

Retail

San Diego SMB Reopening Guide



UPDATED
MAY 19, 2020

Above all, COVID-19 is a global health crisis that threatens lives.

As government and industry work together to help businesses address this ever-evolving reality and safeguard the public, ongoing updates from those authorities remain the foremost guidance on required and suggested practices. This document is meant as an additional resource to help business leaders consider potential steps to protect employees and customers, while addressing resulting changes to their business operations.

This guide focuses on health protocols and business advice for small and medium sized business owners. Covid-19 poses many other critical challenges for society, like unemployment, child care, and mental health, that also deserve diligent attention and intervention..

DISCLAIMER

These are suggested practices, in many cases adopted by companies across sectors. We do not offer recommendations on sufficiency, adequacy or effectiveness of these measures. You can derive no rights or make decisions based on this material. We do not provide legal, accounting, tax, medical or other such professional advice normally provided by licensed or certified practitioners and will rely on you and your other advisors to define applicable legal and regulatory requirements and to ensure compliance with applicable laws, rules and regulations. We do not intend to supplant management or other decision-making bodies, and you remain solely responsible for your decisions and actions, including those relating to manufacturing, product release, regulatory reporting and market action. We make no representation or warranty, express or implied, and expressly disclaim any liabilities relating to your manufacturing operations, compliance, quality, R&D and regulatory processes and products.

Retail re-opening reference guide

	Questions addressed	Themes
Health and safety protocols	What safeguards should I put in place to protect my employees and customers as I reopen?	Employee protection Customer protection Safe process adaptations Overall health interventions
Business process adoptions	How can I adapt my processes to support those protocols and achieve financial results?	Supply chain Operations Service delivery Marketing & sales

This reference guide is broadly applicable to retail stores

Grocers

Department Stores

Clothing Stores


Pharmacy

Specialty Stores

Health and Safety Protocols (1/2)

Mandatory County guidelines

Check the San Diego County website ([coronavirus-sd.com](https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/Epidemiology/covid19/Community_Sector_Support/BusinessesandEmployers/SafeReopeningPlanTemplate.pdf)) for information and local updates on reopening. There you will find the [Safe Reopening Plan](#)¹ that the County is requiring businesses to complete, print and post at their entrance.

 **SAFE REOPENING PLAN**

Business Name:

Facility Address:

This plan does not need to be submitted at this time. This plan is to be used to prepare when businesses open per the Governor's Order. The County will not require approval for this plan. Please check back for further information on 5/8/2020. Businesses must implement all mandatory measures listed in A and B below. Businesses shall select applicable measures listed in C and D below and be prepared to explain why any measure that is not implemented is inapplicable to the business. Businesses shall also provide specific details regarding their Safe Reopening Plan pertaining to their business in section E below.

A. Signage (Mandatory):

☐ Signage at each public entrance of the facility to inform all employees and customers that they should: avoid entering the facility if they have a cough or fever; wear facial coverings, maintain a minimum six-foot distance from one another; and not shake hands or engage in any unnecessary physical contact.

☐ Signage posting a copy of the Safe Reopening Plan at each public entrance to the facility.

B. Measures To Protect Employee Health (Mandatory):

☐ Teleworking opportunities have been maximized.

☐ All employees have been told not to come to work if sick.

☐ All employees must have temperature taken upon reporting to work; if 100 degrees or more, should not be allowed in workplace. If a thermometer is not available, employees must be screened for symptoms (cough, shortness of breath or trouble breathing; or at least two of the following: fever, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell)

☐ All employees must wear facial coverings in the workplace, if within six feet of others.

☐ All desks or individual work stations are separated by at least six feet.

☐ Break rooms, bathrooms, and other common areas are being disinfected frequently, on the following schedule:

☐ Personal Protective Equipment (PPE) has been provided at a level appropriate to employee job duties (describe below)

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SOCIAL DISTANCING AND SANITATION PROTOCOL

B. Measures To Protect Employee Safety (Mandatory) Continued:

☐ Soap and water are available to all employees at the following location(s):

☐ Copies of the Protocol have been distributed to all employees.

C. Measures To Protect Customer Safety (Check all that apply to the facility):

☐ Limit the number of customers in the store at any one time to which allows for customers and employees to easily maintain at least six-foot distance from one another at all practicable times.

☐ All patrons/visitors must wear facial coverings.

☐ Curbside or outdoor service is made available where feasible.

☐ Optional – Describe other measures:

D. Measures To Keep People At Least Six Feet Apart (Check all that apply to the facility):

☐ Placing signs outside the store reminding people to be at least six feet apart, including when in line. Including encouragement for pedestrian traffic to follow one-way migration paths, if appropriate.

☐ Placing tape or other markings at least six feet apart in customer line areas inside the store and on sidewalks at public entrances with signs directing customers to use the markings to maintain distance.

☐ All employees have been instructed to maintain at least six feet distance from customers and from each other, except employees may momentarily come closer when necessary to accept payment, deliver goods or services, or as otherwise necessary.

☐ Appointment system is utilized, when appropriate.

☐ Optional – Describe other measures:

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SAFE REOPENING PLAN

E. Additional Measures Specific to Business (Mandatory):

*Any additional measures not included here should be listed on separate pages, which the business should attach to this document.

You may contact the Health and Safety Coordinator with any questions or comments about this protocol:

Name: Phone Number:

Signature, Appointing Authority or Designee

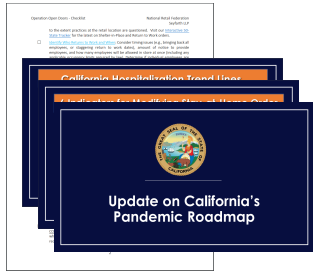
Date of Form Completed:

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1. San Diego County Reopening Checklist: https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/Epidemiology/covid19/Community_Sector_Support/BusinessesandEmployers/SafeReopeningPlanTemplate.pdf

Health and Safety Protocols (2/2)

Additional retail guides and resources



California Roadmap

covid19.ca.gov/roadmap/

Descriptions on phases and indicators for California Reopening Plan



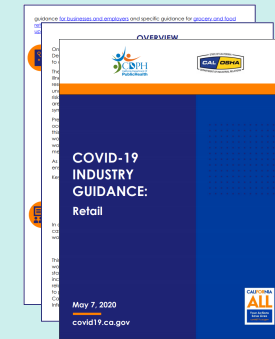
San Diego Reopening Checklist

sandiego.gov/coronavirus

City-wide updates, including recommendations from the San Diego RECOVER Advisory Group

Guide:

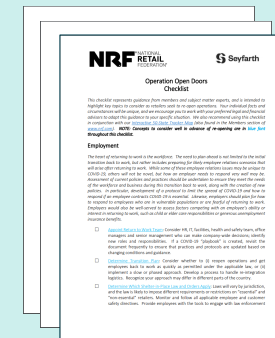
sandiego.gov/sites/default/files/san_diego_ready_-_strategies_to_reopen_san_diegos_economy.pdf



CDPH/CALOSHA Retail Guidance

covid19.ca.gov/pdf/guidance-retail.pdf

Guidelines and checklist to create a safer environment for workers



National Retail Federation

nrf.com/resources/operation-open-doors

Checklist of key strategic and operational topics to consider as retailers seek to reopen operations

(available to the public for a limited time before becoming members-only resource)

Business process adaptations (1/2)

NON-EXHAUSTIVE

Supply Chain & Operations

	Measure	Considerations ¹
Supply chain	Mitigate risk and collaborate with suppliers	<ul style="list-style-type: none"> <input type="checkbox"/> Contact and review status of suppliers to ensure steady delivery of goods <input type="checkbox"/> Create of a list of alternate vendors (local and national) to avoid dependencies; minimize risk of supply disruptions <input type="checkbox"/> Modify delivery schedules to increase merchandise/resource flexibility; relax on-time and in-full order requirements <input type="checkbox"/> Renegotiate payment terms and pricing with suppliers and landlords
	Reallocation of inventory to preserve cash	<ul style="list-style-type: none"> <input type="checkbox"/> Identify liquidable inventory and non-essential assets to maximize cash on hand <input type="checkbox"/> Discount underperforming stock and merchandise <input type="checkbox"/> Review inventory costs of current goods and merchandise <input type="checkbox"/> Evaluate higher volume orders to minimize 'time on shelf' or potential inventory storage waste <input type="checkbox"/> Work with distribution partners to sell off excess inventory
	Revise purchasing plans for merchandise in high demand	<ul style="list-style-type: none"> <input type="checkbox"/> Prioritize high demand merchandise for purchase and availability to maintain steady cash flows <input type="checkbox"/> Transition to goods that require minimal customer discovery in purchasing process (i.e. goods that don't typically have to be tried-on before purchasing)
Operations	Cross train personnel to assist with e-commerce and delivery	<ul style="list-style-type: none"> <input type="checkbox"/> Train back-office and front-office personnel to handle shift to e-commerce orders and digital payment processing <input type="checkbox"/> Allocate personnel for home delivery duties as operations pivot from in-store purchases <input type="checkbox"/> Dedicate staff to packaging and over the phone customer service
	Adjust staffing levels	<ul style="list-style-type: none"> <input type="checkbox"/> Rotate personnel to sanitization / social distancing duties inside stores and outside as customers queue to enter <input type="checkbox"/> Create transparency and flexibility around available job shifts <input type="checkbox"/> Establish contingency staffing measures in case of unexpected issues (child care, transportation, etc.) <input type="checkbox"/> Review role responsibilities to minimize employee contact and cross-pollinating activities <input type="checkbox"/> Modify staffing schedules to reflect new working hours
	Streamline processes	<ul style="list-style-type: none"> <input type="checkbox"/> Clear signage of sanitization stations <input type="checkbox"/> Visible mapping of merchandise to expedite customer visits <input type="checkbox"/> Modify packaging of goods to allow expedited selection and carry out for customers (e.g. minimize customer handling) <input type="checkbox"/> Change the way fast moving products are merchandised; moving in-demand items to front of store or onto homepage banner

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

Business process adaptations (2/2)

NON-EXHAUSTIVE

Outbound Logistics / Service Delivery & Marketing and Sales

	Measure	Considerations ¹
Outbound logistics	Accommodate e-commerce (in-store pickup/local delivery)	<ul style="list-style-type: none"> <input type="checkbox"/> Promote e-commerce channels and digital payment options <input type="checkbox"/> Establish independent merchandise pickup windows for drive-in / in-store pickup <input type="checkbox"/> Provide at-home delivery options for local customers <input type="checkbox"/> Establish scheduling platforms for customers to avoid lines or wait time
	Pop-up locations and regular scheduled delivery option	<ul style="list-style-type: none"> <input type="checkbox"/> Curbside pop-up in well known spaces for drive by sales and customer pick-up <input type="checkbox"/> Bundle popular / high demand goods for weekly delivery
	Partnership with local logistics services and businesses	<ul style="list-style-type: none"> <input type="checkbox"/> Partner with local logistics services for marketing and product delivery <input type="checkbox"/> Utilize partner platforms to expand geographic delivery of goods and services outside of in-house delivery reach
Marketing and Sales	Community outreach and advertising	<ul style="list-style-type: none"> <input type="checkbox"/> Use of social-media (e.g. personal page, local interest groups, business associations) or physical signage to promote availability and purchasing options for local customers <input type="checkbox"/> Promotion of how businesses are implementing safe shopping spaces and pick-up windows <input type="checkbox"/> Develop new referral programs for existing customers to expand the business network <input type="checkbox"/> Promote gift card and pre-order options as a means of supporting local business
	Digital retail experience and interactive commerce	<ul style="list-style-type: none"> <input type="checkbox"/> Virtual walk-in / tour of retail space in place of in-store exploration <input type="checkbox"/> 3D imaging or photography of new products and goods to allow customer product exploration <input type="checkbox"/> Email and mobile notifications when high demand items are back in stock <input type="checkbox"/> Digital presentation of goods or skills associated with individual businesses (e.g. Makeup tutorials) <input type="checkbox"/> Personalized shopping experiences and crafted selections
	Local partnerships and events	<ul style="list-style-type: none"> <input type="checkbox"/> Partner with local businesses for targeted “digital sidewalk sale”; specific date of single day sales offerings for multiple businesses promoted by local municipality

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

A collaboration between



For additional resources and information, please visit

sandiegobusiness.org/coronavirus

Periodic updates, resources and additional information will be available there. This guide was last updated on May 19, 2020.

This information in this guide has been reviewed in focus groups by numerous local retail establishment. Please see the link above for an industry agnostic guide and a specific restaurant sector guide.