
<td>National outdoor gear retailer, Patagonia, amped up its Patagonia Provisions line of shelf-stable foods early in the pandemic. This line of long-lasting food products was expanded significantly in response to customers wanting to stock their pantries in case of an emergency and Patagonia’s effort to maintain the global food supply chain.</td>
</tr>
</tbody>
</table>
A SHIFT TO DIGITAL

It’s no secret that the pandemic has exponentially accelerated the existing retail migration toward digital. While we are not forecasting the end of brick and mortar stores, we believe that an online presence and an e-commerce platform for nearly every business will become increasingly important. During this pandemic, increasing your on-line capabilities may be the difference between the survival and failure of your business.

WHERE DO I START?

While going from no online presence to selling your inventory on Amazon may seem like a daunting task, we see this shift to digital as a series of small, but important steps that every business can take to improve their online presence and increase sales for their business. This likely won’t be a ‘silver bullet’ for your business, but ecommerce and a digital presence is becoming an inevitable part of nearly every business.

Here is an overview of the steps a small business can take to go from brick and mortar to running their own e-commerce business.
A single business with little to no on-line presence, no social media presence and a limited knowledge of on-line search or social sentiment.

Establishing a meaningful presence on social sites such as Facebook, Instagram and Snapchat targeted to your customer base that begin to position your business on-line.

Establish an e-commerce presence through existing on-line marketplaces such as eBay, Etsy, or Amazon. Gain experience in running an e-commerce store and filling digital orders.

BRICK AND MORTAR ONLY

SOCIAL MEDIA

PARTNERED E-COMMERCE

DIGITAL QUICK HITS

A series of simple, easy to execute steps every business can take to ensure that the business is visible to the on-line world and accurately represented on social sites.

SOCIAL COMMERCE

Using the business tools from your social platforms to convert your on-line audience into paying customers. Make a first attempt at selling to on-line customers.

INDIVIDUAL E-COMMERCE

Launch your own e-commerce website and run every aspect of your digital business including, photography, fulfillment, SEO and marketing efforts for your business.
DIGITAL QUICK HITS

Regardless of where your business is on the digital continuum, there are a few quick and impactful steps that your business can take to improve your performance in the digital world. Below are some easy steps for every business:

For All Businesses:

• Update your Google My Business (GMB) profile. Ensure that it is fully built out, up to date and contains relevant photography.
• Monitor Reviews and Ratings on Yelp. Respond to negative reviews quickly and ask the review sites to take down any postings you believe are inaccurate or malicious. Defending yourself on-line is now a must-do for all businesses.
• Encourage your loyal customers to go on-line and give you positive reviews. (A one star improvement on Yelp can result in a 5-9% increase in revenue2)

For Businesses on Social Media:

• Add relevant content to your feed - ensure that the content that you add to your social feed isn’t only about your products. Make sure your content has value or interest beyond the transactional for your audience.
• Upgrade your photography - Go online and learn how to take photos that are inspirational and represent your product, business and offerings in the best possible light.
• Establish a reliable schedule of posting to keep your audience engaged, but not annoyed by your content.

• Support local causes and people in your community that are doing good on your social channels. Make sure it isn’t all about you and your business is seen as a force for good in the world.

For Businesses with a Website:

• Ensure your site is up to date and easy to use. Fix all broken links.
• Update your photography - there are loads of resources on online on how to take great product photos.
• Review your SEO to improve your ranking on Google.
• If you have an ecommerce channel, make sure your payment process is functional and as easy as possible to use. Eliminate any obstacles to spending money with your business.

SOCIAL MEDIA

Perhaps the easiest way for a business to enter the digital world is by establishing a social media presence. Platforms like Facebook, Instagram, YouTube, Snapchat, Twitter, and TikTok all have unique audiences, sensibilities and opportunities for businesses willing to follow the written and unwritten rules of their users. Regardless of which platform you choose there are a few simple tips for quickly mastering the social media landscape:

• Commit to Social - Whatever channel you choose, commit to posting regularly, responding to users and learning about your audience and how they like to use the channel for themselves.

• Focus on One or Two Channels: If you try to be on every social channel out there, your content will tend to be unfocused and not very good for any particular channel. Pick one or two channels that best align with your customers and get good at those. Don’t try to be all things to all people.

• Show Off Your Personality: Let the unique perspective of your business shine through. Don’t make it all about selling something, let your audience know what you stand for and add value to their lives.

• Add Value for Your Audience: Don’t always be in promotion mode on social media. Listen to your followers and add value to their lives beyond selling your product. Be authentic, teach them something, support a local cause in your community, be entertaining. Think about your content like interesting conversation at a cocktail party - if it’s all about you it quickly becomes boring.

• Explore Video Content: The second largest search engine in the world is YouTube and nearly every social channel allows some type of limited video streaming.

If you are serious about social, adding video content can supercharge your feed. But it is important to keep it brief. According to Facebook, the most engaging videos are between 60-90 seconds and the second highest are between 30-60 seconds. This is true for other social channels as well.

• Establish Your Audience: Before exploring ways to sell your product more effectively, spend the time to establish your audience. Make a connection and create value for them. Once you have this, moving to the next phase of social commerce will be easy and natural.
Once you have established a successful and loyal social media following for your business, the next logical step is activating Social Commerce. Social Commerce is a subset of e-commerce where products are introduced and sold by influencers and businesses through seemingly organic social interactions on platforms like Facebook, Twitter, Snapchat, Pinterest and Instagram. Social Commerce also appears in the form of ads that are a part of interactive content created for YouTube or Reddit, and social marketplaces like Depop or Pinduoduo.

Depending on your business and the demographic of your customer, these social channels may be ideal places to sell your product or show off your services. A 2017 consumer survey showed that 76% of consumers purchased a product they saw in a brand’s social media channels. Facebook currently sees more than 800 million people a month on their Marketplace, Instagram has launched a host of in-app e-commerce tools that allow you to purchase products directly through the app, and Snapchat offers sponsored lenses that can layer snaps with ads and sponsored geofilters.

While these opportunities are brand new in the world of e-commerce and continue to develop daily, we believe that this kind of organic sales process that meets the digitally native customer where they live, is very much the future of retail.

Below are some links to these social commerce platforms:

- [Snapchat Business Resource Page](#)
- [Instagram Business Resource Page](#)
- [Facebook Business Resource Page](#)
- [Depop Marketplace](#)
Once you have begun selling some of your product through social commerce, the next logical step is to expand your e-commerce efforts through existing on-line marketplaces such as Etsy, Ebay, or Amazon.

**Search Volume and Marketing:** Perhaps the most compelling reason for partnering with the larger e-commerce platforms is the sheer volume of traffic, product searches, and time customers spend on their site. Amazon, the 800 pound gorilla in the ecommerce world, currently owns a staggering 49% of the online retail market in the US and about 5% of all retail sales. This is a massive amount of volume. A small retailer only needs to capture a tiny fraction of this volume to experience significant sales. This traffic and volume doesn’t happen by accident. These large on-line retailers spend enormous amounts of money in advertising, promotions, sophisticated search technology and PR. This makes partnering with these larger retailers very compelling.

**Brand Fit:** Another key consideration for small businesses when considering their on-line platform is ‘fit.’ Does the ecommerce platform ‘fit’ your brand or product offering? Etsy, for instance, is associated with craft products and artisanal products that are made in small batches. This is probably not the right ‘fit’ for a company selling plumbing supplies. Ebay, on the other hand, is focused on resold and lightly used items and Amazon, as we all know, deals with everything on the planet. The question is: do these platforms fit your brand and image as well as your sales goal?

**Effort:** Time is money and hosting a standalone ecommerce site can be a lot of work. Time and energy spent on photographing products, writing copy, and marketing the site is time away from your in-store customers and staff. While there is a certain amount of work to any ecommerce platform, larger retail platforms take a lot of the hassle and effort out of SEO, marketing, product tracking, etc... Evaluating the level of time and effort you have to devote to your online platforms is also another important factor.

**Cost:** As with everything, it all comes down to cost. The larger platforms cost a bit more so that you can do less. Etsy, for instance, charges a $.20 fee per listed item plus a 5% transaction fee. If you use their credit card processing service they charge an additional 3% plus and additional $.25 per transaction. Other platforms are a bit different, but function in a similar way. Amazon, on the other hand, will allow you to set up a store for free, but charge you $.99 per units sold or a monthly plan of $39.95 plus a referral fee of between 8% and 15%. If you choose to let Amazon manage your inventory, there are fees for that and other fees based on volume, etc.

Below are some links to major partnered e-commerce platforms:

<table>
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<th>Partnered E-commerce Platforms</th>
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<tbody>
<tr>
<td>Amazon</td>
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<tr>
<td>Etsy</td>
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<tr>
<td>Ebay</td>
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</table>
For businesses who have a very loyal following of existing customers, an existing social media following or strong in-house marketing capabilities, the decision to develop a stand alone website may be more attractive. In this case, the business is merely shifting their customers from physical to digital, with a smaller emphasis on attracting new customers. Businesses that need to constantly attract a volume of new customers to sell their product may be better suited to a larger ecommerce platform with a built in customer base.

When deciding to develop a stand-alone e-commerce site, you also have to assess the competitive environment you are entering. While large on-line retailers have the advantage of volume, search and traffic, they also feature thousands of other businesses and millions of competing items. The advantage of stand-alone websites is that there is no competition or distraction from your company’s brand, messaging or product offering.

Clearly, every business has different needs and goals and, in many cases, being listed on multiple sites is the way to go. According to Bigcommerce.com, about 80% of retailers listed on Amazon also sell on platforms outside of Amazon, so creating a mix and match or all of the above strategy is something that other successful online retailers explore.

There are several leading platforms that assist in integrating the in-store and online customer experience and can help retailers drive brand loyalty through a closed loop customer experience - online and in-store. Below are some links to user friendly, cloud-based eCommerce and POS technology platforms that can be the lowest barrier to entry to create a digital storefront:
OTHER BUSINESS PANDEMIC STRATEGIES

Necessity, as they say, is the mother of invention. We have seen some fantastically creative approaches to traditional retail during this pandemic that have increased convenience for consumers, and will likely carry into the colder months. Below are a few examples of successful practices adopted by other businesses struggling with the crisis.

The Subscription Model
One pre-pandemic trend that may be an opportunity for businesses is subscription retail. The Detox Box, Rent the Runway, Stitch Fix, Trunk Club, Winc Wine Club, Scentbird, and Mystery Box are all examples of subscription retail offerings that have hit the market in the last few years. Since 2014, there has been an 800% increase in subscription company websites with food and beauty products being the clear champions of this strategy.

To be successful with a subscription offering requires your customer’s trust. Are your services aligned with core offerings and your company’s mission and ethos? Are they priced competitively? Are they interesting and stand out in a crowd? Do you have a plan to keep your customers satisfied month after month? All of these factors should be considered before beginning a subscription service offering.

If you currently don’t have the capability within your retail POS system or eCommerce platform to administer subscription based retail or if you want to increase the visibility and control you have over your subscription services, start with the following resources that specialize in subscription payments and management:

- Recurly
- Recharge Payments

**Shopping By Appointment**

Another interesting model that has emerged during the pandemic is shopping by appointment. Once something reserved only for the super-wealthy, shopping with an appointment is something that is being offered by some businesses to higher-risk guests in off peak hours. During these times, stores close to regular walk-in guests and offer a select number of appointments to guests who book ahead so that they can fully maintain social distance and get personalized attention.

Another form of shopping by appointment is more of a personal shopping model. Customers book ahead and are escorted on arrival to specially reserved private spaces where the salesperson consults with them and brings them the merchandise they are looking to try. This isolated space allows these guests to maintain social distance while getting a personalized shopping experience.

A few low-cost and adaptable appointment services that are flexible and adapted to the retail environment can be found below:

- Square Appointments
- Acuity
- Timify
- SevenRooms

A more robust systems for larger retailers looking to offer more experiential marketing and control over appointments, bookings, and events on site and off can be found below:

- TimeTrade

**Curbside Pick Up**

Many retailers have added curbside pickup stations outside of stores that allow employees to deliver items without ever coming in contact with the customers. Retailers like Michaels, Best Buy and DSW have all created this service and have seen revenue and sales pick up as a response. The trick to being successful with curbside is to fully think through all aspects of the guest experience from prepayment, to parking, to communication with the store, to the actual handover of the merchandise. Curbside pickup is an easy way to make customers feel comfortable doing business with you during the pandemic.

For a full rundown of launching a curbside pick-up service, click this resource.
Business Adjustments

OVERVIEW

In this section, we offer tools and strategies that ensure your business is compliant with reopening requirements through visual examples.

THIS CHAPTER IS BROKEN DOWN INTO THREE SECTIONS

Retail
Personal Care
General Guidance
SOCIAL DISTANCING

How prepared is your business to safely support social distancing best practices?

1 (Not at all) 2 3 4 5 6 7 8 9 10 (Fully prepared)

Do you have a social distancing floorplan prepared and ready?

O Yes      O No

Do you have plexiglass barriers sourced and specified?

O Yes      O No

Have you adjusted the density of your merchandise displays and racks?

O Yes      O No

Have you established a clear traffic flow throughout your store?

O Yes      O No

Do you have required signage in place?

O Yes      O No

Do you have a fitting room policy?

O Yes      O No

Have you established a waiting area for arriving guests?

O Yes      O No

Have you established an external Queuing or Waiting area?

O Yes      O No

IN-STORE TECHNOLOGY

Which of these technology solutions would be of interest to your business (Check all that apply)?

O QR Code for Services       O Reservation Systems
O Self-Service Check-In       O Waitlist/Paging Systems
O New POS Systems            O Touchless Payment Systems
STAFF SAFETY & SANITATION

Which of the following do you have in place at your business?

- Daily Staff Testing
- Free PPE for Employees
- Designated Health Care Provider
- A/B Shift Scheduling
- Pandemic Sanitation Training
- Updated Sick Leave Guidelines

What adjustments have you made to your HVAC system in light of the pandemic?

- Air Flow Adjustments
- Antimicrobial Filters
- Make-Up Air Adjustments
- UV Filters
- Access to Outdoors

Does your business have a policy for staff members who come down with COVID-19?

- Yes
- No

Does your business have a policy for dealing with guests who do not want to wear a mask or practice social distancing?

- Yes
- No
Consumer Goods
MODIFYING THE RETAIL GUEST JOURNEY

Think about simple interventions that don’t require infrastructural changes, can be clearly communicated to your staff and customers, and can help ensure that your business remains efficient during the pandemic.

1. Exterior queuing area with floor decals
2. Single doors designated as entry-only and exit-only
3. Customer sanitation stations at entry
4. Single directional flow arrows guide guests around the merchandise
5. Display shelves modified to promote physical distance
6. Waiting area removed to discourage lingering or congregation
7. Fitting rooms capacity reduced and social distance floor decal added to guide guests
8. Check-out line floor decals to maintain social distance
9. Plexiglass cash wrap between cashier stations and between cashiers and guests
10. Touchless payments to reduce contact
11. Sanitation stations at checkout

Sample clothing retailer layout modified to provide a socially distanced environment for customers at each point in the guest journey:
CONSUMER GOODS GUIDANCE

In order to comply with local and state guidelines, many retail businesses must consider how to modify their business practices. This section will explain all of the industry specific interventions outlined in the example layout, as well as some changes to the back-office functions that can help explain how to best implement social distancing and enhanced sanitation.

PRODUCT

Merchandising Density: Retail displays are designed to draw people in and encourage people to liberally browse - getting lost in the merchandise in order to find their purchase. Consider reducing the density of merchandised displays so that people don’t have to linger to view everything you have available. Every layout is different but think critically about whether island retail displays or large retail bins that can feel claustrophobic with multiple people browsing will inhibit your ability to keep shoppers at a safe distance as they browse.

Merchandising Separators: When it is not possible to move, eliminate or stagger retail display units, consider using barriers in key areas so that customers can feel safe browsing merchandise in relative close proximity to other guests. This is particularly useful in bi-directional display cabinets and in tight spaces where retail merchandise naturally must remain dense. Think about where you can introduce physical barriers to make browsing more comfortable and safe for your patrons while also limiting the changes that are required to your floorplan to allow for social distancing. These physical barriers offer new opportunities for you to express your brand through creative design.

Merchandise Testing: A key factor influencing consumers’ choice to shop in stores is the ability to try on and test products. However, such practices must be adapted to ensure limited risk of transmission between staff and customers. Consider providing gloves to customers who wish to test products and/or enable customers to set aside products that have been held for disinfection by staff.
Inventory Levels: Reducing inventory levels makes managing capital more feasible as demand has relaxed industry-wide but also can help with reducing the density of merchandise available on the floor and in the stock-room to provide more space for guests and staff. Depending on the nature of your business, reducing the inventory in guest view, in the stock room, or both, may help you provide a more socially distanced environment. Consider how reducing your inventory would impact the volume and density of display as well as how that will impact your stocking and storage procedures for your employees.

Stockroom: Transmission of COVID-19 through packaging, shipping materials or stored inventory has not been identified as a large risk factor for this illness. However, these areas are often-times tightly packed and difficult to socially distance. Consider implementing a one-in-one-out policy for staff and vendors and establish clear guidelines on how to safely receive and retrieve inventory in and out of your stockroom.

Fitting Rooms: In response to the transmission risks of the pandemic, several major retailers have issued a policy to shut down their fitting rooms including Target, Kohl’s, T.J. Maxx and Ross. Whether or not you keep your fitting rooms open depends on whether your pandemic staffing model can support the on-going monitoring, cleaning and disinfection of your fitting rooms between every use. If not, consider alternative policies like more flexible return policies, to make your customers comfortable with the buying process. If you intend to keep your fitting rooms open, plan to reduce their use, their density and have a plan of how to separate guest-handled merchandise so it doesn’t go right back on the shelves and potentially spread the virus.

PEOPLE

Control Access: The simplest form of Social Distancing is to implement access controls in your establishment. This can come in many forms from low tech - click counters, clipboards, in and out markers, walkie talkies for split entry and exits or simply counting the number of people inside your doors at any one time - to high tech - trip sensors on entry and exit, automatic foot traffic counters, surveillance equipment and active monitoring - choose a strategy that does not require a significant investment of capital but that is sustainable for the medium to long term as occupancy limits are likely to be in place for many months to come and you must be accountable for enforcing them.

Exterior Queueing: Another solid way to control access is by creating space in the public or private area outside of your establishment to visually instruct people to queue up while waiting to enter your establishment as parties exit. It is important to have a plan for external queueing, use visual distance reminders to indicate where to stand and how the line should flow, as well as have a human presence on entry to welcome people into your store as well as count them for access control. In tight footprints and very small establishments, business owners may need to implement a “one in - one out” policy when stores near their maximum capacity. In the Fall/Winter, as temperatures dip, we explore other technological tools that enable retail appointments so customers may reserve times to visit your store, refer to the section below titled, ‘Retail Appointment’.

Establish A Traffic Flow: If possible, establish an easy to understand customer flow for your business supported by directional signage throughout. If feasible, consider designating entry and exit only egress protocols to build a natural flow of people through your space. Also consider corridors, aisles, and other areas where traffic may build up in both directions to think about how to cue guests
visually or with stanchions or partitions to navigate your store without creating a lot of cross traffic. Pay particular attention to areas where people will cue, and upon checkout, entry and exit to see if there is any way to mitigate or account for cross traffic within your floor plan. Leverage directional floor decal arrows or signage so that you have a clearly established flow that eliminates cross traffic to the extent feasible.

Checkout: For all retail establishments, checkout queues present a challenge to social distancing. Thankfully, essential businesses have had time to figure this out right. Floor decals and “line up here” signs together with stanchions to control the flow of people to registers have proven effective in creating a socially distanced environment at checkout. Consider adapting the techniques from grocery retailers to your own checkout procedures and ensuring that customers are visually cued on how to check out and how to keep distance while waiting in line.

Cash Wrap: The primary area where barriers have been introduced has been at cashier stations in high volume retailers where face to face contact is almost unavoidable between patrons and staff. Consider reducing the number of available registers and protecting those that continue to be staffed with clear, transparent shields that allow guests to continue through their transaction and check out at a distance. In establishments with only one register, it may be worth the relatively minimal investment to have a space where a transaction can be finalized face to face without having to concern yourself without establishing six feet of physical distance.

Retail Appointment: Another option in high-end or boutique retail settings is to provide guests with personalized shopping appointments so that social distance can be safely observed, shoppers can browse at their leisure without worrying about crowds or outdoor queues in the colder months, and hopefully be encouraged to feel safe spending their money at your establishment. Consider using a low cost service like Square Appointments to set aside select hours for by-appointment shopping and expanding hours if it proves successful in building high-impact client relationships.

Touchless Payment: A final opportunity for physical interventions that reduce required face to face contact are touchless payment options. Also available are contactless card readers for tap and pay at a centralized checkout counter for both traditional retail and online integrated marketplaces. Consider simple interventions - to the extent that they are compliant - such as not requiring signatures upon chip entry and requesting that cash be avoided for any payment or tips.
Personal Care
MODIFYING THE PERSONAL CARE SERVICE GUEST JOURNEY

Think about simple interventions that don’t require infrastructural changes, can be clearly communicated to your staff and customers, and can help ensure that your business remains efficient during the pandemic.

1. Sanitation station at entry and exit points
2. Waiting area removed to gain more space between styling chairs
3. Reception area allows for more distance upon entry and plexiglass protects face to face interactions
4. Contactless check-in and payment system installed at reception
5. Plexiglass barrier separating reception from salon chairs
6. Hanging barriers installed between salon chairs and styling chairs
7. Alternate shampoo stations put out of service to reduce service density
8. Sanitation station outside restroom and changing room
9. Plexiglass partitions installed between clients and staff at nail stations
10. Services requiring extended time in confined spaces have been eliminated

Sample hair/nail salon layout modified to provide a socially distanced environment for clients at each point in the customer journey:

BEFORE

AFTER
PERSONAL CARE INDUSTRY GUIDANCE

Given the nature of personal care and the amount of person-to-person contact many services require, businesses must modify the physical layout of their business as well as the way that they interact with their clients. This section will explain all of the industry specific interventions in the example layout, as well as some changes to service in order to guide implementation of social distancing and sanitation practices.

PEOPLE

Waiting Areas: Commonplace in many service sector businesses, waiting areas are not recommended at this time. These areas may present a risk to occupants by encouraging guests to linger in an enclosed area while not being actively served. Consider distancing essential elements of your space and eliminating or reducing your waiting area. Additionally, it may be possible to repurpose your waiting area as an additional service area to make up for space that you lost due to social distancing requirements. Using your waiting area space to generate revenue is likely a much better use of space during this pandemic.

In-Store Reminders: Whenever making modifications to your layout, it is helpful to clearly post social distancing signage to remind guests and clients of how to modify their usual behavior within your establishment. Particularly in high traffic areas, in checkout queues and when modifying the usual traffic throughout your space, liberally use wall signage, floor decals, stanchions or a-frames to cue guests and staff on how to socially distance.

SERVICE

As the colder seasons approach, outdoor queues will become less feasible for both restaurants and retail stores. As such, it will be critical for retailers to adopt an online appointment system that can manage a regular flow of customers throughout the day and week and abide by store occupancy restrictions while ensuring a convenient customer journey from start to end.

Appointments & Reservations Systems: For service providers, removing the waiting area may mean a potential inconvenience or loss of business from walk-ins or casual customers. To counteract this, many service providers have implemented an easy to use reservation system for their services. While many high-end salons, for instance, have reservation systems in place for their regulars, adding a mandatory reservations system for walk-ins and casual customers could solve many social distancing waiting area challenges. The key is to make this easy to use and also available to walk-up
guests. For this, we recommend businesses look at any one of a variety of reservation apps.

Consider using a reservation app such as SevenRooms, Square Appointments, Salon Iris, or Vagaro that allows guests to check-in upon arrival but also look for available appointments within the hour to give some flexibility back to your business model. It is critical to communicate to guests how your procedures have modified for their safety and that you make it easy to make an appointment through QR code linking to your reservation system on your front door and by maximizing your available time slots usually reserved for walk-in guests.

**Resources:**
- Square Appointments
- Salon Iris
- Vagaro
- SevenRooms

**Digital Payments:** Another great way to keep your staff appropriately distanced from the customer is through digital payments. This avoids cash transactions and makes it simple to track payments for client services. Another option is to implement pre-payments to both aid in cash-flow, protect against cancellations, and reduce the person-to-person contact required for each service visit.

**Virtual Check-In:** Similar to digital payments, virtual check-in allows clients to indicate they have arrived, be directed to their appointment location and provide a contactless check-in experience. Consider extending your reservation system to include both digital payments and contactless virtual check-in. Further, if you offer merchandise, packages, gift cards, or loyalty programs, these can be integrated into one seamless digital client experience.

**Service Counter:** Even in a digital age, there is often a need for consumers to request personal service or get support on checking on the status of their appointments. Isolating a designated service counter and protecting it with a transparent barrier can help cue people physically as to where they can safely seek help as well as continue to provide for essential services for those visiting your business without compromising service for social distance. If you are considering eliminating a service counter to reduce the person to person contact inside your business, think about whether a physical barrier at a service counter may be more beneficial to your business model.

**Service Density:** In order for a service business to comply with occupancy limits and allow for social distancing, it may be necessary to increase the space between service stations, chairs, equipment, or stagger their use. Look at your floor plan and determine where you may have clusters of employee or guest activity that will prohibit social distancing and think about ways to decrease the density of the space. Simple solutions that don’t require modifying your footprint include taking chairs or stations out of commission temporarily as occupancy limits are in place, staggering and coordinating entry and exit times to not have clients starting or finishing service concurrently or simply to spread out service stations when possible to allow for more space between clients and between staff. Read on for how partitions can be introduced to maintain density but allow for a different kind of social distancing.
Service Station Placement: Physical infrastructure such as salon chairs, workstations, and wash basins are difficult or costly to move to create physical distance and reducing the number or frequency of use may not be feasible for your business. In these instances, consider using plexiglass barriers between service stations to allow for social distance without having to move critical infrastructure. For face to face service interactions, such as in a nail salon, consider also adding barriers that allow employees to provide service to guests in close proximity without risk or fear of infection.

Disinfecting Service Stations: Spray with disinfectant after each customer. Carefully disinfect all clippers, combs, scissors, and any tools used while servicing a guest. Before each new guest, spray and wipe down all contact surfaces and service chairs with disinfectant.

Disinfecting Staff Attire: Employee and guest aprons, bibs, towels, and work clothing, etc. should be placed in trash bags and sealed in hampers, treated as potentially contaminated and laundered per recommendations below:

- Wash items as appropriate in accordance with the manufacturer’s instructions
- Launder items using the warmest appropriate water setting for the items and dry items completely
- Clean and disinfect hampers or other carts for transporting laundry
- Wash hands before and after handling laundry items

If using a commercial laundry service, keep your used items sealed and away from customer and employee contact areas.
Safety & Sanitation

OVERVIEW
This section combines requirements on cleaning, disinfection and overall sanitation from the CDC, WHO and OSHA guidelines. This is a starting point for retraining your staff on the modifications of your business and the best practices for enhanced sanitation in response to the COVID-19 pandemic.
A clear, documented and rigorously followed safety and sanitation plan will not only help protect your staff and your customers from potential infection, but it **may also help protect your business from the wave of COVID-19 litigation** that is beginning to hit the courts. Having clear documentation and proof that your business is following these standards will go a long way to establish your business as a safe and responsible steward of public health.

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**PREPARING YOUR BUSINESS AND STAFF**

Read on for some detailed information to assist in working through your preparations for your particular business.

- **REDUCE STORE CAPACITY**
- **MODIFY CRITICAL AREAS**
- **POST SAFETY SIGNAGE**
- **TRAIN STAFF**
**REDUCE STORE CAPACITY**

**Establish Occupancy Limit**
Find your Certificate of Occupancy and cut your pre-pandemic occupancy limit in half. Create a new pandemic occupancy sign and prominently display this in the front of your business. Remember that this count includes both guests and staff. Use this number as a benchmark when planning for social distance interventions and creating your strategy toward managing your response.

**MODIFY CRITICAL AREAS**

**Restrooms**
Restrooms are one of the main danger areas for the spread of infection and a key indication of the sanitation of a business in general. We recommend disinfecting high-use touch points such as door handles, sink fixtures, flush handles, and dispensers every hour. Deep cleaning, including thoroughly cleaning and disinfecting every major surface and scrubbing down toilet bowls, is best done daily. Additional steps that your establishment can take to prevent the spread of the virus are outlined below:

- Place a trash can by the door if the door cannot be opened without touching the handle.
- For single restrooms, provide signage and materials (paper towels and trash cans) for individuals to use without touching the handles.
- Place signs indicating that toilet lids (if present) should be closed before flushing.
- Place signs asking customers and employees to wash hands before and after using the restroom.
- Provide paper towels in restrooms and disconnect or tape-off hand air dryers.
- Significantly ramp up efforts to keep bathrooms clean and properly disinfected.

**Sanitation Stations**
When considering your business response to the virus, think about critical points where you could introduce sanitation stations to improve the guest experience and minimize the risk of spreading the infection. Key interventions include upon entry, outside of restroom areas, at check in and checkout or cashier areas, and in areas accessible after services are performed before exit. Providing easy guest access through sanitation stands, wall mounted sanitizers or touch free dispensers can help guests feel at ease as well as have clients enter and interact with your establishment with clean and sanitized hands.
**High-Touch Areas**
For disinfecting, focus on high-touch objects in your establishment, including countertops, door knobs, door handles and push plates, railings, light and air-control switches, phones, keyboards, shopping baskets and bags, keypads, faucets, and toilet flush levers. Display an hourly disinfecting schedule for all high-touch areas.

**Waste**
For the safety and sanitation of the guests and employees, create a sealable, no-touch waste solution for single use disinfectant products and disposable personal protective equipment. Disposal of these single-use items and used disinfection materials as regular waste is allowable so long as these guidelines are followed.

**Ventilation**
Because the virus has the potential to be transported through the air, it is critical to have a properly functioning HVAC system. Get fresh air to the customers and staff and properly utilize the ventilation system. This includes:

- Open doors and windows, if possible.
- Maximize fresh air (outside air %) through your existing ventilation system.
- Maintain relative humidity at 40-60%.
- Ensure restrooms are under negative pressure.
- Contact your local HVAC professional for guidance.
- Clean and disinfect HVAC intakes daily.
- Consider using portable HEPA filtration units in confined spaces.

If fans such as pedestal fans or hard mounted fans are used in the space, take steps to minimize air from fans blowing from one person directly at another individual.
Establish Occupancy Limit

Ample signage is the best way to communicate how your guests can safely engage with your business. Signs are both required as a part of the California guidelines and recommended as a tool to educate and inform guests and staff of all of the revised procedures put in place.

Consider using signage to clearly communicate the following:

- **Sanitation Policies:** Give your returning guests the peace of mind to know that you are doing everything you can to keep them safe. Post your new social distancing policies and sanitation procedures in a prominent location in your space and on your website.

- **Hours of Operation:** As hours of operations may be dynamic for the foreseeable future, use a marquee menu board placed prominently at check in, upon entry or in your front window to communicate clearly with guests.

- **Sanitation Stations:** Provide clear markers for designated sanitation areas that indicate to customers the availability of hand sanitizer or soap (typically at entry/exit points and high touch areas).

- **Checkout & Order Pickup:** Clearly mark areas for guest checkout and order pickup within the establishment so that clients and customers don’t have to guess where to go next or how to get started with their visit.

- **Masks Requirements:** Local regulations require the use of masks at all indoor establishments AND to display that requirement on your door. Make sure that your guests know, no mask means no entry.
We recommend a mandatory post-pandemic training session for all staff prior to the return back to work and as new phases of recovery are entered. Clearly define and systematize sanitation procedures and reinforce these new requirements on a daily basis. Encourage your teams to make this a fun process with pre-shift games, shift tracking games, small extras for compliance with new standards, etc. Staff should wash hands at regularly scheduled intervals and always have ready access to hand sanitizer during their shift. Customer facing staff should be trained to wash or sanitize in-between every customer interaction.

Please refer closely to industry guidelines provided by the CDC and your local and state jurisdictions.

**General Disinfection Procedures**

Establish a new and more disciplined disinfection routine for your staff to follow. Ensure that you have an adequate supply of an EPA approved disinfectant, in addition to your regular and routine cleaning with soap and water. Develop a plan that outlines clearly what areas need to be cleaned and what high touch areas need to be regularly disinfected by your staff:

- First, clean surface/object with soap and water.
- Second, disinfect using an EPA-approved disinfectant.
- If unavailable, use 1/3 cup of bleach added to 1 gallon of water, or 70% alcohol solutions to disinfect.
- Do not mix bleach or other cleaning and disinfection products together.

*For more information about EPA Approved Disinfectants,*
While performing regular cleaning and disinfecting consider the following from the CDC:

- Wear skin protection and consider eye protection for potential splash hazards
- Ensure adequate ventilation
- Use no more than the amount recommended on the label
- Use water at room temperature for dilution (unless stated otherwise on the label)
- Avoid mixing chemical products
- Label diluted cleaning solutions
- Store and use chemicals out of the reach of children and pets

For more information on disinfecting your business,

**Personal Protective Equipment**

While the pandemic is still a threat, retail and service employees will be required to wear face coverings during their shifts. As an employer you must provide proper training on how to put on, take off, and discard PPE safely as well as how to effectively use face masks and other protective equipment. A few basic guidelines from the CDC are below:

**Correct Use of Face Covering**

- Wash your hands before putting on your face covering
- Put it over your nose and mouth and secure it under your chin
- Try to fit it snugly against the sides of your face
- Make sure you can breathe easily

- Don’t put the face covering around your neck or up on your forehead
- Don’t touch the face covering, and, if you do, wash your hands or use hand sanitizer to disinfect

**Removing and Maintaining Your Face Covering**

- Untie the strings behind your head or stretch the ear loops
- Handle only by the ear loops or ties
- Fold outside corners together
- Be careful not to touch your eyes, nose, and mouth when removing and wash hands immediately after removing

For more information on how to handle face coverings,

**Providing PPE**

Employers must continue to provide free disposable face masks available through your distributor networks and easily obtainable online. In more upscale environments, branded reusable face coverings can also be made part of a uniform standard so long as they are provided at no cost to the employee.
Hand Hygiene Basics

Employees need to be trained on how to properly wash and sanitize their hands. Consider implementing regular hand washing breaks every hour or half hour as well as after any contact or potential contamination events such as removing gloves, touching your face, removing your mask, using common equipment, discarding waste or interacting with a guest in close proximity. Furthermore, requiring all customer-facing interactions to be followed by hand sanitizer will help protect the spread of the virus.

Proper technique for both hand sanitizing and hand washing can be found below or via the [CDC](https://www.cdc.gov):

**Proper Hand Washing**

- Wet your hands with clean, running water (warm or cold), turn off the tap, and apply soap.
- Lather your hands by rubbing them together with the soap. Lather the backs of your hands, between your fingers, and under your nails.
- Scrub your hands for at least 20 seconds. Need a timer? Hum the “Happy Birthday” song from beginning to end twice.
- Rinse your hands well under clean, running water.
- Dry your hands using a clean towel or air dry them.

**Using Hand Sanitizer (If soap and water are not readily available, you can use an alcohol-based hand sanitizer that contains at least 60% alcohol)**

- Apply the gel product to the palm of one hand (read the label to learn the correct amount).
- Rub your hands together.
- Rub the gel over all the surfaces of your hands and fingers until your hands are dry. This should take around 20 seconds.
Blueprint For A Safer Economy

The State of California has implemented a recovery regime that follows key health metrics county by county. Each county may further restrict activity within their jurisdiction. This chapter will explain how to understand the state and local guidance and how it will impact your business.
CALIFORNIA COLOR SYSTEM BY RISK

California has a blueprint for reducing COVID-19 in the state with revised criteria for loosening and tightening restrictions on activities based on each county’s tier of risk. Below is how each risk tier impacts the allowable activities in the retail industry.

Every Tuesday, each county’s status is updated based on local health metrics. However, it is important to note that individual counties can further restrict specific industry activities at any point, regardless of the risk tier indicated by the state.

### VIEW STATUS FOR ALL INDUSTRIES

**WIDESPREAD**
- Many non-essential indoor business operations are closed

**WHAT THIS MEANS:**
- Retailers: 25% capacity
- Personal Care: Some open with modifications
- Malls: Open indoors with modifications:
  - Max 25% capacity
  - Closed common areas
  - Closed food courts

**SUBSTANTIAL**
- Some non-essential indoor business operations are closed

**WHAT THIS MEANS:**
- Retailers: 50% capacity
- Personal Care: Open with modifications
- Malls: Open indoors with modifications:
  - Max 50% capacity
  - Closed common areas
  - Limited food courts

**MODERATE**
- Some indoor business operations are open with modifications

**WHAT THIS MEANS:**
- Retailers: Open with modifications
- Personal Care: Open with modifications
- Malls: Open indoors with modifications:
  - Closed common areas
  - Limited food courts

**MINIMAL**
- Most indoor business operations are open with modifications.

**WHAT THIS MEANS:**
- Retailers: Open with modifications
- Personal Care: Open with modifications
- Malls: Open with modifications:
  - Limited food courts
INDUSTRY GUIDANCE

California has prepared specific industry guidance for all industries to adhere to during the pandemic.

Workplace Specific Plan
Every business must write out a site plan that outlines their risk mitigation, control processes, and modifications.

Worker Training
Employers must train their staff on these new procedures, protocols and controls.

Control Measures & Screening
Specific recommendations are provided for implementing staff testing, screening and individual control measures.

Cleaning and Maintenance Protocols
Timely recommendations on specific protocols that must be implemented in your establishment and recommendations for service modifications to minimize spread.

Physical Distancing Guidelines
Clear interventions on how to implement social distancing amongst staff, vendors, and guests inside of your business.

REQUIRED READING
California businesses must adhere to the guidelines for employers which contains information on how to handle cases and contact, and the critical statewide mandates:

→ Rules on Face Coverings
→ Employer COVID-19 Playbook

Retail Businesses
→ Full Guidance
→ Summary Checklist

Shopping Centers
→ Full Guidance
→ Summary Checklist

Personal Care
→ Full Guidance
→ Summary Checklist

Hairsalons & Barbers
→ Full Guidance
→ Summary Checklist
STATE GUIDANCE

In addition to the required modifications by industry, California requires all employers to assist in controlling and tracking the outbreak.

To Support Workers:
- Instruct workers when they should stay home and notify all workers who were potentially exposed
- Maintain confidentiality when communicating with other workers
- Provide healthcare consultations advising workers about their exposure
- Provide information to close contacts about home quarantine, symptom monitoring, and testing options
- Provide information to affected workers about what to expect, including sick leave options and when they can return to work

To Manage the Spread:
- Identify and track suspected and confirmed cases among workers
- Report confirmed cases to the local health department where your business is located, and where the infected workers live (if different)
- Develop a testing strategy to identify additional worker cases and close contacts to control further spread
- Work with your local health department to assist in contact tracing and quarantining of close contacts
- Consider whether to temporarily suspend operations

READ MORE
To learn more about how to follow the state guidelines for managing the COVID-19 outbreak in your industry and for links to all industry guidance click below

→ CA Guidance to Reduce Risk
SACRAMENTO RECOVERY PLAN

Although Sacramento County has entered into a lower risk tier, it continues to monitor the outbreak closely and is permitted to further restrict actions by industry.

CHECK BACK FOR UPDATES:

SACRAMENTO COUNTY DASHBOARD

INDUSTRY GUIDELINES

Sacramento maintains a list of county guidelines by industry for easy reference:

OPEN NOW

COUNTY BUSINESS GUIDELINES

Sacramento has published clear guidelines for all businesses to help navigate their re-opening regarding employee exposure, reporting, and return to work procedures

VIEW RESOURCES

POSTERS

In addition to the industries guidance on the dashboard, Sacramento also has easy access to printable health posters

DOWNLOAD NOW
Thank You